



# EXTRA-FINANCIAL PERFORMANCE STATEMENT

## 2023



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Groupe Maisons De Famille  
Headquarters: 1, place Victor-Hugo, 92400 Courbevoie, France  
Share capital: € 80.474.856  
Siret: 493 488 571

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## Groupe Maisons de Famille at a glance

Founded in 2003, Groupe Maisons de Famille began as a family-owned company with a vision anchored in long-term, Sustainable growth. Over the past two decades, our journey has been marked by a pursuit of excellence in elderly care, enabling us to emerge as a leading European provider in this sector. Our growth extends across France, Italy, Spain, and Germany, where we have established a robust presence with diverse care offerings. Today, our group encompasses multiple companies, each specializing in a range of services that include long-term care nursing homes, day care nursing homes, and apartments for seniors, along with outpatient and rehabilitation services.

## Our vision, mission, strategy and values

In 2023, the Group continued the process of transformation and deployment of a unified vision, mission, strategy and set of values across the Group. This transformation process has actively involved the Group's management team, as well as the heads of the country subsidiaries and their management committees. As a result, these principles are aligned with the strengths and offerings of each of our affiliates.

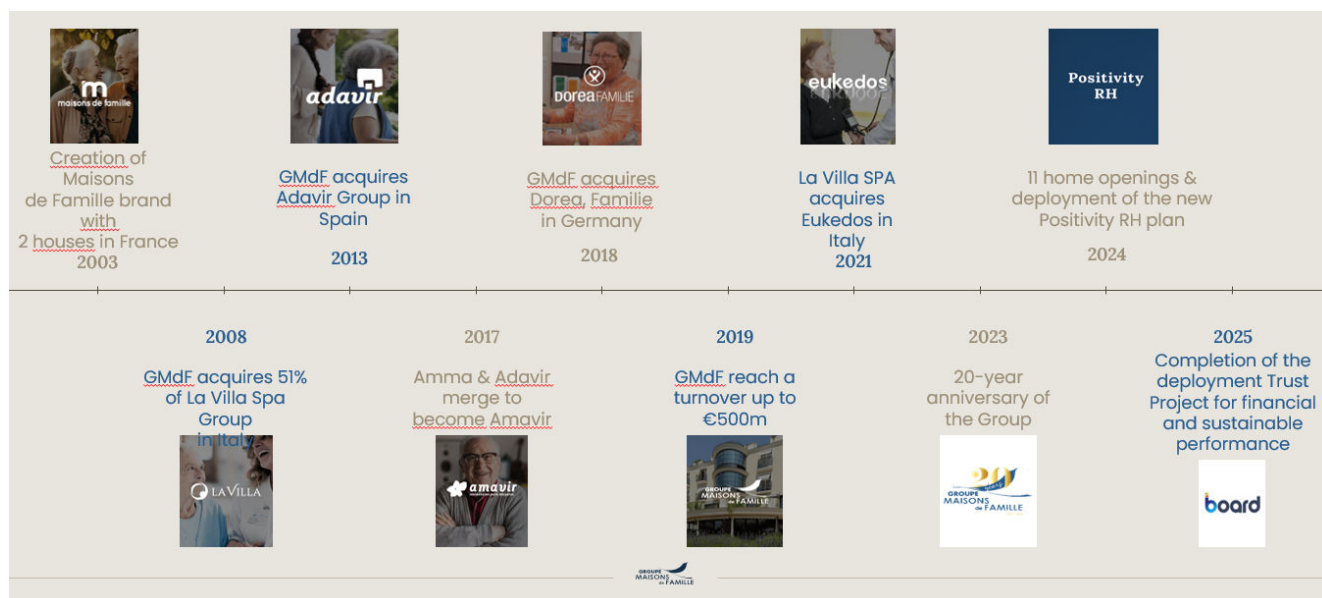


The Group's values guide our everyday job.

- **People:** We are committed to respecting the uniqueness and life history of each person
- **Ethics:** We act responsibly every day
- **Positivity:** We give the best of ourselves, every day, with enthusiasm and positivity
- **Exigency:** We pay attention to the smallest detail to meet all expectations.

## Our history

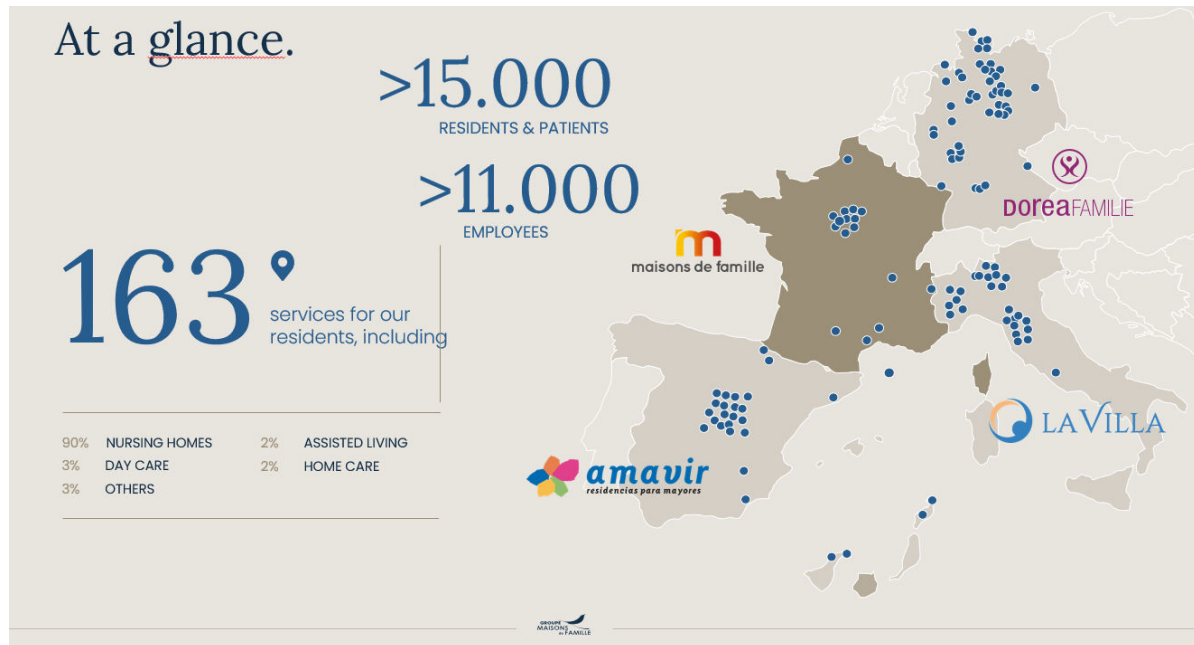
We are renowned for our dedicated facilities that deliver quality care and services to dependent people, as well as those with disabilities and psychiatric conditions. Our approach to social and health care has not only set new standards in the sector but also underscored our commitment to ensuring the well-being of our most vulnerable populations. This history reflects our enduring commitment to quality, exigency and innovation in care.



## Our decentralized organization based on strong local brands

Groupe Maisons de Famille's organizational strength is deeply rooted in the principles of decentralization and autonomy, reflecting our commitment to local responsiveness and person-centered care. Our approach empowers each entity within the Group to make decisions attuned to their local contexts. This organizational model has been instrumental in fostering an environment where personalized care is not just a service feature, but a fundamental pillar. By fostering each company to operate with a high degree of autonomy, we ensure that our services are not only of the highest quality but also deeply resonant with

the specific needs and preferences of the people we serve. This decentralization is more than a structural choice; it is a strategic tool that allows us to adapt to diverse health care landscapes. Thus, each Groupe Maisons de Famille facility is a true reflection of its location, spirit and needs.



## A group based on strong local brands

Groupe Maisons de Famille is made of strong local brands that embody the essence of our vision: “to be the most trusted services and care solutions provider to help each person live an easier, more fulfilling and inclusive life.” Each brand, while uniquely adapted to its local context, shares a commitment to this vision, contributing to our reputation as one of the European leaders in elder care. They reflect the fusion of high-quality care with deep respect for the individuality and preferences of those we serve. This section explores how these local brands, with their distinct identities and strengths collectively embody our aspiration to transform elder care, not just in their regions but also across Europe, making a tangible difference in the lives of individuals and local communities.



Founded in 2003, with 18 nursing homes and 1,410 beds, Maisons de Famille aims at creating more than just care facilities; but environments that resonate with the warmth and spirit of a true family home. Maisons de Famille's goal has always been to foster spaces not

only adapted to medical needs but also rich in opportunities for shared experiences and joyful moments.

At the heart of the company's approach are dedicated teams, who bring to life the core values of the Group each day. Their exceptional blend of expertise and compassionate care ensures that every service is personalized, respecting the individual choices and preferences of each resident. In Maisons de Famille's homes, families and close relatives are not just visitors, but integral members of the community, deeply involved and always welcomed.

The name "Maisons de Famille" is a reflection of the company's philosophy – to offer residents an ambiance that mirrors the comfort, security, and affection of a family. Maisons de Famille commitment goes beyond providing medicalized care; it is about creating a joyful place where every resident feels truly at home, surrounded by care, respect, and a strong sense of belonging.



Two Florentine entrepreneurs founded La Villa in 1992, Carlo Luculano, who currently is the La Villa's CEO, and Giovanni Matteini. Over the course of eight years, they successfully launched the first four facilities. The inaugural one, RSA Botticelli, situated in Strada in Chianti, opened in 1996, then three additional Residences in Tuscany. La Villa has entrenched itself in the social-health sector, integrating into the local service network through strategic agreements and partnerships with regional health authorities and national regulatory bodies.

La Villa's primary mission is to provide comprehensive services catering to elderly people, as well as adults with severe disabilities, people with varying degrees of cognitive impairment, and patients with psychiatric conditions. These services encompass both residential and daytime accommodations, offering options for both permanent and temporary stays.

At La Villa, a dedicated team of professionals cares every day for residents and patients, delivering services within a secure and compassionate environment. La Villa's model nursing homes are based on upholding the respect and dignity of each individual, putting their well-being at the forefront of everything they do.

With 45 facilities under the La Villa brand, the company now has a capacity of 3,746 beds. La Villa currently ranks as the fourth-largest elderly care provider in Italy, solidifying its commitment to delivering quality care and services to those in need.



Amavir is a prominent player in Spain's elderly care sector, ranking sixth position nationwide. Established in 2017, Amavir emerged from the fusion of two companies, Amma and Adavir, each with over two decades of expertise. With 43 managed residences and day nursing homes, 6.556 beds, Amavir is dedicated to providing personalized care that caters to the diverse needs of the residents and their families.

At the heart of Amavir's approach is a devoted team committed to the well-being of the elderly, situated within warm and welcoming facilities designed around the concept of coexistence units—where residents feel at home. This emphasis on creating a home-like atmosphere is driven by a shared goal: to enhance the quality of life for every resident.

Innovation takes center stage at Amavir through its pioneering "Guided by You" model of residential care. This innovative approach prioritizes residents' input and empowerment, as the environment is thoughtfully tailored based on their direct or indirect preferences. The ultimate aim is to transform Amavir's residences into true homes for those they serve.

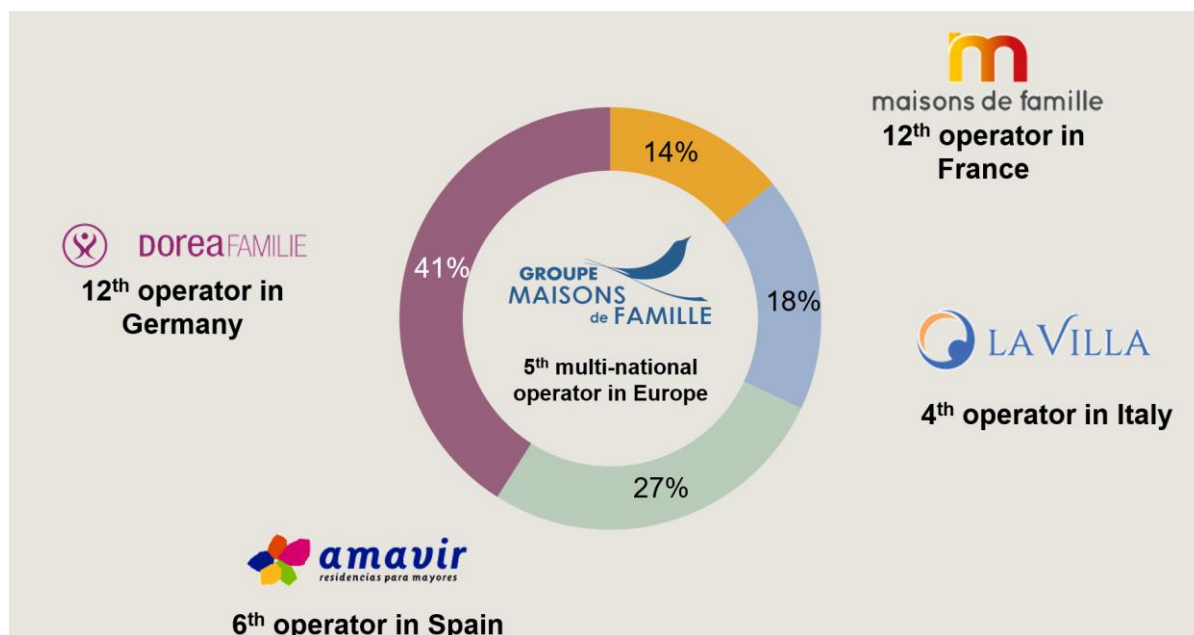


**doreafamilie**

DOREAFAMILIE is a large private care service provider in Germany. Founded in 2015 and restructured through insolvency proceedings in 2023, DOREAFAMILIE has more than 3.600 employees that take care of about 5.200 people in 43 care homes, ten assisted living facilities and nine ambulatory care services. As part of the restructuring process, two care homes and one co-living space were closed in 2023 while 31 care homes were handed over to other operators.

DOREAFAMILIE is based on a solid value system with the central themes of 'family-oriented', 'joyful' and 'substantiated'. DOREAFAMILIE offers a range of diverse, integrated services that cater to individual needs. The variety of services provided meets all needs – at some of the locations even as a 'one-stop solution'.

Below is the turnover percentage that represents each entity in the Group total turnover.



\*The ranking of the Group and its entities is based on the number of beds in nursing homes.

## Emerging factors and trends fueling the demand for care services

As the European leader in the private nursing home and care sector, Groupe Maisons de Famille is dedicated to creating Sustainable value for all stakeholders through development, performance, and trust. In alignment with our commitment to quality first, we have identified key factors and future trends that will shape our sector in the years to come, informing our strategic approach to meet the evolving needs of the society.

### Trend 1: Aging population and increase in dependency

“The increasing share of elderly individuals in the EU leads to a growing demand for healthcare services and poses a challenge to the long-term financial sustainability of our social protection systems.<sup>1</sup>” The rapidly aging population in Europe, coupled with the increase in the number of dependent people, presents both challenges and opportunities for our sector. Projections indicate a twofold increase in the number of people aged 85 and above by 2050<sup>2</sup>, necessitating innovative solutions to meet the growing demand for elderly care services. With the demographic landscape shifting, the challenge is clear: fewer individuals will need to support a larger aging population. Care needs are on the rise, putting additional strain on the public system. Additionally, the rise in life expectancy and prevalence of

<sup>1</sup> Source: The impact of demographic change in a changing environment, European Commission report, 2022.

<sup>2</sup> Source: The impact of demographic change in a changing environment, European Commission report, 2022.



cognitive diseases underscore the importance of tailored care approaches and specialized support for our aging population.

***Our answers to the trend:***

Expand our network of facilities and services to accommodate the growing demand for elderly care, ensuring accessibility and quality of care for all.

Invest in specialized programs and training for our staff to address the needs of individuals with cognitive diseases and dementia, promoting dignity and quality of life.

Continue digital transformation initiatives to enhance the efficiency and effectiveness of care delivery, leveraging technology to support and treat elderly individuals with high quality care.

**Trend 2: Increase in chronic diseases**

The prevalence of chronic diseases in Europe among older adults presents a significant health challenge, with a very high level of people aged 65 and above suffering from at least one chronic condition<sup>3</sup>. This trend highlights the importance of integrated healthcare approaches and proactive management strategies to improve health outcomes and quality of life for those impacted by chronic diseases.

***Our answers to the trend:***

Implement health promotion programs and chronic disease management protocols within our facilities, focusing on prevention, early detection, and personalized care plans.

Foster interdisciplinary collaboration and partnerships with healthcare providers to ensure continuity of care for individuals with chronic conditions.

Utilize digital health solutions to empower residents in self-management and monitoring of their health, promoting autonomy and well-being.

**Trend 3: Accommodation capacity and home care challenges**

The projected increase in diversified accommodation solutions and capacity for elderly people in Europe underscores the need for scalable solutions to meet future demand. While home care is considered an appropriate option, changing family structures and lifestyle dynamics pose challenges to its feasibility, highlighting the importance of alternative care models and community-based support systems<sup>4</sup>.

***Our answers to the trend:***

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<sup>3</sup> According to the World Health Organization (WHO), chronic diseases such as heart disease, cancer, and diabetes are the leading cause of mortality globally, accounting for 71% of all deaths. [https://health.ec.europa.eu/system/files/2020-02/2018\\_healthatglance\\_rep\\_en\\_0.pdf](https://health.ec.europa.eu/system/files/2020-02/2018_healthatglance_rep_en_0.pdf)

The European Commission's European Health Report 2018 indicates that chronic diseases are responsible for a substantial portion of the disease burden in the European Union, with an estimated 86% of deaths attributed to these illnesses.

<sup>4</sup> Source: The impact of demographic change in a changing environment, European Commission report, 2022.

Diversify our service offering to provide innovative solutions: in France via Esprit de Famille home care services, in Dorea Famille via by strengthening and developing the ambulant care service offering.

#### Trend 4: Environmental sustainability

Environmental sustainability is gaining prominence within the healthcare sector, driven by growing awareness of the interconnectedness between human health and the environment. Climate change, pollution, and resource depletion pose significant challenges to public health and healthcare delivery, necessitating a concerted effort to reduce carbon emissions, minimize waste, and adopt Sustainable practices.

##### ***Our answers to the trend:***

Implement environmental initiatives within our facilities, such as energy-efficient systems, waste reduction programs, and Sustainable sourcing practices.

Promote environmental awareness and education among management, employees and residents to foster a culture of sustainability.

Collaborate with local communities and environmental organizations to support initiatives aimed at mitigating the environmental impact of healthcare operations.

#### Trend 5: Human Resources shortages in healthcare

Within healthcare, social, and medico-social institutions, personnel shortages are intensifying. In Europe, industry stakeholders estimate that approximately 5 to 10% of nursing positions remain vacant in healthcare facilities, with at least 13% of caregiver positions vacant in nursing homes. Moreover, more than a third of hospital practitioner positions remain unfilled in public hospitals, and a third of nursing homes lack a coordinating physician<sup>5</sup>. These shortages inevitably compromise the quality of care and support provided within institutions. The correlation between medical and paramedical supervision and the quality of care is well-established, as is the importance of stable teams sharing a common culture of quality and patient safety. Personnel shortages also contribute to the deterioration of working conditions for remaining professionals, exacerbating the challenges of their roles. Additionally, in all sectors, staff shortages sometimes lead to bed closures, service suspensions, and activity interruptions.

##### ***Our answer to the trend:***

Implement targeted recruitment and retention strategies to attract and retain qualified healthcare professionals, including nurses, caregivers, and physicians.

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<sup>5</sup> Secteur Social et Médico-social : Regards croisés, Enjeux et perspectives, KPMG, 2020

Offer competitive salary packages, professional development opportunities, and supportive work environments to enhance employee satisfaction and retention.

Implement innovative staffing models, such as flexible scheduling and telehealth options, to optimize workforce utilization and mitigate the impact of personnel shortages.

Groupe Maisons de Famille is uniquely positioned to navigate and respond to these trends, guided by our long-term strategy and commitment to quality care. Through continuous innovation, strategic expansion, and a focus on residents and employee well-being, we are committed to stepping up as a leading force in the sector, leveraging our expertise to offer high-quality care services. We are dedicated to playing a crucial role in meeting the growing demand across Europe.

## Our key performances

Groupe Maisons de Famille expertise and activities are diverse, but a common factor among residents is that they are in a phase of their lives when they require care. Our understanding of their needs stretches across jobs and countries. We aim at responding to a social need that will increase in the coming years as well as responding to the needs of elderly people in each country we operate in.

In order to respond to the factors and trends identified above, the Group has diverse activities. The percentage hereby refers to the Group's capacities (beds and places).

The four entities of the Group operate and develop various services in order to deliver services that correspond to elderly people's needs in each country.

