











NON-FINANCIAL PERFORMANCE STATEMENT 2021

Groupe Maisons De Famille
Headquarters: 1, place Victor-Hugo, 92400 Courbevoie, France
Share capital: €67,971,888

Siret: 493 488 571

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EDITORIAL

"The two greatest challenges of our time are certainly demographic aging and global warming. In this context, Groupe Maisons de Famille position itself as a singular actor in the sector, committed to serving frail elderly people and their caregivers, contributing positively to both the demographic transition of our societies and the climate transition."

Groupe Maisons de Famille has a strong identity, based on the quality of its care and services as well as its committed employees. Since the Group creation in 2003, we have been aware of our particular responsibility, our demanding social mission to serve our most vulnerable Elder lies and their family caregivers, and the importance of achieving a balanced performance — both financial and non-financial. Our priority is to improve quality for our residents and their families who trust in us, and to improve the quality of life at work for our employees, without whom nothing would be possible. I would like to thank them for their constant commitment. Concerned about our impact in the world and proud of our positive social contribution, our uniqueness is our strength and we translate it into a daily commitment.

CSR at the heart of our social mission

We are convinced that the best way to provide concrete solutions to the challenges of our time is to cultivate a true freedom of speech and to confront a diversity of point of views. This is why we have once again solicited all our stakeholders through a materiality questionnaire at the end of 2021, in order to better understand their expectations and how the Group could meet them.

Profound upheavals are affecting our environment: an aging population, whose consequences have multiple facets - demographic, economic, social, medical, geographic or sociological; global warming, whose profound impact on our societies no longer needs to be demonstrated; a shortage of healthcare personnel; increased demands for transparency; pandemics; rising energy prices, etc. These upheavals are changing our paradigms. In order to **support longevity and sustainable development**, we want to apply our strategy by taking into account environmental, social and governance (ESG) criteria in our activities.

The strength of our uniqueness

Groupe Maisons de Famille has demonstrated its uniqueness by establishing "quality first" as a guiding principle. This ambition is based on our humanist values of commitment, benevolence and high standards.

It is therefore only natural for us that residents and their families should be demanding through their expectations, concerns, desires, suggestions, and complaints, forcing us to remain humble, while pushing us to seek continuous improvements to offer them the quality they deserve. This uniqueness is our strength and provides a solid foundation to accelerate our efforts. This report, and our ESG roadmap that complements it, are part of the actions we are taking to address the challenges of aging and global warming.

Julien Samson, Groupe Maisons de Famille's CEO

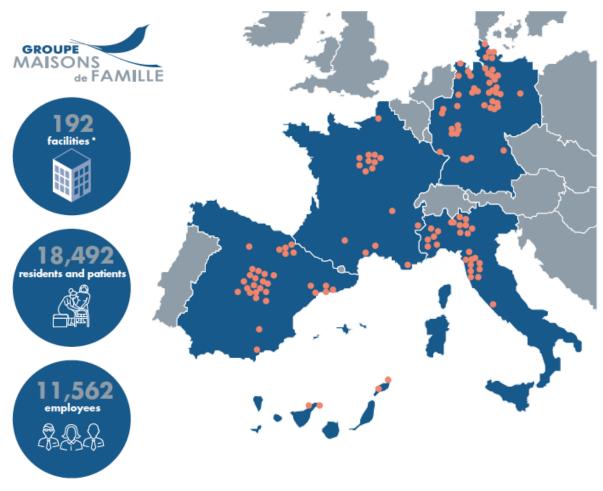
A MODEL THAT CREATES SUSTAINABLE VALUES

Groupe Maisons de Famille is a leading European provider of care, accommodation and support for elderly people, particularly those in a dependent position.

Groupe Maisons de Famille, through its entities, has long-term care nursing homes, day care centres, senior services residences, rehabilitation centres, centres specialising in the care of disabled people and patients suffering from psychiatric illnesses, providing them with social and health care. In addition, **Dorea Familie** provides outpatient services.

The Group is engaged in a continuous process of improvement and transformation, in particular through the ongoing development of skills and the renewal and adaptation of the services offered to meet the expectations of residents, their families and employees. Despite the pursuit of the sanitary crisis and a challenging time, Groupe Maisons de Famille's employees rapidly demonstrated their resilience capacities.

