

PRESS RELEASE

A community of stakeholders unites for more sustainable healthcare real estate

Publication of a pathbreaking White Paper initiated by MoZaiC Asset Management, in collaboration with several committed sector players, including Emeis, Inicea (Clariane Group), Mirova, Groupe Kéa, Neev+, Oteis Partners, PERIAL Asset Management, Praemia REIM, Société Générale, and SOCFIM

Paris, June 4, 2025 – MoZaiC Asset Management is taking the lead by unveiling its latest White Paper (www.mozaic-assetmanagement.com/publications/), the result of close collaboration with consulting firm Kéa (and its affiliates Ylios and Nuova Vista), along with numerous key healthcare real estate stakeholders. Investors, operators, bankers, regulators, and care professionals have joined forces to identify the sector's key challenges and outline a shared roadmap to address them.

Published today on our digital platforms, this document highlights the need to better align healthcare real estate assets with the needs of users (operators, medical and non-medical staff, patients/residents and their families), investor expectations, and broader societal challenges. At the heart of the initiative lies a shared conviction: only collaborative work between investors and operators—based on data transparency, the sharing of best practices, and the definition of common goals—can lead to lasting progress in healthcare real estate.

The White Paper emphasizes the importance of improving the evaluation of patient and healthcare professional satisfaction, and of designing care environments that meet their practical needs.

Following this publication, MoZaiC AM brought together on May 15, 2025, a working group comprised of the White Paper's contributors and influential decision-makers from the sector. This meeting resulted in a collective commitment to five strategic priorities for building the future of healthcare real estate:

- Strengthening early risk assessment;
- Promoting Investor/Tenant collaboration;
- Aligning sustainability indicators with sector needs;
- Enhancing asset adaptability;
- Implementing a joint roadmap.

Three steering committees have already been formed. Among the participants are major players such as Emeis, Groupe Kéa, Neev+, Patron Capital Partners, Praemia REIM, PERIAL Asset Management, Société Générale, and SOCFIM. The group aims to expand to other stakeholders committed to this initiative. The goal, over the next three to six months, is to co-develop a practical toolkit to foster dialogue within the sector. This approach aims to enhance mutual understanding, transparency, sustainability, and the adaptability of healthcare real estate assets.

“MoZaiC AM welcomes this collaborative momentum and the strong engagement of the sector on these strategic issues,” – said Frédéric Dib, Founder of MoZaiC AM.

“Our team is committed to continuing our role as facilitator and catalyst, alongside all stakeholders, to advance this ambitious roadmap,” – added Stéfane Hédont, Director of Transition & Quality of Care.

“This guide outlines a forward-looking approach to strengthening investor–operator relations and contributes to a resilient investment strategy tailored to healthcare assets,” – commented Thierry Jeanson, Director at Oteis Partners.

About MoZaiC Asset Management

An independent firm specializing in the investment, management, and enhancement of sustainable healthcare real estate across Europe. It currently advises on €425 million of social and medical-social infrastructure on behalf of direct investors and a discretionary fund.

 Site web : www.mozaic-assetmanagement.com

 LinkedIn : www.linkedin.com/company/mozaic-am/about/?viewAsMember=true

About Groupe Kéa (Ylios, Nuova Vista) :

Kéa is France’s leading strategy and transformation consulting firm. International and multidisciplinary, its expertise spans all top management challenges. As a purpose-driven company, its mission is: “Leading transformations for a desirable economy.”

About Emeis:

With nearly 83,500 healthcare and support professionals, Emeis operates in around twenty countries and covers five areas of expertise: psychiatric clinics, medical and rehabilitation clinics, nursing homes, home care services, and serviced residences. Emeis welcomes nearly 280,000 residents, patients, and beneficiaries each year. The company is committed to addressing one of society’s major challenges: the growing number of people affected by life events, advanced age, or mental illness. Emeis is 50.3% owned by Caisse des Dépôts, CNP Assurances, MAIF, and MACSF Épargne Retraite.

About Inicea:

A network of facilities specializing in mental health and post-acute rehabilitation care, committed to therapeutic innovation. Inicea is a subsidiary of the Clariane Group.

About Clariane:

Clariane is the leading European care community for moments of fragility. It operates in six countries—Germany, Belgium, Spain, France, Italy, and the Netherlands. With their diverse expertise, the Group’s 63,000 employees care for nearly 900,000 people each year across three main areas of activity: medicalized nursing homes (Korian, Seniors Residencias...), specialized healthcare facilities and services (Inicea, Ita, Grupo 5...), and home or shared living care services (Petits-fils, Ages & Vie...). In June 2023, Clariane became a mission-led company, with a purpose now enshrined in its bylaws and common to all its activities: “Caring for the humanity of each individual in moments of fragility.”

About Mirova:

An asset management company affiliated with Natixis Investment Managers, Mirova is dedicated to sustainable investment in sectors such as infrastructure and responsible real estate.

About Neev+:

Neev+ is an impact investment company that finances high social and environmental impact projects, particularly in healthcare, energy, and inclusion, combining measurable impact with financial performance.

About Oteis Partners:

A subsidiary specializing in Project Management Assistance (AMO) and healthcare expertise within the independent French consulting and engineering group Oteis.

About PERIAL Asset Management:

PERIAL is an independent and mission-driven group. A pioneer in real estate investment savings since 1966, PERIAL Asset Management—part of the PERIAL Group—manages nearly €6.5 billion through various funds: 5 SCPI, 1 professional OPCI, 1 SCI, 1 FPCI, and 2 dedicated mandates, for nearly 60,000 retail and institutional clients. All SCPI, along with the SCI and FPCI, are ISR-labeled (Socially Responsible Investment).

About Praemia REIM:

Praemia REIM is a leading pan-European real estate investment platform with over €36 billion of assets under management through various real estate funds (SCPI, SCI, club deals...) for both institutional and individual investors. A pioneer in healthcare real estate, Praemia REIM is Europe's largest manager in this asset class, which represents 50% of its overall allocation. A committed player, Praemia REIM supports the development, modernization, and adaptation of healthcare facilities for short, medium, and long-term care, in response to aging, growing dependency, and evolving healthcare needs.

About Patron Capital Partners:

Founded in 1999, Patron Capital is a European value-add real estate investment firm with €5.3 billion in assets under management. In the healthcare sector, it has invested in nursing homes and mental health care facilities.

About Société Générale:

Société Générale is a leading European bank, serving over 26 million clients in 62 countries. It has supported economic development for 160 years, with the goal of creating sustainable value for all its stakeholders.

About SOCFIM:

SOCFIM is a subsidiary of Groupe BPCE, specializing in financing and supporting real estate stakeholders, particularly in residential and healthcare sectors. It provides loans and tailored solutions to support sustainable projects.

Press Contacts

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