	Nursing homes	Day care	Ambulatory patient care	Post-acute & rehabilitation	Psychiatric care clinics, palliative care	Assisted living	Home care
France	●	●		●		●	●
Germany	●	●	●			●	●
Italy	●	●		●	●	●	●
Spain	●	●				●	
<p>● Operating facilities.</p> <p>● Facilities/ activities under development (pipeline).</p>							

### Consolidated figures

	2020	2021	2022	2023	Variation 2022-2023
Number of facilities	175	159*	182**	149***	-18%

Authorized beds	15,754	16,218	17,911	15,566	-13%
Operated beds	14,925	15,061	16,699	15,155	-9%
Day care	1,491	1,449	1,548	1,397	-10%
Apartments in senior service residences	867	857	906	692	-24%
Outpatient services	1,180	1,125	1,154	1,091	-5%

*\*The decrease of the number of sites is due to a change in the calculation methodology: locations are counted instead of the number of buildings.*

*\*\*The increase of the number is mainly due to the integration of Eukedos. In May 2021 La Villa Spa acquires the listed Eukedos spa, present on the market with the Edos brand. The merger of the two companies has created a single large Group that has become a point of reference for the offer of services and products linked to the world of assistance in Italy, with 46 facilities - 29 of which under its own brand and 17 under the Edos brand - for a total of 3,605 beds.*

*\*\*\*The variation of the number of facilities for Dorea is due to the restructuring process carried out in 2023.*

## By country

	2022				2023			
	France	Germany	Italy	Spain	France	Germany**	Italy	Spain
Number of facilities*	17	78	46	41	18	43	45	43
Authorized beds	1,383	6,672	3,605	6,251	1,410	3,854	3,746	6,556
Operated beds	1,273	5,570	3,605	6,251	1,297	3,551	3,751	6,556
Day care	22	126	60	1,340	22	33	2	1,340
Apartments in senior service residences	167	739	-	-	167	525	-	-
Outpatient services	-	1,154	-	-	-	1,091	-	-

*\*Facilities: operational sites with at least one activity / Sites: real estate sites 149 in total (18 in France, 45 in Italy, 43 in Spain, 43 in Germany)*

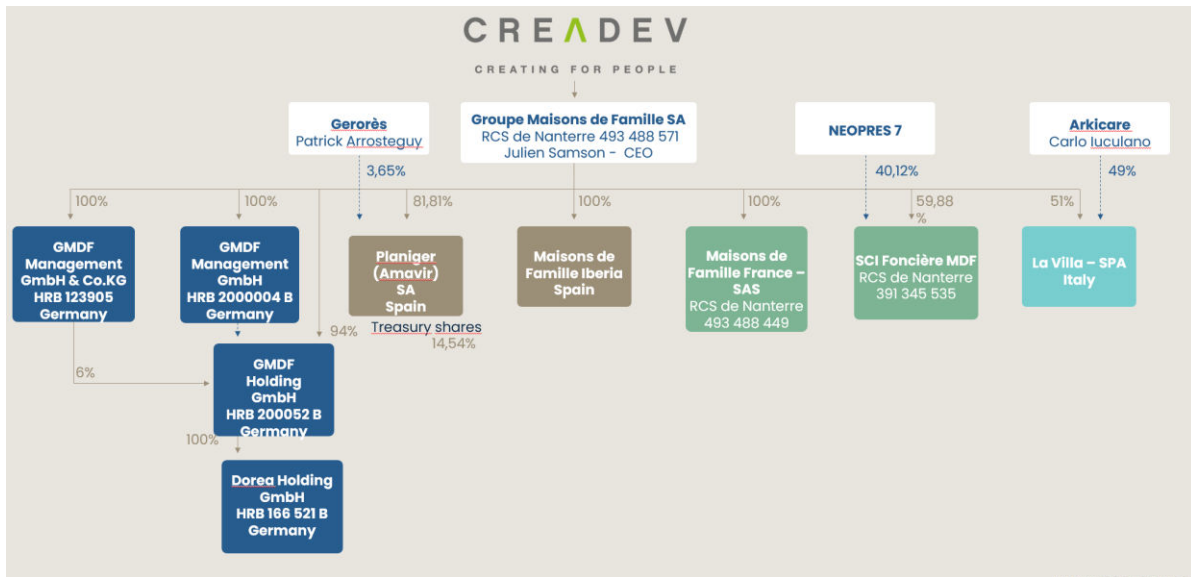
*\*\*The variation of the number of facilities for Dorea is due to the restructuring process carried out in 2023.*

## Our governance

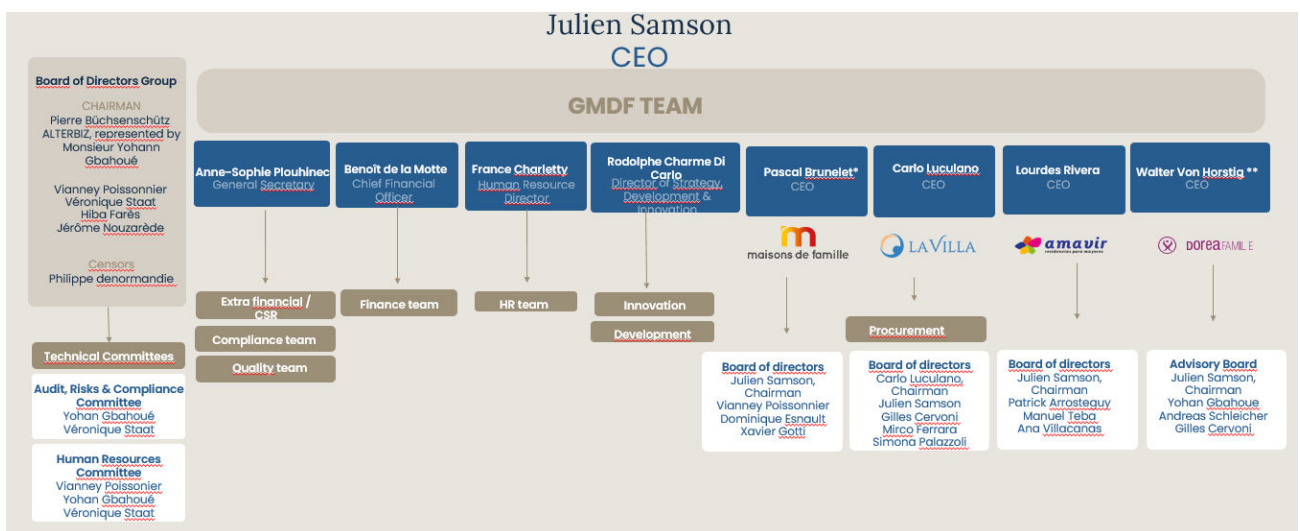
The Group currently operates through various entities: Maisons de Famille (France), La Villa (Italy), Amavir (Spain) and DOREAFAMILIE (Germany).

The highly qualified and experienced leadership team plays a key role in defining the vision, strategic objectives and quality standards, in order to guarantee the best possible service to residents and families. Each member of the team brings with them solid expertise in his or her respective field, whether it is operations management, sustainability, finance, human resources, compliance, business development or strategy.

Accountability, collaboration and transparent communication are at the heart of our working approach.



The Group's Board of Directors validates the company's strategic orientations and oversees their implementation, for example: by appointing and supporting senior management, allocating resources in line with the company's vision and mission, ensuring the proper management of its assets, particularly real estate, and ensuring that the company has full control over its risks. Each subsidiary has its own Board of Directors, and enjoys genuine autonomy in adapting to the market in which it operates. The Group four entities CEOs is composed of one woman (Amavir) and three men (Maisons de Famille, La Villa and DOREAFAMILIE).



As of 31 December 2023, the Board of Directors was composed of five members (three men and two women) and one censor (non-voting member, one man).

Group's board of Directors KPIs	2022	2023
Average seniority rate	3.25 years	1.6 years
Average age	57 years	50 years
Number of meetings	9	11
Board meeting participation rate	87%	92%
Parity	50%	33%

## 2023 in brief

Groupe Maisons de Famille demonstrated its commitment to environmental, social, and governance initiatives through various impactful actions. While this list is not exhaustive, it provides a snapshot of some of the noteworthy achievements:

On the environmental side, we aim at reducing our energy consumption, carbon footprint, waste and the use of raw materials, to do so, we have implemented several actions:

### ***Environmental Initiatives:***

Groupe Maisons de Famille:

- Continued efforts to enhance our carbon footprint assessment (scopes 1 & 2).
- Started a training program for our management to facilitate decarbonization.

Maisons de Famille France:

- Insulated all the pipes and singular points in the boiler room.
- Started a process of installing an automated building management system in three houses, enabling them to set heating and air-conditioning parameters, get direct feedback on anomalies and improve troubleshooting responsiveness.
- Photovoltaics: Feasibility studies (soil surveys, plot studies) started to be carried out with HELEXIA in 2023. Three priority sites have been validated to launch the project (La Cerisaie, Bourgogne, Ave Maria).

La Villa:

- Raising awareness of eco-gestures among all employees (reduce waste and energy consumption)

Amavir:

- Launching of a photovoltaic panel installation project in collaboration with Helexia.
- Installation of electric car chargers in partnership with Endesa.

- Successfully achieved BREEAM certification for two new company residences.
- Implemented the use of tablets in resident rooms for efficient task allocation and reduced paper usage.
- Adoption of new electric or hybrid company vehicles.
- Introduced therapeutic vegetable gardens in facilities.

#### DOREA FAMILIE:

- Scheduled a transition to energy-efficient LED lighting between 2024 and 2026.
- Embarked on a solar panel trial project, with plans to equip one balcony in each of the 17 homes by 2024.
- Currently negotiating with building owners to enhance insulation and improve energy efficiency.
- Planned improvements to heating and cooling facilities within the next three years.
- Sustainable Phone Usage: In a concerted effort to minimize our carbon footprint, DOREA FAMILIE rents mobile phones through a supplier Everphone calculates the CO<sub>2</sub> equivalent of Dorea's mobile phones and actively supports a project in Soacha, Colombia, where biomass is employed as an alternative to coal in furnaces, contributing to a greener and more Sustainable future.

In line with its commitment to the social pillar, Groupe Maisons de Famille prioritizes the well-being of employees, aiming to retain talent, address their needs, and promote equality within the organization. To achieve these objectives, the Group has undertaken several key initiatives:

- Development of a Quality and Human Resources policy: two policies have been crafted to ensure high standards in both quality management and human resources practices.
- Enhancement of quality dashboard: the quality dashboard has been upgraded to effectively manage and monitor various aspects, including the quality of service provided to residents, with a focus on care Key Performance Indicators (KPIs), as well as the quality of life at work for employees. Additionally, environmental quality is monitored through KPIs such as CO<sub>2</sub> emissions and energy consumption.
- Implementation of a common internal satisfaction survey tool: a standardized internal tool has been implemented across three subsidiaries (La Villa, Amavir and DOREAFAMILIE) for conducting annual satisfaction surveys among residents, families, and employees. Furthermore, an annual performance appraisal process has been established to evaluate employee performance consistently.
- Strengthening of seniority and turnover monitoring: The monitoring of seniority and turnover rates has been reinforced, now conducted on a more regular basis to better identify trends and address any emerging challenges effectively.

These initiatives collectively reflect Groupe Maisons de Famille's proactive approach towards enhancing residents and employees well-being and ensuring a supportive work environment across all subsidiaries.

Finally, in terms of corporate governance, the Group has strengthened its compliance and major risk management framework (for more details, see the chapter "Exigency, Ethics and Compliance").

## Julien Samson's interview, Groupe Maisons de Famille's CEO

### ❖ How would you summarise 2023 for Groupe Maisons de Famille?

In 2023, Groupe Maisons de Famille marked a significant year of both continuity and transformation. Despite the different challenges faced by the sector, we remained steadfast in our commitment to providing exceptional care to our aging population. We continued to uphold our high standards of quality care, ensuring the well-being and comfort of our residents.

One notable achievement of the year was the successful restructuring of our German affiliate company, resulting in a streamlined and more efficient operation. This restructuring reduced the number of facilities from 78 to 43, and we are pleased to report that this transition was executed smoothly, maintaining our dedication to providing top-notch care for all residents and employees, regardless of location.

Additionally, 2023 marked a pivotal year for our environmental initiatives. We continue to improve our carbon footprint, a milestone that reflects our dedication to sustainability and environmental responsibility. We have launched photovoltaic installations in several facilities and will continue to do so.

### ❖ Was there anything in particular during the year that you would like to mention?

There are a few noteworthy accomplishments from the year that deserve special mention. Following our carbon footprint assessment, we launched several key projects aimed at reducing our environmental impact. These initiatives include the transition to renewable energy sources, the implementation of energy-efficient practices across all our facilities, and active participation in waste reduction programs. These efforts underline our commitment to environmental sustainability and our response to the pressing need for climate action.

Furthermore, in the face of ongoing challenges within the healthcare sector, such as a shortage of healthcare personnel and escalating energy costs, we devised a comprehensive



strategy. This strategy includes investments in training and development programs to attract and retain top talent. We are also exploring innovative care delivery models to maximize operational efficiency while maintaining our commitment to ethical care standards.

#### ❖ **What are your predictions for 2024?**

As we look forward to 2024, our ambitions remain clear and ambitious. We plan to build upon the progress made in 2023 and set new benchmarks in the industry for both social and environmental responsibility. Our primary predictions for 2024 include:

- **Quality:** Our commitment to enhancing the quality of life for both our residents and employees remains unwavering. We will continue to innovate and adapt to evolving needs.
- **Continued sustainability:** We will continue to reduce our carbon footprint and further integrate sustainability into our daily operations.
- **Community engagement:** We aim to deepen our engagement with local communities, fostering stronger connections and support networks.
- **Ethical standards:** Our governance structures will undergo continuous enhancement to ensure the highest standards of care and ethical conduct in all aspects of our operations.

#### ❖ **Any final words?**

In conclusion, we enthusiastically anticipate the opportunities that await us in 2024, as we look forward to welcoming more residents, families and employees to our facilities. Demand for care services is set to increase significantly in the years ahead, and we recognize the crucial role we have to play in meeting this growing need. We remain committed to providing the highest quality care and support to our resident, ensuring that their well-being, comfort and quality of life are our top priorities.

We are convinced that collaboration between the public and private sectors will be essential in finding the best solutions to the challenges ahead. Together, we can create a brighter, more Sustainable future for the elderly population.

I would also like to express my sincere gratitude to all our stakeholders. To the families, thank you for placing your trust in us. To the residents who spend their days with us, your presence enriches our days, and your well-being is our constant concern.

Last but not least, I would like to express my deepest gratitude to our dedicated employees. Your contribution is invaluable, and your unwavering commitment to our mission is what makes Groupe Maisons de Famille a place of warmth, compassion and excellence in care. Together, we're building a future where every senior can age with dignity, grace and the support they deserve.

We thank you all for your continued trust and support. We are excited about the journey ahead and remain committed to making a positive impact on the lives of those we serve.



**Julien Samson**

Group Chief Executive Officer

My mission: to bring our vision to life. To make Groupe Maisons de Famille the most respected company for its care solutions and services, enabling every person to live a more fulfilling and inclusive life.

## A MODEL THAT CREATES SUSTAINABLE VALUES

### **Sustainability at the heart of our strategy**

Groupe Maisons de Famille has long recognized the importance of integrating sustainability into our business model. Our approach is not just about mitigating risks; it's about creating Sustainable values that benefit all our stakeholders. This approach is rooted in our commitment to environmental stewardship, social responsibility, and ethical governance.

### **Environmental Stewardship**

Our environmental initiatives are not just limited to compliance but are a strategic part of our business model. We understand that reducing our environmental footprint goes hand in hand with operational efficiency. From energy management in our facilities to Sustainable procurement practices, we are dedicated to minimizing our impact on the planet. This commitment not only helps in conserving resources but also resonates with our residents and their families who are increasingly environmentally conscious.

### **Social Responsibility**

At the heart of our model is our social responsibility. Our services are designed not just to meet the needs of our residents but to enhance their quality of life. We invest in our employees, offering them continuous training and development opportunities, ensuring that they can provide the best care possible. Our engagement with local communities goes beyond our facilities, as we strive to be a positive force in every area we operate. By fostering a culture of care and respect, we create a shared value system.

### **Ethical Governance**

Ethical governance is the cornerstone of our business model. We have stringent policies in place to ensure transparency, integrity, and accountability at all levels of our organization. Our governance structures are designed to ensure that we not only adhere to legal requirements but also uphold our own high ethical standards. This commitment to ethical practices ensures the trust of our stakeholders and underpins the Sustainable growth of our business.

Our model of creating Sustainable values is a dynamic and integral part of Groupe Maisons de Famille. It drives our innovation, guides our strategies, and ensures our long-term success in a world that is increasingly defined by the need for sustainability and ethical business practices.

## A robust governance of sustainability topics

Groupe Maisons de Famille upholds a robust governance framework for sustainability matters. We have chosen to fully integrate sustainability as a central element in our strategic vision and decision-making, at every level of the organization.



Groupe Maisons de Famille has set up a number of expert committees involving the heads of the countries in which it operates. These include the Finance, Compliance, Quality and the Sustainability committees. In 2023, an expert committee dedicated to human resources was set up to define strategy and implement best practices in human resources, in particular for the well-being of our employees. Responsible for annual assessments, this team oversees the mapping of the Group's Human Resources risks, defining and executing action plans in these areas. In addition, in 2023, two further committees will be set up: the Development Committee, responsible for coordinating greenfield and greenfield development projects, exploring geographical expansion prospects and innovating with new business models; and the Innovation Committee, which identify innovative solutions to enhance operational performance and the well-being of our residents and employees, then manage their deployment in the field and measure their impact.



## Sustainable Development and Social Responsibility

The Sustainability Committee is comprising the Group's General Secretary, the Group's sustainable manager, and four sustainable referents representing each affiliate.

In 2023, Groupe Maisons de Famille reaffirmed its commitment to corporate social responsibility (CSR), with significant developments achieved through the Sustainability committee. Key actions undertaken include, notably:

- Updating the reporting protocol and the reporting handbook.
- Defining the sustainable roadmap (detailed at the end of the report).
- Implementing the sustainable roadmap in each country.
- Participating in the assessment of the Group's duty of vigilance risk map.

Throughout 2023, the Committee convened on five occasions to deliberate on these matters. Looking ahead to 2024, Groupe Maisons de Famille remains dedicated to advancing sustainable initiatives and managing associated risks through continued implementation efforts.

## Materiality Analysis

### Methodology

Groupe Maisons de Famille conducted a materiality analysis process at the end of 2020 that consisted in the following:

- **Identification of material issues** that was based on:
  - a benchmark of SUSTAINABLE matrices of relevant companies in the sector;
  - an analysis of the market situation and applicable regulations;
  - an analysis of the evolution of the requirements and criteria taken into account in the most relevant sustainability standards such as SASB, GRI and other reference frameworks such as the Global Compact or the Sustainable Development Goals.

As a result of this phase, the Group identified 22 issues, then gathered them into five categories: economic, governance, social, environmental and community.



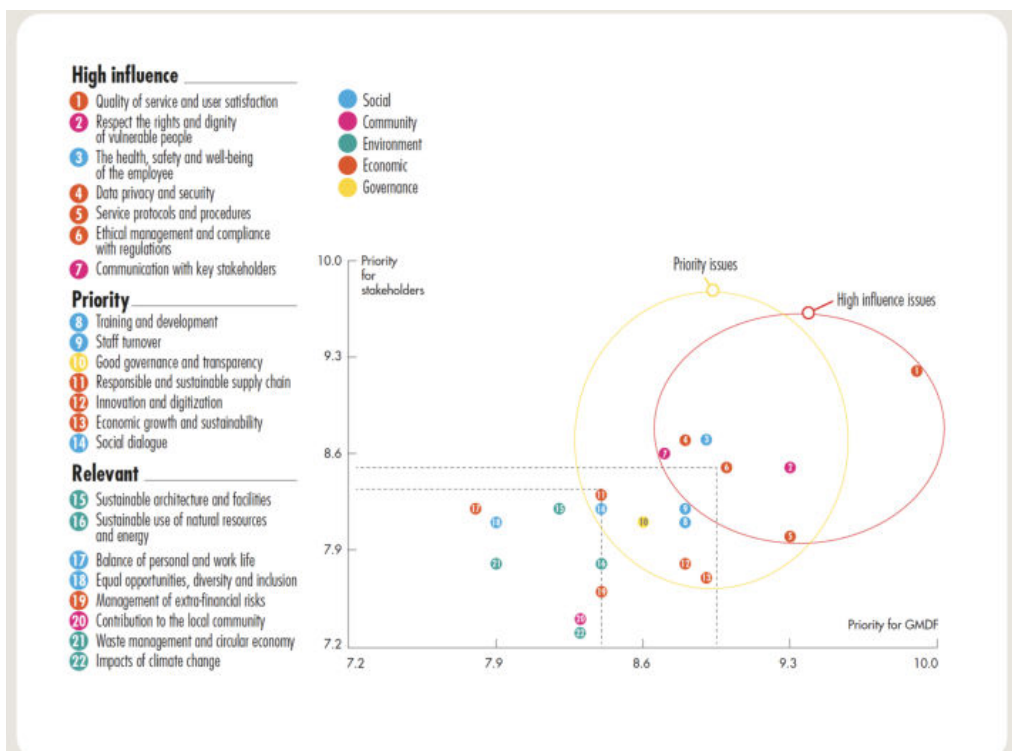
- **Consultation of internal and external stakeholders.** Each country sent a questionnaire to its key stakeholders then listed the important issues identified in the previous phase, asking them to rank their level of importance in relation to each other.



- **Prioritization of important issues.** By analysing the responses from stakeholders and management, the Group listed the most important issues and classified them from highest to lowest.
- **Development of the Group’s materiality matrix.** This matrix lists the issues according to their level of relevance for Groupe Maisons de Famille and its stakeholders. The sustainable Committee then validated the results.

## Materiality Matrix

As part of its corporate social responsibility, the Group relies on a materiality matrix to identify and manage its main challenges. The issues identified in this matrix are opportunities for the Group to meet its stakeholders’ expectations. The materiality matrix consists of both the mapping and chart below.

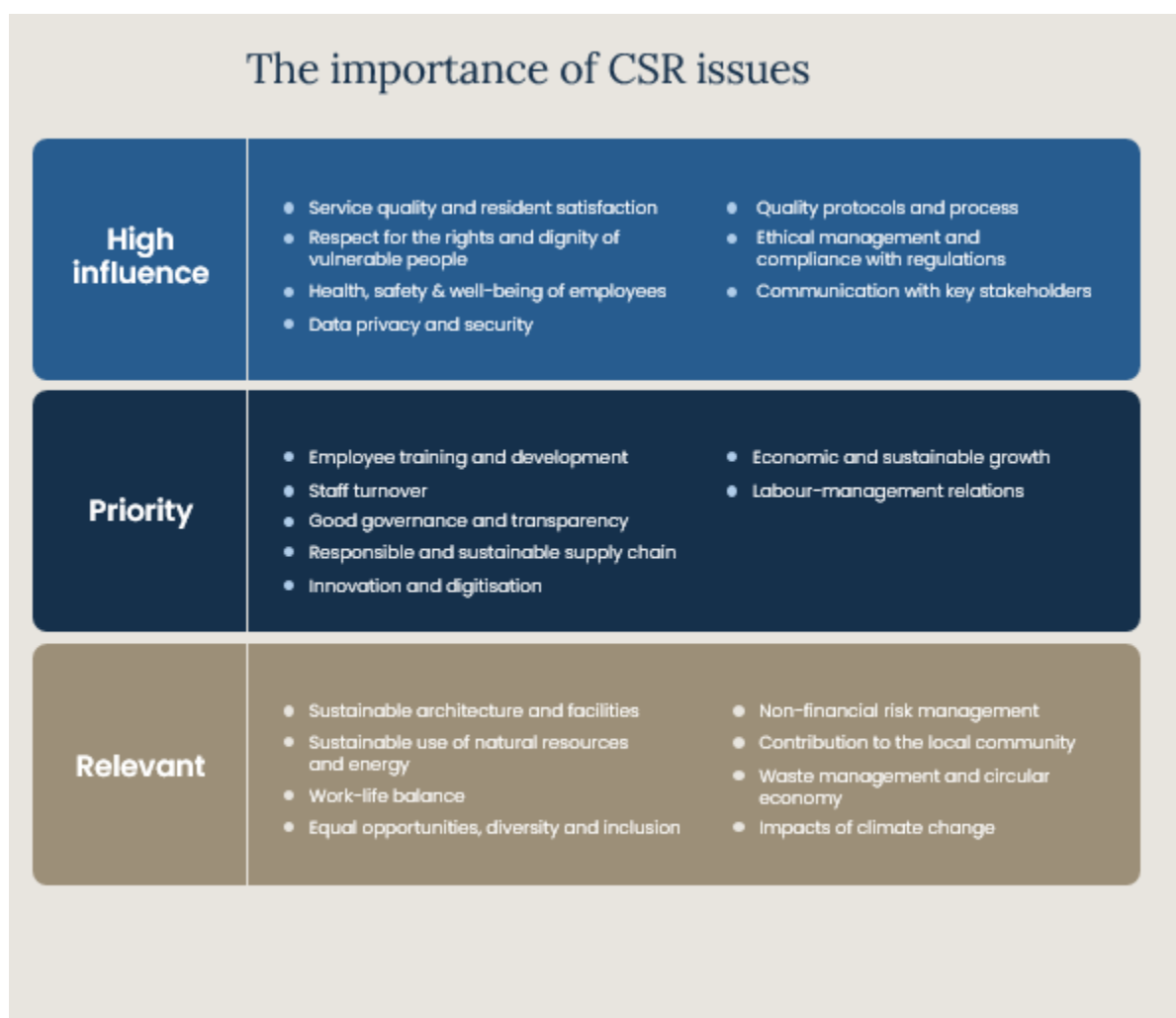


The chart below shows the list of ESG topics according to their level of relevance for Groupe Maisons de Famille and its stakeholders.