Groupe Maisons de Famille's presence in Europe





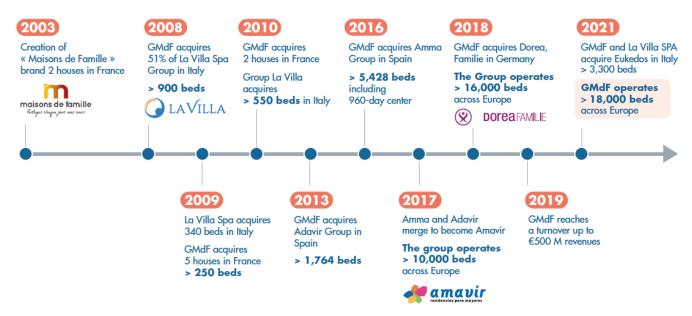






^{*} Operated in 159 sites.

Groupe Maisons de Famille's evolution



By the nature of its activity, the Group responds to a social need that will be predominant in the years to come. Indeed, the care and support of elderly people will become a key challenge as the ageing population is increasing as well as longer life expectancy and higher level of dependency. The dependency ratio (the number of people aged over 65/ the population aged 15-64) in the European Union was at 30.5% in 2018. It is forecasted to increase to 40.8% by 2030 and 57.5% by 2050⁽¹⁾. The Group develops its activities in Europe through several entities.

Groupe Maisons de Famille's: a solid European operator

The Group develops its activities in Europe through several entities. Below is the turnover percentage that represents each entity in the Group total turnover. The ranking of the Group and its entities are based on the number of beds in nursing homes.



⁽¹⁾ Cushman & Wakefield, Market beat: Healthcare sector report 2021, Document for internal use.

Groupe Maisons de Famille: a group with diverse activities

In order to respond to the factors and trends identified below (page 9), 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 the Elderly people needs in each country:

| | Nursing homes | Day care | Ambulatory care | Post-acute & rehabilitation | Psychiatric care clinics | Assisted living | | | | |
|---------|---|----------|-----------------|-----------------------------|--------------------------|-----------------|--|--|--|--|
| France | • | • | | • | | • | | | | |
| Germany | • | • | • | | | • | | | | |
| Italy | • | • | | | • | • | | | | |
| Spain | • | • | | | | • | | | | |
| | Operating facilities. Facilities under development (pipeline). | | | | | | | | | |

Consolidated figures

| | 2019 | 2020 | 2021 | Variation 2020-2021 |
|---|--------|--------|--------|------------------------|
| Number of sites (operated 192 facilities) * | 173 | 175 | 159 | -9% <u>\</u> * |
| Authorised beds | 15,472 | 15,754 | 16,218 | 3%↗ |
| Operated beds | 14,601 | 14,925 | 15,061 | 1% 7 |
| Day care | 1,521 | 1,491 | 1,449 | -3% 😕 |
| Apartments in senior service residences | 878 | 867 | 857 | -1%⊻ |
| Outpatient services | 1,302 | 1,180 | 1,125 | -5% 😕 |
| Apartments in senior service residences | | | | |

^{*} 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.

By country

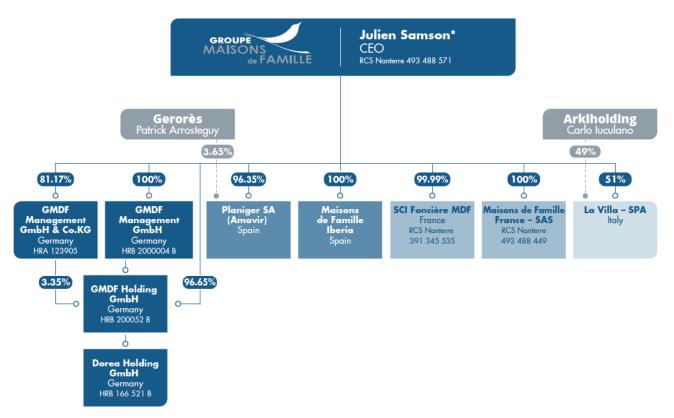
| | 2020 | | | | | | | |
|---|--------|---------|-------|-------|--------|----------|-------|-------|
| | France | Germany | Italy | Spain | France | Germany* | Italy | Spain |
| Number of sites | 17 | 93 | 23 | 41 | 17 | 74 | 27 | 41 |
| Authorised beds | 1,317 | 6,319 | 2,027 | 6,091 | 1,336 | 6,624 | 2,007 | 6,251 |
| Operated beds | 1,277 | 5,559 | 1,998 | 6,091 | 1,277 | 5,535 | 1,998 | 6,251 |
| Day care | 22 | 74 | 20 | 1,375 | 22 | 67 | 20 | 1,340 |
| Apartments in senior service residences | 167 | 700 | - | - | 167 | 690 | - | - |
| Outpatient services | - | 1,180 | - | - | - | 1,125 | - | - |

