

NEW
March 2026



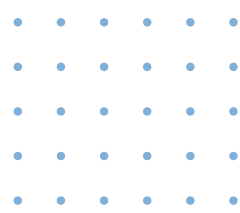
GAINING INSIGHT **INTO YOUR INSTITUTE'S** **REALITY**

The questions to ask
The resources available

March 2026

CORREF&COMPAGNIE





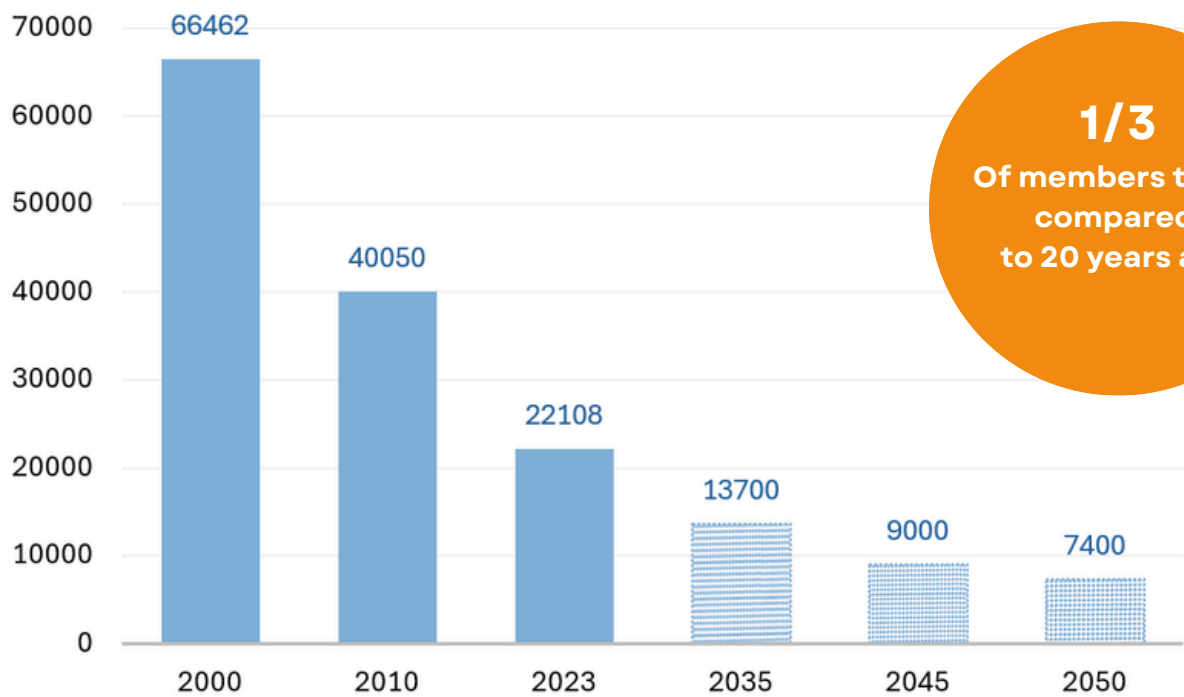
CONTEXT AND CHALLENGES

79 years
Average age of
religious women

69 years
Average age of
religious men

Aging and demographic decline are major concerns for Institutes that are a part of the CORREF (Conference of Religious Men and Women in France).

With an average age of 79 for religious women and 69 for religious men, it is crucial to anticipate, today, the effects and consequences in the medium to long term.



1/3
Of members today
compared
to 20 years ago

Between 2000 and 2023 the members of the CORREF decreased significantly, from 66,000 to 22,000 individual members, which represents a loss of 2/3rd of the total membership.

Projections show that by 2045, the number of members could fall below 10,000.

WARNING SIGNS



An ageing community

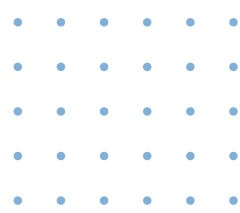
- A high median age (75 years and above);
- A significant drop in membership over the past 20 years;
- No new vocations in the last 15 years;
- Members experience increasing fatigue and health concerns; changes become harder to manage;
- A decline in community life;
- The community's liturgy is fragile and limited.

Increased difficulties in governance

- Key members of the institute lose the energy or desire to carry leadership roles;
- No one is there to replace them: it is difficult to find superiors, members of the general or provincial council, a bursar;
- International members need education and/or training before taking on leadership roles and tasks.

Financial worries

- How to take care of members over the next 5, 10, 15 years?
- Which properties should be kept? Which should be sold?
- What type of maintenance or renovation work is needed?
- How to keep funding international works and ministries in a sustainable way?