In 2021, the Group updated the materiality questions with the aim of increasing stakeholder participation and identifying potential new ESG issues.

In addition, the Group asked its stakeholders which of the 17 Sustainable Development Goals (SDGs) should be prioritized in relation to the Group's business. In 2023, the material issues identified in the previous year remain relevant.

Consequently, the Group will strive to establish the necessary indicators to provide an adequate response to any new ESG challenges that may arise.





Below you will find the most relevant Sustainable development Goals for the Group and our main contribution and challenges:

 <p>Guarantee a quality working environment and conditions for our employees.</p>	 <p>Define and implement a low-carbon strategy.</p>	 <p>Ensuring a healthy environment and the well-being of our residents and employees.</p>	 <p>Provide access to training to help our employees develop.</p>
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## NON-FINANCIAL RISK MANAGEMENT

Groupe Maisons de Famille developed a methodology to identify and assess the main non-financial risks of its operations, in order to meet its sustainability commitments.

The Sustainable Committee was in charge of identifying non-financial risks, assessing a risk map and assigning a level of priority to each of them.

To consolidate its non-financial risk map, the Group carried out the following actions:

- **Risk Identification and Classification.** The Group identified the risks based on the list of 22 sustainability issues obtained in the first phase of the materiality analysis<sup>(6)</sup>. Each of these issues was analyzed and classified according to the type of non-financial risk that could affect the Group (strategic, operational, compliance, etc.).
- **Risk Consolidation and Prioritization.** For each country, the probability of occurrence and the impact that each risk could have on their activities were assessed. The resulting assessment (probability x impact) for each country was consolidated to obtain an overall risk map. In accordance with the established methodology, the Group classified risks as high, medium or low.
- **Risk Management.** The Group has defined a set of quantitative indicators to measure performance and monitor non-financial risks on a case-by-case basis. Indicators associated with risks classified as high have been defined.

The following table shows the 12 non-financial risks classified as high risk from the process described above. The HR and Sustainability Committee validated these risks.

In 2024, the Group will update its Sustainable risks mapping, taking into account external and internal context and the materiality results, and will present it to the Group HR and Sustainability Committee and to the Group board.

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<sup>6()</sup> See the “Materiality Analysis” section.

Main SUSTAINABLE risks		Key performance indicators
<b>Ethical management and regulatory compliance</b>	Sanctions arising from compliance risks.	<ul style="list-style-type: none"> <li>• Number of complaints received through the whistleblowing mechanism</li> </ul>
<b>Quality of service and resident satisfaction</b>	Risk related to poor quality of care, complaints against medical equipment or facilities, negligence or malpractice of employees, etc.	<ul style="list-style-type: none"> <li>• Resident satisfaction rate</li> </ul>

<b>Health, safety and well-being of staff</b>	Risk related to illness, absenteeism, as well as the use of obsolete medical equipment and the lack of resources adapted to the activities carried out.	<ul style="list-style-type: none"> <li>• Absenteeism rate</li> <li>• Frequency rate of accidents at work and occupational diseases</li> <li>• Severity rate of accidents at work and occupational diseases</li> </ul>
<b>Training and development</b>	Risk related to lack of training which would imply poor quality and poor care service for residents.	<ul style="list-style-type: none"> <li>• Average number of training hours per staff member over the year</li> <li>• Rate of trained staff</li> </ul>
<b>Staff turnover</b>	Difficulties in attracting, hiring and retaining staff, especially for medical jobs, risks of staff shortages, especially for nurses/caregivers, inadequate hiring, lack of resources, absenteeism, demotivated staff, and deterioration of the working atmosphere.	<ul style="list-style-type: none"> <li>• Turnover rate</li> </ul>
<b>Data privacy and security</b>	Violation of the GDPR. Risks related to the loss of the company, residents' data and medical information. Risks related to system failures, availability of IT services and computer attacks. Economic penalties resulting from the protection and loss of data or data confidentiality.	<ul style="list-style-type: none"> <li>• Number of complaints sent to the DPO</li> <li>• Number of responses from the DPO</li> <li>• Percentage of employees trained in the GDPR</li> </ul>
		<ul style="list-style-type: none"> <li>• Number of data breaches</li> </ul>
		<ul style="list-style-type: none"> <li>• Number of data management requests</li> </ul>
<b>Communication with key stakeholders</b>	Risk of damage to the Group's image, failure to meet stakeholder expectations, lack of communication by the Group, risk of dissemination of fake news and facts, distortion of information, etc.	<ul style="list-style-type: none"> <li>• Number of new negative and positive articles generated in the media</li> </ul>

	The sensitivity of public opinion may evolve more rapidly than the Group's capacity to react, particularly on sensitive and complex issues.	
<b>Sustainable use of natural resources and energy</b>	Risk of not monitoring energy and water consumption and not identifying problems (such as high consumption, leaks, etc.) that have a negative impact on the environment.	<ul style="list-style-type: none"> <li>• Energy intensity per used bed</li> <li>• Water intensity per used bed</li> </ul>

<b>Waste management and circular economy</b>	Penalties for non-compliance with waste management regulations.	<ul style="list-style-type: none"> <li>• Tones of infectious medical waste</li> </ul>
<b>Impact of climate change</b>	Risk related to changing regulations on emissions and climate change.	<ul style="list-style-type: none"> <li>• CO<sub>2</sub> emissions from energy consumption</li> </ul>

## CARING FOR OUR RESIDENTS



### Quality first!

Our guiding principle is "Quality first!" when it comes to our residents. We understand the profound trust placed in our workforce by their relatives and families, and we are committed to delivering exceptional care to their loved ones. Every day, we strive to ensure that residents live as actively and independently as possible, with personalized care that respects their dignity, individuality, and unique needs.

Recognizing that quality is an ongoing endeavor, we rely on the expertise of our quality and Human Resources professionals across each country. Established in 2022, the Quality and Human Resources Committee is now separated into two specialized committees dedicated to strengthening our quality strategy, assessing and updating our quality and human resources risk map annually, defining a strategy and common actions for implementation.

In line with this commitment, in 2023, we developed a Quality of care and services policy, which sets forth our dedication to ensuring that residents receive care of the highest quality that aligns with their individual needs and preferences in a safe and respectful manner. Our Quality policy, comprising four pillars, emphasizes our commitment to:

- Shared core values and local adaptations, reflecting our dedication to excellence across all affiliates while respecting local regulations and customs.
- Person-centered care, ensuring that residents' autonomy, well-being, and personal goals are prioritized and respected.
- Evidence-based practices, which guide our approach to delivering high-quality care through established standards and continuous improvement initiatives.
- A high quality and level of expertise, driven by the professionalism, commitment, and human qualities of our dedicated teams.

Additionally, our Quality Model encompasses localized care planning, feedback mechanisms, quarterly quality reports, quality audits and reviews, and ongoing training and professional development for our staff.

Moving forward, **Groupe Maisons de Famille** remains dedicated to regular review and enhancement of our Quality Policy and strategy, guided by feedback from residents, families, and staff, to ensure its ongoing relevance and effectiveness.

Each country within our group maintains its own quality policy, ensuring compliance with national laws, regulations, and high-quality standards through the adoption of best practices. This commitment to excellence is upheld through continuous improvement initiatives in a safe environment, led by dedicated and qualified teams in each country responsible for designing, implementing, monitoring, and enhancing their quality systems.

Understanding that maintaining quality care necessitates adequate staffing, we take pride in investing in our human resources. Moving forward, Groupe Maisons de Famille will continue to prioritize the provision of optimal staffing levels and demonstrate the quality of our services through key performance indicators focused on quality outcomes.

In 2022, each affiliate of **Groupe Maisons de Famille** collaborated on defining common quality-based Key Performance Indicators (KPIs) to monitor and assess service quality and user satisfaction, facilitating ongoing improvements across the group. This year, this initiative was further reinforced with the update of the risk map and integration of new KPIs into the quality and HR dashboard, a vital quality management tool tailored specifically for our organization.

For **Groupe Maisons de Famille**, the quality and HR dashboard serves as the cornerstone of our commitment to "Quality first!" for our residents and it is an essential management tool for our organization:

- Resident-centric insights: Our dashboard provides regular insights into key quality indicators, such as resident satisfaction levels, health and services outcomes, and adherence to care plans. This allows us to ensure that our services remain aligned with our residents' evolving needs and preferences, fostering a culture of continuous improvement in care delivery.
- Adequate staffing: By integrating HR metrics into the dashboard, we can closely monitor staffing levels, turnover rates, and employee satisfaction scores. This enables us to proactively address any staffing challenges, ensuring that our workforce has the support and resources they need to deliver high-quality care consistently.
- Performance transparency: Our dashboard promotes transparency and accountability by providing all stakeholders, including management and staff with access to relevant performance data. Most of the KPIs in the quality dashboard undergo rigorous internal

and external audits, ensuring the accuracy and reliability of the information presented. This fosters trust and confidence in our organization.

- Strategic decision-making: equipped with comprehensive data and actionable insights, our leadership team can make informed decisions to drive strategic initiatives and resource allocations. Whether it's investing in staff training programs, upgrading facility infrastructure, or implementing new care protocols, the dashboard guides our decision-making process to ensure maximum impact on resident care and satisfaction.

Key Quality KPIs	2023			
	France	Italy***	Spain	Germany***
Rate of personal care plan for the resident**	82%	*NA	100%	57.3%
Rate of residents having fallen over the period	68.5%	*NA	46.3%	*NA
Rate of adverse events	2.1%	11.04%	0.2%	*NA
Rate of undernutrition	51.1%	*NA	18.7%	*NA
Rate of restraints	14.0%	*NA	1.3%	*NA
Rate of hospitalisation	35.9%	4.21%	35.9%	*NA
Rate of pressure sores	4.5%	7.75%	17.8%	*NA
Rate of pain assessment	102.5%	9.03%	NA	96.2%
<p><i>*Scope: 86% of total workforce for Rate of personal care plan for the resident (Italy is not included); 67% of total workforce for Rate of adverse events/ hospitalisation and pressure sores (Germany is not included); 57% of total workforce for Rate of pain assessment (Spain is not included); 53% of total workforce for remaining KPIs (Italy and Germany are not included)</i></p> <p><i>**The percentage below 100% is explained by the exclusion from the calculation of the data of residents who stayed for a shorter period than the legally allowed time frame for creating a personal care plan (one week)</i></p> <p><i>*** Most Quality KPI are tracked and available. The reason the data is not included here is that it could not be audited without visits to the homes.</i></p>				

Key Quality KPIs	2022			
	France	Italy	Spain	Germany
Rate of personal care plan for the resident	100%	100%	100%	100%
Number of presentations of the dashboard to Executive Committee or Board	2	0	1	0
* Registered from July 2022				

**Maisons de Famille** is deeply committed to a high-quality policy, centered on ensuring the satisfaction of residents and their families. Guided by the leadership of General management, **Maisons de Famille's** policy is applied across all of the company's homes, with the aim of continually enhancing the services provided to residents. To respect these commitments, **Maisons de Famille** allocates all necessary human and material resources. The quality policy of **Maisons de Famille** rests on three fundamental pillars:

- Listening to residents and families: Listening to the needs and preferences of residents and their families is a cornerstone for ongoing improvement in service delivery.
- Ensuring implementation and monitoring of commitments: **Maisons de Famille** is dedicated to upholding commitments in accordance with best professional practices and the specific needs of residents and their families.
- Regular evaluation of standards implementation: Regular evaluations of the quality standards are implemented through various mechanisms such as surveys, assessments, audits, and more, to ensure continuous improvement and adherence to quality benchmarks.

**Maisons de Famille** has adopted digitalization to ensure robust traceability in implementing standards. Utilizing the BlueKanGo tool, an extensive quality management system, Maisons de Famille manages various quality aspects:

- Quality and personalized care: standardized processes and procedures are managed through BlueKanGo, ensuring consistency and personalized care for residents.
- Customer feedback management: resident and family satisfaction surveys are conducted, and complaints are reported and addressed promptly.
- Measurement and improvement: internal audits, surprise visits, and self-monitoring activities are organized to continuously measure performance and drive improvement initiatives.

At each **Maisons de Famille** facility, the director assumes the role of overseeing the implementation of quality standards, supported by a dedicated quality referent, usually an assistant director or assistant manager.

**Maisons de Famille** operates under a robust quality management system that emphasizes continual assessment of resident and family needs and expectations. The company diligently adheres to evaluations conducted by competent bodies authorized by the Haute Autorité de la Santé (HAS). In compliance with French regulations, certified external evaluators assess Maisons de Famille every five years, certified by COFRAC (French accreditation body).

Internally, the quality system undergoes regular evaluations at the group headquarter level, with standard audits and assessments focusing on care quality and resident rights. Following audits, action plans are decided and implemented at the facility level to address any identified areas for improvement. In 2022, **Maisons de Famille** expanded its Quality and Human Resources dashboard, incorporating additional indicators related to human resources,



activities, care, and risk management. This dashboard is reviewed quarterly to ensure ongoing monitoring and performance assessment. Additionally, **Maisons de Famille** maintains a monthly dashboard comprising composite indicators, including customer satisfaction, audit compliance, and the proper implementation of required tools, ensuring continuous monitoring and traceability in care record systems.

Throughout 2023, **Maisons de Famille** reconducted an audit campaign across all its residences, ensuring thorough assessments of care and accommodation standards. Monthly quality good practice groups are convened to share insights and best practices among residences. Regular rounds of mystery visits were conducted to evaluate operational processes and identify areas for enhancement. Some corrective actions were taken depending on each nursing home to make sure that processes are followed by teams to increase the level of quality.

**La Villa**, through the implementation of a Quality Management System, offers a transparent and orderly approach, based on the well-structured organization of guest assistance processes. **La Villa** quality system implemented at group level is based on the ISO 9001:2015 standards.

The company obtained this certification from 2001 to 2020. Since 2021, La Villa decided to no longer implement the quality system according to this certification but to adopt a quality management system more suitable to its activities and to the requirements of the care sector. The quality system organization is divided into two levels: the headquarter and managements are in charge of the organization according to the activities (Human resources, procurements, legal and general matters...), the nursing home level is in charge of the operating part and is divided geographically by location (Lombardy, Tuscany, Abruzzo, etc...).

**La Villa** quality system is now structured according to the following documents:

- 14 Policies: specify the decisions of the management and the philosophy of the group (image of nursing homes, car management, reimbursements for the employees...);
- 19 Procedures: main processes divided according to the interested organizing areas;
- 295 Protocols: for specific situations and processes to do a specific task (different for each house according to the requests of the Public Administration);
- Modules: documents to be fulfilled according to the procedures and protocols for specific activities;

- Internal documents: documents produced under control and subject to approval; that are shared with everyone in the ERP System with date and number of revision (i.e. safety documents, Service Letter, personnel regulation etc.).

An illustration of the commitment of **La Villa** to quality is the actions carried out to provide quality answers to the most difficult pathological situations, also coming to the aid of the National Health Service, obviously without replacing it, but providing concrete support.

**Amavir** operates on a person-centered management model, prioritizing continuous improvement to uphold exceptional quality standards for residents and their families. The company's steadfast commitment to quality, coupled with over two decades of sector experience, has resulted in the broadest service portfolio in the sector. This extensive offering is designed to meet both current and future needs of the elderly, ensuring thorough and individualized care.

Employing a process-based approach and leveraging protocols for continuous enhancement, **Amavir** uses the SAP application across all its nursing homes. Regular review and updates of processes and protocols ensure ongoing refinement and adaptation as needed.

**Amavir** conducts internal and external audits annually to safeguard service quality and assess adherence to group objectives. Additionally, the company complies with evaluations mandated by competent regulatory bodies.

Furthermore, **Amavir's** residences hold quality certifications according to ISO 9001:2015 (Quality Management Systems) and UNE 158101:2015 standards (Services for the promotion of personal autonomy. Management of residential nursing homes with day nursing homes or integrated night nursing homes. Requirements), further emphasizing the company's commitment to excellence in care service provision.



During the year 2023, a training program was conducted across all facilities with the objective of enhancing the identification and understanding of the company's risks in alignment with

the requirements of ISO 9001 and ISO 14001 standards. This initiative leads to the identification of new risks that could potentially impact both individual facilities and the broader **Amavir** Group.

At **Amavir**, the "*Guided by You*" care model is being progressively implemented across facilities. The model is committed to giving visibility and empowering the elderly person in making decisions about their daily lives, adapting our work to their direct or indirect indications, to make our home theirs. "Guided by you" means encouraging the person to continue doing what is worthwhile for them, what keeps their dreams alive, treating the elderly person as the protagonist of the care, the type of care and accompaniment that they wish for themselves. Thus, the residence is organized to support them in their welfare needs, putting the focus of attention not on the structure but on the person.

This program, which is based on the basic principles of individuality, intimacy and empowerment of the elderly person, began in the first months of 2021 with a pilot test in five of the company's nursing homes. The conclusions of this test were shared with the rest of the nursing homes, led by Amavir's Operations Department, to gather new ideas and initiatives and, with all this, it began to be implemented gradually in all the residences as of 2022.

In order to fix concepts and materialize the model in an individual project per center, during the second quarter of 2023, specific training was given on the content and bases of the model, and it was proposed to all the nursing homes to develop their own project that would respond to the structure of the "Guided by You" Model, aiming to launch at least one project per center by the end of the year.

All residents at **Amavir** have personalized individualized care plans, which are established upon admission and regularly reviewed in consultation with their families. These plans aim to ensure that each resident receives tailored care that is best suited to their unique situation, needs, and preferences. This includes considerations such as adapting to the residence environment, managing treatments, dietary requirements, rehabilitation exercises, psychological support, cognitive stimulation activities, and leisure pursuits. By prioritizing individualized care, **Amavir** aims to preserve and enhance residents' overall health, promote their autonomy, and mitigate the progression of deterioration.

As **Amavir** ensures personalized care plans for each resident to uphold their well-being, **DOREAFAMILIE** similarly places significant importance on quality through its comprehensive policy framework, emphasizing resident-centered care and operational excellence.

**DOREAFAMILIE's** quality policy was updated in 2022 to encompass various aspects of operations, including nursing management, care provision, facility operations, quality management, catering, and housekeeping. Rooted in both national regulations and the company's core values of family, joy, generosity, and resident self-determination, this policy underscores **DOREAFAMILIE's** commitment to delivering high quality of care and services.

Since 2016, **DOREAFAMILIE** has maintained a dedicated Quality Assurance Department, initially focusing on nursing processes before expanding its scope in 2021 to include non-nursing processes. This department oversees the definition and documentation of all quality management processes within the organization, ensuring compliance with national legal requirements for stationary care operations.

The continuous enhancement of **DOREAFAMILIE's** quality management system is evident with the adoption of the Medifox software in 2022. This milestone has streamlined employee workflows, enabling staff to prioritize the delivery of high-quality care. Extensive training sessions conducted in 2022 and 2023 have facilitated the integration of this system and promoted ongoing staff development.

Internal and external audits are integral components of **DOREAFAMILIE's** quality assurance framework. Annual internal audits, supplemented by external audits from national authorities such as the Medical Service of the Health Insurance Funds (MDK), the Home Inspectorate, and the Health Department, inform a robust action plan for continuous improvement. These audits ensure adherence to regulatory standards and best practices.

**DOREAFAMILIE's** quality system and processes are audited both internally and externally. Internal audits are carried out once a year in every facility. Furthermore, if a facility has been audited by an external administration (MDK authority) in the meantime, the internal audit is postponed by six months. A standardized audit tool is used for the internal audit. **DOREAFAMILIE's** quality management department annually evaluates this tool to adapt it if necessary. Following the internal audits, the quality department provides audited guidelines and action plans for continuous improvement to the facilities. In the case where a facility does not achieve a satisfying score during the internal audits, **DOREAFAMILIE** proceeds to another audit after six months.

National authorities, such as the Medical Service of the Health Insurance Funds (MD), the Home Inspectorate, and the Health Department, audit **DOREAFAMILIE's** facilities on an annual basis. If a facility achieved a good result in the last inspection, the authorities may come every two years. A distinction is made between a regular audit and an audit on an

occasion. A regular audit is carried out on a yearly basis, whereas an ad hoc audit is usually carried out after a complaint has been made. There are announced and unannounced inspections. Announced audits are regular inspections by the MDK or by the health authority. Unannounced audits are occasion-related inspections by the home supervisory authority. After the audits, the facility receives a letter listing the contents of the inspection and the deficits found. The facility includes the deviations in the action plan and implements them. An internal tool used to track quality standards across facilities.

In 2022, **DOREAFAMILIE** introduced a new expert standard for Maintaining and Promoting Oral Health in Care, with comprehensive procedures implemented across all facilities in 2023. This proactive approach reflects the organization's commitment to enhancing resident well-being and safety. Additionally, a quality manual guides risk assessment and management, alongside rigorous monitoring of residents' health risks through the CIRS (quality report on risk management) system.

While **DOREAFAMILIE** is not currently certified, it maintains a robust quality management system, distinguishing between central processes applicable to all employees and specific processes tailored to different areas such as nursing. Quality control measures, including internal audits, process audits, nursing rounds, and evaluations such as complaint management and risk management, are systematically employed to identify and address areas for improvement, ensuring the highest standards of care provision.

The four companies of Groupe Maisons de Famille prioritize food security as a critical factor for the well-being of residents, particularly considering the vulnerability of elderly individuals. Poor quality catering services can pose significant risks, including foodborne illnesses, malnutrition, choking, and allergic reactions. To mitigate these risks, all affiliates work with suppliers who are audited regularly and obtain relevant certificates, and ensure that employees responsible for catering undergo a training. Additionally, robust procedures are in place to promptly report any epidemic or hygiene-related incidents to supervisory authorities, with frequent inspections conducted to maintain sanitary conditions in the kitchens. Moreover, residents' swallowing abilities are assessed by medical specialists, and any identified risks are meticulously documented in their files for ongoing monitoring. Employees receive specialized training to ensure they can adequately assist residents with varying needs, including those related to feeding and swallowing difficulties.

## Resident Satisfaction

Residents are the primary focus of Groupe Maisons de Famille. Thus, the Group and its affiliates communicate with them and their families through various communication channels in order to provide them with the best possible care and support. The satisfaction of residents and their loved ones is at the heart of our concerns.

To continuously enhance the quality of care and services, we prioritize listening to residents' needs, evaluating our commitments, and fostering transparent interaction. As part of this commitment, the quality and HR committees have collaborated to develop two surveys—one for families and one for residents. These surveys feature common questions standardized across all affiliate companies, while also allowing flexibility for additional questions tailored to national specificities. Conducted annually, the survey results are closely monitored on a quarterly basis through the quality and HR dashboard.