^{*} The decrease of Dorea Familie number of sites is due to a change in the calculation methodology: locations are counted instead of the number of buildings.

^{*} At a constant perimeter and without modification in the methodology the variation would be an increase of 9.71%

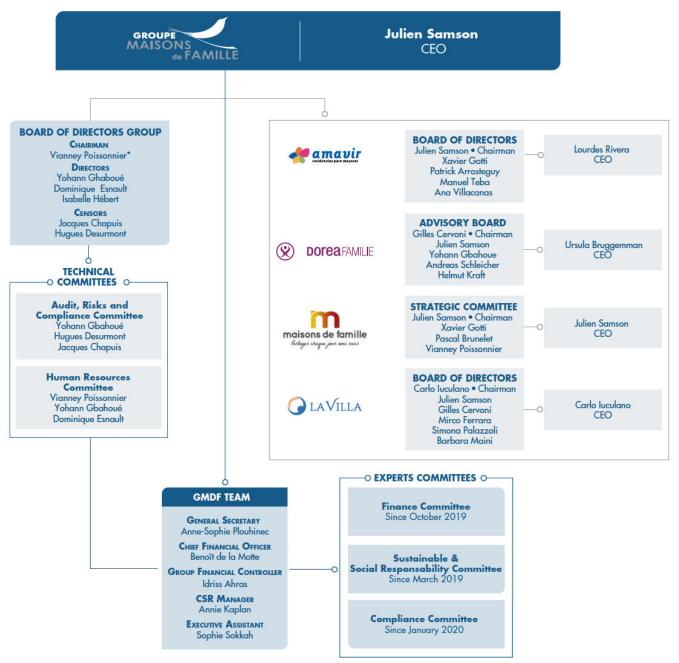
Group Governance

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



^{*} Philippe Tapié was Groupe Maisons de Famille's CEO in 2021. Julien Samson was nominated CEO on January 10th, 2022.

The highest management body of Groupe Maisons de Famille SA is the Board of Directors.



^{*}Vianney Poissonnier was nominated Chairman of the Board of Directors on March 30th, 2022.

As at 31 December 2021, the Board of Directors was composed of five members (three men and two women) and two non-voting members (two men). Moreover, the Group four entities CEOs is composed of two women (Amavir and Dorea Familie) and two men (Maisons de Famille and La Villa).

| Board Directors KPIs | 2021 |
|----------------------------------|-----------|
| Average seniority rate | 3.8 years |
| Average age rate | 56 years |
| Number of meetings | 12 |
| Board meeting participation rate | 95% |
| Parity | 50% |

Two technical committees report to the Board of Directors: the Audit, Risk and Compliance Committee and the Human Resources Committee. The Human Resources Committee is in charge of the Group ESG topics.

In addition, Groupe Maisons de Famille has set up several expert committees since 2019 with the participation of managers from the four countries in which the Group operates: the Finance Committee, the Transparency Committee (Compliance Working Committee) and the S&SR Committee (CSR Working Committee). These Committees continued their work in 2021.

Our Vision and Values

Groupe Maisons de Famille strives to make life easier for the elderly and their families in a responsible and ethical way for the greatest number of people.

To do this, the Group works every day to achieve its Vision of "Helping each individual through the creation of authentic emotional bonds", guided by its corporate values:

The Group communicates its corporate values to the countries and nursing homes through the diffusion of the code of Conduct.

