



# Long-term commitment to European Healthcare Sustainability

**Healthcare Activos**  
2024 Sustainability Report

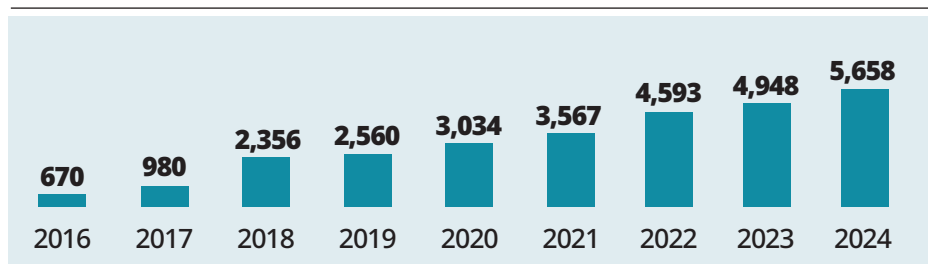
<b>CORPORATE</b>	3
<b>IMPACT</b>	9
<b>INVESTMENT</b>	16
<b>CAPITAL MARKETS</b>	18
<b>ASSET VALUE</b>	19
<b>INFRASTRUCTURE</b>	21
<b>GOVERNANCE &amp; COMPLIANCE</b>	23
<b>OUR KEY STAKEHOLDERS</b>	25
<b>ABOUT THIS REPORT</b>	31



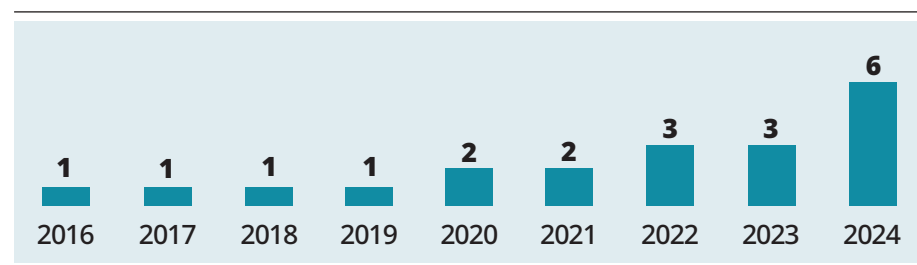
# CORPORATE HIGHLIGHTS



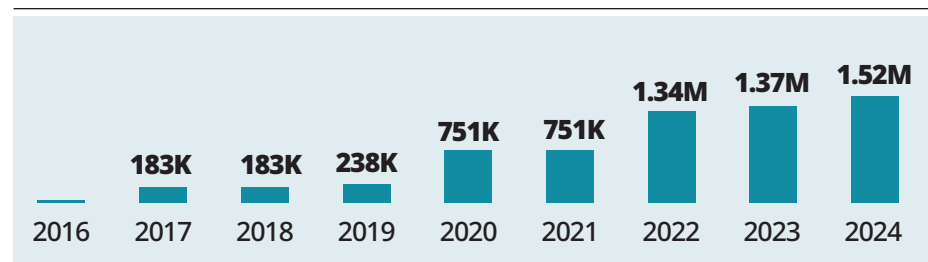
## Nursing Homes Beneficiaries Evolution in #



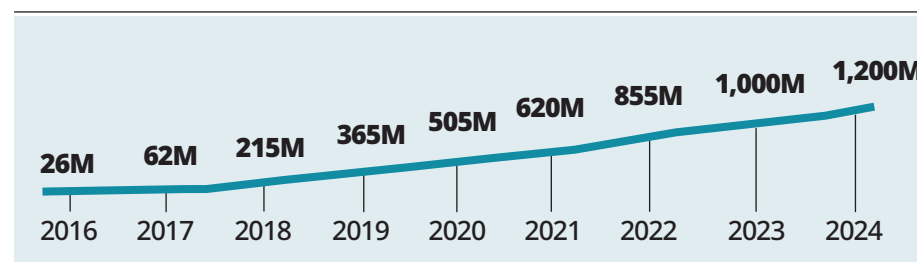
## Countries with presence Evolution in #



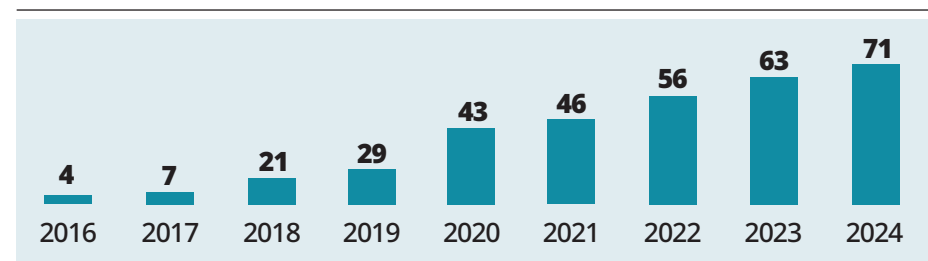
## Hospital Beneficiaries Evolution in #



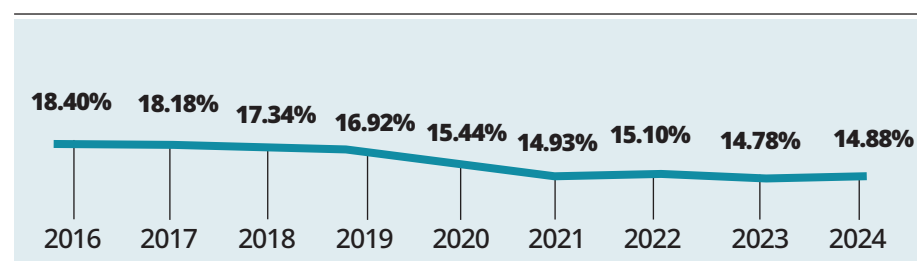
## Assets under management (M€) Evolution in M€



## Number of assets Evolution in #



## Coverage ratio\* Evolution in %



\*Total number of beds in the catchment area of a given asset over Population >80 years of age. Aritmetic average of all nursing homes under management.

## MISSION

Build critical social and healthcare infrastructure, fundamental for the long-term sustainability of society aligned with the leading operators in Europe to deliver the most adequate care for people with physical or mental needs through the best model of care.

## VISION

To be the leading long-term platform in Europe for social and healthcare infrastructure based on our unique business model with an operator mindset that provides the highest quality of care and which guarantees long-term economic and social returns.

## HISTORY

### **2016**

Jorge Guarner founded Healthcare Activos with Oaktree funding with a €500m investment target

ESG: Investment fundamentals defined

### **2017**

ESG: Social fundamentals implementation

### **2018**

Launch of Healthcare Activos 2 S.A., second investment vehicle with Oaktree

ESG: Social fundamentals implementation

### **2019**

Launch of Healthcare Activos Yield SOCIMI (REIT) with institutional investors. Albert Fernandez, as a full-time CEO.

ESG: Social fundamentals implementation.

### **2020**

Healthcare Activos Yield SOCIMI listing in Euronext Access in Paris

ESG: Social fundamentals implementation

### **2021**

Commitment from long-term global institutional investors with an initial target to deploy +€600m of capital.

ESG: Joined UN Global Compact and PRI First Nursing Home BREEAM certified in all Spain

### **2022**

Award “Financing deal of the year 2022: Southern Europe”

First GRESB reporting year

### **2023**

Further European expansion in Belgium & other territories

ESG: “VERY GOOD” Sustainability Quality Score from Moody’s IS in its Social Financing Framework, First SLL signed

### **2024**

Launch of Healthcare Activos Yield 2 to deploy additional €650m of capital across Europe

ESG area reinforcement and Stewardship process to face Healthcare’s Demographic Challenge



Jorge Guarner  
Chairman

**By 2030, people over the age of 65 will represent 42.8% of those aged 20 to 64, and by 2050, that figure will rise to 55.4%.**

**45% of public hospital beds are occupied by elderly patients, and 60% by people with chronic illnesses**

## Long-Term Investments for a Sustainable Solution to Europe's Demographic Challenge

When I founded Healthcare Activos at the end of 2016, I set out to be the right partner to accompany the main European operators in their development in response to strong market needs due to the Demographic Challenge we face, especially in Europe. It is worth noting that there are currently 27.5 million people over the age of 80 in Europe, and this is expected to increase to 48.8 million by 2050. For this reason, developing healthcare infrastructure under very clear premises is crucial: understanding the dynamics of the health sector, having a long-term vision, fostering an operator-centric mindset, establishing sustainable rent, setting long-term lease agreements indexed to the CPI with guarantees from the parent company, monitoring the quality of operations, and maintaining continuous control over the proper upkeep of the buildings.

And so we have done, always keeping in mind a sector that is fundamental for people in the most delicate moments of their lives when health is fragile: when we need to be cared for and cured.

Almost 9 years later and having already reached 74 assets in the portfolio by the end of 2024, we remain true to our principles. Certain ratios, such as an Effort Rate (Rent vs. EBITDAR) with a maximum of 50-55%

in nursing homes, are already becoming a market practice and are presented in sector forums with the normality we aspired to from the start, contributing to the sustainability of the centre over time, as demonstrated through the various crises our society has faced, such as the COVID-19 pandemic, rising inflation, or interest rate hikes, for example.