WHY YOU SHOULD ANTICIPATE



To prepare hearts and minds

Embrace change in a trusting and discerning way, thanks to human and spiritual guidance.

Accommodate and acknowledge concerns related to the decreasing membership, in order to navigate these changes while remaining true to the vocations of members.

Strengthen unity and solidarity within the entire community.



To remaining active in the decision-making process

Uphold the responsibilities entrusted to you, with interior freedom and discernment.

Anticipate, in order to broaden the range of possibilities.

Plan ahead, to sustainably meet the needs of religious brothers and sisters.

Make decisions, before circumstances might dictate choices.



To sustain this demanding path over the long term

Acknowledge that the transformations will take place over several years (new governance, future of the motherhouse, etc.).

Collaborate with lay people and associates.

Rely upon recognised competencies and expertise.

Move forward in partnership with the ecclesial authority.

**If you do not make your own decisions,
in a crisis someone else may be forced to make them for you.**

TAKING CARE



Taking care of your members

- Maintain a vibrant community and liturgical life, participation in ecclesial life.
- Ensure that members receive appropriate care in a manner that respects their dignity.
- Recruit staff as needed for day-to-day support: personal services, medical monitoring, night care, housing adaptation.
- Anticipate and organize the consolidation of communities into a limited number of locations.
- Ensure that personal and administrative documents, particularly those related to health and social care, are kept up to date.

Taking care of your ministries

- Organize the institutional transfer of major ministries (schools, retirement homes, etc.)
- Anticipate and mobilize the necessary financial resources needed to ensure the long-term viability of the ministries.
- Identify and prepare the individuals who will succeed to board members.

Taking care of your heritage

- Take steps to preserve the memory and history of the institute, especially its archives, cemeteries and spiritual heritage (founding texts and biblical foundations).
- Prepare the transfer of the institute's spiritual, real estate, and financial assets.

Ensuring the complete transmission, in all its aspects, requires the implementation of multiple targeted actions.



WHAT CAN CORREF & CIE PROVIDE ?

CORREF & CIE offers different levels of services, depending on the needs of the Institutes.

Over 70 religious institutes already accompanied through this process



Additionally, CORREF & CIE offers:

- An external perspective to help identify issues objectively : a complete audit, analyses, advice and guidance...
- Demographic and financial projections to help with planning over 5, 10 and 15 years;
- Support with properties, from analysis to operational assistance;
- Support for bursars, including redefining tasks and responsibility levels between canonical and lay bursars;
- Support for the congregation’s leadership, including through the implementation of management mandates.

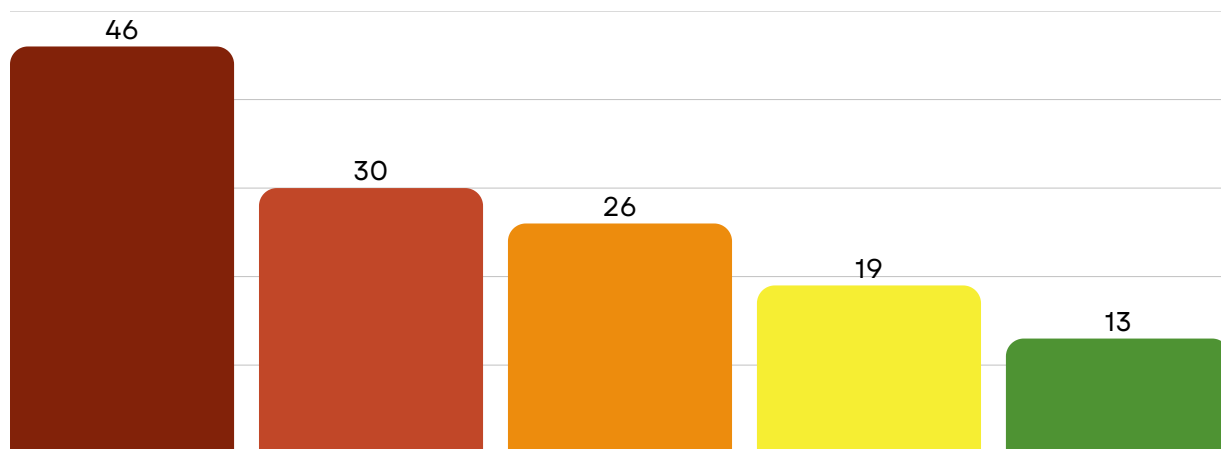
RECOGNISING AREAS OF FRAGILITY

Between February and May 2025, CORREF & COMPAGNIE conducted a self-assessment survey among congregations.

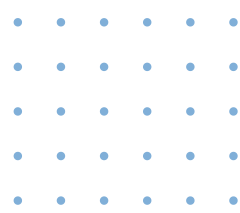
They were invited to identify the areas where they felt most vulnerable. Governance emerged as the primary difficulty, followed by financial management and the care of elderly members.