In 2023, a unified and common internal tool was introduced across our affiliates, with three of them using it for conducting satisfaction surveys (**La Villa**, **Amavir** and **DOREAFAMILIE**). This initiative not only simplifies the survey process but also facilitates consistency and comparability across our facilities. By leveraging this centralized tool, we can efficiently gather valuable insights, and enabling us to make informed decisions aimed at continuous improvement.

Residents/Families satisfaction (2023)	Italy	Spain	Germany
<b>Residents/Guests</b>			
Participation rate of residents	10.8%	81.3%	12.2%
Residents/ guests recommendation	22.69	7.99	28.57
Patient satisfaction	7.69	8.08	7.94
<b>Families</b>			
Participation rate of families	*NA	42.1%**	15.4%
Families recommendation	*NA	7.32	4.27
Families satisfaction	*NA	7.35	6.99
*For Italy there is only one survey for residents and families			
**At Amavir the participation rate is based on the number of residents who are cognitively capable of participating based on a standardized test.			

Maisons de Famille	Participants		Satisfaction	
	2022	2023	2022	2023
<b>At the end of temporary stay</b>				
Residents/Family member	219	195	86.2%	87%

One month after admission				
Residents/Family member	374	276	87.4%	88%

Knowing the opinion of the residents about the quality of the services they offer is a clear bet of Amavir for quality. For this reason, **Amavir** conducts annual satisfaction surveys, following the protocol established.

In 2023, **Amavir** sent the survey to nursing homes, residents and their relatives. 81% of residents and 42% of relatives participated in the surveys, compared with 91% and 40% participation in 2022. In general terms, there was a decrease in the level of resident and family satisfaction, although the good results of previous years were maintained.

**Maisons de Famille** employs a varied approach to satisfaction surveys tailored to different stages of a resident's stay. Within the first month of admission, a systematic survey is conducted to gauge the satisfaction of residents and families during the crucial integration period. Additionally, surveys are administered at the conclusion of temporary stays to gather feedback on the overall experience. Moreover, a regular satisfaction barometer is launched to assess the satisfaction levels of all residents capable of providing feedback and their families. This thorough survey strategy enables **Maisons de Famille** to continuously monitor and improve its services based on valuable input from residents and their loved ones.

The average satisfaction score for families and residents for 2023 is 8/10 based on the annual satisfaction survey. Because of a change of appraisal system, it can't be compared to 2022, as the calculation is different. (In 2023, average of responses about global satisfaction from 0 to 10 – in 2022, average of client that has answered satisfied or very satisfied).

Besides, 111 residents/families posted a Google review obtaining a valuation of 4.7 out of 5 (5 represents the higher value). The reviews are small mentions, negative or positive, and descriptions that users leave on Google about the company.

**La Villa** measures residents and families' satisfaction through different satisfaction surveys. One satisfaction survey on an annual basis for every nursing home and two satisfaction surveys for the psychiatric units. The early questionnaire is available on the company's website and designed around the various services provided by the nursing homes. In some regions such as Lombardy, families are surveyed every three months. According to the established procedure, residents and their families access the Google Moduli platform where they fill in the questionnaire. La Villa analyses the data and sends the results to each facility.

The head of the nursing homes have to organize a meeting with residents and family members within three months to explain the results and initiatives to solve the identified issues.

**DOREAFAMILIE** is currently working on an action plan to increase the number of participants and the satisfaction rate.

In 2023, **DOREAFAMILIE** utilized the group's internal survey tool to conduct the survey, resulting in a lower participation rate compared to the previous year, with 1,276 participants, 644 residents and 632 families (participation rate of 12.2% and 15.4% respectively, in 2022, the rate of participation was 26%). The overall satisfaction level reported was 7.94 for residents and 6.99 for families. One main reason for the low participation rate is that due to the restructuring process. In 2024 all necessary measures will be taken in order to increase the participation rate to gain valuable insights into the satisfaction of the residents and their families.

The findings from the satisfaction surveys are important for Groupe Maisons de Famille, its affiliates and each facility as they provide valuable insights into the experiences and perceptions of residents and their families. These surveys serve as a vital tool in our commitment to continuously improving the quality of care and services we provide.

Upon receiving the survey results, the management team at each of our facilities meticulously analyzes the data to identify areas for improvement. Collaboratively, with the entire staff, they develop action plans aimed at addressing any concerns or issues raised by residents and their families. Concrete action plans are implemented in each nursing home to effectively address the feedback received.

These efforts not only demonstrate our dedication to meeting the needs and expectations of our residents and their families but also foster trust and confidence in our organization. By actively listening to their feedback and taking tangible steps to address any issues identified, we strengthen our relationship with residents and families, enhancing their overall experience and satisfaction. This open and responsive approach lays the foundation for continued cooperation and mutual support.

Feedback received from satisfaction surveys to the management of complaints, we view both as opportunities for improvement and growth.



## Attention to Complaints and Suggestions

We are dedicated to upholding our guiding principle of "quality first." Residents and their families are encouraged to express their expectations, concerns, desires, and suggestions, recognizing that their feedback serves as a crucial driver for maintaining humility and driving continuous enhancements in our services.

Across our facilities, feedback and complaints are received through various channels such as suggestion boxes, email, post, telephone calls, and suggestion forms. Each country within our group has established protocols for promptly responding to and addressing complaints and suggestions from residents and families.

Complaints*	2023			
	France	Italy	Spain	Germany
Number of complaints (residents and families)	81	0	287	NA
Rate of complaints per resident	5.6%	0%	2.9%	NA
* Scope: 67% of total workforce for Complaints (no data available for Germany). Data are tracked and available. The reason the data is not included here is that it could not be audited without visits to the homes				

Complaints*	2022			
	France	Italy**	Spain	Germany
Number of complaints (residents and families)	107	4	219	1,070
Rate of complaints per resident	6.65%	NA	2.35%	17.14%
* Scope: 100%, the rate of complaints is calculated taking into account the number of complaints of residents and families divided by the number of residents. In the calculation, only the written complaints have been taking into account. ** La Villa registered its complaints from July 2022 onwards.				

To encourage and facilitate the reporting of incidents and complaints, **Maisons de Famille** has implemented an incentive policy facilitated through our risk management software, BlueKanGo. This platform enables the systematic tracking and classification of complaints, allowing us to identify and address areas for improvement effectively. Moreover, nursing home directors convene weekly meetings to monitor the progress of incident resolution, ensuring timely closure and ongoing improvement in our services.

**La Villa** implemented a software where people can report and write their claims; each claim arrives to the nursing home manager to be analyzed. **La Villa** currently offers in each nursing home, a computer station for both families and residents. They can open a ticket, which is transmitted to the house director that answers it. The quality manager through a centralized software controls these tickets.

**Amavir** operates a User Support Service (SAU, Servicio de Atención al Usuario), equipped with a dedicated protocol for handling greetings, suggestions, and complaints from residents and their family members. Complementing the SAU, the residences also establish Resident Councils and/or Participation Councils, convening regularly with center directors and their teams. These councils serve as forums for assessing resident and family member satisfaction with provided services and for proposing improvement initiatives.

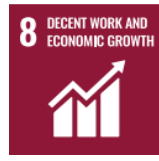
**DOREAFAMILIE's** complaint management procedures are outlined in the organization's quality manual. Each facility is tasked with handling complaints, with care home management assuming responsibility for providing appropriate responses. Initially managed at the nursing home level, complaints are subsequently escalated to **DOREAFAMILIE's** quality management team for further review. This team diligently addresses all received complaints and ensures the adequacy of responses provided. In cases of particularly significant complaints, such as those involving mobbing or injuries, escalation may occur to the regional director and ultimately to **DOREAFAMILIE's** COO if deemed necessary due to inadequate responses. As the enjoyment of meals plays a particularly important role in the daily lives of residents, there are additional regular feedback sessions where residents are invited to meet with the head chef of each nursing home to voice complaints, suggestions and wishes related particularly to the meals served.

Improving complaint and suggestion management emerged as a priority following the 2022 satisfaction survey, with implementation initiated in 2023. Complaints have been logged in MediFox since January, with quarterly evaluations underway, though documentation remains an area needing enhancement, particularly in terms of follow-ups. Training and reminders have been integrated into 'Q Days' sessions to reinforce best practices. Additionally, a project team comprising members from Quality Management, regional management, care home management, and care management was assembled to enhance suggestion handling. **DOREAFAMILIE** will continue on this path in 2024, demonstrating its dedication to enhancing suggestion handling processes and overall quality management practices.

As we move forward, anchored by our core values of people, ethics, positivity, and exigency, we remain steadfast in our commitment to upholding the highest standards of care and service excellence. Through the continual refinement of our quality management systems and proactive measures to address feedback, we ensure that residents receive the highest standards of support and comfort. Looking ahead, we see opportunities to explore new initiatives and innovations, such as the integration of advanced technology in care delivery, the implementation of specialized training programs for our staff, and the expansion of resident engagement activities. By embracing these opportunities and remaining responsive to the evolving needs of our residents and their families, we continue our journey of excellence in quality care.



## COMMITMENT TO OUR EMPLOYEES



Our employees embody our values of “People, Ethics, Positivity, and Exigency” in every aspect of their work. We are committed to providing them with a nurturing and inclusive work environment, fostering opportunities for growth, and ensuring their well-being. At Groupe Maisons de Famille, we understand the importance of attracting top talent and creating a workplace where individuals thrive and feel valued.

Our team of dedicated professionals, numbering 11,117, plays a pivotal role in delivering exceptional care and services to our residents. Our staff bring a wealth of expertise and years of experience to their roles, contributing to our culture of excellence.

As we strive for continuous improvement, we closely monitor key indicators such as our Net Promoter Score (NPS) to gauge employee satisfaction and engagement. While we celebrate our achievements, we remain steadfast in our commitment to further enhancing the employee experience and fostering an environment of continuous growth and development.

Moving forward, we are dedicated to being an employer of choice, attracting and retaining top talent, and providing a supportive and fulfilling work environment for all.

### Quality of Employment

The social model and human profile of Groupe Maisons de Famille

Our vocation “Quality first” for residents resonates with quality first for employees. Indeed, we believe that they are closely related, and represent our strong value creation. We have formalized a Human Resources policy in december 2023. This policy reflects our dedication to fostering a supportive work environment where all employees, regardless of their role, feel valued and supported throughout their career journey within our group. Rooted in our humanist values and commitment to delivering high-quality care and services, our HR policy is centered on three pillars:

- Attracting and welcoming sustainably:

- We strive to attract diverse and talented individuals who align with our core values.
- New employees are welcomed through a comprehensive integration program, reflecting our dedication to their successful onboarding and integration into our culture.
- Leadership based on humanist values:
  - Our managers prioritize empathy, listening, and benevolence in their interactions with their teams.
  - Managers are committed to fostering employee development, autonomy, and a high quality of life at work, ultimately contributing to exceptional care and services for our clients.
- Being a place of fulfillment with a focus on Quality of Life at Work:
  - We promote a learning environment that recognizes and develops each individual's potential through regular feedback and opportunities for growth.
  - Innovation for employee well-being is a priority, driven by active listening and investment in new solutions.



Our Quality of Life at Work model:

- Onboarding program: Individualized follow-up and support are provided to each employee during their induction period and beyond to ensure they feel welcomed and engaged in their role.
- Continuous feedback: We value employee feedback and have established various channels for communication, including opinion surveys, focus groups, and regular meetings, to continuously improve our practices.
- Learning and development: Our team receives regular training on best practices in elderly care, safety protocols, and ethical considerations to foster a culture of continuous learning and improvement. Employees are encouraged to express their training needs to their managers for skill development and career advancement.
- Quarterly HR reports: We closely monitor key indicators of employee engagement and well-being to ensure a high quality of life at work. This information is reported quarterly in HR reports and is integrated into our annual extra-financial report to demonstrate our commitment to quality and employee satisfaction.

Each affiliate company, including **Maisons de Famille**, **La Villa**, **Amavir**, and **DOREAFAMILIE**, has its own HR policy tailored to its specific needs and circumstances. These policies cover various aspects such as recruitment, training, development, remuneration, and ensuring the health and safety of employees. Importantly, these HR policies are aligned with the overarching pillars of the Group, ensuring consistency and coherence across all entities within Groupe Maisons de Famille.

In 2022 and 2023, **Maisons de Famille** prioritized two key aspects within its human resources strategy: enhancing talent attraction and retention. To reinforce these efforts, the company expanded its team by hiring individuals dedicated to recruitment and digital HR communication. These strategic priorities are operationalized across four key areas: recruitment practices, remuneration policies, agreement negotiations, and employee training initiatives.

**La Villa** prioritize key objectives in Human Resources management, focusing on recruitment, training, development, and ensuring a secure and healthy work environment.

At **La Villa**, Human Resources practices include standard procedures and various policies. Notably, improvements have been made in recruitment processes. Previously relying solely on external agencies, recruitment efforts were brought in-house in 2023, with the addition of dedicated personnel.

Efforts to retain talented employees are ongoing at **La Villa**, with procedures being implemented to foster a supportive and engaging work environment conducive to employee retention. Discussions have commenced regarding the adoption of an Applicant Tracking System (ATS) tool in 2024 to further streamline recruitment processes.

**Amavir** focuses on recruitment, training, development, and ensuring a secure and healthy work environment, highlighting: training through the Amavir School, the succession plan, the professional internships, the Equality Plan, the work-life balance or “Soy Amavir” Project, in which the company gives visibility to its professionals.

**DOREAFAMILIE** anchors its Human Resources strategy on three primary pillars: recruitment, retention, and development. Essential to realizing these objectives is the cultivation of robust personnel capabilities across all nursing homes and the nurturing of a skilled workforce. In 2023, **DOREAFAMILIE** implemented new policies aimed at attracting and retaining skilled healthcare professionals. Among these policies is the introduction of a welcome bonus for new trained nurses, offering up to €2,000 split into two payments: €500 upon commencing employment and €1,500 upon successful completion of the probation period, which spans six months. Additionally, **DOREAFAMILIE** introduced a retention bonus for apprentices who undergo training with the organization and subsequently choose to continue their careers as trained nurses.

**Groupe Maisons de Famille’s** activities create and maintain many jobs in the four countries in which they are carried out. At the end of 2023, the Group had 11,117 employees compared to 12,926 in the previous year, spread between Spain (42.48%), Germany (32.93%), Italy (14.15%) and France (10.44%). Due to the nature of the Group’s activity, most of the workforce belongs to the category of nursing staff. As is common within the sector, women represent the majority of the workforce (83%).

Our company’s workforce profile demonstrates a strong dedication to stability and diversity, with 90% of our team on permanent contracts and 83% representation of women in 2023.

## Group's workforce

	2022	2023	Variation
<b>Percentage of employees with a permanent contract</b>	<b>88%</b>	<b>90%</b>	<b>2%</b>
<b>Percentage of part-time employees</b>	<b>50%</b>	<b>49%</b>	<b>-1%</b>
<b>Percentage of women</b>	<b>83%</b>	<b>83%</b>	<b>0%</b>
Headcount at end of period (31/12) – Total headcount	12,926	11,117	<b>-14%</b>
Headquarter	-	309	-
Facilities	-	10,808	-
Number of permanent employees	11,375	9,969	<b>-12%</b>
Headquarter	-	299	-
Facilities	-	9,670	-
Number of non-permanent employees	1,551	1,148	<b>-26%</b>
Headquarter	-	10	-
Facilities	-	1,138	-
Number of full-time employees	6,464	5,720	<b>-12%</b>
Headquarter	-	268	-
Facilities	-	5,452	-
Number of part-time employees	6,462	5,397	<b>-16%</b>
Headquarter	-	41	-
Facilities	-	5,356	-
Under 26 years old	1,142	901	<b>-21%</b>
26 to 35 years old	2,464	2,137	<b>-13%</b>
36 to 45 years old	2,950	2,514	<b>-15%</b>
46 to 49 years old	1,393	1,311	<b>-6%</b>
50 to 54 years old	1,687	1,428	<b>-15%</b>
55 to 60 years old	1,996	1,682	<b>-16%</b>
61 to 65 years old	1,294	954	<b>-12%</b>
Over 66 years old		190	
Number of men in the total workforce	2,230	1,885	<b>-15%</b>
Number of women in the total workforce	10,696	9,232	<b>-14%</b>
<i>Scope: 100%.</i>			

Ensuring the retention of talented individuals and fostering long-term trust with employees is a priority for us. This commitment stems from our understanding that a stable workforce is integral to maintaining consistent quality of care and services for residents. To uphold this standard, we prioritize permanent hiring over temporary arrangements, reserving the latter for addressing short-term staffing needs such as sick leave, holidays, and maternity leave.

Effective schedule management is of utmost importance within **Groupe Maisons de Famille**, as our residents rely on receiving the highest quality of service around the clock. In each country where we operate, the human resources department oversees the planning and organization of working hours in compliance with applicable laws. This entails implementing



various types of schedules tailored to accommodate the diverse needs of our residents while ensuring continuous care. Therefore, staffing arrangements may include split shifts, part-time or full-time positions, as well as coverage during mornings, evenings, and nights at our nursing homes.

Monitoring the seniority of our workforce is essential, as it provides insights into the stability and accumulated expertise within our team. The data from 2022 reveals a significant presence of long-standing employees, particularly in non-managerial roles, indicating a solid core of experience. By focusing on seniority, we demonstrate our commitment to understanding and nurturing our employees' growth and tenure. This initiative is a strategic move towards bolstering our workforce planning and aligning our talent management with the overarching goals of our organization.

Seniority in permanent contracts		2022		
		France	Spain	Germany
<b>Managers</b>	<1 year	1.1%	0.1%	0.8%
	1-3 years	1.2%	0.2%	0.9%
	3 -5 years	1.5%	0.1%	0.8%
	>5 years	2.9%	1.0%	1.3%
<b>Employees</b>	<1 year	23.4%	19.2%	26.2%
	1-3 years	20.0%	16.0%	24.4%
	3 -5 years	10.7%	10.1%	15.6%
	>5 years	39.1%	53.2%	30.0%
<i>*Data for La Villa is not available</i>				

Seniority in permanent contracts		2023		
		France	Spain	Germany
<b>Managers</b>	<1 year	2.4%	0.3%	0.4%
	1-3 years	0.7%	0.4%	0.7%
	3 -5 years	2.0%	0.2%	0.4%
	>5 years	3.4%	1.4%	0.5%
<b>Employees</b>	<1 year	19.8%	17.4%	24.6%
	1-3 years	37.5%	22.5%	27.0%
	3 -5 years	21.0%	8.4%	15.6%
	>5 years	13.4%	49.5%	30.9%
<i>*Data for La Villa is not available</i>				

## Quality of life at work

One of Groupe Maisons de Famille's greatest assets is all of its talents, thus providing them with a high quality of life at work is essential.

In 2022, **Maisons de Famille** signed an agreement on the quality of life and working conditions with the unions. The aim of the agreement is to provide a global vision of actions to improve the quality of life and working conditions of employees. **Maisons de Famille** believes that working within a structure for which a real reflection is carried out on the subject, represents several advantages: increased feeling of social usefulness and meaning of one's work, feeling of recognition, pride of belonging, reduction of stress and musculoskeletal disorders (MSD), better balance between professional and personal life, etc.

It is with this in mind that **Maisons de Famille** wishes to strengthen the support of employees on issues that affect their daily lives and are covered by the field of competence of social workers (budget, housing, health, family, administrative procedures, etc...). **Maisons de Famille's** Quality of life at work's policy aims at putting in place additional and measurable support, measures that respond to employees' needs. Among the measures implemented:

- Creation of a partnership with an administrative and legal aid association;
- Accommodation benefits: information concerning the benefit of "the Action Logement" group services for companies with at least 50 employees;
- Financial benefits: partnership with employee benefits platform "Hello CSE";
- Conclusion of a profit-sharing agreement in all nursing homes;
- Subrogation of sick leave for uncontested work accidents etc.

In 2023, Maisons de Famille established a Quality of Life at Work Committee within each facility. This committee plays a pivotal role in evaluating and analyzing the Quality of Life at Work (QLW) and Working Conditions. Its mission encompasses the following objectives:

- Monitoring and contributing to QLW initiatives: the committee actively follows and contributes to various stages of QLW initiatives implemented within the organization.
- Guiding and supporting employees: through raising awareness among fellow employees, the committee provides guidance and support to foster a positive work environment.
- Regular communication: the committee ensures regular communication on the progress of QLW initiatives to provide visibility and transparency regarding actions taken.

The QLV Committee convenes once per trimester, utilizing indicators provided by Maisons de Famille's Head of Human Resources. The composition of the committee includes:

- The Head of the facility
- A member elected to the Economic and Social Committee
- A member of the executive team
- A member of the care team
- A member of the service team

At Amavir, in addition to the measures established by agreement regarding work-life balance (reduction of working hours, leave of absence, breastfeeding, etc.), each situation is dealt with on an individualized and personalized basis according to the organization of the nursing homes.

Regarding work-life balance, Amavir has established as an objective to promote the organization of work time that allows and ensures work-family balance, raising awareness of the co-responsibility of both gender in the care of the closest family environment, as well as establishing measures that guarantee the enjoyment of rights with optimal levels of productivity and efficiency.

Also, there is the possibility to work from home for the headquarter employees, 1 day per week. Finally, Amavir, within the framework of the Equality Plan, has a protocol for digital disconnection, which applies irrespective of the type of work.

La Villa is currently undertaking efforts to enhance risk evaluation by integrating burnout and stress factors into the workplace assessment process. This initiative includes:

- Job descriptions with clear goals: each department will have clearly defined job descriptions outlining specific goals and functions. Responsibility for overseeing these procedures will be assigned to designated individuals within each department.
- Skills balance: a focus is placed on ensuring a balance of skills within each team, aligning with the objectives of the organization and promoting efficiency.
- Career plan development: employees will have access to structured career plans aimed at fostering growth and advancement within the organization.

In 2023, the following measures were implemented to support these initiatives, with anticipated effects in the coming years:

- Training programs: training programs developed and implemented to enhance employee skills and competencies.
- Recruitment strategies: recruitment efforts have been refined to attract candidates who align with the organization's values and contribute to the desired skill balance.
- Skills balance assessment: regular assessments are conducted to evaluate the skill balance within teams and identify areas for improvement.
- Career development plans: individualized career development plans have been established for employees, providing a roadmap for progression within the organization.

**DOREAFAMILIE** believes that the health of its employees is fundamental and has launched a Corporate Health Management to support them through a cooperation with health insurance companies.

In 2023, **DOREAFAMILIE** embarked on a series of initiatives aimed at enhancing employee recruitment, onboarding processes, and overall workplace quality. These efforts were guided by a commitment to cultivate a supportive and fulfilling environment for employees, recognizing the crucial role that employee well-being plays in organizational success.

One significant focus was on transforming recruitment practices to minimize reliance on external agencies. **DOREAFAMILIE** established an in-house recruiting team, leveraging platforms like LinkedIn and XING for direct candidate sourcing. This shift streamlined the hiring process and allowed for a more personalized approach to recruitment, fostering stronger connections between potential hires and the company. Additionally, the introduction of "applicant nights" in nursing homes provided prospective employees with firsthand insights into DOREAFAMILIE's culture and values, fostering a sense of belonging from the outset.