With an investment of over 1.2 billion euros, we continue to appreciate the trust of our investors and all the operators we already work with in six EU countries (Spain, Portugal, Belgium, France, Germany, and Ireland), although we are aware that there is still much to be done and that this is just the beginning. Leadership is not just a matter of numbers but also of Healthcare Activos' unique model with an operator mindset, which better responds to market needs steadily and without sudden changes. In 2024, we have continued to grow, but above all, we have established ourselves as a positive impact investment in our environment, providing the installed capacity where it is most needed (Catchment Area, Coverage Ratio), and with that first step towards quality that signifies infrastructure designed appropriately to allow professionals to focus on caring for people in a suitable environment.

In summary, in our ESG policy, we feel more aligned with the "S" than ever. And not just any "S", but the one that makes it possible to improve people's lives, conciliating the attraction of private capital with long-term institutional investors that largely contribute to paying pensions, in favour of those who need it most, with stable

returns, with assets intended for long-term permanence, and with a high specialization in elder care facilities, medium-term healthcare, mental health, and hospitals. We are committed to the full continuum of the Health sector, which we aspire to see agreed upon in the European context at some point, to facilitate a sustainable response for European countries' complex budgets and deficits that will continue to make a response solely from the public framework challenging. We intend to keep doing this with the transparency we have maintained since the beginning when we opted to list on Euronext Access in Paris so that our information was entirely consultable and verifiable.

I'll leave you with some figures to reflect on: an average of 45% of the public hospital beds are already occupied by older adults, 60% of the beds are occupied by patients with Chronic Diseases, and in the last 25 years, the average age of hospitalized patients has increased by 5 years. When healthcare infrastructure is lacking, we resort to the most expensive resource, but not necessarily the most appropriate one. If this is the case, will we continue to respond to the demographic changes with the same exhausted system, based on Acute Patient Care when chronic cases are growing the most? Will we be able to provide society with the necessary healthcare infrastructure to care as well as cure? Will we create a true networked effort across the entire Healthcare Continuum to promote efficiency and sustainability? Will European authorities support the creation of a stable legal framework that enables public-private collaboration to be part of the solution?



Toni Serra Torres  
Corporate Managing  
Director ESG

**We believe our fundamentals must incentivize investment in assets that provide social and healthcare services to dependant population, producing long-lasting positive impact, through a sustainable and profitable business.**

## Stewarding for a competitive Europe amid the Demographic Challenge

### SOCIAL SUSTAINABILITY WITH A FOCUS ON EUROPE

2024 has been another year of continued international expansion for Healthcare Activos. Our entry into France, Ireland, and Germany—while keeping a close watch on Italy—has been completed by a detailed analysis of each country’s healthcare system, its evolution, and learning from the key specificities of each region.

But although there are specific traits that define the healthcare tradition of each region to which Healthcare Activos fully adapts, the more we expand to new markets, the more we realize that the **operator mindset** is what defines our approach. This mindset drives us to operate with a **long-term management vision** and a strong **focus on the users** of each healthcare and social care facility. Not only is this approach unique in the market, but it also provides a highly efficient solution to the growing Demographic Challenge.

We believe our fundamentals must incentivize investment in assets that provide social and healthcare services to communities where beds available are below the needs for beds, producing long-lasting **positive impact**, through a sustainable and profitable business.

Although this might seem increasingly evident within the care and healthcare sector, it is not the case with the European Social Taxonomy or similar frameworks.

**Our work is inherently social across the various ESG strategy pillars**, yet we find little connection between the true social impact of our work—addressing the European Demographic Challenge head-on—and what is typically classified as the “S” in leading certification schemes or regulatory frameworks.

Perhaps the key point here is that **our sector has not yet achieved the equivalent of a “carbon footprint” for the “S”**—let alone in the field of social care—nor do we have metrics that clearly quantify contributions to the growing “tsunami” of healthcare demand linked to Europe’s aging population. Consider the following:

- » In the past 25 years, the average age of public hospital patients has risen from 61 to 65.
- » People over 65 now occupy 45% of hospital beds.
- » 60% of hospital patients have chronic illnesses.
- » Around 70% of national healthcare spending goes toward people aged 65+.

During our regular hospital visits, we frequently witness some facilities struggling to maintain their surgical schedules simply because they lack beds for surgical patients—beds instead occupied by internal medicine patients aged 65 and older, whose average stays last 10 days—twice as long as those of 30-year-old patients.

**When we’re asked how many hospitals are needed in an area, we respond by first asking how many medium or long-term care centres we’re willing to establish.**

Across Europe, one common feature is that healthcare systems were originally designed to focus on acute care. That perspective has lingered, even though reality has shifted dramatically. **We believe that we cannot face new challenges with past solutions.**

### THE CHALLENGES AHEAD

In 2023, at Healthcare Activos we took an initial step toward exploring a “social carbon footprint” by incorporating our investment fundamentals and KPIs with a strong social orientation to define our social financing framework, supported by a third-party opinion from Moody’s IS—through which we succeeded in reaching a “very good” qualification. In 2024, our focus has been on acting as stewards and advocates in addressing the demographic challenge, working alongside the broader sector and European authorities, to raise key questions that support the development of a more robust European healthcare system. Such as:

By 2050, Europe is expected to have 32 million more people over 65 and 21.3 million more over 80 than in 2024. Just three of the most common disabling chronic illnesses could mean 10 million people over 80 in need of care. **Will we continue caring for them at €1,200–**

**The average age of public hospital patients has risen from 61 to 65.**

**60% of hospital patients have chronic illnesses.**

**Around 70% of national healthcare spending goes toward people aged 65+.**

**1,400/day in hospitals, or recognize that their chronic health issues require medium- or long-term care facilities—more appropriate and at only 10% the cost of hospital care?**

After age 80, care needs shift more toward nursing and daily support rather than intensive medical treatment. **Is our continuum of care prepared to meet this growing need?**

Eurostat and OECD studies show that the prevalence of disabling diseases grows at almost the same rate as the aging population. Of the 10 additional years of life gained over the last 40 years, only 3 to 5 are lived in good health (depending on region and socioeconomic status). While prevention and home care are key—and we place much hope in them—the need for long-term dependent care is expected to continue growing. **Do we have consistent and comparable systems in Europe to measure this prevalence across regions and countries? How can we plan for the future without them?**

Fragmentation of care systems in Europe is another major challenge—not only across countries (except for more unified systems like France), but also within regions. **Should Europe propose a common and ideal Care Continuum suited to this new scenario? Should it define services based on efficacy and efficiency? Could this be the best way to ensure access to the right care?**

According to the Principle of Subsidiarity established in the Treaty on European Union, the Union's intervention should

take place when the objectives of an action cannot be sufficiently achieved at the Member States alone, but can be better achieved at Union level “due to the scale or effects of the proposed action.” **Isn't the Demographic Challenge perhaps within these circumstances?**

**EUROPE NEEDS A COMPREHENSIVE HEALTHCARE PLAN**

Europe needs a roadmap of care resources—so that we can proactively decide, before the problem becomes unmanageable, what kind of care we want to offer to those most vulnerable in our society.

To do this, three core elements must be aligned:

- 1. A study of the prevalence of key diseases** that impact dependent populations, broken down by country and region. Existing literature shows strong links between health conditions and socioeconomic status, making it essential to link findings by geography.
- 2. A common system for measuring dependency**, linking prevalent illnesses to the most appropriate types of care resources, and grouping various clinical profiles accordingly. This will help define a shared Care Continuum and guide how to manage each case along that path.
- 3. A common definition of care services along the Continuum.** We may know how many patients we'll have, but not what type of facilities or scale will be required

for efficient and high-quality care.

This should lead us to develop a proper Care Resource Map, starting with mismatches (e.g., chronic patients occupying hospital beds) and expanding to accommodate new user profiles as the demographic shift intensifies.

Once these steps are taken, many other challenges and discussions will arise, such as implementing changes across countries with different healthcare systems (e.g., Beveridge vs. Bismarck), determining the inspection systems to be used, ensuring full transparency of results, and deciding how all this infrastructure will be financed in systems already under significant debt pressure, while also addressing new concepts such as Defence—making public-private collaboration essential.

At Healthcare Activos we believe that the window of opportunity for action is now open, as there are at least seven related European Policy Initiatives that must be addressed in the near future, namely:

- » European Pillar of Social Rights (European Commission, 2017) to be renewed in 2027
- » Green Paper on Ageing (European Commission, 2021), white paper still pending to be written
- » 2nd Joint Report by the European Commission and the Council (2021), 3rd report expected
- » Council Recommendation on Long-Term



**By 2050, Europe is expected to have 32 million more people over 65 and 21.3 million more over 80 than in 2024.**

**Of the 10 additional years of life gained over the last 40 years, only 3 to 5 are lived in good health**

Care (Council of the EU, 2022), monitoring report due by the end of 2025

- » Demographic Toolbox (European Commission, 2023), debated in the EU parliament in January 2025
- » Demographic Intergroup (European Parliament, 2025) ongoing
- » EU4Health Programme (European Commission, 2021–2027)

However, we question whether our sector is truly engaging in shaping proposals that reflect the realities on the ground. Other industries, like tech and pharma, have made meaningful contributions. The care sector—which deals daily with vulnerable individuals—must also participate in designing the rules that govern us.

It is feasible to find concrete ratios on the sustainability of European health systems.

#### **FINAL REFLECTION**

Public policy plays a decisive role: it shapes the mechanisms used by investors and influences public perception of quality. Do we accept the challenge to propose solutions—and to participate in the them?

