

PRESS RELEASE

Healthcare Real Estate: Publication of the Sector's Strategic Mapping First Deliverable of the Task Force for More Sustainable Healthcare Real Estate

Paris, 28 January 2026 – Following the work initiated in 2025 on the development of more sustainable healthcare real estate, **Mozaïc Asset Management**, in collaboration with **Amundi Immobilier, EDF Invest, Neev+ and SOCFIM**, and with the participation of **Philippe Denormandie**, surgeon and public health expert, announces the publication of the Strategic Mapping of the Healthcare Real Estate Sector in France, the first deliverable of the Task Force Steering Committee (www.mozaic-assetmanagement.com/publications/).

Published today on Mozaïc's digital platforms, this strategic mapping provides a shared analytical framework for understanding the healthcare real estate market, designed for all stakeholders in the sector — investors, operators, lenders, users, and public authorities. It forms part of a collective initiative grounded in a shared ambition to pool expertise and insights, identify the key challenges facing the sector, and outline a common roadmap to address them.

A Structured and Educational Reference Tool

The mapping covers all major healthcare real estate sub-segments in France, including nursing homes (EHPAD), acute care clinics (MCO – medicine, surgery, obstetrics), post-acute and rehabilitation facilities (SMR) and psychiatric care facilities.

Each segment is analysed using a consistent and comparable set of criteria, including average length of stay, intensity of care, required real estate investment levels, operational risks, patient or resident funding mechanisms, real estate specifications required to deliver high-quality care, and the structure of the operator landscape (public vs. private, degree of consolidation, key market players). The publication also includes an educational glossary, designed to facilitate a common understanding of key concepts among all stakeholders.

A Collective Effort to Align Sector Challenges

Structured around six thematic committees, the Task Force, launched in 2025, will now rely on this strategic mapping as a common reference framework to continue its work. The committees initiated in 2025 — notably those focused on early-stage risk assessment and landlord-operator collaboration — will continue their work, with further deliverables expected in 2026.

This shared foundation also enables the launch of new working groups, dedicated to aligning sustainability indicators with the specific needs of the healthcare sector and promoting the adaptability of healthcare buildings to evolving uses and market dynamics.

A Growing Collective Momentum

Since its launch in May 2025, the Task Force has welcomed new participants, including institutional investors, healthcare operators and other key sector stakeholders. The group

remains open to additional contributors and has a clear ambition: to extend this collective initiative at a pan-European level.

“This strategic mapping represents a key milestone. It establishes a common language and an objective basis for dialogue among all healthcare real estate stakeholders — a prerequisite for building sustainable and responsible investment strategies,” said Frédéric Dib, President of Mozaïc Asset Management.

About Mozaïc Asset Management

Mozaïc Asset Management is an independent player specialising in the investment, management and enhancement of sustainable healthcare real estate assets across Europe. The firm currently advises on €425 million of social and medico-social infrastructure assets on behalf of direct investors and a discretionary fund.

www.mozaic-assetmanagement.com

www.linkedin.com/company/mozaïc-am/about

About Amundi Immobilier

Amundi Immobilier, a subsidiary of Amundi dedicated to real estate asset management, specialises in the development, structuring, and management of real estate funds focused on the European market. In France, Amundi Immobilier is a leading manager by capitalisation in retail real estate funds.

<https://www.amundi-immobilier.com>

About EDF Invest

EDF Invest, the investment arm of EDF for non-listed Dedicated Assets, currently manages around €11bn of equity, including €2bn in real estate. EDF Dedicated Assets are designed to fund the decommissioning of EDF’s power plants in France. The mission of EDF is to diversify the EDF Dedicated Assets portfolio by targeting three non-listed asset classes in France and abroad: Infrastructure, Real Estate, and Funds.

About Neev+

Neev+ is a consulting firm supporting companies, foundations, and non-profit organisations in the design and implementation of positive-impact strategies and projects, particularly in the healthcare sector.

About SOCFIM

SOCFIM is a subsidiary of the BPCE Group specialising in financing and support of real estate players, providing loans and tailored solutions for sustainable projects.

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