The implementation of a welcome bonus, initially piloted in select nursing homes and later expanded across the organization, served as a powerful incentive for attracting and retaining talent. This initiative acknowledged the value of new hires and demonstrated DOREAFAMILIE's commitment to investing in its employees' success from day one.

Onboarding processes underwent continual refinement, informed by employee satisfaction surveys. Enhancements to Onboarding days for new heads of nursing homes included increased time for departmental dialogue, ensuring that new leaders felt supported and equipped for success in their roles. Additionally, efforts were made to streamline the

onboarding process for all new hires, fostering a seamless transition into the **DOREAFAMILIE** family.

In parallel, **DOREAFAMILIE** prioritized improving various aspects of the employee experience. The introduction of the topfit.app provided employees with valuable resources for maintaining their physical and mental well-being, reinforcing DOREAFAMILIE's commitment to supporting employee wellness.

Existing employee benefits subsidies for transportation and wellness activities, access to the DOREAFAMILIE360° employee app, and various bonuses and incentives are regularly promoted to make sure that all employees are aware of the options they have can enjoy the benefits they choose. These initiatives enhanced employee satisfaction and well-being, contributing to a positive work-life balance and promoting overall organizational resilience and success.

DOREAFAMILIE's concerted efforts in 2023 underscored its dedication to prioritizing employee well-being and satisfaction. By investing in recruitment, onboarding, and workplace quality initiatives, the organization strengthened its workforce and laid the foundation for sustained growth and success in the years to come.

### Employee satisfaction

Ensuring the satisfaction and well-being of employees is a top priority for Groupe Maisons de Famille and its affiliates. Just as resident and family satisfaction surveys inform the quality of care provided, employee feedback is integral to shaping the working conditions and environment within the organization.

To standardize the assessment process and ensure consistency across affiliates, a HR working group was tasked with designing common survey questions and methodology for calculating satisfaction scores. Leveraging internal software, three of the affiliate companies (Amavir, La Villa and DoreaFAMILIE) adopted the same platform to facilitate the administration and analysis of these surveys.

In line with the Group's commitment to Environmental, Social, and Governance (ESG) principles, one of the key objectives set in 2022 was to conduct an annual employee satisfaction survey across all four countries where it operates. Since then, all affiliates have implemented this practice, conducting yearly surveys to gauge employee satisfaction, gather opinions, and pinpoint areas for improvement. These surveys are conducted in accordance

with the internal procedures of each country, ensuring relevance and alignment with local contexts.

In 2023, Maisons de Famille conducted a survey involving 1,144 employees (632 answers) across nursing homes and headquarters, resulting in an overall satisfaction rate of 74% (78% in 2022). Upon analyzing the survey data and identifying areas for improvement, Maisons de Famille developed and communicated four key areas for enhancement to all employees:

- Addressing employees stress and workload: by initiating actions to alleviate stress and manage workload effectively.
- Enhancement of recruitment strategy: by developing strategies to attract and retain employees, ensuring a skilled and motivated workforce.
- Promotion of career development opportunities by:
  - Negotiating forward-looking employment and career agreements.
  - Reviewing training schemes during annual employee and manager appraisals.
- Conducting presentations by the Training and HR development manager on available training programs in each nursing home.

Additionally, in 2022 efforts were made to improve the communication of employee benefits, including:

- Launching the "HelloCSE" platform, offering employee benefits such as discounts on cinema, travel, and daily essentials.
- Negotiating agreements on Quality of Life and Working Conditions to enhance employee well-being.

Moreover, initiatives were implemented to enhance internal communication:

- Introducing a quarterly newsletter to highlight Maisons de Famille's achievements and updates.
- Increasing communication through social networks to foster engagement and transparency within the organization.

In 2023, **La Villa** conducted its annual employee satisfaction survey. The results of the survey were diligently presented in each facility, with the primary objective of providing comprehensive feedback to all the employees involved.

In 2023, Amavir sent its annual satisfaction survey, which aims to gauge employees' perceptions of the work environment and organizational culture. In 2023, it achieved a participation rate of 42.8%, compared to 23.7% in 2022, an increase close to 20pp.

The satisfaction rate reached 67.80% on the question of whether they are satisfied at work.

The salary policy and workload were identified as areas for improvement; and the work environment and camaraderie were identified as strengths.

Similarly, in 2022, DOREAFAMILIE introduced its annual employee satisfaction survey. To ensure real-time monitoring of employee satisfaction levels, the company integrated specific survey topics into its employee app. For instance, newly on boarded employees are encouraged to provide feedback on their onboarding experience, and employees are prompted to share their thoughts after attending workshops.

In 2023, DOREAFAMILIE's employee satisfaction survey, conducted entirely online, achieved a participation rate of 32% compared to 28% achieved in 2022. Notably, the survey scope was expanded to include headquarters employees.

## Turnover

We acknowledge the ongoing challenge of turnover within our sector. In response, we are dedicated to upholding a standard of excellence in service delivery while fostering stable and supportive workplaces for our employees. Each of our affiliates is actively engaged in identifying, attracting, and retaining top talent.

To address this challenge, we have developed specific action plans and tools in each country aimed at securing recruitment in areas experiencing shortages. These initiatives are essential for ensuring the continuity and quality of care services provided to residents.

In 2023, we welcomed 14,012 new hires while recording 3,801 departures. We recognize that the care sector inherently experiences a high turnover ratio. Nevertheless, we remain committed to continually improving our recruitment, retention, and overall employee satisfaction efforts to ensure the highest level of care for our residents.

Permanent contracts	2022					2023				
	France	Italy	Spain	Germany *	Total	France	Italy	Spain	Germany	Total **
Employer-initiated turnover (permanent)	19%	9%	7%	NA	15%	21%	4%	9%	20%	15%
Employee-initiated turnover (permanent)	23%	16%	7%	NA	16%	28%	24%	15%	29%	22%
<p><i>*Scope 2022: 58% of total workforce for turnover (no data available for Germany). Although DOREAFAMILIE monitors its turnover, the data is not included because a different calculation methodology is used.</i></p> <p><i>Scope 2023: 100% of total workforce for turnover</i></p> <p><i>**Total consolidation is only calculated for France, Spain and Germany. Although La Villa monitors its turnover, the data is not included because a different calculation methodology is used.</i></p>										

Maisons de Famille introduced the Hublo platform, a substitute pool designed to address staffing gaps efficiently. This implementation offers several potential benefits for the organization, employees, and residents alike.

For the organization, Hublo streamlines the process of finding suitable replacements, reducing administrative burden and ensuring continuity of care. This leads to improved operational efficiency and cost-effectiveness, as staffing needs can be met promptly without compromising quality.

Employees also stand to benefit from the Hublo platform. It provides them with greater flexibility in managing their schedules, allowing for a better work-life balance. Moreover, the availability of reliable substitutes means employees can take necessary time off without concerns about workload or patient care, reducing stress and burnout.

Ultimately, residents receive uninterrupted care and support thanks to the Hublo platform. With a robust substitute pool in place, there is minimal disruption to daily routines and personalized care plans. This contributes to residents' overall well-being and satisfaction, fostering a positive living environment within Maisons de Famille facilities.

During the year 2023, Amavir sent a survey via email to some people who left the company voluntarily, to find out the reasons for their departure. Among these reasons were identified: salary aspects, location closer to their homes, schedules or preference for the public sector.



At **La Villa** headquarters, there has been a noticeable increase in turnover over the past two years. In response, La Villa conducted a comprehensive review of all salaries, with the exception of directors. Additionally, there has been a notable turnover among medical staff, prompting La Villa to focus on addressing salary issues. Currently, efforts are underway to adjust salaries, with the aim of improving retention rates. In addition, internal recruitment processes are being strengthened to ensure better selection and training, ultimately fostering the professional growth of employees within the organization.

**DOREAFAMILIE** implemented exit interviews as part of its Human Resources strategy, using a questionnaire administered through Survey Monkey. The implementation of exit interviews serves several purposes.

The benefits of implementing exit interviews for the company include gaining insights into reasons for employee turnover, identifying areas for improvement in workplace policies and practices, enhancing employee satisfaction and retention rates, and demonstrating a commitment to valuing employee feedback and experiences.

Overall, the implementation of exit interviews at **DOREAFAMILIE** reflects a proactive approach to understanding and addressing employee turnover, ultimately leading to a more positive and supportive work environment for all employees.

We recognize that turnover among new hires can have significant implications for our organization and our employees. High turnover rates within new hires can disrupt workflow, hinder productivity, and increase recruitment costs. Moreover, it can also negatively impact employee morale and engagement, leading a decrease in job satisfaction.

That's why we place great importance on monitoring the departure of employees within the new hires. By analyzing the reasons for turnover among new hires, we gain valuable insights into potential gaps in our recruitment and onboarding processes. This allows us to develop targeted action plans aimed at addressing these gaps, improving the overall experience for new employees, and ultimately enhancing retention rates.

Monitoring turnover within new hires also enables us to identify trends and patterns over time, allowing for proactive adjustments to our hiring and onboarding strategies. This ensures that we remain agile and responsive to the evolving needs and expectations of our workforce.

For employees, this proactive approach demonstrates our commitment to their success and well-being. By addressing issues early on and providing adequate support and resources, we

create a more positive and supportive work environment. This, in turn, can lead to greater job satisfaction, higher levels of engagement, and increased loyalty among our employees.

Permanent contracts	2022			
	France	Italy	Spain	Germany
% of departures within the new hires - permanent contracts	27%	21%	44%	34%
<i>Scope 2022: 100%</i>				

Permanent contracts	2023			
	France	Italy	Spain	Germany
% of departures within the new hires - permanent contracts	31%	1%	49%	11%
<i>Scope 2023: 100%</i>				

## Equality and Diversity

We view promoting diversity and inclusion as not only a moral obligation but also a strategic level for driving performance, fostering innovation, and enabling Sustainable development. As outlined in our Ethics guide, we are dedicated to being an inclusive and non-discriminatory employer, actively facilitating the professional integration of individuals facing barriers to employment and those from under-represented social and ethnic groups. By prominently communicating our Ethics guide on each of our websites, we ensure that our suppliers, customers, and business partners are fully aware of our diversity policy and commitment.

At the core of our approach is the recognition of the unique talents and perspectives of each employee, which we believe are fundamental to our collective success. Our commitments in this regard are articulated around two key priorities outlined: promoting gender diversity and professional equality between men and women, and fostering the integration of disabled individuals into our workforce.

Our dedication to equality, diversity, and inclusion is driven by three overarching objectives:

- **Social responsibility:** as a responsible employer, we recognize our duty to reflect the diversity of the communities in which we operate. Embracing diversity not only strengthens our organizational culture but also enriches our ability to serve our diverse clientele effectively.

- Employer attractiveness: we take pride in our differences and foster a positive mindset within our company. By embracing diversity and inclusion, we enhance our employer brand and attract top talent who share our values of respect, fairness, and equality.
- Operational performance: Inclusion and social cohesion are integral to fostering a healthy work environment and promoting employee engagement. By creating a workplace where all employees feel valued, respected, and supported, we enhance productivity, creativity, and overall organizational performance.

## Equality

### Number and percentage of women in management positions

Women in management	2023				
	France	Italy	Spain	Germany	Total
Number of women in Board of Director	1	2	1	0	4
Percentage of women in Board of Director	33%	33%	25%	0%	23%
Number of women in CEO position	0	0	1	0	1
Percentage of women in CEO position	0%	0%	100%	0%	25%
Number of women in executive committee	3	4	4	2	13
Percentage of women in executive committee	50%	50%	44%	20%	39%
Number of women directors of nursing homes	11	41	37	28	117
Percentage of women directors of nursing homes	65%	93%	82%	65%	78%
<i>For Dorea, the Executive Committee is formed by top management for DOREA GmbH (CEO, COO, CFO), the ISEA management (CEO), the regional managers and anyone with statutory authority for DOREA GmbH.</i>					

Women in management	2022				
	France	Italy	Spain	Germany	Total
Number of women in Board of Director	1	2	1	0	4
Percentage of women in Board of Director	33%	33%	25%	0%	23%
Number of women in CEO position	0	0	1	0	1
Percentage of women in CEO position	0%	0%	100%	0%	25%
Number of women in executive committee	4	4	4	2	14
Percentage of women in executive committee	57%	50%	44%	25%	44%
Number of women directors of nursing homes	9	16	34	53	112
Percentage of women directors of nursing homes	65%	84%	83%	67%	75%

In line with our commitment to inclusion, one of the key focus is to increase the representation of women in management positions across all countries where we operate.

Furthermore, affiliates have country-specific initiatives include the development of internal policies, regulations, and mechanisms, or adherence to national regulations governing diversity, equality, and inclusion. These efforts ensure that our commitment to diversity and inclusion is translated into tangible actions that positively impact our employees and the communities we serve.

In 2022, Maisons de Famille entered into an agreement with social partners to extend its commitment to gender equality to all its facilities. Additionally, the company has developed its Gender Equality Plan, encompassing various measures pertaining to recruitment, work-life balance, fair compensation, gender pay gap reduction, as well as training and career advancement opportunities. Each year, heads of facilities present the document addressing this salary gap to the Central works council.

Amavir has an Equality Plan and a specific protocol for the prevention, detection and action in situations of sexual harassment or harassment based on sex, which is part of the Equality Plan.

In 2023, the new Equality Plan was negotiated with the employees representation, pending final approval and registration at the date of publication of this report. This plan sets out the company's different commitments in different fields: selection, promotion, training and development, conciliation, remuneration, among others. A total of 68 specific action measures have been established in the framework of the Equality Plan, for instance: promotion of the Equality Plan, training activities, analysis of staff bias, among others.

At La Villa, it is mandatory to complete a questionnaire and submit data regarding the gender situation. This information is sent to the Ministry of Labor every two years.



## Diversity and inclusion

In our 2022 ESG roadmap, one of our ambitions at Groupe Maisons de Famille was to enhance the inclusion of individuals with disabilities within our workforce.

Currently, individuals with disabilities comprise 3% of our total workforce. Legislation mandates in France, Italy, Germany, and Spain require the employment of a specific number of individuals with disabilities. Given the nature of our activities, all our facilities are designed to be accessible to individuals with disabilities.

	2022	2023	Variation
<b>Percentage of employees considered to have a disability</b>	<b>3.0%</b>	<b>2.7%</b>	<b>-0.29%</b>
Number of employees considered to have a disability	383	297	-22%
Scope: 100%.			

2023	Italy	France	Spain	Germany
<b>Percentage of employees considered to have a disability</b>	<b>1.53%</b>	<b>3.10%</b>	<b>2.01%</b>	<b>3.88%</b>
Number of employees considered to have a disability	24	36	95	142
Scope: 100%				

2022	Italy	France	Spain	Germany
<b>Percentage of employees considered to have a disability</b>	<b>4.23%</b>	<b>3.31%</b>	<b>2.01%</b>	<b>3.21%</b>
Number of employees considered to have a disability	81 *	38	88	176
Scope: 100%.				
<i>*The number of employees considered to have a disability doubled as it takes into account the acquisition of Eukedos by La Villa</i>				

**Maisons de Famille** has established a partnership with Nouvelles Voies, an organization that assists employees with administrative and legal procedures to obtain recognition of their status as workers with disabilities (RQTH). Additionally, the company has implemented awareness campaigns and information sessions to educate employees and managers about Recognition of the status of disabled worker. These initiatives are regularly communicated to members of the Economic and Social Committee (CSE) during their regular meetings.

The organization continues to raise awareness among managers about disability issues to ensure they are equipped to effectively manage and support employees with disabilities. In

one of our nursing homes, a specialized recruitment forum focused on hiring individuals with disabilities has been launched.

As part of its commitment to being an inclusive employer, **Maisons de Famille** has forged a partnership with Apprentis d’Auteuil, a foundation established in 1929, which supports over 30,000 young people and 6,000 vulnerable families through reception, education, training, and integration programs. The organization frequently hires students for apprenticeships from the high schools within the Apprentis d’Auteuil network.

In 2021, **Maisons de Famille** pioneered the introduction of the SAPAT (Services to People and Territories) diploma in the work-study format. This diploma, previously available only in initial training, corresponds to a Professional Baccalaureate and aims to ensure the inclusion of rural territories.

**Amavir** has joined in 2023 the Business Network for Diversity and Inclusion LTGBI (REDI), a non-profit association born in 2015 that promotes the creation of inclusive work environments and in which sexual and gender diversity prevails. In this way, Amavir is committed to leading initiatives in favor of equality in the professional and work environment under the umbrella of this solid business network, of which more than 200 companies are already part, promoting values such as tolerance, respect and non-discrimination.

After joining REDI, **Amavir** is committed to developing workplaces that guarantee LGTBI diversity and inclusion. To this end, Amavir will have the support and guidance of this entity that, through different means, will provide the necessary tools to build inclusive work environments.

Through this alliance, Amavir will be part of a common space of opportunities, collaborations and business, and will receive networking services, consulting, access to specialized tools and training and awareness programs, as well as publications that give visibility to this initiative of social inclusion and all the actions carried out as agents of change in society.

**La Villa** is mandated to maintain a workforce where 7% of its employees are recruited from a specialized list that includes individuals with disabilities. The company collaborates with each province to facilitate the employment of people with disabilities, although this can be challenging. To address this difficulty, **La Villa** has established conventions and agreements with public administrations to support the recruitment of individuals with disabilities. These partnerships assist in identifying potential candidates and providing the necessary assistance for their successful integration into **La Villa**’s workforce.

In Germany, there are numerous rules and regulations governing the employment of people with disabilities. However, there are also funding opportunities available to support companies interested in hiring individuals with disabilities. Due to the complexity of this topic, which involves specialized knowledge and administrative work, **DOREAFAMILIE** initiated a trial partnership with Cobe Consulting GmbH in several nursing homes starting in September 2023. These include Bad Fallingbostal, Meinersen, Peine, Edemissen, Lauenau, Seesen, Hardegsen, Braunschweig (both stationary and ambulatory care facilities).

Cobe Consulting GmbH specializes in assisting applicants and employees with disabilities, as well as the companies looking to employ them or already employing them. They handle the necessary correspondence with authorities and assist in securing available funding for employing individuals with disabilities and adapting the workplace to accommodate their needs.

DOREAFAMILIE started another impactful partnership in 2023 with the Army. Known as "Dienstzeitende," this platform aims to reintegrate approximately 20,000 soldiers completing their terms of service back into the civilian labor market annually. As part of our collaboration, we have a paid company profile on this platform, offering job opportunities in five fields that align with roles in the German army: housekeeping, facility management, kitchen, care, and administration. Interested individuals are directed straight to DOREAFAMILIE's jobs and careers website.

## Labour-management relations

At Groupe Maisons de Famille, we believe in facilitating social dialogue at the country level, tailored to the specific characteristics of each region. Decentralization of social dialogue allows us to address the unique needs and concerns of our diverse workforce across different zones. By engaging in dialogue at the local level, we can foster a deeper understanding of regional challenges and opportunities, leading to more effective solutions and strategies.

At **Maisons de Famille**, social dialogue is conducted through the Social and Economic Committee (CSE) in each facility, where updates on organizational changes and new regulations are provided. Additionally, there is a Group Committee at the central level. The CSE and the Group Committee convene every two months and once a year, respectively. Furthermore, labor relations at Maisons de Famille are managed through a collective convention.



Following the establishment of collective agreements, **La Villa** regularly informs social partners about personnel-related matters such as working hours and hiring. The use of Zoom for meetings has significantly enhanced social dialogue between unions and employees at **La Villa**, fostering collaboration towards the common goal of job preservation. This ongoing dialogue is facilitated by house union representatives in the nursing home, who are selected by the union to represent employees at the facility level. In regions with multiple facilities, regional unions may also be involved, while national unions handle agreements on salaries.

In 2023, productive social dialogue led to the negotiation of a national agreement in July regarding dressing time (uniforms), which was signed by all unions. This collective agreement addressed an issue specific to Italy, where there was no legislation on the time required for nurses to wear or remove their uniforms, leading to unpaid and undocumented time spent on these activities. Following the agreement, a calculation of 15 minutes per day for dressing and undressing was established, ensuring that this time is now recognized and compensated as working time.

At **Amavir**, social dialogue between the company and its employees is facilitated through direct engagement with unions and representative bodies at each worksite, adhering to relevant legal provisions. The company upholds the rights of its professionals to union membership and the election of their representatives. As of the end of the 2023 fiscal year, Amavir had 234 worker representatives.

Additionally, meetings with the works council serve as forums for conveying employee interests and concerns. Moreover, matters concerning workplace safety and health are addressed in the implementation agreement and discussed during meetings of the health and safety committees.

Since September 2022, DOREAFAMILIE's nursing care facilities that receive refinancing from nursing care insurance funds have been required to compensate their nursing staff according to statutory tariffs or collective agreements. Additionally, at **DOREAFAMILIE**, work councils can be elected within the company to address social matters, organizational issues, and hiring.

In the care industry overall, there is a prevailing sense of tension among providers, whether private, public, or communal. While sick leave rates are increasing, there exists a general sentiment of dissatisfaction and uncertainty due to recent insolvencies within the sector in Germany. However, the atmosphere has since stabilized, and there is a heightened demand for transparent communication, fostering a cooperative climate.

## Training and Career Development of Employees

Training is a strategic priority for skill development within our Group. We prioritize the enhancement of our employees' knowledge and capabilities across our various facilities. This commitment ensures that our staff can deliver the highest quality of service in resident care and effectively address the evolving challenges within the sector.

At the country level, management policies and tools are developed according to local priorities.

	2022	2023	Variation
Average number of training hours per employee over the year	6.56 <sup>(1)</sup>	8.54 <sup>(2)</sup>	30%
Rate of employees trained (%)	51.0% <sup>(1)</sup>	70.5% <sup>(2)</sup>	20%
<p>(1) Scope: 91% of total workforce (Maisons de Famille not included). Although Maisons de Famille monitors its training, the data is not included since the data are not 100% reliable.</p> <p>(2) Scope: 86% of total workforce (no data available for Italy).</p>			

In 2023, a total of 80,744 training hours were delivered across the Groupe, attended by 6,671 employees. This equates to an average of 8.54 hours of training per employee.

**Maisons De Famille** implements a training policy aligned with the Group's strategic objectives, along with a dedicated process for setting new goals annually. Each nursing home designs its own annual training plan, tailored to meet the individual needs of employees identified during performance appraisals. Furthermore, from 2020, the company introduced its own e-learning platform.

At **La Villa**, each facility develops its own training plan in accordance with legal requirements. In 2023, **La Villa** proposed a training program focused on health and safety, business coaching, and English language skills to the interprofessional fund. (For each salary paid, **La Villa** allocates 0.30% to a public fund, which can be utilized for training programs.) This proposal was approved, and the training is scheduled to start in 2024.

Additionally, discussions are underway regarding the implementation of a learning management program to streamline training management processes.

**Amavir** has "Amavir School", a training program based on the facilities' needs. "Amavir School" articulates the company training offer with the aim of positioning people at the core of the training process, empowering them so that training becomes an added value.