The environmental movement succeeded by creating measurable, comparable metrics. Our sector now faces the same challenge—and opportunity. In this 2024 report, we aim to provide solutions and transparently share our reflections on which KPIs can contribute to addressing a solution. Our work continues.



**5.8k (+8%)**  
people live in our  
nursing homes

**1.5M patients**  
are treated in our  
facilities

**158 kwh/sqm**  
(-3%) energy  
consumed

**2.4 gwh**  
(+54%) of on-site  
renewable energy

**47.4%**  
(+2 p.p.) Electricity  
consumption share

**1,256 M3/SQM**  
(-4%) water intensity  
in our assets

**9.8 TN/SQM**  
(-2%) waste intensity  
in our assets

## Delivering long-term value with resilience by staying true to our fundamentals

Despite the current global tensions and instability—and the fact that many companies are removing ESG from their C-level agendas at Healthcare Activos we believe that now, more than ever, is the time to remind ourselves that we are here to care for the most fragile members of our society through the creation of critical social and healthcare infrastructure. Our success as a business depends on our ability to provide high-quality, affordable care with the right asset, in the right place, and with the right partner.

### THE RIGHT ASSET

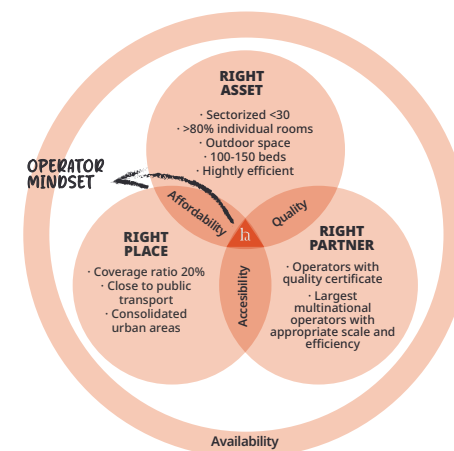
- » **Sectorized into independent living units of a maximum of 30 people** to enabling specialization in controlled and familiar environments.
- » **Mostly single rooms.** To provide high-quality individualized care while maintaining affordability.
- » **Assets with outdoor space.** contact with nature and fresh air is key to the well-being of our users especially since some have limited ability to leave the building unaccompanied. Green areas within the buildings are also an effective way to increase the biodiversity share of our land plots—an increasingly important consideration in consolidated urban areas.
- » **Assets with a minimum of 100 beds.** Scale is key to offering affordable

high-quality services. However, overly large assets may hinder quality, while the growth of economies of scale begins to decline. Assets between 100 and 150 beds allow us to benefit from cost efficiencies through at least four independent living units, while still maximizing quality of service

- » **Highly efficient assets.** To meet high quality standards while keeping costs under control, our assets must be efficient—both in terms of internal operations (e.g. optimized layouts to maximize staff time spent on care) and of resource performance (minimizing energy, water and waste intensity while maximizing self-generation and Electrification yields).

### IN THE RIGHT PLACE

- » **Coverage ratio 20%.** The starting point of our entire investment process is a clear principle: we only invest in assets where there is an urgent need for care. specifically, we focus on areas where the coverage ratio (total beds over the population aged 80 and above) is 20% or lower—reflecting the proportion of the 80+ population that the WHO estimates to be dependent.
- » **Close to public transportation.** Dependent population often suffer from social exclusion and unwanted loneliness. To help prevent this, we invest in assets physically and geographically accessible whether by public or private transportation.
- » **Consolidated urban areas.** Access to basic services and participation of the community also contributes to avoiding



unwanted loneliness. For that reason, in addition to proximity to public transport, we always invest in assets located in consolidated urban areas.

### WITH THE RIGHT PARTNER

- » **Operator mindset.** We have standing lease agreements with with 7 out of the top 10 operators in continental Europe and open discussions with all of them. Combining this with our operator's Mindset and the access to the sector deal flow enable us to find the ideal match between asset and operator
- » **Quality certification.** Quality must be guaranteed, thus we work only with partners that can proof their quality with 3rd party certification (e.g. ISO 9001) or equivalent
- » **Largest multinational operators.** We tend to work with operators that have a proven track record of standardized successful operations



Juan Ignacio Mosquera  
ESG Director

**We have embedded the requirements for a sustainable social and healthcare infrastructure into our “investment fundamentals”**

**Long-term impact investment under AAAQ framework is key for the future of Healthcare**

Our way of doing things is intended to provide a long-lasting positive impact in our communities. To that end, we strive to follow the three pillars that all impact investments should fulfil.

**1. Intentionality.** Since our inception, we’ve had a clear theory of change which has been embedded in the culture of the company. We believe that the current demographic challenge affecting the world will pose increasing pressure on the healthcare and social infrastructure leading to massive investments which, if not guided by certain requirements, may fail to truly address the issue.

Such is our commitment that we have embedded the above-mentioned requirements in our “investment fundamentals” which are evaluated in the variable retribution of employees and condition all of our investments.

**2. Impact measurement and management.** As an essential part of our investment process, our investment fundamentals are periodically monitored and used to improve future decisions. Additionally, whenever possible, we intend to align our investment fundamentals with our sustainability linked financing as well

Concept	KPI / Fundamental	SLA	AAAQ
Additionality	Coverage Ratio	Specific number of beds over the population >80 years old	Availability
Cost-benefit	Effort rate	40-50% Effort rate depending on asset class	Accessibility
	Certified Quality of operations	Quality Certification of operators	Quality Acceptability
Long-term	Efficient building design/ layout	Asset sectorization, optimized internal circuits, consumption efficiency, number of beds	Acceptability, Accessibility, Quality
		WALP	Accessibility
Community impact	Long-term investment strategies	Asset turnover	Quality
		Lower healthcare costs	Accessibility
		Lower acute care needs	Accessibility
Community impact	Lower healthcare costs	Reduced Medicine costs	Accessibility
		Reduced healthcare facilities congestion	Availability

as conducting regular 3rd party audits of those fundamentals when necessary.

**3. Additionality.** One of our investment fundamentals is precisely the coverage ratio (availability), which puts a limit on the number of beds we add to the given area, guaranteeing that we only serve unattended or underserved areas.

Moreover, at Healthcare Activos we have several fundamentals to incentivize the cost

benefit equation of the operation such as the size and the sectorization (Acceptability and personalization) that enables affordable high quality, the certified quality operations (Quality) or the effort rate (Accessibility).

Our goal in the coming years is to continue working to make the impact of our sector visible in providing healthcare solutions in response to the Demographic Challenge. Our metrics are designed to contribute to this goal.

**Our purpose, mission, vision and culture are closely tied to caring for the most fragile people of our society through the creation of critical social and healthcare infrastructure**

## Milestones achieved and the road ahead

The way we view sustainability at healthcare Activos is not as a destination but rather as a never-ending movement fuelled by our purpose and our attitude towards it.

2024 was a year of several milestones achieved and 2025 aims to follow the same pathway.

### SOCIAL

As the current document points out, Healthcare Activos is quintessentially the “S” —our purpose, mission, vision and culture are closely tied to caring for the most fragile people of our society through the creation of critical social and healthcare infrastructure. Having our whole organization working around a specific goal, our focus in 2024 has been external stakeholders

#### Financing

- » We overperformed against the SPTs set in our current Sustainability Linked Loan which framed under our Social Financing Framework developed in 2023 and rated “Very Good” by Moody’s
- » Initiate plans to increase the share of SLL over total debt

#### Institutions and regulators

- » Initiate collaboration with the social and healthcare sector to promote the implementation of accessible, efficient and effective healthcare services

### 2025...

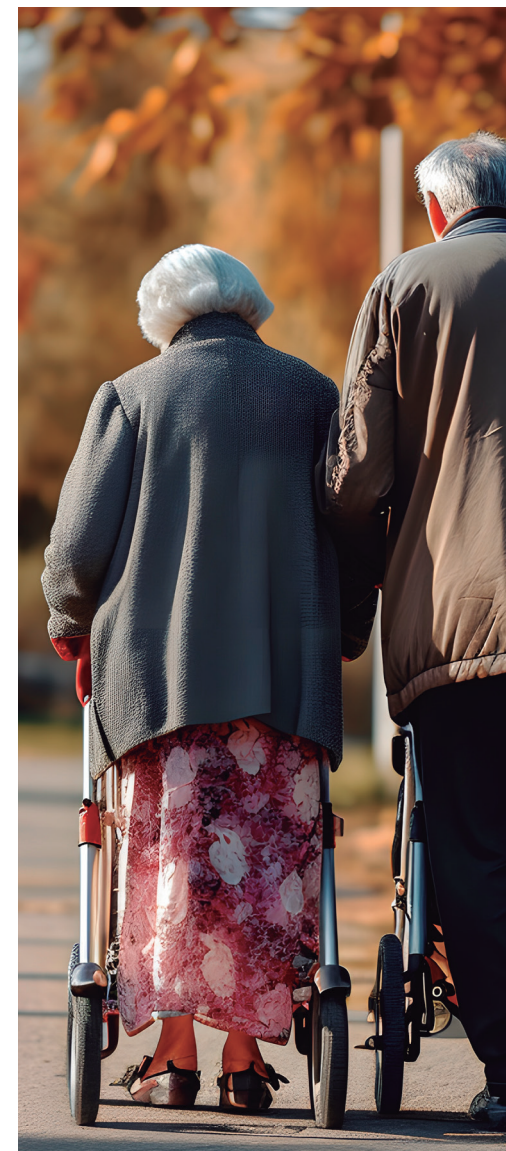
will follow the same line of collaborating with external stakeholders to transcend our business

#### Financing

- » Increase the share of SLL over total debt
- » Advocate with key Stakeholders for broader offerings regarding Social sustainability financing

#### Institutions and regulators

- » Publicly report measurable Social KPI’s in Healthcare Activos investment strategy
- » Participating in the European Forum leading the visibility of the Demographic Challenge in Europe
- » Lead the collaboration with the social and healthcare sector to promote the implementation of accessible, efficient and effective healthcare services.