THREE VALUES GUIDE OUR ACTIONS







Groupe Maisons de Famille has identified the factors and future trends that will have an impact on its business in the years to come:

- the rapidly ageing population;
- the increase in the number of dependent persons;
- the increase in life expectancy (four to five generations coexisting);
- the number of cognitive diseases or dementia problems will double in the next 10 years;
- the average accommodation capacity in Europe will increase by 30% in the next 20 years;
- home care is seen as an appropriate solution, but it has its own limitations. New family structures (smaller families, smaller houses, both family members working) make it difficult to care for older people at home;
- the digital transformation;

In this context, the Group has the following strengths: a long-term, family-owned shareholder who is confident and forward-looking, strong local brands, a long-term strategy, committed employees, a highly experienced management team and excellent service. Accordingly, the Group has set itself the following strategic objectives for 2030:

- consolidate existing businesses;
- diversify activities and further expand the network;
- increase the value of the company: increase customer satisfaction, the sense of belonging to the organisation and the quality of service, achieve economies of scale, etc.;
- strengthen human resources policies;
- strengthen the Group's social role;
- strengthen integration and corporate culture.

In 2021, the global pandemic still affected the vast majority of our third parties in different ways. The pandemic affected Groupe Maisons de Famille's strategy and results to a lesser extent than the previous year. The Group guaranteed the health and safety of the elderly and dependent people by quickly putting into place massive vaccination campaigns in the facilities that led to a gradual return to normality in 2021.

The health crisis and new regulations highlighted the need for the nursing homes' sector to constantly adapt their model. New regulations mainly concerning the medicalisation of nursing homes, hygiene processes, staff training, and creation of cohabitation units within nursing homes; salary and career path upgrades should be anticipated.

The early massive campaign vaccination was a real success in all countries. Facilities managed to continue their activities, constantly adapting the operational and medical aspects to face COVID-19 while guaranteeing the well-being of our residents. The positive impact of the massive vaccination campaign allowed a quick return to normal for our activities with animations, interactions between employees and residents. Groupe Maisons de Famille remains vigilant and make sure to keep following the processes, controls and the communication with the families (in the framework of the COVID-19).

Sustainable Development and Social Responsibility

Since 2019, the Group has a S&SR Committee composed of the Group's General Secretary and the CSR managers of the four countries. An external consultant is in charge of advising the Committee.

In 2021, the Group's commitment to corporate social responsibility (CSR) continued to evolve. The main actions carried out in 2021 within the framework of the S&SR Committee were the following:

- appointment of the new Group CSR Manager;
- update of the reporting protocol;
- conduct of a materiality analysis to define the relevant CSR issues for the Group and its stakeholders;
- update of the Group's non-financial risk matrix;
- constitution of an internal communication group within the S&SR Committee.

The Committee met five times in 2021.

In 2022, Groupe Maisons de Famille's teams will work on presenting the policies and actions implemented to manage the main CSR risks and on strengthening the CSR management and reporting systems.

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 CSR 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 were, then gather it into five categories: economic, governance, social, environmental and societal.



• 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.

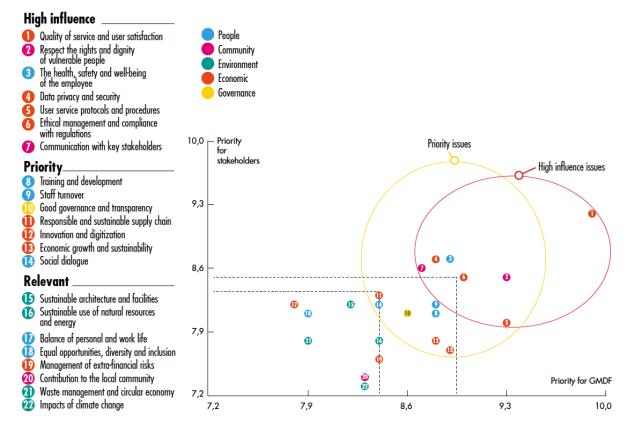


- Prioritization of important issues. By analysing the responses from stakeholders and management, the Group listed the most important issues and classified them from highest to lowest.
- Development of the Group's materiality matrix. This matrix lists the issues according to their level
 of relevance for Groupe Maisons de Famille and its stakeholders. The S&SR 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.