The school is characterized by:

- Positioning the person as the vector axis of the process, giving them the initiative when deciding their own training itinerary.
- Democratizing the offer available to all professional categories, facilitating access to as many as those that it considers best respond to their professional or personal concerns and promote the acquisition of new technical or development skills.
- Guaranteeing, above all, communication, and access to the catalogue so that each of the workers is the one who decides their registration and participation.
- Evaluating the training effectiveness.
- The catalog is alive and there are no limits on places.

In 2023, 71 (64 in the previous year) training actions were included in the program. All of them are voluntary with the exception of those framed in the area of occupational risk prevention or others that are considered mandatory or required by law (legionella, preventive measures in covid transmission, work at height, electrical risks and reception training). The school contemplates three key training areas:

- Compulsory training: those specified by law, especially in occupational risk prevention. In 2023, 16 mandatory training actions were carried out.
- Technical training: that which improves technical competence in terms of knowledge and skill in the practical execution of a function or increases and improves the level of technical knowledge of a subject. In 2023, 37 training actions of a technical nature were carried out, for instance: multisensory stimulation, updating of regulations, suicide prevention, among others.
- Development of skills: those that promote non-technical skills or abilities and allow a better adaptation and management of the work environment. In 2023, 18 development training actions were carried out, for example: grief, time and stress management, and effective communication techniques.

This year, Amavir implemented a new method for managing training plan through SAP, complemented by the integration of TEAMS as a communication channel with facilities. Utilizing TEAMS has notably reduced reliance on emails and established a more dynamic communication channel

**DOREAFAMILIE** has established its own training policy and develops an annual training plan comprising.

In 2023, **DOREAFAMILIE** introduced various training and development initiatives:

- Training sessions for heads of care managers and residential ward managers (see also Development Programmes)
- Learning tool took place in January and was accompanied by online info sessions for the nursing homes to help them introduce DCK Media to their employees.
- Workshops have been conceptualized and developed to integrate the Groups common vision, mission and values into the daily work of every employee. The workshops are set to start in early 2024.
- A central role has been created to oversee all matters related to apprentices and their mentors, who are legally required for apprenticeships. Additionally, an area within the **DOREAFAMILIE360°** App has been dedicated solely to apprentices, aiming to facilitate communication and information sharing among them and their mentors.

**DOREAFAMILIE** emphasizes the importance of building learning paths for employee development, particularly for managers. In 2023, the e-learning tool provider, specialized in nursing homes, was changed to better align with **DOREAFAMILIE's** needs, offering new content accessible to both nursing homes and headquarters.

## Development Programmes

**Maisons de Famille** offers both external and internal training programs with specific certifications.

- A Human Resources Pathway has been developed internally and offered to the houses to enhance their skills in Human Resources subjects (training, labor law, personnel administration, and payroll). A certificate is awarded upon completion of the program. The HR pathway has been fully digitized since 2022.
- A management program for head office and house managers is conducted in partnership with Kedge Business School.
- A satisfaction questionnaire, answered anonymously by the students, is administered by an external company. **Maisons de Famille ranked** 7th in the category of companies hosting between 1 and 19 students per year.
- New training for "Chefs" in kitchen, conducted by Restaliance, was piloted in the nursing home Ave Maria. Five new houses participated in this training in 2023.
- Efforts have been made to provide training on software used in nursing homes, including training on Netfactu, Cegid, and Octime (payroll). Additionally, specific training has been conducted on software such as Netsoin (for ASH, AS, nurses) and Netcontact (for family relations officers).
- A specific program with OPCO (Operator of Competences, which finances training in France) called Pro-A for "Nursing Assistant" or "Advanced Practice Nursing" allows employees to pursue a training program in a school while continuing to work in the company.
- Furthermore, **Maisons de Famille** is involved in an official procedure (VAE – Validation of Acquired Experience) through which any French educational institution is authorized to issue diplomas based on professional experience.
- Snoezelen training: a method focused on relaxation techniques provided by accredited organizations to learn how to conduct sessions and use equipment (lights, music, essential oils, fiber optics, etc.).

In 2020, **Amavir** launched the "Amavir Succession Plan: Detection of Internal Talent," aimed at identifying and assessing professionals aspiring to develop a career path as future directors of residences at Amavir.

This program proactively addresses the need for training new nursing home managers due to the company's expansion plans. It implements a succession plan allowing for internal coverage of vacancies that may arise due to growth or natural turnover. The program targets professionals with a university degree, permanent contracts, and a minimum of two years' experience within the company.

Interested candidates, up to a maximum of 30, are assessed within the succession program by participating in an Assessment Center. The assessment consists of a personal competency interview, a personality test and a real case study that can occur in the daily management of any Amavir residence.

In 2022, the first promotion of the Amavir Succession Plan ended with the participation in the training program of a total of 12 employees. The success of this edition resulted in the immediate promotion of two of the participants to center director.

It has been established that this program will be carried out every three years, so the next edition of the Succession Plan will take place during the year 2025.

**DOREAFAMILIE** has developed a training program for care managers and residential area managers. In groups of around 10 participants the following topics are trained: leadership, communication, importance of feedback, time management and resilience are trained. A total of six training days with two training days each session take place over a period of four months.

This program focuses heavily on practical exercises. Participants are encouraged to apply what they learned to their daily responsibilities and share their experiences and feedback during subsequent training sessions. This collaborative approach fosters networking among facilities, promoting the exchange of information and best practices.

#### Performance Appraisal

At **Maisons de Famille**, employees undergo an annual performance appraisal where they review their career progression, development, and training with their managers. This process is facilitated through an online platform, with separate campaigns for non-executive staff, who may receive quality bonuses, and for managers eligible for variable compensation.

In **Amavir**, during the year 2023, performance evaluations were conducted for those employees who receive variable remuneration, also including voluntary interviews with the people in their teams, with the aim of reviewing the objectives assigned to them, and generate a greater proximity to our people.

**La Villa** is in the process of designing its annual performance assessment process, scheduled for implementation in 2025.

## Health and Safety at Work

We are committed to ensuring the health and safety of our employees in the workplace. This commitment is especially crucial for the staff working in nursing homes, who are often exposed to risks associated with physical activity.

To mitigate the occurrence of occupational illnesses and accidents, as well as reduce sick leave and absenteeism, each entity within the group prioritizes the provision of optimal and safe working conditions for its employees. This involves investing in appropriate training and equipment tailored to the tasks and activities, thereby minimizing the risks of injury and trauma.

Furthermore, each entity within the group develops its own internal policies, procedures, and protocols to effectively manage health and safety concerns. This approach allows every company to identify its primary occupational hazards and implement corresponding preventive measures.

Key activities undertaken by the different countries include:

- Ensuring compliance with regulations and guidelines issued by national health agencies.
- Conducting regular assessments and updates on health and safety risks.
- Developing protocols, procedures, and instructions to address identified risks.
- Procuring personal protective equipment to enhance workplace safety.
- Offering psychological support to help employees cope with physical and emotional stress and fatigue.
- Monitoring infections and vaccinations to safeguard employee health.
- Providing consistent communication regarding the situation in nursing homes and the implemented measures.

	2022	2023	Change
Frequency rate of occupational accidents or diseases	35.2	29.5	-16%
Severity rate of occupational accidents or diseases	0.9	0.8	-8%
<i>Scope 2022: 58% of total workforce (no data available for Germany)</i> <i>Scope 2023: 100%</i>			



2023	France	Italy	Spain	Germany	Total
Frequency rate of occupational accidents or diseases	72.91	30.35	30.96	8.91	29.5
Severity rate of occupational accidents or diseases	3.01	0.95	0.7	0.11	0.8
<i>Scope 2023: 100%</i>					

2022	France	Italy	Spain	Germany	Total
Frequency rate of occupational accidents or diseases	65.8	29.9	29.4	NA	35.2
Severity rate of occupational accidents or diseases	2.5	0.2	0.7	NA	0.9
<i>Scope 2022: 58% of total workforce (no data available for Germany)</i>					

2023	France	Italy	Spain	Germany	Total
Rate of absenteeism due to illness (%)	7.1%	NA	9.1%	NA	7.9%
Rate of absenteeism due to occupational accidents (%)	2.9%	0.4%	1.0%	0.05%	0.8%
<i>Scope 2023: 53% of total workforce for Rate of absenteeism due to illness (Italy and Germany are not included) 100% Rate of absenteeism due to occupational accidents</i>					

2022	France	Italy	Spain	Germany	Total
Rate of absenteeism due to illness (%)	9.1%	NA	7.4%	NA	7.8%
Rate of absenteeism due to occupational accidents (%)	2.3%	NA	0.8%	NA	1.1%
<i>Scope 2022: 43% of total workforce (no data available for Germany and Italy)</i>					

**Maisons de Famille** has undertaken several initiatives aimed at enhancing workplace safety and resident well-being. These initiatives include:

- Prevention training sessions with an innovative format, spearheaded by an osteopath. These sessions focus on educating employees about proper body positions, visual ergonomics, and maintaining posture while working, especially in front of screens.
- Implementation of a new procedure for reporting accidents, aimed at facilitating the development of more effective action plans to prevent future incidents.
- Installation of ceiling rails in certain rooms to assist residents in getting out of bed, promoting their independence while reducing the physical strain on employees.
- Introduction of compulsory training programs in food hygiene and safety to ensure compliance with relevant regulations and standards.

**La Villa** has implemented monthly statistics to monitor and reduce the number of accidents, with specific trainings chosen by each nursing home director. Additionally, each home has autonomy to provide extra training for employees, with compulsory training varying from region to region. For instance, in Lombardy, employees are required to undergo 12 days of training every 3 years, while in Abruzzo, the requirements are more flexible.

In terms of food safety, **La Villa** adheres to HACCP procedures, ensuring that employees are trained in proper food handling techniques and hygiene protocols. Kitchen staff receive annual training and updates, and suppliers provide training to employees whenever there are changes in materials or food products.

Regarding health and safety regulations, **La Villa** continues to enforce mask-wearing in its facilities until June 2024, in compliance with Italian government mandates. These measures are in place to uphold the health and safety standards mandated by regulatory authorities, demonstrating **La Villa's** commitment to providing a safe and secure environment for both employees and residents.

For **Amavir**, the main objective in the year 2023 has been to be present in the life of the residences, accompanying the workers in their day to day, making visits to the work nursing homes, to directly observe the risks and working conditions. This proximity to the work nursing homes has taken the form of safety visits, attendance at Health and Safety Committees, carrying out drills, etc.

Following this line of work, special emphasis has been placed on the progressive updating of the Self-Protection Plans and the training of the personnel of the nursing homes in the handling of emergencies, an effort that has been crystallized in training given in situ by personnel of the Fire Department in Catalonia or the collaboration in drills of the Fire Department and the Security and Emergency Consortium of Lanzarote.

The Psychosocial Risk Assessment campaign has also been maintained, as an instrument to know the perception of the workers in each center and to be able to influence those aspects which may affect their physical and psychological health and which also have an impact on the quality and results of their own work.

**DOREAFAMILIE** is currently in the process of revising its existing Health and Safety Policy, which will be integrated into the quality management handbook by 2024. Each nursing home within **DOREAFAMILIE** has its own Health and Safety Committee, overseen by an external engineer and a medical doctor specializing in Health and Safety (Betriebsmediziner), both external partners. The Committee collaborates with the head of facilities and the local facility management technician, meeting four times a year.

To adhere to the requirements outlined in the German labor safety code (Arbeitssicherheitsgesetz), **DOREAFAMILIE** consistently undertakes the following steps in each facility with the assistance of the external provider HSE + Ingenieure:

- Identifying potential risks
- Defining reasonable (or mandatory, as per applicable laws) measures to address them
- Implementing these measures
- Evaluating the results to determine if risks have been eliminated or mitigated

Additionally, the company conducts safety committee meetings, administrative tasks to ensure compliance with regulations, site visits to assess adherence to safety protocols, safety briefings, and updates risk assessments. Staff members also receive training on fire safety and first aid response, and internal processes related to workplace safety are established and maintained.

**DOREAFAMILIE** has also integrated a psychosocial risk analysis into its employee satisfaction survey to assess the impact of factors such as SARS-CoV-II and other potential stressors on its employees.

## EXIGENCY, ETHICS AND COMPLIANCE

The Compliance management system encompasses the array of policies, procedures, and controls put in place by our organization to ensure adherence to relevant laws, regulations, and sector standards. This system is consistently implemented across all countries where we operate, ensuring uniformity and consistency in our approach to compliance.

This system is structured around five key components:

**Clear Governance: The compliance governance is clearly defined at both the group and local levels, responsible for overseeing and implementing the system.** The Board of Directors exercises supervision over the effectiveness of the Group's compliance system at least twice a year. It is supported by:

- A board director compliance referent, tasked with ensuring the inclusion of compliance matters on the agenda and serving as the primary point of contact. Specifically, their responsibilities include:
  - Monitoring the effectiveness of the anti-corruption compliance system deployment within the Company and its subsidiaries.
  - Ensuring adherence to the general principles of business ethics and the prevention of violations of human rights, fundamental freedoms, health, safety, and environmental regulations.
  - Assessing the efficiency of internal control, risk management, and compliance management systems concerning business ethics and the prevention of violations of human rights, fundamental freedoms, health, safety, and environmental regulations.
- The Audit, Risk, and Compliance Committee, tasked with monitoring the existence of the compliance management system and providing its evaluation on its implementation.

In 2023, compliance reporting occurred at least twice within both the group and local boards.

At the operational level, the CEO, supported by the compliance officer, is responsible for defining, implementing, and enforcing compliance measures. These officers ensure that compliance is included on the agendas of management committees and board of directors meetings twice a year.

Moreover, compliance officers operate within a network, convening monthly to collaborate on projects, establish processes, and define key performance indicators (KPIs) to enhance the Group's compliance system. Additionally, they engage in biannual meetings with sustainability referents to discuss joint initiatives. The 2023 meetings took place in Madrid and Paris.

**A risk assessment process entails identifying and evaluating compliance risks within the organization, followed by the development of strategies to mitigate these risks. Consequently, each country regularly assesses its business-related compliance risks and maintains an updated risk map.**

In 2023, an update of both local and group-wide anti-corruption measures and duty of vigilance protocols was conducted, leading to the formulation of action plans.

During the same year, the Group initiated the development of consolidated and local risk maps pertaining to its duty of vigilance.

**We have established a robust compliance framework within our organization, encompassing policies, procedures, and controls outlined in our Ethics guide.**

The Ethics Guide serves as a crucial reference document regarding ethical standards and compliance within our company. It upholds a zero-tolerance stance against corruption and influence peddling. Applicable to all our entities, this guide was implemented in December 2017 and underwent its latest update during the 2023 financial year. The top management of each country has endorsed the guide to underscore their commitment, with plans for full deployment and communication throughout 2024. This significant update involved several key enhancements:

- Consolidating compliance and sustainability provisions into a single enforceable document.

- Integration of new topics and relevant examples directly aligned with our governance and operations.
- Creation of an easily accessible document for daily reference and use.

The Ethics Guide is founded on our company's core values, including a commitment to people, ethics, positivity, and excellence. It plays a pivotal role in ensuring that we fulfill our ambition of becoming the most trusted provider of quality care and services, enabling individuals to lead more fulfilling and inclusive lives.



Applicable to all employees and managers across the countries where we operate, the guide adheres to international standards and regulations. It is seamlessly integrated into employment contracts and shared with our business partners to uphold our ethical standards throughout our operations.

The code can be found on the websites of Groupe Maisons de Famille, **Maisons de Famille**, **La Villa**, **Amavir**, and **DOREAFAMILIE**.

### Content of the Ethics guide

<b>Why ?</b>	<i>Purpose Content Target How to use this document Core values of Groupe Maisons de Famille Whistleblowing system</i>
<b>Exigency</b>	<i>Respecting everyone dignity Ensuring quality of care and life Listening to relative and carers</i>
<b>People</b>	<i>Rejecting discrimination and harassment Promoting quality of life at work Communicating with third parties</i>
<b>Ethics</b>	<i>Protecting personal and medical data Ensuring compliance with our compliance plan Combating anti-corruption</i>
<b>Positivity</b>	<i>Safeguarding the environment Supporting the elderly</i>

	<i>Contributing to the local fabric</i>
<b>Anticorruption</b>	<i>Anticorruption Ethics guide</i>

Failure to adhere to the behavioral guidelines outlined in this Ethics guide may lead to disciplinary actions, including but not limited to dismissal, in accordance with relevant national regulations. However, certain infractions may warrant alternative sanctions based on the nature of the responsibilities involved.

In 2023, there were no reported breaches of this document within the group.

In an effort to enhance the efficacy of this guide, we will continue to bolster internal communication within the organization.

In addition, several key compliance procedures were implemented and updated in 2023:

- A gift and invitation management system was deployed.
- A conflict of interest management protocol was implemented.
- The whistleblowing procedure underwent updates (see below).
- A due diligence framework was established.

**We have implemented a whistleblowing system for reporting compliance issues and escalating them to appropriate levels of management when necessary.**

At Groupe Maisons De Famille, we have established a whistleblowing mechanism that allows any stakeholders of the Group (including employees, residents, and business partners) to report any conduct or situation that violates the Ethics guide or the law.

The system can be accessed at

<https://groupemaisonsdefamille.whistleblownetwork.net/frontpage>

Our whistleblowing process is encrypted and password protected to ensure confidentiality. The identity of the whistleblower, the persons named, and the information collected are all treated confidentially.

In 2023, we received and addressed ten alerts. Additionally, we updated our internal whistleblowing procedure to comply with new regulations and enhance the protection of system users. Specifically, managers responsible for the whistleblowing system are now required to sign a dedicated confidentiality agreement.

While the use of this system is optional, employees can also report any information regarding possible violations of the code and applicable regulations to their manager, the human resources department, or their union representative.

**We release effective training and communication actions throughout the year within our group.**

Our compliance program is communicated clearly and regularly to all employees, stakeholders, and partners, with feedback taken into account to ensure its effectiveness.

Furthermore, **Groupe Maisons de Famille** is a member of Cercle d'éthique des affaires, a non-governmental organization comprising over sixty national and international companies from the private sector dedicated to combating corruption. We participate in meetings with other major French companies to share and promote best practices in compliance, ethics, and transparency.

Amavir has been a signatory partner of the UN Global Compact since 2017, committing to integrate the 10 principles related to human rights, labor, environment, and anti-corruption into its business strategy, as well as promote the Sustainable Development Goals.

In collaboration with our shareholder, we organized four training sessions in 2022 for board members and populations identified at risk by our risk map. A total of 75 Group and country managers attended these sessions.

In 2023, we provided specific training on internal alert handling to managers of the whistleblowing system.

Continuing these efforts, we will conduct new training sessions in 2024 for the aforementioned populations, covering risk management and compliance, including anti-corruption measures and duty of vigilance.

In 2023, we undertook various communication actions, both internally and externally, regarding the whistleblowing system, gifts and invitation procedure, and conflict of interest policy at both the group and local levels. We also conducted local communication for business human rights days.

Notably, **Groupe Maisons de Famille** launched a new website featuring a dedicated compliance page with all major references of the company and public access to the whistleblowing system.



We have developed a dedicated communication plan for 2024, with regular informational activities focusing on the new Ethics guide, the whistleblowing system, key procedures, and their synergy with sustainability and HR frameworks.

## EXIGENCY ON DATA AND INFORMATION SYSTEMS SECURITY

### Data Privacy and Data Security Management

We are dedicated to safeguarding the security of personal data belonging to all stakeholders, with a particular focus on our employees, residents, and business partners. Our approach ensures that we only collect and retain data necessary for our business operations, aligned with our data policy.

Each country has its own internal regulations and protocols concerning security and data protection, further bolstering our commitment to safeguarding personal data.

Groupe Maisons De Famille received 83 requests (72 in 2022) for rights of access, rectification, data portability, etc., 100% of which were satisfied. In addition, no personal data security breaches were recorded during the last two years, and no complaints were received from the data protection agency in any country.

2023	France	Germany	Italy	Spain	Total
<b>Number of permanent employees trained by e-learning</b>	<b>8</b>	<b>948</b>	<b>0</b>	<b>1,579</b>	<b>2,535</b>
Number of requests sent to the DPO	0	61	0	22	83
Number of responses from the DPO	0	61	0	22	83
Number of claims	0	0	0	0	0
Number of data breaches	0	5	0	0	5
<i>Scope: 100%.</i>					

2022	France	Germany	Italy	Spain	Total
<b>Percentage of employees aware of the GDPR and its implications (%)</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Number of permanent employees trained by e-learning</b>	<b>121</b>	<b>1,190</b>	<b>0</b>	<b>2,221</b>	<b>3,532</b>
<b>Percentage of Executive Committee members at headquarters and facility managers trained on site (%)</b>	<b>0%</b>	<b>34%</b>	<b>0%</b>	<b>18%</b>	<b>15%</b>
Number of requests sent to the DPO	1	56	0	15	72
Number of responses from the DPO	1	56	0	15	72
Number of claims	0	0	0	0	0
Number of data breaches	0	7	0	1	8
<i>Scope: 100%.</i>					

**Maisons de Famille** outsourced the DPO function until January, then trained the legal director to internalize it. The Personal Data Agreement (DPA) was updated and aligned with the new Standard Contractual Clauses (SCC) regulation.

**La Villa** has a data protection system that was updated in December 2021 to be compliant with the legislation updates. Moreover, a privacy referent is now appointed in each house (the managing director most of the time), this person has a direct contact with the DPO. The DPO can be contacted by email (the email is in all informative annex of any contracts, on the website, in the intranet). Every new employee of **La Villa** is trained to GDPR regulations.

In 2023, **Amavir** carried out some actions:

- The annual GDPR audit was carried out, executing the corresponding corrective actions to solve non-conformities.
- The cybersecurity service was put out to tender, extending the services to the following: DNS Firewall with Infoblox, Perimeter security of e-mail prior to entries, Deepweb surveillance (Threat intelligence) and CSIRT Team and CSIRT Protocol.
- An impact analysis was prepared for the use of facial recognition.
- The Protocol for attention and response to ARCOPO rights was drawn up, which describes the procedure to be followed when a data subject exercises a personal data protection right, as recognized in articles 15 to 22 of the RGPD.
- An information security risk analysis was carried out.
- Training:
  - Periodic sending of security bulletins through the company Secure & IT for all employees who have corporate email. During 2023, a total of 43 bulletins have been sent with topics such as: phishing, vishing, cybercrime, scams, internet shopping, use of passwords, etc.
  - Online training provided to 1,579 employees, of which:
    - 1,571 employees have completed the online awareness course on RGPD and Organic Law on the Protection of Personal Data and guarantee of digital rights (LOPDDD), and data protection.
    - 8 have completed the online course questions and answers on cybersecurity (voluntary).
    - The central office management team and the center management team have received security training and awareness (2 hours) at the annual convention.

Each country within our organization prioritizes information security management by implementing a range of controls tailored to their specific needs. These controls include measures such as anti-virus systems, VPN control systems, user login systems, web restriction via a proxy server, and hosting on highly secure data center servers.