**-2.5%**  
energy intensity

**-3.7%**  
water intensity

**- 2.2%**  
waste intensity

**~3X PV**  
energy production

**- 9%**  
Energy related CO2  
intensity

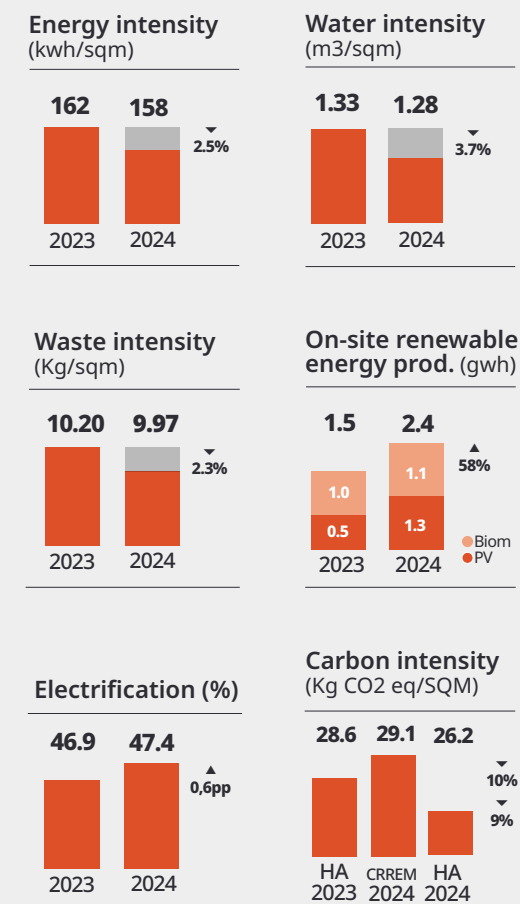
**ENVIRONMENTAL**

2024 has been a year of growth and consolidation

- » Asset level monitoring for all the assets for both 2024 and base year 2023. Externally Verified by independent 3rd party, reaching 100% data coverage
- » Perform GHG audits of all our assets with different approaches:
  - » Operating assets: Perform GHG audit within the big-bang project scope (massive GHG audits of assets in portfolios older than 4 years to identify improvements aligned with our energy/CO2 reduction objectives)
  - » Operating assets new purchases: perform GHG audit as part of the purchasing process in the technical due diligence phase.
  - » Greenfields: Include Environmental KPI requirements into new buildings in the project design phase.
- » Improvement in all measured consumption KPIs: Energy, -2,5%, water, -3.7%, Waste, - 2.2%, On-site renewable energy, 54%, share of electricity over total energy, 2 pp.

- » Energy related carbon intensity improved 9%, reaching 26 kg CO2/SQM, 10 p.p. below CRREM pathways8 set for the weighted average of our portfolio surface by country.
- » Climate physical risk assessment carried out for all acquisitions made in 2024 onwards.
- » CO2 emissions intensity (tn CO2 per FTE) related to the Asset management company (excluding the investment vehicles) fell by 7% (market based) despite activity increase (e.g. corporate travel rose +50%) thanks to the purchase of Renewable energy certificates since September 2024, the implementation of energy reducing measures (e.g. movement detectors in passage areas, climate equipment programming), water reducing measures (low-flow faucets 2L/min) and the annual ESG training which includes an awareness campaign of the impact of our activity .
- » Continuing the implementation of green clauses in our new contracts.

**Some figures Evolution**



**We want to use renewable energy in >70% of our buildings by 2035.**

**Reduce carbon intensity (kg CO2/ sqm) of our buildings by 25% by 2050 as well as energy intensity (kwh/sqm) by the same amount and in the same period of time**

**Reduce both water (l/SQM) and waste intensity (kg/SQM) 10% by 2050 (base year 2023)**

**2025...**

Is expected to set the basis for a NET ZERO pathway toward 2050

- » Data collection tool implementation (DEEPI) for data collection automation when possible
- » Consolidate Environmental KPIs improvement
- » Elaborate on Net Zero plan
- » Include Biodiversity related to KPIs
- » Consolidate SLAs for new acquisitions related to environmental KPIs
- » Assess climate risks with TCFD (Taskforce for climate related financial disclosures) methodology

**Mid and long term environmental objectives**

- » >95% of our assets classified with energy efficiency certification by 2035.
- » Use renewable energy in >70% of our buildings by 2035.
- » Reduce carbon intensity (kg CO2/ sqm) of our buildings by 25% by 2050 as well as energy intensity (kwh/sqm) by the same amount and in the same period of time
- » Reduce both water (l/SQM) and waste intensity (kg/



**With the “tone at the top” principle fully integrated in the company, Healthcare Activos has been making large strides towards becoming a benchmark for the sector in terms of compliance**

## GOVERNANCE

For Healthcare Activos Governance is primarily about removing internal obstacles and implementing the right incentives for the company to fulfil its purpose. In this context we can identify two main sections:

**1. Compliance.** With the “tone at the top” principle fully integrated in the company, Healthcare Activos has been making large strides towards becoming a benchmark for the sector in terms of compliance.

**2. Transparency.** Most of our efforts regarding transparency are detailed in our compliance section. Below we highlight some updates on our external commitments and certifications which represent a significant part of our transparency efforts and serve as a strong incentive to fulfil our purpose.

2024 has been marked by the consolidation of our transparency and disclosure commitments, as well as the confirmation of the positive impact of our ESG efforts.



## GRESB

For Healthcare Activos, it is paramount to be assessed against industry benchmarks that measure the ESG performance of companies and their portfolios. For that reason, reporting to GRESB (Global Real Estate Sustainability Benchmark) as the most renowned organization that assesses the performance of real estate assets worldwide is a must.

2023 performance was for us a palpable confirmation that we are headed in the right direction with regards to ESG management of our portfolios:

- » GRESB 2024 score was 67 points, +21 points vs 2023, a +46% increase
- » In 2023 there was also a considerable improvement vs our peer group, from 6th in the ranking in 2022 to 4th in 2023
- » At the time of this report's publication, 2024 reporting year was yet not completed.



## PRI

2023 performance showed a Substantial increase in the main two categories reported both in absolute terms and in relation to peers:

- » Policy Governance and Strategy: improved from 53 to 69 (+30%), moved from 3 to 4 stars and from being below average to considerably above
- » Direct – Real Estate: improved from 64 to 79 (+23%), moving from 3 to 4 stars and from being at the average to considerably above
- » At the time of this report's publication, 2024 reporting year was yet not completed

**In 2025, we expect to raise the ambition bar regarding reporting and transparency by incorporating the TCFD methodology and renewing the double materiality assessment**



**UN Global compact**

During 2024 we continued our commitment to the United Nations starting in 2020. Our commitment to governance, human rights, labour standards, the environment and anti-corruption is based on the Ten Principles of the United Nations Global Compact.

These principles provide an international framework for companies wishing to align their operations and strategies with universal values in key areas of corporate responsibility.

In line with these principles, Healthcare Activos is committed to adopting ethical and sustainable business practices and reports on our processes and policies that demonstrate our commitment to preventing any negative social and environmental impacts.

This membership has allowed Healthcare Activos:

- » To increase its credibility by showing its commitment to the Ten Principles and the Sustainable Development Goals.
- » To measure and demonstrate progress in environmental, social and governance performance to stakeholders.
- » To continuously improve by identifying gaps. Benchmark its progress against other companies in the sector

Although Healthcare Activos through its ESG implementation collaborates in as many SDGs as possible, the primary focus is on SDG 3: Global Health and well-being, specially by investing in critical healthcare and social infrastructure

**Sustainability report**

Continued voluntary disclosure of our ESG performance is an additional confirmation of our commitment to reporting and transparency.