THE IMPORTANCE OF CSR ISSUES

Service quality and resident satisfaction Quality protocols and procedures Respect for the rights and dignity of Ethical management and compliance High with regulations vulnerable people influence Health, safety and well-being of employees Communication with key stakeholders Data privacy and security Employee training and development • Economic and sustainable growth Labour-management relations **Priority** Non-financial risk management Contribution to the local community Waste management and circular economy Impacts of climate change Sustainable architecture and facilitiesSustainable use of natural resources and energyWork-life balance Relevant

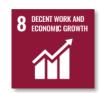
At the end of 2021, the Group carried out an update of the materiality issues with the aim to increase the rate of participation of the stakeholders and identify new potential ESG issues. The Group will report these results in the 2022 non-financial report. Groupe Maisons de Famille will work on establishing the necessary indicators in order to provide an adequate response for the new ESG challenges that may arise.

In addition, the Group asked its stakeholders which of the 17 Sustainable Development Goals (SDGs) should be a priority according to the Group's activity. Below are the top five SDGs identified as most relevant:











NON-FINANCIAL RISK MANAGEMENT

In 2020, 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 SS&R Committee was in charge of identifying non-financial risks, drawing up 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:

- **Risks 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⁽²⁾. Each of these issues were analysed and classified according to the type of non-financial risk that could affect the Group (strategic, operational, compliance, etc.).
- **Risks Consolidation and prioritisation.** 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.
- **Risks Managing.** 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.

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⁽²⁾ See the "Materiality Analysis" section.

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

In 2022, the Group will update its CSR risks mapping, taking into account external and internal context and the materiality results, and will present it to the HR Committee.

| | Main CSR risks | Key performance indicators |
|---|---|---|
| Ethical management and regulatory compliance | Sanctions arising from compliance risks. | Number of complaints received through the whistleblowing mechanism. |
| Quality of service and resident satisfaction | Risk related to poor quality of care, complaints against medical equipment or facilities, negligence or malpractice of employees, etc. | Resident satisfaction rate |
| Health, safety and well-being of staff | 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. | Absenteeism rate Frequency rate of accidents at work and occupational diseases Severity rate of accidents at work and occupational diseases |
| Training and development | Risk related to lack of training which would imply poor quality and poor care service for residents. | Average number of training hours per staff member over the year Rate of trained staff |
| Staff turnover | Difficulties in attracting, hiring and retaining staff, especially for medical jobs, risks of staff shortages, especially for nurses/carers, inadequate hiring, lack of resources, absenteeism, demotivated staff, and deterioration of the working atmosphere. | Turnover rate |
| Data privacy | Violation of the GDPR. | Number of complaints sent to the DPO Number of responses from the DPO Percentage of employees trained in the GDPR |
| and security | 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. | Number of data breaches |
| | Economic penalties resulting from the protection and loss of data or data confidentiality. | Number of data management requests |
| Communication with key stakeholders | 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. The sensitivity of public opinion may evolve more rapidly than the Group's capacity to react, particularly on sensitive and complex issues. | Number of press releases – Number of social networks and followers Number of new negative and positive articles generated in the media |
| Sustainable use of natural resources and energy | 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. | Energy intensity per used bedWater intensity per used bed |
| Waste management and circular economy | Penalties for non-compliance with waste management regulations. | Tonnes of infectious medical waste |
| Impacts of climate change | Risk related to changing regulations on emissions and climate change. | CO ₂ emissions from energy consumption |

CARING FOR OUR RESIDENTS



Quality of Care

Groupe Maisons de Famille's first pillar is the well-being of its residents. The Group places particular importance on the satisfaction of residents and families, who trust the Group's workforce to take care of their loved ones.

The Group strives every day to provide the best possible care for its residents so that they can continue to live as actively and independently as possible, with care that is always person-centred, respectful of their dignity and individuality and adapted to each of their medical requirements and needs.

Each country has its own quality policy to ensure that the services provided comply with applicable laws and regulations, as well as high quality standards through the implementation of best practices. All this is achieved within a framework of continuous improvement and in a safe environment, with a committed, qualified team striving for excellence. Each country has a department responsible for the design, implementation, monitoring and improvement of the quality system.

Quality requires adequate staffing and Groupe Maisons de Famille is proud to invest in human resources. Groupe Maisons de Famille will continue to ensure the right level of staffing and further demonstrate the quality of its services, based on KPIs focused on quality.

Maisons de Famille uses the tool BlueKanGo (quality management system). This tool manages, especially the following aspects: quality and personalised care (standards and processes); listening to customers' needs (resident and family satisfaction surveys); complaint reporting; measurement and improvement (internal audits, surprise visits, self-monitoring).