For instance, **La Villa**'s security systems are outsourced to the Security Operations Center (SOC) of Vodafone Rete Unica, utilizing a cloud-based firewall for enhanced protection. This partnership ensures robust security measures are in place to safeguard our data and systems.

In addition, at the country level, training on the GDPR and internal regulations is provided, and awareness of phishing is raised, among other things.

**DOREAFAMILIE** is currently engaged in raising awareness among its employees regarding data security and phishing emails. To this end, **DOREAFAMILIE**'s Data Protection Officer (DPO) has conducted training sessions for the majority of the executive committee and the directors of nursing homes on GDPR compliance.

Throughout 2022, **DOREAFAMILIE** developed its Data Security Policy, which has been integrated into the quality management manual. As part of this new initiative, data protection audits were conducted in all residences, preceded by training sessions for employees to ensure comprehension. It's worth noting that **DOREAFAMILIE** holds the German VDS1000 Certification for security management. The management of cybersecurity is primarily overseen by the IT department, which promptly notifies the DPO in case of any attack or threat affecting personal data.

In July 2023, the Sophos Rapid Response team intervened in a potential cyber incident at Teccle Operations GmbH, prompted by a warning from the Federal Criminal Police Office of Germany (BKA) regarding a potential attack by the Vice Society ransomware group. The investigation aimed to identify the attacker's access points, activities, and eliminate threats.

Teccle Operations GmbH operates the **DOREAFAMILIE** GmbH data center, which was targeted in the attack. The attacker gained entry through the Citrix NetScaler and a user account, exploiting the absence of Multi-Factor Authentication (MFA). Unauthorized activities were conducted since May 6, 2023, including network probing, privilege escalation, and deletion of event logs to conceal their actions. While access began in May, the Vice Society group breached the network on July 1, 2023, with login instances traced to distinct IP addresses located in the USA. Limited lateral movement was observed, primarily involving network scanning and some credential harvesting on specific devices. No evidence of data exfiltration or staging was found, indicating that no unauthorized file transfers occurred. Despite the typical ransomware tactics associated with "Vice Society," the attack on Teccle Operations GmbH was halted before reaching this stage due to prompt intervention. Teccle Operations GmbH's swift response, guided by Sophos' recommendations such as reinforcing

network security and implementing restrictions until MFA implementation, prevented further access and eliminated the threat.

Their collaborative efforts, with active involvement from **DOREAFAMILIE** IT in implementing measures, played a crucial role in safeguarding the network against ransomware or further compromise.

In 2023, **DOREAFAMILIE** undertook several significant actions:

- In conjunction with the data center migration, the firewalls at various locations were upgraded with state-of-the-art devices to ensure compliance with current standards.
- The destination data center has achieved ISO 9001, ISO 27001, KRITISV, and TUEViT-TSI-Level-4 certifications, reflecting its commitment to robust security and quality standards.
- Access to the data center has been restricted through several measures:
  - Mobile devices are required to be managed through Mobile Device Management systems to access data center resources.
  - Big clients must have the "Sophos Endpoint Protection Security Agent" installed for access.
  - Workplaces are transitioning to centrally managed "Igel" thin clients instead of fat clients.
  - The password policy has been strengthened to enhance security.
- A new file server structure has been implemented, with adjustments and hardening of permissions to directories and files for individual users.
- Microsoft Azure multi-factor authentication (MFA) security controls have been implemented for external access to data center resources, further fortifying access security measures.

In 2023, **DOREAFAMILIE** took proactive measures to enhance employee awareness and knowledge in data protection and IT security through various initiatives:

- Online training sessions were conducted for employees via our e-learning platform, covering essential topics such as:
  - "Data protection: Handling sensitive data correctly"
  - "The 5 golden rules of IT security"

- The Data Protection Officer (DPO) at **DOREAFAMILIE** led multiple information campaigns, regularly communicated through our front-door intranet solution "360°".

## Information System

Each country is working on implementing its own IT digital transformation projects, with the aim of adapting to technological advances and making equipment, processes and tools more efficient.

To this end, in 2022, measures were developed such as renewing IT equipment, implementing new software to digitize invoices, bank statements, payroll, and so on, setting up solutions to access remotely (VPN systems, team viewer) and promoting videoconferencing (for example, Microsoft teams).

From the IT and innovation area, **Maisons de Famille** worked on developments to help the employees, families and residents to have adapted solutions to facilitate daily tasks (application of fall testing in two residences, much more responsive equipment, improved service quality, virtual reality helmets in all residences, testing of connected incontinence products, among other developments).

In 2023, a series of projects were implemented as part of **Amavir's** digital transformation process. Of particular note was the implementation of a series of projects within the framework of the Next Generation funds obtained for Madrid:

- Deployment of the new patient-nurse call system using screens in the rooms of 13 nursing homes in Madrid, and integration with the medical records program.
- Installation of Wifi to provide full coverage to 19 nursing homes.
- Rewiring of data and network electronics in all 19 nursing homes.
- Portal for supplier approval.

Finally, the SAP tool has been developed for the integration of medical records within the patient-nurse call system screens, creating integrations with pharmacies (Corota) and medication robots.

## COMMITMENT TO STAKEHOLDER COMMUNICATION

We maintain a seamless, transparent, and ongoing dialogue with our primary stakeholders through diverse communication channels, aiming to comprehend and address their needs and expectations effectively.

Recognizing the significance of E-reputation in today's landscape for both individuals and companies, we place great emphasis on managing communication with our stakeholders. Each company within our organization monitors its online reputation using various tools such as Mention in France.

In line with our commitment to corporate social responsibility (CSR), an initial review was conducted within the sustainable Committee to identify our key stakeholders, assess their importance to the company, and identify the primary communication channels. Additionally, each country has developed its own stakeholder map.

Our main stakeholders encompass employees, residents and their families, shareholders, public administrations, suppliers, society, media, and financial and real estate partners.

Main stakeholders	Groupe Maisons de Famille main communication channels	
<b>Residents and relatives</b>	<ul style="list-style-type: none"> <li>• Satisfaction surveys</li> <li>• Newsletters</li> <li>• Magazines</li> <li>• Residence activities</li> <li>• In-person</li> <li>• Letters</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Social networks</li> <li>• Telephone, postal mail or email</li> <li>• App (MFF)</li> <li>• Informational meetings</li> <li>• Extra-financial performance statement</li> <li>• Blog</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Satisfaction surveys</li> <li>• Newsletters (DOREAFAMILIE, MFF, Amavir)</li> <li>• Internal communications</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Mail</li> <li>• App</li> <li>• Extra-financial performance statement</li> <li>• Workers representatives bodies</li> </ul>
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>• General Meeting</li> <li>• Management Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and Extra-financial performance statement</li> <li>• Website</li> </ul>
<b>Public administration</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Letters</li> </ul>	<ul style="list-style-type: none"> <li>• Email, mail and telephone</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Mail</li> <li>• Interviews (phone, personal)</li> </ul>	<ul style="list-style-type: none"> <li>• Social networks</li> <li>• Extra-financial performance statement</li> <li>• Press office (La Villa)</li> </ul>
<b>Suppliers and service providers</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Email and mail</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Social networks</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Social networks</li> </ul>

Main stakeholders	Groupe Maisons de Famille main communication channels	
	<ul style="list-style-type: none"> <li>Meetings</li> <li>Mail and email</li> </ul>	<ul style="list-style-type: none"> <li>Extra-financial performance statement</li> </ul>
<b>Society/ Community</b>	<ul style="list-style-type: none"> <li>Website</li> <li>Mail</li> <li>Social networks</li> <li>Local press</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration activities</li> <li>Extra-financial performance statement</li> <li>Radio</li> <li>Advertisements (La Villa)</li> </ul>

Recognizing the diversity of interests and lifestyles across different countries, we maintain a decentralized approach to communication management. This enables each company to determine the most suitable and effective channels to transparently and responsibly communicate with its surroundings, fostering relationships based on mutual trust.

We also communicate with all our stakeholders via our websites (listed below), which become one of the essential communication tools to provide information about us, our catalogue of services and news, among other aspects:

- Groupe Maisons de Famille: <https://www.groupemaisonsdefamille.com/>
- Maisons De Famille: <https://www.maisonsdefamille.com>
- La Villa: <https://www.lavillaspa.it>
- Amavir: <https://www.amavir.es>
- DOREAFAMILIE: <https://doreafamilie.de>.

2023	France	Spain	Italy	Germany	Total
Number of news generated in the media (press, tv, radio)	NA	1,579	178	127	1,884
Number of publication on Groupe Maisons de Famille (media and social media)	NA	NA	NA	11	11
Number of publication (media and social media) releases on sustainability topics (environment, social, governance)	NA	NA	NA	63	63
Number of publications (media and social media)	NA	NA	709	209	918
<p><i>Scope: 90% of total workforce for Number of news generated in the media (no data available for France); 47% of total workforce for Number of publications in media and social media (no data available for France and Spain; 33% of total workforce for remaining KPIs (Only Germany has data available)</i></p> <p><i>The communications KPIs followed were revised in 2023 to better reflect the goals of the Group</i></p>					

2022	France	Spain	Italy	Germany	Total
Number of user web visits	115,489	229,301	309,427	274,960	929,177
Number of page views	319,426	634,987	748,910	850,835	2,554,218



Scope: 100%.

Today, traditional media have given way to the digital world in which **social media** stand out.

2022	France <sup>(1)</sup>	Spain <sup>(2)</sup>	Italy <sup>(3)</sup>	Germany <sup>(4)</sup>	Total
Social media	4	6	3	5	-
Number of followers	4,191	95,388	28,515	8,888	136,982
Scope: 100%.					
(1) Facebook, Instagram, LinkedIn and Twitter					
(2) Facebook, Twitter, Instagram, LinkedIn, YouTube and TikTok					
(3) Facebook, Instagram and LinkedIn under La Villa and Edos branch. All the residences have also Facebook, Instagram and LinkedIn pages.					
(4) Facebook, Instagram, TikTok, LinkedIn and XING.					

In 2022, the Group has a total of 136,982 followers on social media, with Spain accounting for 69.6% of the total, followed by Italy with 20.8% and Germany and France with 6.5% and 3.1%, respectively. The aim is to continue generating interesting and quality content, depending on the type of social media and the audience they want to target. DOREAFAMILIE and Maisons De Famille keep working to strengthen and professionalize their social networks activities to reach more audiences.

2023	France	Spain	Italy	Germany	Total
Number of positive media stories generated	NA	1,405	124	27	1,556
Number of negative media stories generated	NA	174	6	2	182
Scope: 90% of total workforce (no data available for France).					

2022	France	Spain	Italy	Germany	Total
Number of press releases	15	66	87	6	174
Number of positive media stories generated	576	965	306	177	2,017
Number of negative media stories generated	53	212	41	15	321
Scope: 100%.					

**Maisons de Famille** dedicates a space on the website where it reports on the latest news about the residences and internal events and initiatives involving residents and employees. It is also a good channel to share the commitment of the company to the society. This helps to project a positive image of the company and increases the visibility of the brand.

In 2022, the participation in the Maison de Retraite Sélection (MDRS) competition, the open day on the occasion of National Carers' Day or the support to causes such as breast cancer, are worth mentioning.

**Maisons de Famille** has an application for residents and their relatives through which they can interact with each other and where they can see what is being done in the residences.

In **La Villa** there is an Assistance Centre - a free Customer Service Centre to help customers find information on facilities, services provided, administrative procedures for admission to the residence, necessary documentation and the process to be followed, in order to be ever closer to those who find themselves in contact with this world for the first time. The centre is open Monday to Friday from 9 a.m. to 7 p.m. and can be reached on the toll-free number 800688736 and the e-mail [assistenzaclienti@lavillaspa.it](mailto:assistenzaclienti@lavillaspa.it)!

**La Villa's** website has a FAQ section, dedicated to providing answers to the most frequently asked questions on the services of assisted living facilities, entry procedures, timetables, conventions, accommodation solutions, visits, the difference between private and accredited guests, economic aspects and much more.

Through the blog (a section on the website) an article is published every month on topics of interest to the elderly (Alzheimer's, cardiac therapy for people with dementia, diabetes management, innovation, the RSA world, etc.), with lots of advice and insights.

La Villa is also present on social media. An institutional La Villa Facebook page and the individual pages of each facility provide update on news, events, and allow the team to share the most exciting moments of each day. An employee is responsible for managing the Facebook page in each residence, the latter receives training to properly manage the social network. Every six months a report is drawn up with the main results and areas for improvement. La Villa is also present on LinkedIn and Instagram, both managed by the headquarters.

The digital magazine 'Insieme' (Together) is also published on the website every four months and is sent to relatives, public institutions and administration. It includes various topics such as events and activities in the residences, openings of centres, statistical data on the elderly sector, the commemoration of the international day of the grandfather and grandmother, among others.

**Amavir** distinguishes itself through its comprehensive communication initiatives. Recognizing the fundamental importance of transparent communication with stakeholders,

Amavir ensures relationships are built upon utmost transparency. To achieve this, Amavir utilizes a variety of communication channels including its website, social media platforms, worker newsletters, the Amavir newspaper, a blog titled "Cuidar al Mayor" (integrated into the website), and a podcast channel, among others.

The **Amavir** Newspaper is distributed to all residences for residents, relatives, and workers. Additionally, it is available in digital format on the website and sent to relatives via email.

In 2021, **Amavir** launched a podcast channel on the iVOOX platform. Throughout 2023, a total of 17 podcasts were broadcasted, further expanding their reach and engagement with stakeholders.

In its communication policy, Amavir seeks not only to enhance the company's own reputation, but also that of the sector. The aim for the media is to offer positive news and image to the public opinion about the residences and the elderly, and more globally the company and the sector.

**DOREAFAMILIE** remains committed to enhancing both internal and external communication efforts, with the overarching goals of portraying a positive image of the sector, showcasing the exemplary work of employees, keeping family members well-informed, and bolstering the visibility of the brand.

A significant change implemented in 2023 was the introduction of monthly themes. Beginning in April, each month was centered around a specific theme, serving as a focal point for both internal and external communications. This strategic approach streamlined communication processes and emphasized key topics pertinent to the company. Themes included the four core values of the group (people, ethics, positivity, exigency), health, and the role of animals in nursing care.

The roll out of the social media strategy was continued with training sessions in Hamburg and Frankfurt, conducted through an 8-hour in-person workshop, included comprehensive discussions on social media guidelines and practical exercises with immediate feedback. The training will continue into 2024 until each care home has at least one designated individual responsible for managing their channel.

Moreover, the central marketing team significantly increased the number of templates provided throughout the year, which were well-received by users.

Additionally, **DOREAFAMILIE** published its resident magazine, "Alte Hasen" ("old rabbits") referring to experienced people, three times a year, distributed to all nursing homes for residents, families, and employees to enjoy. The magazine featured resident stories and content beneficial to the elderly, such as guidance on will creation and sleep quality improvement. In 2023, the number of issues was reduced from four to three and developed a template for care-home-specific news, allowing nursing homes to add customized content to the magazine.

The **DOREAFAMILIE** App emerged as the most utilized communication tool among employees, particularly as only certain groups have company email addresses. The app provides access to employee benefits, important updates from various departments, and facilitates communication among all **DOREAFAMILIE** employees. Specific groups, such as apprentices or social media personnel, have dedicated sections within the app for exchanging information. In spring 2023, the app's information structure was overhauled based on user feedback, with plans to transition to a new platform in 2024 to better tailor the app's functionality to the specific needs of **DOREAFAMILIE**.

**Maisons de Famille** and **Amavir** have a specific protocol regarding "management of company communication in crisis situations".

**La Villa** doesn't have a specific protocol, but in case of negative news they evaluate the situation internally before publishing a reply, if applicable.

In **DOREAFAMILIE** during the restructuring process's media relations were managed by a PR agency specializing in this topic. After the restructuring, media relations were insourced and the company's crisis communications guideline and checklist were revised. The checklist is available to all employees whereas the guideline specifically prepares managers for crisis situations.

## Internal communication on Sustainability

The aim of the creation of a communications committee is fostering common actions on sustainability, duty of vigilance and Compliance; communicate on them by taking into account countries specificity while creating a feeling of belonging to a European group.

The team is composed of the Group sustainable manager, in charge of the coordination and the communication with each country, then the responsible of communication of each country. The team met four times in 2023.

The main goals are the following:

- creating a sense of belonging to a European group;
- sharing inspiring actions and good practices;
- diffusing common actions at the Group level.

In 2023, the Group initiated and launched several awareness campaigns in commemoration of the Group's twentieth anniversary and Human Rights Day. These initiatives included the creation of several videos featuring two key questions posed to individuals:

- "What does Human Rights represent for you?"
- "How do you apply or guarantee Human Rights in your daily job?"

These videos aimed to prompt reflection and dialogue on the importance and practical implementation of Human Rights principles in various aspects of life and work.



## COMMITMENT TO THE ENVIRONMENT



We are dedicated to minimizing our environmental footprint. In 2022, significant strides were made by the Group in assessing the impact of our activities on the environment, particularly in terms of our carbon footprint, as detailed in this chapter.

Both the Group and our entities are firmly committed to reducing the footprint of our operations. This involves decreasing resource consumption while enhancing efficiency and maintaining the high standards of quality and comfort for our residents.

Each company within our organization endeavors to monitor and curtail energy and water consumption, greenhouse gas emissions, and the management of sanitary waste.

**Amavir** currently leads the Group in controlling and managing its environmental footprint. The company's Integrated Policy, updated in 2023, underscores its specific commitment to environmental issues, manifested through the following objectives:

- Implementing measures to reduce the environmental impact of its activities and fostering awareness among users, family members, and professionals regarding environmental stewardship, with a particular emphasis on combating climate change.
- Promoting product life cycle enhancement by extending the useful life of products both internally and externally.
- Employing criteria of savings and efficiency in the utilization of material and energy resources necessary for service provision, with the aim of reducing ecological footprint.

Amavir aims to enhance service quality while addressing key environmental challenges inherent to its activities. This includes reducing its carbon footprint, minimizing water and energy consumption, implementing energy efficiency initiatives (such as LED technologies and immediate fault detection controls), promoting renewable energy usage (solar, thermal, and biomass), and ensuring proper management of hazardous and non-hazardous waste, with a focus on recycling whenever feasible.

During the year 2023, the "Protocol for environmental emergency action" has been updated, which explains how to act in situations such as fire, flooding, poor combustion of boilers or leakage of refrigerant gases and natural gas, and chemical product spills.

Regarding suppliers, the environmental commitment charter was revised to reinforce the shared dedication to environmental protection.

In 2022, the Amavir group obtained from the certifying entity Bureau Veritas, an ISO 14001 certification for the implementation of its environmental management system. This certification is valid for three years until 2025. The Amavir Ciudad Real and Amavir La Gavia nursing homes will be certified in 2024.



Amavir has obtained the first BREEAM certificates for Sustainable construction in 2023, specifically for the Amavir Valle de Egüés (Navarra) and Amavir Ciudad Real (Castilla-La Mancha) residences. The company has set as a goal within its Strategic Plan that all new residences have certificates of this nature, thus ensuring that our buildings allow us to provide the best care to the elderly and, at the same time, respect and care for the environment, being efficient in the use of resources and reducing our pollutant footprint.

In addition, La Gavia, Ciudad Real and Valle de Egüés have Energy Efficiency Certificates valid for 4 years.

**DOREAFAMILIE** implemented several actions in 2023:

- LED lighting conversion: Budgets for 2024-2026 include conversions, with up to 25% promotion for LED conversion. Areas per house were determined, and a gradual conversion plan was established over the years. A market tender was issued to solicit bids from specialist firms capable of applying for funding, offering financing models, and handling LED deliveries.
- Municipal district heating network participation: **DOREAFAMILIE** expressed interest in municipal district heating projects, anticipating a 4-5 year approval and construction period. An expression of interest was submitted for the **DOREAFAMILIE** Hardeggen facility.
- Fleet electrification and charging stations: Despite discontinued funding and incentives for companies, **DOREAFAMILIE** remained committed to fleet electrification, considering it a significant challenge due to the high vehicle inventory.

## Greenhouse Gas Emissions

Climate change is a top priority for us and across all the countries in which we operate. We are dedicated to improving our carbon footprint in the medium term, and to address this, the group is developing a harmonized strategy. In 2022, our primary focus was on assessing our carbon footprint as the initial step toward deploying a decarbonization plan.

To facilitate this effort, we entered into an agreement with the ESG service provider, Deepki. Through the Deepki platform, entities report and monitor their consumptions (energy, water, and medical waste), enabling the calculation of our carbon footprint (initially scopes 1 and 2).

Concurrently, we are prioritizing initiatives to decarbonize buildings and mobility, such as constructing new buildings with Sustainable certifications (e.g. BREEAM or energy efficiency certificate) and transitioning to electric or hybrid vehicles. Furthermore, our countries are progressing toward a low-carbon society by adopting renewable energy and implementing energy-saving measures.

Recognizing the importance of adapting to climatic risks, failure to do so poses significant risks to our business model. These risks can manifest in various forms, including extreme heat waves or natural disasters.

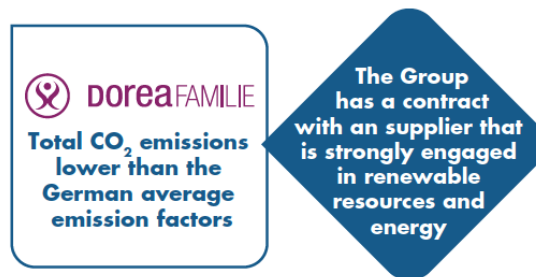
During the year 2023, **Amavir** has worked on the design of the Decarbonization Plan, with the objective of improving our carbon footprint performance in the medium term, and aligning ourselves with the objectives of the **Groupe Maisons de Famille**.

**La Villa** has installed solar panels and cogeneration systems in 13 nursing homes to generate electricity.

**DOREAFAMILIE**'s total CO<sub>2</sub> emissions (Scopes 1 and 2) negotiated an electricity supply contract with Stadtwerke Kiel, which is strongly committed to renewable electricity resources (Stadtwerke Kiel). This positive impact was particularly noticeable in 2022, as all nursing homes worked with this supplier.

In 2023, **DOREAFAMILIE** initiated investigations into alternative energy sources such as biogas, hydrogen, and heat pumps to replace natural gas in rural areas.