**2025...** will continue along the same line, strengthening the transparency commitments by increasing disclosure as well as continuously improving in the already assumed commitments:

**TCFD.** Healthcare Activos first climate risks and opportunity assessment were carried out in 2023. In 2025, we want to take a step forward by fully incorporating the TCFD methodology in the risks and opportunities assessment and thus increase resiliency in our assessment

**Double Materiality Assessment.** Although not affected by major ESG regulation (CSRD), at Healthcare Activos we are willing to undergo the highest standards of governance. With this context in mind, we are working on performing a double materiality assessment involving both internal and external stakeholders

**1.2Bn**  
Assets under  
management

**75 assets**

**6 Countries**  
with representation

**€200m**  
Investment in  
2024 to acquire  
and develop new  
infrastructure

## Investment and Transaction Landscape

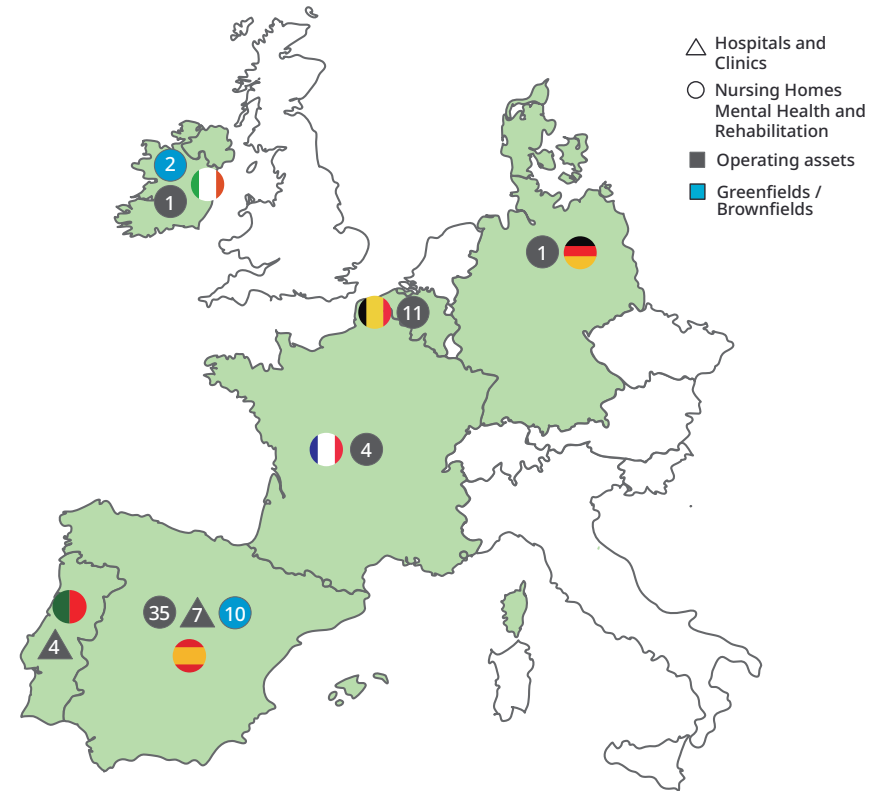
Market activity in 2024 was notably slow due to capital shortages across the real estate market. While signs of increased deal flow are emerging in 2025, most investors remained in a selling position last year. Healthcare Activos was one of the few players to complete multiple acquisitions, securing assets from major European investors such as Cofinimmo, Praemia REIM, and La Française.

Since our foundation, unlike competitors focused on aggressive growth, Healthcare Activos has prioritized stability, leveraging its operational expertise on the due diligence process of each acquisition. Our investment criteria has always been very strict, limiting rental levels to 50-55% of the operator's EBITDAR in nursing homes and ~ 45% in acute care. This approach has enabled full rent collection and inflation pass-through across our portfolio every year.

Healthcare Activos is currently present in different territories with some particularities:

**Germany:** Despite short-term headwinds, it remains the largest continental market with significant potential for new developments.

**France and Belgium:** Strong regulatory framework with good opportunities for selected high-quality operations.



**Spain:** Efficient operations, low pricing structures but great growth potential due to population aging.

**Italy:** Expected to undergo substantial transformation in elderly care and hospital over the next decade given lack of infrastructure.

**Portugal, and Ireland:** Smaller but strategic markets with growth potential.

The healthcare real estate market is currently undergoing a segmentation process, where asset quality will become a key differentiator in determining valuations. While yields are expected to decline over time, geopolitical factors have fundamentally altered the investment landscape. Healthcare Activos continues to focus on premium assets in prime locations, ensuring long-term stability and attractive risk-adjusted returns.

**Investing in future-proof buildings within attractive catchment areas with favourable market dynamics**

**Healthcare Activos does not strive to be the fastest growing or the most profitable but the SAFEST healthcare investor**

## How do we approach investments at Healthcare Activos

Healthcare Activos has a clearly-defined investment model based on our strong healthcare business fundamentals and operator-mindset.

- » **Tier 1 Asset:** Future-proof buildings (more detail in the Infrastructure section) within attractive catchment areas with favourable market dynamics in terms of supply and demand.
- » **Focus on operating performance:** Strong focus on underlying operating performance of the asset in the long-term, with conservative rent covers.
- » **Conservative Lease agreements:** with fixed rents indexed to CPI and +15 years guaranteed triple net lease agreements with Parent Company Guarantee.
- » **First-Class European Operators:** Leased to top European operators.
- » **Impact on Society:** Modernization and development of healthcare infrastructure fundamental for the well-being of society.
- » **Asset Value.** Continue asset monitoring to minimize operation, market, regulatory and facility risks.



**+€1,300m**  
In capital and  
debt raised

**+€450m**  
Financed under our  
Social Financing  
Framework

**+75 assets**

**We are proud to be  
the first company in  
Europe to receive a  
“VERY GOOD” (SQS2)  
rating from Moody’s  
IS**

## Leading the Sustainable Growth of the Healthcare Sector

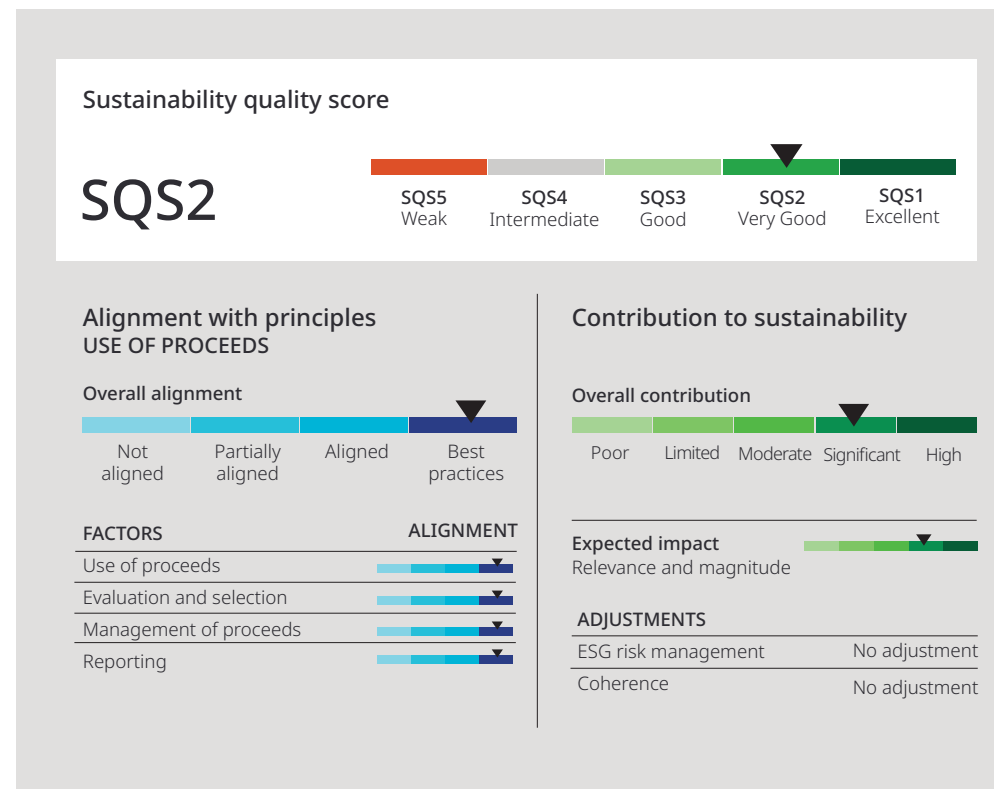
**“In a constantly evolving sector, Healthcare Activos connects investors with impact-driven opportunities, ensuring solid returns and responsible growth in healthcare.”**

Since 2016, Healthcare Activos has established itself as the leading European [real estate] platform in the healthcare sector (including hospitals, clinics, and elderly care homes), financing projects that not only generate economic value but also deliver a positive social impact.

The ESG approach—particularly the “S” for Social—is a core part of our DNA, as our strategy is focused on creating long-term social value, which ultimately generates value for all our stakeholders. We are committed to developing the healthcare sector across Europe and improving quality of life in our communities.

With this vision, Healthcare Activos has invested in more than 75 assets valued at over €1,300 million since its inception, supported by top-tier institutional investors and financial entities.

Since 2021, we have secured over €500 million in financing agreements with both national and international financial institutions, over 90% of which fall under



our Social Financing Framework. We are proud to be the first company in Europe to receive a “VERY GOOD” (SQS2) rating from Moody’s IS, recognizing our leadership in linking financing to social ESG criteria under the 2023 ICMA Social Bond Principles.

Our financial strategy supports the development of healthcare infrastructure

for the most vulnerable populations, ensuring compliance that goes beyond legal requirements and fostering long-term social and economic impact.

**51.7%**  
Effort rate

**17.2%**  
Average coverage  
ratio nursing homes

**~5.7k**  
indirect employment  
generated in our  
assets

## 2024: A Year of Recovery and Operational Stability in the Social and Healthcare Sector

2024 has marked an inflection point towards operational stability across our assets throughout Europe. We believe that this recovery has not been coincidental, but rather the result of a trend (promoted by Healthcare Activos since its creation) to prioritize locations with a lack of social and healthcare infrastructure, creating an imbalance between supply and demand (Coverage Ratios)—and, therefore, clear care needs.

Following a period of great complexity that began in 2020—marked by the COVID-19 health crisis, occupancy declines, uncontrolled inflation, supply chain disruptions, reputational pressures, and tighter regulation operators have demonstrated remarkable resilience and adaptability. Despite the cumulative challenges, care homes gradually recovered occupancy rates between 2021 and 2024, reaching levels like those of 2019 by the end of that period.