In 2021, **Maisons de Famille** continued to strengthen its qualitative systems. In this regard mention, the improvement of the monthly quality indicator dashboard with the increase of the number of indicators monitored (catering audits, standards audits, mystery visits, e-reputation via Google reviews), as well as several mystery visits organised to evaluate the quality process.

Maisons de Famille has a quality management system based on the continuous assessment of the needs and expectations of residents and their families. Furthermore, the company complies with all the evaluations established by the competent bodies authorised by HAS (*Haute Autorité de la Santé*).

La Villa quality system implemented at group level starts form ISO 9001:200 European Rules.

The company first obtain this certification from 2001 to 2020. In 2021, La Villa decided no longer to implement the quality system according to this certification but more representative of their activity. 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...).

La Villa quality system is now structured according to the following documents: procedures, protocols, policies, modules, lists and internal documents. Procedures: main processes divided according to the interested organizing areas. Protocols: for specific situations and processes to do a specific task (different for each House according to the requests of the Public Administration). Policies: specify the decisions of the management and the philosophy of the group (image of nursing homes, car management, reimbursements for the employees..). Modules: documents to be fulfilled according to the procedures and protocols for specific activities. Lists: a specific code the lists that are necessary

according to the quality system are shared in the ERP of the group (*i.e.* computers, cars, etc.). Internal documents: Documents produced under control and subject to approval; that are shared in the ERP System with Date and Number of revision (I.E Security documents, *Carta dei Servizi*, Personnel regulation etc.).



Amavir carries out internal and external audits annually to guarantee the quality of its services and to analyse compliance with the objectives established by the Group. Amavir works with a process-based approach and protocols for continuous improvement and uses the SAP application in all work processes and in all nursing homes. In 2021, the quality processes were revised to adapt them to the new care model "Guided by you" that is being implemented progressively in the residences. "Guided by you", is a model that empowers the elderly people and help Amavir accompanying them according to their instructions.

Dorea Familie complies with the applicable law, which requires it to maintain, improve and constantly update its quality management system. Various competent bodies and authorities continuously audit the quality of services. In addition, **Dorea Familie** carries out its own internal audits to ensure, among other things, service quality and resident health and safety.

Dorea Familie focuses on the results obtained from internal and external audits with the aim of continuous improvement. In this way, action plans are carried out around the areas of improvement, increasing employee training if necessary.

Dorea Familie works on a permanent basis to improve its nursing quality and reduction of resident's health risks. **Dorea Familie** has a quality manual where potential risks related to quality are assessed as well as the procedures for the care manager to respond to it. Likewise, all risks of **Dorea Familie**'s residents are recorded and evaluated monthly in the CIRS (quality report on risk management).

The Quality Assurance department, that is in charge of nursing processes and the quality of medical care, is now, also in charge of the rest of the processes that intervene in the activity of the company. All entities of the Group are involved in issues related to food security, as it is a crucial factor for the residents. As such, in each country's quality management systems constantly take into account food security.

Due to the health emergency, each of the countries has a series of protocols to deal with COVID-19, minimise the risk of contamination and continue to ensure the safety and care of all residents and staff.

Resident Satisfaction

Residents are the primary focus of Groupe Maisons de Famille. Thus, The Group and its entities communicate with them and their families through various communication channels in order to provide them with the best possible care and support. The satisfaction surveys carried out by each of the Group's entities are particularly important as it is a mean for residents and families to give their opinion on the quality of service provided and suggest improvements.

Each country has its own procedure for conducting satisfaction surveys.

Maisons de Famille conducts satisfaction surveys one month after residents' admission and at the end of temporary stays. Therefore, there are several types of surveys depending on the evaluation period. Given the epidemic context, Maisons de Famille replaced the usual survey by a specific survey on crisis management.

The overall satisfaction rate of 86% in 2021 is up from 85% in 2020 (this rate is the average of the answers of the questionnaires). The Net Promoter Score (NPS) in 2021 was 44 in comparison to 47 achieved in 2020. The NPS is calculated from the question of the questionnaire "recommendation from a scale of 1 to 10". It is the result of percentage Promoters (extremely likely to recommend with a score from 9 to 10) -% Detractors (not likely to recommend with a score from 0 to 6).