In 2023, Groupe Maisons de Famille’s entities total greenhouse gas (GHG) emissions (Scopes 1 and 2) amounted to 22,579 tones of CO<sub>2</sub> (24,079 tones of CO<sub>2</sub> in 2022):

	2022	2023	Change
Total CO <sub>2</sub> emissions from energy consumption ( <i>tones of CO<sub>2</sub>e</i> )	24,079	22,579	-6.2%
Scope 2022: 58% of total workforce for gas consumption emissions (DOREAFAMILIE is not included); 100% remaining emissions			

2023	France	Germany	Italy	Spain	Total
CO <sub>2</sub> emissions from energy consumption	2,071	4,115	6,678	9,715	22,579
Scope 2023: 67% of total workforce for <i>natural</i> gas consumption emissions (DOREAFAMILIE is not included); 100% remaining energy consumption					

2022	France	Germany	Italy	Spain	Total
CO <sub>2</sub> emissions from energy consumption	1,997	6,089	6,872	9,121	24,079
Scope 2022: 58% of total workforce for <i>gas</i> consumption emissions (DOREAFAMILIE is not included); 100% remaining emissions					

## Sustainable Use of Resources

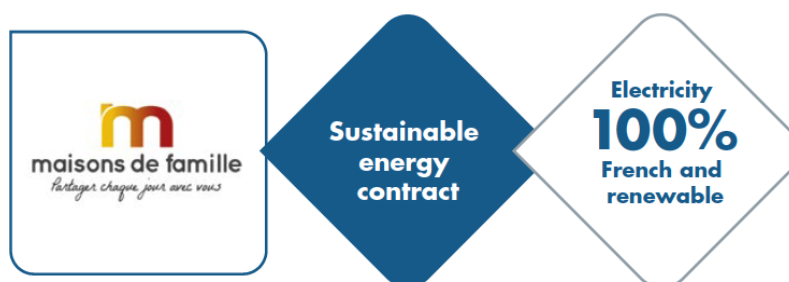
We are dedicated to reducing resource consumption while ensuring that efficiency improvements do not compromise the quality and comfort of our residents.

Each country is actively managing and monitoring energy and water consumption in nursing homes due to their environmental and economic implications. The introduction of the Deepki platform in 2022 has proven to be an invaluable tool, aiding countries in collecting and monitoring their environmental data effectively.

Responsible Energy Consumption Management

We are committed to implementing energy-saving and efficiency initiatives, alongside utilizing renewable energy sources like biomass or solar energy to replace conventional sources. Increasing the utilization of renewable energy, including the installation of solar panels, is a key environmental objective.

Across our nursing homes, general measures have been implemented, including monitoring consumption for discrepancies and breakdowns, installing LED technology in corridors and communal areas, implementing motion detectors, promoting energy-efficient practices, ensuring regular vehicle maintenance, conducting awareness campaigns, and more.



In 2023, total energy consumption was 117,373 MWh against 127,057 MWh in 2022.

	2022	2023	Change
<b>Total amount of energy consumed (MWh)</b>	<b>127,057</b>	<b>117,373</b>	<b>-8%</b>
<b>Energy intensity (MWh/used bed)</b>	<b>7.28</b>	<b>7.18</b>	<b>-1%</b>
Electricity consumption (MWh)	51,152	45,371	-11%
Gas consumption (MWh)	63,243	61,080	-3%
Fuel oil consumption (MWh)	2,672	2,424	-9%
Biomass consumption (MWh)	1,358	898	-34%
Thermal solar energy consumption (MWh)	911	1,272	40%
Heating consumption (MWh)	7,721	6,327	-18%
<i>Scope 2022: 58% of total workforce for gas consumption and energy intensity (DOREAFAMILIE is not included); 100% remaining energy consumption. 36 nursing homes out of 46 included in La Villa.</i>			
<i>Scope 2023: 67% of total workforce for Natural gas (DOREAFAMILIE is not included); 100% remaining energy consumption.</i>			

2023	France	Germany	Italy	Spain	Total
<b>Total amount of energy consumed</b>	<b>14,695</b>	<b>15,058</b>	<b>32,052</b>	<b>55,568</b>	<b>117,373</b>
<b>Energy intensity per used bed</b>	<b>10.1</b>	<b>3.7</b>	<b>8.9</b>	<b>7.7</b>	<b>7.18</b>
Electricity consumption (MWh)	5,914	<b>8,273</b>	10,520	20,664	45,371
Gas consumption (MWh)	7,873	30	21,532	31,664	61,080
Fuel oil consumption (MWh)	908	353	-	1,164	2,424
Biomass consumption (MWh)	-	-	-	898	898
Thermal solar energy consumption (MWh)	-	75	-	1,198	1,272
Heating consumption (MWh)	-	6,327	-	-	6,327

Scope 2023: 67% of total workforce for Natural gas (DOREAFAMILIE is not included); 100% remaining energy consumption.

2022	France	Germany	Italy	Spain	Total
<b>Total amount of energy consumed</b>	<b>14,435</b>	<b>23,570</b>	<b>34,645</b>	<b>54,407</b>	<b>127,057</b>
<b>Energy intensity per used bed</b>	<b>11.2</b>	<b>4.20</b>	<b>9.5</b>	<b>7.9</b>	<b>7.28</b>
Electricity consumption (MWh)	5,975	14,134	9,750	21,294	51,152
Gas consumption (MWh)	7,632	294	24,709	30,608	63,243
Fuel oil consumption (MWh)	828	958	-	886	2,672
Biomass consumption (MWh)	-	463	-	895	1,358
Thermal solar energy consumption (MWh)	-	-	187	724	911
Heating consumption (MWh)		7,721			7,721
<i>Scope 2022: 58% of total workforce for gas consumption and energy intensity (DOREAFAMILIE is not included); 100% remaining energy consumption. 36 nursing homes out of 46 included in La Villa.</i>					

**Maisons De Famille** nursing homes have a contract to supply green electricity and biomethane with renewable energy guarantees. Electricity is 100% French and renewable. In 2021, the company had to revise the biomethane contract reducing the share of biogas from 100% to 30%. A new contract has been renegotiated for 2023 integrating a larger share of biogas if possible, according to the planned budgets.

All sites have been audited in 2023. Action plan to reduce energy consumption to a 15% by 2030 (according to Tertiary decree requirements) will follow these audits.

In 2023, **Maisons de Famille** in partnership with HELEXIA have validated the initiation of photovoltaic projects (La Cerisaie, Bourgogne). Feasibility studies (soil surveys, land studies) have been conducted.

**Maisons De Famille** continues with various actions aimed at achieving energy savings, optimisation of energy consumption and energy efficiency: LED on all sites, no incandescent lamps, equipment investments that consume less energy, thermostatic on all radiators, heating tap replaced by thermostats and all mixer taps (showers, sinks) are equipped with water saving systems, regular vehicle maintenance...

In 2023, **Maisons de Famille** completed the insulation of piping and critical points in the boiler rooms across all its facilities.

Currently, **Maisons de Famille** is in the process of deploying an automated Building Technical Management (BTM) system in its facilities (3 out of 16), enabling them to set heating and air conditioning parameters and receive direct feedback on anomalies, thus improving troubleshooting responsiveness.

**La Villa** designs and builds new facilities keeping in mind energy efficiency for heating and cooling consumption. For the production of domestic hot water, a solar thermal panels system is used together with a high efficiency heat pump boiler. In case of high demand, a condensing boiler is activated. **La Villa** has five solar thermal installation.

Amavir has implemented an air-conditioning protocol that incorporates specific energy-saving and efficiency measures, as well as awareness-raising and management practices to optimize the performance of heating, cooling, and ventilation systems in both offices and nursing homes.

Over the past two years, Amavir has focused its energy efficiency initiatives on installing photovoltaic panels on the roofs of 10 facilities (Amavir Alcorcón, Amavir Getafe, Amavir Humanes, Amavir Cenicientos, Amavir Coslada, Amavir Villanueva, Amavir Colmenar, Amavir Valle de Egües, Amavir La Gavia, and Amavir Ciudad Real). These installations will enable the generation of clean energy, thereby reducing the carbon footprint associated with Scope 2 emissions.

Furthermore, in 2023, **Amavir** undertook several actions aimed at achieving energy savings, optimizing consumption, and enhancing energy efficiency. These actions included the installation of electric vehicle charging points in residence parking lots and conducting weekly checks to identify and address deviations and failures in electricity, water, and natural gas systems promptly.

**DOREAFAMILIE** continued its efforts to replace heating installations with more efficient ones, with 19 houses now equipped with combined heat and power plants. Additionally, some houses are fitted with photovoltaic systems to produce energy.

In compliance with German legislation, **DOREAFAMILIE** is conducting energy audits and will follow a plan to reduce energy consumption in the coming years. Photovoltaics have been identified as offering significant opportunities for self-consumption during daytime operations, with plans to explore storage options in the future.

Plans have been made to upgrade heating and cooling systems for energy savings until 2026, with costs coordinated with the property owner.

**DOREAFAMILIE** is currently assessing the feasibility of installing solar panels. Additionally, a pilot project for balcony solar power systems was initiated in 2023, with 17 units allocated in the 2024 budget as a sample project. Each balcony solar power system, equipped with 1-

2 panels up to 600 W, can now be installed using simplified registration as energy producers in the energy producer market master data sheet.

## Water Consumption Management

Our entities manage water consumption keeping in mind that it is a limited resource. Thus, they carried out initiatives to monitor and reduce water consumption.

This year, the water consumption of the supply network represents 909,268 m<sup>3</sup> (954,229 m<sup>3</sup> in 2022). The following tables show the water consumption for each country.

	2022	2023	Variation
<b>Water intensity per used bed</b>	<b>55.0</b>	<b>71.4</b>	<b>30%</b>
Water consumption of the facilities during the year (m <sup>3</sup> )	954,229	909,268	-4.7%
<i>Scope 2022: 100%.</i>			
<i>Scope 2023: 100% of total workforce for water consumption</i>			

2023	France	Germany	Italy	Spain	Total
<b>Water intensity per used bed</b>	<b>62.6</b>	<b>45.4</b>	<b>63.7</b>	<b>55.3</b>	<b>55.4</b>
Water consumption of the facilities during the year (m <sup>3</sup> )	90,096	184,816	234,774	399,582	909,268
<i>Scope 2023: 100% of total workforce for water consumption</i>					

2022	France	Germany	Italy	Spain	Total
<b>Water intensity per used bed</b>	<b>60.6</b>	<b>53.8</b>	<b>56.4</b>	<b>54.2</b>	<b>55.0</b>
Water consumption of the facilities during the year (m <sup>3</sup> )	72,528	301,823	205,077	374,801	954,229
<i>Scope: 100%.</i>					

**Maisons de Famille** controls consumption through the maintenance of the installations, fixing of duct leaks and the reading of water meters. In 2022 it has implemented an awareness campaign to stress the importance of reducing this resource. Besides, **Maisons de Famille** replaced faucet aerators (up to 30% water saving can be done thanks to this system).

**Amavir** assumes saving in water consumption and optimizing its use as one of its environmental commitments. **Amavir** is monitoring water on a daily basis using the SAP tool that strictly controls water consumption. On the other hand, the eco-technology washing system in the residences stands out, which allows a significant reduction in water consumption.

The residences located in the municipality of Madrid and the house of Sant Cugat have a water plan with measures to reduce water consumption.

In 2020, **DOREAFAMILIE** conducted a pilot project in one of its care homes by installing a flushing system in the toilets. This system resulted in the saving of 2 litres of water per flush. Showerheads with a flow reducer that limits water consumption were also set up. As of 2021, **DOREAFAMILIE** decided to install the flushing system in newly built homes. **DOREAFAMILIE**'s priority regarding water consumption in the coming years is to have a stable system of monitoring water consumption that will allow to have an optimized use of it.

## Waste Management

We focus on the management of medical waste, the collection and disposal of which is subject to specific requirements in order to prevent infections. All countries work with approved managers responsible for managing this waste in accordance with the legislation of each country.

In general terms, the entities work to develop an adequate identification, segregation and monitoring of the different types of waste generated in the residences and offices (mainly the medical waste). **Amavir**, for instance, has a waste management protocol: a guide that covers the different types of waste generated and for which "ad hoc" training is provided. **Maisons De Famille** is carrying out audits with the goal of improving the management of medical waste. **DOREAFAMILIE** works on the optimization of waste through a waste provider called Interseroh.

Total sanitary waste generated in 2023 was 181 tonnes (**DOREAFAMILIE** not included as waste disposal in Germany is organised on a municipal level with most small, local providers not having any facilities to weigh waste).

	2022	2023	Change
Ratio of infectious medical waste ( <i>tones of infectious medical waste/number of facilities involved in infectious medical waste collection</i> )	0.46	1.80	287%
<i>Scope 2022: 58% of total workforce (DOREAFAMILIE not included), Maisons de Famille data is not available for 1 house and it is partial for 3 houses.</i>			
<i>Scope 2023: 67% of total workforce (no data available for Germany).</i>			

2023	France	Germany	Italy	Spain	Total
Ratio of infectious medical waste ( <i>tones of infectious medical waste/number of facilities involved in infectious medical waste collection</i> )	0.3	NA	4.08	0.03	1.80

Scope 2023: 67% of total workforce (no data available for Germany).

2022	France	Germany	Italy	Spain	Total
Ratio of infectious medical waste ( <i>tones of infectious medical waste/number of facilities involved in infectious medical waste collection</i> )	0.40	NA	0.87	0.03	0.46
<i>Scope 2022: 58% of total workforce (DOREAFAMILIE not included), Maisons de Famille data is not available for 1 house and it is partial for 3 houses.</i> <i>Infectious medical waste: waste coming from healthcare activities with risk of infection.</i>					

The circular economy can also become an opportunity for the Group to reduce waste. To this end, some of the Group's entities are working on better classification and sorting of their waste while promoting its recovery. It is worth mentioning that **DOREAFAMILIE** buys the cleaning material from a certified supplier exclusively using biodegradable material including packages (100% recycled plastics etc.).

In addition, the Group is committed both to responsible and Sustainable food (by favouring local suppliers, as is the case with **Amavir** and **DOREAFAMILIE**) and to the fight against **food waste**. To this end, the various entities work to adjust the quantity of food to the nutritional needs of residents and employees and to constantly monitor expiry dates. In some cases, catering service companies have their own plans to avoid food waste. It is remarkable that **DOREAFAMILIE** makes efforts to buy locally and at the right season of the year. In its food program local dishes are offered.

**DOREAFAMILIE's** food waste is disposed of in biogas appliances producing energy.



# REPORTING METHODOLOGY

## Scope of Consolidation

The scope of consolidation for social, human resources (HR) and environmental reporting is equivalent to that used for financial information. It includes all companies controlled by the Group:

- Maisons De Famille (France);
- La Villa (Italy);
- Amavir (Spain);
- DOREAFAMILIE (Germany).

La Villa Spa acquired 100% of La Veranella srl, which manages a 75-bed home in Florence, 100% of "Pianeta Anziani S.r.l", a company which manages a home in Campania (60 beds), the Poliziano 1 and 2 establishments (160 beds) opened. The residents of 5 Torri have been transferred there. Edos acquired the 34-bed RSA Massacio facility in Tuscany. The Carducci facility was closed and residents transferred to the Pascoli and Foscolo sites.

In DOREAFAMILIE as part of the restructuring process, two care homes and one co-living space were closed in 2023 while 31 care homes were handed over to other operators.

The scope of the HR and environmental KPIs is included as noted in the relevant tables. The number of employees are used to calculate the scope of the HR and environmental indicators, case of missing data in particular country.

The 2023 Human Resources, Social and Environmental report covers data for the financial year 2023, from 1 January 2023 to 31 December 2023.

## Reporting Guidelines

In order to ensure consistency and standardisation of non-financial indicators for all entities, the Group has a common methodology. It constitutes its reporting protocol and meets three main objectives:

- management of the Group's corporate social responsibility (CSR) approach by measuring its performance and calculating HR, social and environmental indicators;
- compliance with the regulatory requirements of the French Commercial Code concerning the disclosure of Groupe Maisons De Famille's CSR performance through the Non-Financial Performance Statement;
- transparent communication of information to internal and external stakeholders such as non-financial rating agencies, investors and NGOs.

This methodology includes the Sustainable KPIs Handbook that compiles the list of indicators to be reported with their definitions, calculation methods and calculation units.

## Reporting Tools

The main reporting tool used for the sustainable reporting campaign is Google Drive. Through a shared Google Drive folder, each country uploads its KPIs files and supporting documents.

## Consolidation and Internal Checks

An external consultant, supervised by the sustainable manager, is in charge of consolidating all the data reported by the countries. Consistency checks are performed during

consolidation. These checks include a comparison of data from the previous reporting period, and variations that are considered significant are analysed in detail.

## Indicators

### *Social Indicators*

The reporting of social indicators is produced by the systems of the payroll and human resources department. The data is mainly collected through the payroll software used in each country or recorded by each facility and reported to the country's headquarters.

### *Employees*

The workforce of Groupe Maisons De Famille is included in the figures for Maisons De Famille for reporting purposes. For information, this represents less than 1% of the values for France.

- The headcount is calculated based on the total number of employees with an active employment contract on the payroll on 31 December of the year.
- Temporary employees, unpaid interns, international volunteers on placement and service providers are excluded.

### *Turnover*

- The turnover formula is as follows:  $(\text{number of new hires} + \text{number of departures}) / 2 * \text{average workforce}$ .
- The average number of employees is calculated as follows:  $\text{sum of the number of employees at the end of each month during the year} / 12 \text{ months}$ .

### *Absenteeism*

- Absenteeism is calculated on permanent contracts for France, Spain and Italy.
- The absenteeism rate includes both the number of hours of absence due to illness (occupational and non-occupational) and the number of hours of absence due to accidents at work (at work and/or during the journey).

### *Accidents*

Commuting accidents (accidents occurring on working days during a normal journey between home and work) and accidents that do not result in time off work are not counted as accidents at work in the calculation of the following rates.

- Frequency rate: the calculation formula is as follows:  $\text{Number of accidents with time off work} * 1,000,000 / \text{Number of effective hours worked in the year}$ .
- Severity rate: the calculation formula is as follows:  $\text{Number of days lost due to occupational accidents} / \text{Number of effective hours worked in the year} * 1,000$ .

### *Training*

- Total number of training hours: Count all types of training (culture, management, business, products, languages, safety, health, etc.) and all methods of training (classroom, e-learning, etc.) whatever the duration.
- Number of employees trained during the year: Number of employees who received training during the year, present or not at the end of the period. Employees receiving training are those who attended at least one recognized training course.

### *Environmental Indicators*

These data can be calculated on an annual basis (CO<sub>2</sub> emissions) or reported monthly (bill consumption). The environmental indicators are collected by each facility and transmitted to the head office where the data is consolidated.

The denominator of the energy and water intensity ratios includes full-time beds operated and half of the day resident beds.

### *CO<sub>2</sub> Emissions in the Form of Energy*

The emission factors used are taken from:

- Electricity: IEA 2023 (International Energy Agency)
- Natural gas: IPCC 2006 Guidelines for National Greenhouse Gas Inventories
- Propane and fuel oil:
  - France: DEFRA 2023
  - Spain: Ministry of Ecological Transition, June 2023
  - Italy: DEFRA 2023,
  - Germany: DEFRA 2023
- Heating consumption:
  - Germany: <https://www.co2online.de/>

### *Medical Waste*

The data is calculated on the basis of invoices received from the service providers who treat the waste. For France, the data is based on tonnage estimates from a calculation rule used by two of the suppliers.

### *Quality*

Data are calculated on an annual basis. The data is collected by each facility and entered into each quality and medical management software package. Data are consolidated by the Quality and Medical Department at head office.

- Satisfaction surveys NPS: overall satisfaction on 10  
The formula for calculating NPS = % promoters - % detractors.
- Rate of participation: number of families that responded / Number of survey sent to the families
- Rate of personal care plan: Number of personal care plan/ Number of residents admitted over the year
- Rate of residents having fallen: number of residents having fallen/ Number of residents admitted over the year
- Rate of adverse events: number of declarations according to the system in place in each country/ Number of residents over the year (present residents)
- Rate of undernutrition: Number of residents identified at risk of undernutrition / Number of residents over the year (present residents)
- Rate of restraints: Number of restraints / Number of residents over the year (present residents)
- Rate of hospitalisation: Number of residents hospitalized / Number of residents over the year (present residents)

### External Checks

An independent auditor reviews and validates this to assess the adequacy of the Group's reporting in terms of its relevance, completeness, reliability, fairness and understandability.

### Exclusions and Further Explanations Regarding the Methodology

Among the topics concerned by the French regulations and to be included in non-financial performance statements, food insecurity, biodiversity, animal welfare and promotion of the practice of physical and sport activities are not currently covered. However, this issue may be included in the future in relation to the quality of our catering service.

Given the structure of GMDF's carbon footprint, the emissions associated with transport activities (upstream and downstream) are considered not significant, thus the Group has decided to focus on the most significant GHG emissions, particularly Scope 1 and Scope 2.

# ACT NOW: OUR ESG 2024 ROADMAP

Our ESG roadmap as our steering tool, is based on the three pillars of non-financial performance: social, environmental and governance.

- **On the social front, first of all**, our priority remains to make our uniqueness come alive by placing quality at the heart of everything we do. Our residents' satisfaction with quality and our employees' satisfaction with their quality of life at work are key to our company's success and our ability to meet our ESG challenges. Our commitment is to challenge ourselves, with full transparency, in order to continue to make progress.
- Secondly, **the environment**: Groupe Maisons de Famille is currently working on a medium-term action plan. We have and continue to our concrete initiatives to decarbonize our buildings and mobility.
- Finally, **governance**: Our commitment is to strengthen ESG governance at the local and continue to strengthen our ESG risk management.

As a unique and committed player, we are proud to present our ESG roadmap, which sets out the commitments of Groupe Maisons de Famille to its stakeholders and provides the framework for all its activities in the years to come. Each year, we will report on the progress of our contributions, with humility and determination, to the challenges of longevity and Sustainable development.

Governance	Environment	Social
<p><b>STRENGTHEN TRUST</b></p> <p>Implement CSRD standards throughout the company including dedicated project to upgrade « Board » EPM</p> <p>Strengthen duty of vigilance by updating the plan and reinforce internal audits</p> <p>Reinforce internal communication on CSR topics</p> <hr/> <p><b>EXPLORE PURPOSE-DRIVEN COMPANY (« SOCIÉTÉ À MISSION ») STATUS</b></p>	<p><b>DRIVE PERFORMANCE THROUGH ENVIRONMENTAL EFFICIENCY</b></p> <p><b>Reduce by 5% per occupied bed:</b> CO<sub>2</sub> emissions (from energy consumption), waste generated, water consumption</p> <p><b>Promote circular economy</b> practices (e.g. extend the lifespan of equipment and furniture, collaborate with suppliers for recycled and recyclable materials).</p> <hr/> <p><b>DRIVE ENGAGEMENT AND CHANGE ON SUSTAINABILITY</b></p> <p><b>Sustainability sensibilization</b> &amp; trainings through mandatory e-learning &amp; workshops</p> <p><b>Concrete quick-win initiatives</b> (e.g. encouraging and incentivizing employees to use public transports, bicycle)</p>	<p><b>EXECUTE HR ROADMAP</b></p> <p><b>Build new Group-wide HR policies</b> for employees attractiveness &amp; retention</p> <p>Develop a managerial culture aligned with our values &amp; based on competency &amp; leadership framework</p> <p>Launch a campaign of employee <b>feedback &amp; ideation to enhance their working conditions</b></p> <hr/> <p><b>BRING TO LIFE QUALITY FIRST</b></p> <p><b>Focus on further combining pleasure &amp; nutrition</b> for residents and employees</p> <p><b>Increase personalization of services to residents &amp; families</b></p> <p><b>Improve safety of residents through innovation</b> while getting rid of restraints</p> <p><b>Strengthen local partnerships</b> to increase sense of belonging for residents and employees</p>