Along this path, we have witnessed the different dynamics shaping the sector's evolution in countries such as Spain, with a structural shortage of beds and new care demands; France, where the sector has undergone intense reputational and regulatory scrutiny; Belgium, with a professionalized environment and staff

scarcity; Ireland, with a growing hybrid model; and Germany, where workforce pressure and strain on public insurance systems have been key challenges. It is in 2024, however, that we have seen a rebalancing of the economic fundamentals needed to ensure the sustainability of care. Thanks to stabilized occupancy levels and responsible tariff adjustments by operators, facilities have reached effort rates once again in the 50–55% range—levels that support dignified, continuous, and high-quality care. This indicator not only reflects financial improvement but also the consolidation of a care model capable of responding to the growing needs of an ageing population without compromising the future viability of the service.

At Healthcare Activos, we understand value as something that goes far beyond numbers: it is the ability of our facilities to provide well-being, closeness, and security to the most vulnerable. That is why we remain committed to ensuring that every asset in our portfolio—as well as future developments—serves first and foremost as critical infrastructure for society.



**Healthcare Activos maintains constant dialogue with public administrations, sector associations, and other key industry stakeholders. This enables us to anticipate regulatory changes**

## Active Management to Preserve and Generate Value

At Healthcare Activos we drive active and specialized management of the entire asset portfolio, with the aim of preserving and maximizing its care, functional, and social value. Our Asset Value Area act as a key liaison with care operators, providing ongoing operational support thanks to the deep technical and management expertise.

In this sense, we consider that our role goes beyond supervision and includes the early identification of operational, regulatory, market and facility risks; the detection of building improvement opportunities, the promotion of modernization initiatives, and the rigorous monitoring of contractual and operational commitments. This is complemented by the constant analysis of financial, operational, and consumption data provided by operators, giving us clear and up-to-date visibility into the actual performance of each facility.

This is achieved through a smooth and close communication with each operator, based on trust, collaboration, and a shared long-term vision.

This continuous contact is reinforced through formal annual meetings with the executive teams of our operators, where we review their strategies, challenges, and improvement plans. These sessions strengthen strategic alignment, help

anticipate potential risks, and support operational sustainability.

Moreover, Healthcare Activos plays an active role in implementing energy efficiency improvements, working with the technical and ESG departments to identify the most suitable solutions for each building. These measures provide a double benefit: they reduce operating costs for the operator and enhance the asset's sustainability and resilience.

In parallel, Healthcare Activos maintains constant dialogue with public administrations, sector associations, and other key industry stakeholders. This enables us to anticipate regulatory changes, assess their potential impact, and actively participate in shaping a policy environment that supports quality and sustainable care.

Another fundamental element is the employment model we promote with our operators. In facilities managed under lease contracts with Healthcare Activos, staffing ratios in direct and indirect care exceed the minimum requirements to ensure both quality and warmth in service delivery. This model generates local, stable, and non-relocatable employment, turning our care homes into drivers of high-quality job creation within their communities and contributing to their socioeconomic development.

We also work exclusively with top-tier European operators who guarantee compliance with all regulatory obligations and deliver person-centered care based

on human warmth and professional excellence. This relationship of trust and mutual demand ensures that our facilities meet the highest sector standards—both structurally and in the quality of care provided.

All of these factors converge in a key metric for Healthcare Activos: the Effort Rate, which reflects the share of rental costs over the operational revenues of the care facility. We aim to maintain this rate around 50%, as it ensures the financial sustainability of rent payments for operators over the short, medium, and long term. At the same time, it reinforces a balanced partnership between ownership and operational management in delivering an essential social service.

**16 Assets**  
Developed since  
Healthcare Activos  
foundation

**+75%**  
Sectorized assets

**Delivering quality and efficiency through design**

As mentioned in the impact section of this report one key aspect of our business is finding the right assets. This may prove extremely challenging for existing operating assets and therefore we sometimes need to develop our own greenfield or fully refurbish existing assets (brownfields) Our typical layout and design requirements can be described by the following in nursing homes:

**1. Sectorization.** Sectorized assets are at the cornerstone of our operations. As such, most of our portfolio consists of sectorized assets:

For Healthcare Activos Greenfields, a sectorized asset consists of several

independent living units of a maximum of 30 users with its own dining room, living room and infirmary control area. Consequently, more than 75% of our applicable assets are sectorized.

**2. Operational excellence.** Healthcare Activos Assets are especially designed to streamline operations by incentivizing high value-added caring tasks rather than low value-added auxiliary tasks (e.g., walking down long corridors to transport laundry).

This is achieved by carefully considering the operations of the assets. Non-exhaustive examples include:

- » Optimized movement circuits to maximize care time
- » Discharge chutes for laundry and trash, minimizing transportation and potential Odor pollution

- » Service elevators connecting the central kitchen to the multiple dining rooms minimizing food transportation and maximizing productivity
- » Infirmary control points strategically situated to maximize floor visibility and minimize care personnel movement time

**3. Individual rooms.** Individual rooms provide greater intimacy and more personalized care and subsequently a higher quality service. However, compared to shared rooms, individual rooms are less cost effective and thus less affordable. With this dilemma in mind, Healthcare Activos tries to maximize the share of individual rooms while still allowing some shared rooms in every facility.

Consequently, 73% of rooms are single rooms, yet 91% of our nursing homes have shared room offerings.



Sectorized asset: 30 users with its own dining room, living room and infirmary control area.	Operational excellence means movement circuits optimized, discharge chutes for laundry and elevators to the central kitchen.	Individual rooms provide greater intimacy and more personalized care. 73% of rooms are single rooms.
--	--	--

- Sectorisation
- Operational excellence
- Individual rooms

**>75% of our assets have an open or garden areas and 100% of Greenfields.**

**100% of Healthcare Activos nursing homes are equipped with common areas that exceed regulatory requirements**

**4. Gardens & open spaces.** Despite being located mainly in consolidated urban areas, our assets are equipped with outdoor areas, most of them including garden or green facilities. Some of the members living in our assets unfortunately cannot leave the facilities unaccompanied and therefore the Nursing home outdoor area is, at times, the only outdoor they can enjoy on a regular basis and thus, it is a key requirement for Healthcare Activos. >75% of our assets have an open or garden areas and 100% of Greenfields.

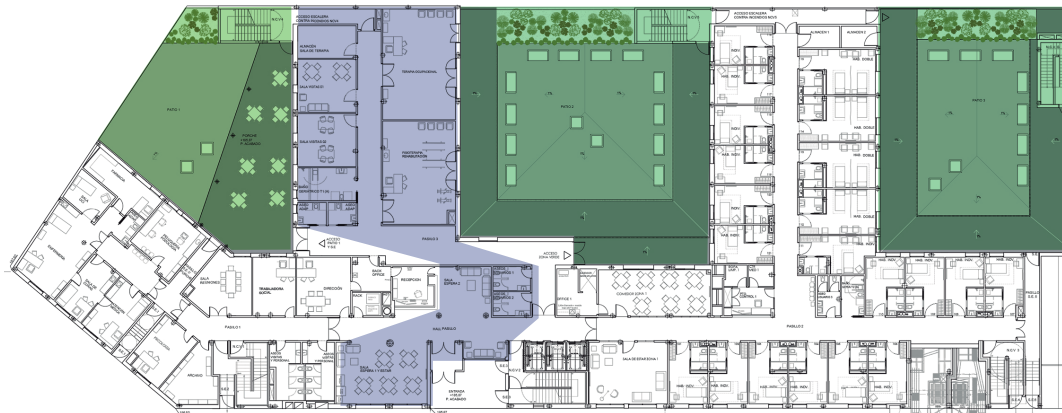
**5. Accessibility.** All rooms, elevators, hallways, windows and common spaces are designed for reduced mobility users:

- » Doors and hallways are wider than standard to accommodate two-way wheelchairs and stretcher circulation
- » Railing is abundant in all circulation areas including bathrooms, dormitories,

hallways (both sides), stairways, elevators, etc.

- » Shower trays are at ground level
- » Pavements are free from disruptions (e.g. no plots)
- » Doors are adapted and enabled for wheelchairs
- » Open area stairways include ramps (service stairways excluded)
- » Open or green areas are usually partially paved to avoid ground disruptions while enjoying outdoors

**6. Common areas.** To maximize user interaction, wellbeing, visitors and personalized treatment, common areas are key. Therefore 100% of Healthcare Activos nursing homes are equipped with common areas that exceed regulatory requirements



### Sectorisation and cohabitation units

**75%**  
of operational centres

**100%**  
of new developments

### Gardens and open spaces

**+75%**  
of operational centres

**100%**  
of new developments

### Rooms

**73%**  
single rooms

**100%**  
have an independent bathroom

### Common areas

**100%**  
of the centres

Communal areas are larger than the regulatory requirements

### Accessibility

**100%**  
of the centres

Located in consolidated urban centres, with access by public transport, bike or foot.

## 174 Hours of Employee and management training Effort rate

### Governance and leadership

**Healthcare Activos vision with regards to Governance is to develop and implement state of the art governance procedures that guarantee full compliance with our leading global institutional investments.**

**2024 has been specially active in compliance advancements. The promotion of an ethical and compliance culture within the organisation is one of the fundamental cornerstones on which Healthcare Activos' compliance programme is based.**

The role of the different management bodies of Healthcare Activos in this regard is crucial, exercising a clear leadership role and direct responsibility in the supervision, monitoring and decision-making related to the development of the programme.