Besides, 48 residents/families posted a Google review obtaining a valuation of 4.5 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.

| Majago da Familla | | Satisfaction | | |
|---------------------------|---------|--------------|------|------|
| Maisons de Famille | 2020 | 2021 | 2020 | 2021 |
| At the end of stay | | | | |
| Residents/Family member | 94 | 161 | 85% | 87% |
| One month after admission | | | | |
| Residents/Family member | 196 305 | | 85% | 86% |

Note. Within the context of the pandemic, a specific survey was conducted in 2020 regarding the management of COVID-19. A total of 254 residents and 592 families responded with a satisfaction rate of 73% and 77%, respectively. Regarding the feeling of safety during this period, the figures were 86% for residents and 80% for families.

La Villa measures residents and families' satisfaction every year through a questionnaire available on the company's website and designed around the various services provided by the nursing homes. In some regions, 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. The data is analysed, and the results are sent to each centre, where management convenes a meeting with residents and family members to explain the results and initiatives to solve the identified issues. In 2021, 473 residents and/or family members participated (570 in 2020): 49.05% were very satisfied and 37.63% satisfied (compared to 49.74% and 44.26% in 2020, respectively). In order to meet families concerns, La Villa focused most of questions on the new organization during COVID period. Families could evaluate the new organization the new activities during the COVID period.

| La Villa | Participation | | |
|-------------------------|---------------|--------|--|
| La VIIIa | 2020 | 2021 | |
| Residents/Family member | 570 | 473 | |
| Satisfaction | 2020 | 2021 | |
| Very satisfied | 49.74% | 49.05% | |
| Satisfied | 44.26% | 37.63% | |

Amavir conducts annual satisfaction surveys. Since 2020, the survey process is online. **Amavir** sends the survey to residents, elderly people in day care and their relatives.

In 2021, 91% of residents and 44% of relatives participated in the surveys, compared with 89% and 43% participation in 2020.

| Amavir | Parti | cipation | Recom | mendation | Overall as | Overall assessment (1) | | |
|----------------|-------|----------|--------|-----------|------------|------------------------|--|--|
| | 2020* | 2021 | 2020* | 2021 | 2020* | 2021 | | |
| Nursing homes | | | | | | | | |
| Residents | 89% | 91% | 89.40% | 89.8% | 8.55 | 8.56 | | |
| Family members | 43% | 44% | 88.60% | 84.4% | 8.06 | 7.77 | | |
| Day care | | | | | | | | |
| Users | NA | 91% | NA | 96.0% | NA | 8.92 | | |
| Family members | NA | 21% | NA | 92.9% | NA | 8.52 | | |

^{*} In 2020 residents and their relatives were not consulted as the day centres were closed for a large part of the year due to the restrictions imposed.

In the survey conducted in 2020 and 2021, **Amavir** added two questions. One question concerned the management of the pandemic in the nursing homes, with a score of 8.57 and 8.27 out of 10, respectively from residents and their relatives (8.74 and 8.37 out of 10 in 2020).

The second question was about the awareness of CSR measures and commitment at **Amavir.** The results show that 40% of the residents and 52% of the family members are not aware of the measures, initiatives and commitments taken yet (52% and 50% in 2020). Amavir through the "Periodico Amavir" (company's newspaper) and social networks has increased the number of news relative to environmental initiatives carried out in the headquarter and residences.

Dorea Familie is committed to conduct such survey in 2022.

⁽¹⁾ The overall assessment score ranges from 1 to 10, being 10 the highest valuation.

Attention to Complaints and Suggestions

In general, the most common methods used by facilities are suggestion boxes, e-mail, post, telephone calls and suggestion forms. Each country has its own protocols to respond, handle complaints and suggestions from residents and families.

Maisons de Famille has an incentive policy for reporting incidents and complaints. Complaints and claims from families and residents are transcribed via a form on the risk management software BlueKanGo. These complaints are tracked through this channel, allowing for a classification of areas for improvement by theme.

The nursing homes directors must hold one meeting per week on the subject and monitor the rate of closure of incidents.

In **La Villa**, all residents, operators and family members can use the specific form B.1811 for reports and complaints. The nursing home management, in addition to taking charge of the report, must describe the resolution carried out with a traced feedback on the form. La Villa is currently in all nursing homes, a computer station for both families and operators. They can open a ticket, which arrives to the house director who must answer. The quality manager through a centralized software controls these tickets.