Responding to these challenges requires time, as well as human and financial resources. Anticipation is essential.

CORREF & CIE offers tailored support to religious institutes facing these vulnerabilities.



Survey Results – Most Fragile Sectors



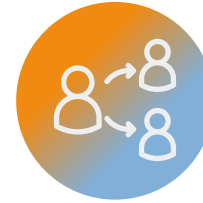
FINANCIAL MANAGEMENT



FORECASTS



ORGANIZATION



DEVOLUTION

1. DEMOGRAPHIC AND ECONOMIC FORECASTS

- To plan for the next 5, 10, or 15 years;
- To develop a shared vision within the institute;
- To ensure that the institute has the necessary financial resources to support its members until the very end;
- To increase awareness of upcoming deadlines and inform the decision-making process.

2. ORGANIZING A BALANCED FINANCIAL MODEL

- Assist in the transition of roles and responsibilities;
- Clarify the respective roles and responsibilities between the council, the bursar and the lay bursar;
- Consider outsourcing certain functions;
- Establish a Council for Economic Affairs.

3. DEVOLUTION OF ASSETS

- Plan how any surplus funds will be allocated upon the death of the last member or the dissolution of the institute;
- Anticipate and prepare for ministries abroad to be autonomous and independent;
- Determine the beneficiaries for the assets;
- If you also wish to show solidarity with other congregations, you can do so through donations to CORREF & COMPAGNIE.

PROPERTIES



DIAGNOSIS & PROJECTS



REAL ESTATE STRATEGY



OPERATIONAL ASSISTANCE

1. DIAGNOSIS & PROJECTS

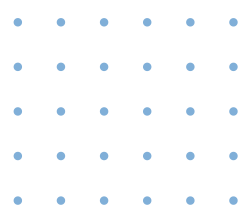
Analyze the current and future needs of the community, make an inventory of property portfolio, assess the legal and operational constraints, and evaluate alternative scenarios (preservation, sale, rental, conversion). Identify key property issues and assist congregations - the sole decision makers - in reaching informed judgments. Assist with defining community and property projects.

2. REAL ESTATE STRATEGY

Support the governing bodies in defining a coherent real estate strategy, aligned with the Institutes' mission. Assist in identifying and selecting recognized operational partners to safeguard the Institutes' interests.

3. OPERATIONAL ASSISTANCE

Assist with the planning, financial structuring and implementation of the real estate strategy (sale, rental, provision, operation and maintenance).



HOW TO SHOW SOLIDARITY?

CORREF & CIE relies on the generosity of congregations, solidarity among institutes, and support from private donors via the Fondation Nationale pour le Clergé.

As a general indication, a day's work provided by or on behalf of CORREF & CIE costs approximately €600.

Make a donation

By cheque : payable to CORREF & COMPAGNIE,
send to : 3 rue Duguay-Trouin, 75006 Paris, FRANCE.

By wire transfer: IBAN FR76 3000 3015 3800 0501 7063 841
BIC SOGEFRPP

Invest in the shared fund

« Sicav Porteurs d'espérance »
for the benefit of CORREF & COMPAGNIE.

50% of the total management fees
are redistributed to CORREF & CIE.

Code ISIN FR001400SVU5

**FONDATION NATIONALE
POUR LE CLERGÉ**

Fondation reconnue d'utilité publique

VOLUNTEERS



Sister Véronique Bizouard

Volunteer



Etienne de Boisjolly

Board member for the CPAE of CORREF and volunteer



Philippe Camberlin

Volunteer



Jean-François Carminati

Volunteer



Sister Marie de Castelbajac

Volunteer



Vincent Charrier

Volunteer



Hubert Fabre

Fund administrator and volunteer



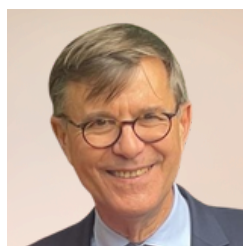
Arnaud Fontant

Volunteer



Maguelonne Peguret

Volunteer



Pierre Prigent

Volunteer



Frédérique Seydoux

Board member and volunteer



Raymond Verley

Volunteer

CORREF & CIE benefits from the support of 12 volunteers (solicitors, accountants, financial experts, etc.) who place their expertise at your service.

**Do you have questions ?
Our team is here to help.**



Sr Marie-Laure Dénès
President
of CORREF & COMPAGNIE



Sr Véronique Margron
Board Member
of CORREF & COMPAGNIE



Sr Anne Chapell
Board Member
of CORREF & COMPAGNIE



Sr Catherine Sesboüé
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