During 2024, the management bodies of Healthcare Activos established the development of a criminal compliance program as one of their priorities, The program is fundamentally governed by the Code of Ethics and Good Practices, and is implemented through the Criminal Compliance Handbook and Risk Map, its Suppliers' Identification Policy, and the Information Management Procedure, among others. This program has been substantially strengthened in 2024 with the appointment of a Compliance Officer and the approval of several policies, including

the Anti-Corruption Policy, which outlines the mechanisms Healthcare Activos has in place to prevent, detect and mitigate corruption risks. It should also be noted that Healthcare Activos undergoes an annual ISAE 3402 Type II audit, which ensures and verifies the effectiveness of the controls it implements. In carrying out their duties, the management bodies have promoted the continuous improvement of the criminal compliance programme, providing the necessary financial, material and human resources, to support the compliance function. This firm commitment to fostering a culture of compliance within the organization has led to greater awareness among all employees, as well as the implementation of an ongoing training plan to ensure that both managers and staff remain informed and well-trained.

All of this reflects a clear application of the "tone at the top" principle, where the direct and ongoing involvement, responsibility and leadership of Healthcare Activos' management bodies in the compliance function demonstrate that the organisation's ethical culture is solid, authentic and aligned with its values.

#### **IN THE SPOTLIGHT: ANTI-CORRUPTION POLICY**

In the exercise of its firm commitment to integrity, transparency and respect for legality in all its operations and relations with third parties, Healthcare Assets approved an Anti-Corruption Policy in the year 2024, which reflects its policy of "zero tolerance" to any action that could be



**The approval of the Anti-Corruption Policy by the different management bodies is the embodiment of the principles of integrity, ethics, transparency and respect for the law that governs all Healthcare Activos' activities and that fosters the culture of compliance to which all its managers and employees are firmly committed.**

considered corruption or bribery.

The main objective of Healthcare Activos' Anti-Corruption Policy is to establish the guidelines and procedures that the organisation implements to prevent, detect, mitigate and manage the risks of corruption and bribery. Healthcare Activos' commitment, also through its management bodies, is to ensure that all decisions and daily actions are carried out ethically, responsibly and in compliance with the applicable national and international laws in force.

In its relationships with third parties, Healthcare Activos also ensures that both its suppliers and clients apply and respect the principles set out in the Anti-Corruption Policy, guaranteeing that the organisation's ethical standards are maintained and business relationships are established in an ethical manner and in accordance with Healthcare Activos' internal rules.

To this end, the Anti-Corruption Policy implements various policies that develop the necessary mechanisms to prevent and detect any action that could be considered an act of corruption, such as the Gifts Policy, which establishes guidelines, requirements and economic limits that any gift or hospitality must comply with in order to be accepted by Healthcare Activos' managers and employees.

Contributions to political parties are strictly prohibited, and charitable donations and sponsorships must comply with the requirements set out in the Anti-Corruption Policy, following criteria of reasonableness, proportionality and prudence in light of the

circumstances in which they are made.

The Anti-Corruption Policy also aims to provide all managers and employees of Healthcare Activos with guidelines to identify, prevent and mitigate potential conflicts of interest that may arise in the performance of their duties. Conflicts of interest are a risk of corruption, and as such Healthcare Activos has established mechanisms to ensure that decision-making is not influenced or interfered with by personal interests contrary to the best interests of Healthcare Activos.

In addition, Healthcare Activos has also implemented due diligence measures through its Supplier Identification Policy and, as an obliged entity, its Anti-Money Laundering and Financing Terrorism Handbook, which allow it to apply the principles of transparency, efficiency, competition, equality and legality that govern its activity to the contracting of its suppliers, intermediaries, business partners or any third party, as well as to analyse the coherence and economic purpose of the operations with its clients, verifying that they comply with Healthcare Activos' ethical and integrity standards.

All this is reinforced by the internal and external audits to which Healthcare Activos submits its financial and commercial activities, including the independent external audit "International Standard on Assurance Engagements No. 3402" (ISAE 3402 Type II Report) which annually examines the internal control model of financial reporting, and the effectiveness of the controls implemented.

Healthcare Activos' compliance programme has also implemented an internal reporting system (whistleblower channel), documented in an Information Management Procedure, through which all managers and employees of the organisation must report not only potential breaches of current legislation and/or Healthcare Activos' internal regulations, but also any suspicion of corrupt conduct or practices. Healthcare Activos expressly prohibits retaliation against whistleblowers and treats any report it may receive as strictly confidential and anonymous.

In conclusion, the approval of the Anti-Corruption Policy by the different management bodies is the embodiment of the principles of integrity, ethics, transparency and respect for the law that governs all Healthcare Activos' activities and that fosters the culture of compliance to which all its managers and employees are firmly committed.

**32 FTEs**  
(+28% vs 2023)

**100%**  
permanent  
contracts

**100%**  
receive annual  
appraisals

### We are here to care

Due to our activity. At Healthcare Activos we have several different stakeholders. Each of them is fundamental to our activity in different ways and at Healthcare Activos we constantly try to engage with them, get to know their needs and objectives and try our best to align ours with theirs.

For the sake of simplicity, we have selected our main stakeholders both direct and indirect to explain our interaction and key advancements, without being exhaustive.

**Direct stakeholders** are those with which we have a formalized and direct relation in our day-to-day operations

#### EMPLOYEES

Healthcare Activos business model finds both its strength and its weakness in its people. As shown on the table below, selecting the right asset in the right place with the right partners requires Healthcare Activos to integrate investment, asset development, operational, and administrative capabilities—while thinking like an operator and maintaining a strong ethical commitment to our core principles. This can only be achieved with employees that possess, at least, the 4 key skills shown on the table. But finding training and retaining these high-quality talented people may sometimes represent a challenge. For that reason, at Healthcare Activos we are always looking for the best way to appropriately incentivize the employees that are part of the company.

Through our internal instruments and procedures, as well as through each of our actions, Healthcare Activos is committed to ensuring a working environment that fosters respect, fairness and personal and professional growth for all our employees:

» **We promote diversity, equality and inclusion.** At Healthcare Activos, we are committed to respecting, defending and promoting the fundamental principles and rights of our employees.

In line with this commitment, we promote equal opportunities and categorically reject any form of discrimination.

This commitment can be found in the company's Code of Ethics and Best Practices

Healthcare Activos is also committed to preventing sexual harassment and to responding to sexual and gender-based harassment, with a specific protocol on the subject.

» **We actively help employees continue their professional development** within the Company through training and performance appraisals.

At Healthcare Activos, we actively promote the professional development of our employees through the development of an annual training plan, which is agreed on and adapted to the individual needs of each employee. In 2024 total employee training hours were 174 which also includes ESG trainings.

**4 skills**  
of our employees

#### INVESTMENT

- » Market analysis
- » Analysis of opportunities based on investment fundamentals
- » International expansion
- » Implementation of the responsible investment principles of our policy

#### OPERATIONS

- » Dialogue with operators
- » Dialogue with Public Authorities
- » Comprehensive asset management

#### TECHNICAL

- » Asset design based on the latest healthcare trends and HA unique design model
- » Monitoring of developments in coordination with the operator
- » Design of multi-annual maintenance plans per asset jointly with the operator

#### SUPPORT

- » Administration and control
- » Legal and compliance
- » Reporting
- » Finance
- » Treasury

## OUR KEY STAKEHOLDERS



### We recognize that open and transparent dialogue is fundamental to improving competitiveness and engagement in our organization.

Our employee satisfaction survey has shown that most employees feel that their jobs have career growth opportunities and that there are adequate channels to meet their training needs through the company's training plan.

» **We promote measures that encourage work-life balance.** At Healthcare Activos, we are committed to promoting the well-being of our employees by encouraging activities both inside and outside the company that help increase their job satisfaction.

To achieve this, we offer options such as flexible starting and finishing times, the possibility to combine on-site and remote work, as well as various social benefits. Our employee satisfaction survey shows that the majority of employees are satisfied with the working environment in the company. Good interprofessional and social relations between employees are highlighted, showing a high degree of camaraderie where they provide mutual help and support.

» **We prioritize the health, safety and well-being of our employees.** We offer a variety of programs and activities aimed at promoting physical and mental health, as well as a work-life balance. In addition, we provide additional benefits such as flexible working hours and remote work options to give our employees the flexibility to accommodate their individual needs and family responsibilities.

» **We encourage communication based on respect and honesty.** At Healthcare Activos we recognize that maintaining fluid and effective communication is fundamental to improving competitiveness and engagement in our organization.

For this reason, in addition to annual appraisals, we have various communication channels to establish a two-way dialogue with our employees and to understand their real needs and expectations. This allows us to encourage participation and involve them in decision making. To ensure privacy, all our procedures include a Non-Disclosure Agreement.

To facilitate corporate communication and improve the dissemination of information, during 2024 we continued to develop our corporate intranet with a particular focus on improving internal processes, but also to enable rapid access to Human Resources management tools.

» **We care for the privacy and integrity of all our employees.** We respect the integrity and privacy of each of our employees, and we guarantee their right of access, rectification, objection, erasure, portability and restricted processing of their personal data. We have an Employee Privacy Policy that sets out all measures for the protection of employee-related information.

<b>12</b> New hires	<b>5</b> (2023)
<b>15.8%</b> Turnover rate	<b>15.6</b> (2023)
<b>100%</b> Permanent contract	<b>100%</b> (2023)
<b>100%</b> Performance appraisal	<b>100%</b> (2023)
<b>100%</b> Training	<b>100%</b> (2023)
<b>68.7%</b> male	<b>60%</b> (2023)
<b>31.2%</b> female	<b>40%</b> (2023)
<b>41</b> Average age Less 30: 18.75% 30-50: 65.63% More 50: 15.63%	<b>42</b> (2023)
<b>32</b> Total employees	<b>25</b> (2023)

**+95%**  
**Operators with  
Certified Quality of  
operations**

**+95%**  
**of our assets are  
leased to the top  
ten healthcare  
and nursing home  
European players**

### OPERATORS

Operators are an essential part of our business. We proudly say that we invest in real estate with an “operator mindset” meaning we take pride in understanding how operators work in order to provide them with the right asset, in the “right place, for the right partner”.

This is easier said than done as it requires not only a minimum track record on the operator side (Most of our senior management has extensive experience in the operator side) but also frequent and productive engagements to better understand the operations of the assets as well as to identify improvement areas. Proof of that is that we have three types of periodic engagements with operators:

- » **Asset Value:** continuous conversations between the Asset Value team and the operators to obtain at least quarterly information regarding operational performance including some key metrics such as a complete and detailed P&L, data regarding personnel, occupation and effort rate as well as any other relevant events such as important personnel changes, large suppliers moves, potential risks and/or opportunities regarding users, major renovations or projects, etc.
- » **Facility Management:** one annual maintenance and conservation due diligence is conducted, followed by an action plan that is monitored on a daily basis by the Facility Management team, in coordination with each asset’s Facility manager and the operator’s operation

managers

- » **Administrative:** legal and administrative monthly engagements with back-office areas
- » **ESG:** We have regular engagement with general management, ESG and/or operational teams regarding our ESG strategy for each asset and/or operator. In this meeting we both share major advancements and/or on-going plans for the assets regarding ESG performance. Additionally, as we share ESG monthly data information we also have periodic interactions regarding this data (e.g. connection to data platform, data analysis, consumption alerts, etc.).

Over time, we have cultivated strong and lasting relationships that enable us to build positive synergies and work together to achieve our common goals. These collaborations give us the opportunity to leverage the knowledge and expertise of our partners and to drive innovation and progress in health and social care.

At Healthcare Activos, we believe in the importance of working in partnership with others in the sector to create a positive and lasting impact on the health and well-being of the communities we serve.

One key aspect of our relationship with operators is that we work with the best-in-class players to ensure that the users of the assets are treated with the maximum standards of quality. To achieve this goal, we only work with leading European operators.



**We offer long-term, inflation adjusted stable returns. The type of investors attracted by this return will typically be institutional investors which have also a great interest in the positive impact we have on society**

### INVESTORS AND FINANCIAL INSTITUTIONS

Investors and financial institutions are fundamental for our business to grow and our engagement with them is key. Although we have a clear purpose in terms of ESG, having investors and financial institutions aligned with this purpose is not only an enabler but a key aspect to fulfil those objectives. With that objective in mind, we have several engagements in place:

- » **Value proposition:** Our value proposition helps to attract the right partners. We offer long-term, inflation adjusted stable returns. The type of investors attracted by this return will typically be institutional investors which have also a great interest in the positive impact we have on society
- » **Ad-hoc requests:** Whenever possible, Healthcare Activos aligns its sustainability efforts with its institutional investors and financial institutions. It is for that reason that we play a proactive role in participating in the questionnaires and requests launched by them, as well as trying to give the most adequate response to the rest of ad-hoc requests
- » **Open sessions:** To complement questionnaires—which can sometimes be inflexible—we maintain regular interactions with the ESG teams of our main investors and creditors, both to understand what they are working on and to share our own efforts

- » **Sustainable financing:** As much as possible, we try to incorporate our social and environmental fundamentals as KPIs of our financing vehicles to receive incentives to improve the positive impact of our activity. For that reason, we created our Social Financing Framework that received “very good” third party opinion validation by Moody’s to which we try to link all of the financing received

### SUPPLIERS

At Healthcare Activos, we are committed to a quality and long-term relationship with our suppliers.

We establish partnerships with companies of recognized prestige that guarantee high standards of service quality.

We extend our commitment to sustainability along the entire value chain. For this reason, Healthcare Activos incorporates suppliers into its ESG Action Plan.

For that purpose, we prepare an ESG Questionnaire for all major new suppliers to understand their level of materiality and commitment regarding the different ESG aspects in order to assess the level of alignment with Healthcare Activos.

Additionally, we expect to incorporate a supplier’s code of conduct in 2025 based on our internal code of conduct that every large supplier will have to either sign or demonstrate with its own code of conduct that all points are covered.



## OUR KEY STAKEHOLDERS

**We firmly believe in a virtuous cycle of care where the better the user is, the healthier the business and therefore the better the asset**

**Indirect stakeholders.** Indirect stakeholders are affected by our business although we do not necessarily have a day-to-day interaction, but they are still a voice to listen to and to consider in our strategic decision making

### USERS

The Purpose of Healthcare Activos is to care for the most vulnerable people of our society, in other words, the users. It is for them that we wake up every morning and look for the right asset in the right place with the right partners and it is for them that we offer a long-term investment model, attracting non-speculative investors, looking for stability rather than aggressive returns.

This is not an idealistic approach, we firmly believe in a virtuous cycle of care where the better the user is, the healthier the business and therefore the better the asset. But this cycle only holds in a long-term model, putting emphasis on the asset location, demographics and quality as well as the operator as mentioned in several parts of the report

Users of our assets will find them accessible not only physically (e.g. meeting accessibility requirements) but also geographically in consolidated urban areas close to public transport

They will also be able to invite family and friends thanks to the dedicated visiting rooms. They will also have specific personalized care services thanks to the assets sectorization, as well as outdoor

options, and, in most cases, will be sleeping in a single room.

Additionally, users at our assets will have the stability of a single owner as we have long-term strategies, with stable prices

Finally, users at our centres will have a larger proportion of employees dedicated to their care rather than other auxiliary tasks thanks to the optimized internal circuits.

### ASSET EMPLOYEES

An Essential part of Healthcare Activos business. Although we cannot influence the selection and retention of personnel in a nursing home or Healthcare Facility, we can increase the quality of their work by streamlining their operations and enabling them to dedicate more time to value added tasks such as care and less to other avoidable auxiliary tasks.

Additionally, the outdoor space, the comfort level, the access to natural light, the air and sound quality also contribute to employee's well-being.

Finally, working with best-in-class operators also contributes in employees working with large successful companies with certified operations quality —contributing to more stable and secure employment.

### LOCAL COMMUNITY

At Healthcare Activos we are fully conscious of our role in the Society. As suppliers of critical social and healthcare infrastructure,

complementing public investment, we are enablers of Healthcare and caring services that must be affordable, available, accessible and of high quality. This is especially relevant in the current context of an aging population where the demand for the above-mentioned services is largely outgrowing the supply (As mentioned in the introduction of the current report) and current infrastructure is proving to be insufficient across Europe.



EUROPEAN  
BUSINESS  
SUMMIT

With this in Mind, we are already working with European regulators

to collaborate in designing a sustainable care model and healthcare model of infrastructure development with our participation in 2024 in the European Health Summit and the European Political center and we are working together in our participation of the European Demographic Summit of 2025.

## SHHA

SHHA. In 2024 Healthcare Activos joined the The Senior Housing &

Healthcare Association (SHHA) . It is a European-based non-profit organization established in 2020 to promote and support the development of the senior living and healthcare real estate sector. SHHA brings together key stakeholders—including investors, operators, developers, financial institutions, and public authorities—to foster collaboration, share knowledge, and drive innovation in the provision of housing



### We collaborate with various institutions, such as Special employment centres to promote employment opportunities for vulnerable population

and care for the aging population.

Its mission is to position senior housing and healthcare as an essential asset class with both social impact and long-term financial returns. SHHA supports this goal through research publications, data benchmarking, policy advocacy, and high-level networking events across Europe.



Moreover, Healthcare Activos also makes its best effort to participate in

several industry events (e.g. Annual HBI Summit) to share our purpose and our way of doing things, which, in such an aggressive landscape might sometimes be challenging.



Furthermore, we collaborate with various institutions, such as

Special employment centres to promote employment opportunities for vulnerable population (e.g. risk of social exclusion or functional diversity) such as the Fundació Tallers.



Finally, Healthcare Activos also holds several philanthropic

projects to donate either financial or in-kind donations with several NGOs (e.g. AECC, Fundación Raíles)



**With this report we want to show our commitment to corporate responsibility and the integration of ESG considerations into our business practices and decisions.**

This report details the environmental, social and governance (ESG) performance of Healthcare Activos during 2024, covering the period from 1 January to 31 December. This report is our fourth sustainability report and focuses on assessing the company's achievement of targets and continuous improvement.

The information contained in this report includes all of Investment activities of Healthcare Activos Management S.L. comprised by its both investment vehicles Healthcare Activos Yield Socimi S.A. and Healthcare Activos Yield 2 S.A.

In preparing this report, we have followed the guidelines of the Global Compact and have supported and developed its Ten Principles within our sphere of influence. We have also taken into consideration the Global Reporting Initiative (GRI) Standards to ensure consistency and transparency in reporting.

As a partner of the PRI (Principles for Responsible Investment), we have also followed the criteria set out in these principles in preparing this report.

This demonstrates our commitment to corporate responsibility and the integration of ESG considerations into our business practices and decisions.