Amavir has a User Support Service (SAU, *Servicio de Atención al Usuario*), with its specific protocol, from which greetings, suggestions and complaints from the residents and family members are managed.

Dorea Familie's complaint management is clearly regulated in Dorea Familie's quality manual. Each facility manages complaints and the facility management is responsible for providing the most adequate response.

| Complaints* | | 2021 | | | | | |
|---|--------|--------|-------|---------|--|--|--|
| Complaints | France | Italy* | Spain | Germany | | | |
| Number of complaints (residents and families) | 93 | NA | 118 | 1,250 | | | |
| Rate of complaints per resident | 5% | NA | 2% | 17% | | | |

^{*} 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.

^{*} In La Villa complaints are managed at the nursing homes level, and data are not yet consolidated, the company is currently organizing a IT system dedicated to residents and families complaints.

COMMITMENT TO OUR EMPLOYEES









The Group's employees are the cornerstone of its activity. They are fully part of the Group's aspiration to offer an excellent service. Therefore, the Group's entities strive to create for their employees the best possible working conditions for them to develop and grow professionally in a stable, safe and healthy working environment, where the values of the organisation guide their behaviour and their relationships with stakeholders.

Each country has its own human resources policies and procedures covering aspects such as recruitment, training, development and remuneration and health and safety of employees.

The consequences of the COVID-19 pandemic are still visible with the increase of absenteeism due to illness, the difficulty of recruiting qualified personnel for replacements, the departure of some medical personnel (especially nurses), or the physical and emotional fatigue of some of the staff.

During 2021, the health emergency has continued, having been exposed in each of the countries to different waves. The incidence in residences during 2021 has been much lower than that of 2020 and the massive vaccination helped to slowly get back to some normality and guarantee the safety of residents and employees.

The different waves have continued to condition at a certain period the daily activities of residents and their families, even though thanks to the provision of sufficient means (tests, PCRs, PPEs...), together with the experience acquired during 2020, it has been possible to face the situation with greater security. Each country kept implementing the measures it deemed most appropriate in the circumstances, to minimise the effects of the pandemic, while continuing to work on improving its human resources management.

In this context, the priorities of the human resources department in each country were the guarantee of residents and employees security by ensuring the compliance with the health and safety protocols in the workplace, monitoring the vaccination process.

Quality of Employment

Employees

At the end of 2021, Groupe Maisons de Famille had 11,562 employees compared to 11,372in the previous year, spread between Germany (48%), Spain (36%), France (9%) and Italy (7%). Due to the nature of the activity, most of the workforce belongs to the category of nursing staff. As with the sector, women represent the majority of the workforce (83%).

In order to maintain the quality of service to residents and the stability of the workforce, the Group's various facilities favour permanent hiring over temporary hiring, the latter being used to cover sick leave, holidays, maternity leave, etc.

Schedule management is particularly important within Groupe Maisons de Famille because residents must receive the highest quality of service at all times (24/7). In each country, the human resources department is responsible for the planning and organisation of working hours, in accordance with the laws in force. In this respect, there are different types of working hours, depending on the means and needs, but always with the aim of guaranteeing the permanent care of our residents. Thus, in the nursing homes, some work split shifts, some part-time/full-time, some at the beginning/end of the day or at night. **Dorea Familie** uses the software Medifox, where employees can put their preferred schedule.

In addition, all the Groupe Maisons de Famille facilities are concerned with providing an excellent working environment for their staff. For this reason, we measure the quality of the working environment by means of surveys in order to ascertain the level of satisfaction of our employees, their opinions and to identify areas for improvement in accordance with the internal procedure of each country.

In 2020, **Maisons de Famille** surveyed 1,188 employees (nursing homes and headquarters) with a result of an overall satisfaction rate of 95%. In between April and June 2022, Maisons de Famille will launch the same survey.

La Villa conducts an anonymous satisfaction questionnaire to all staff working in the houses once a year, Maisons de Famille every 18 months and Amavir every two years.

La Villa conducted its survey in 2021. The results were presented in each house with the aim to give feedback to all the employees involved.

In October 2021, **Amavir** launched surveys in all the nursing homes. For the most part, scores were higher than in 2018 so was the participation (45% participation). In most of the answers, the evaluation has been "good". In recognition of a job well done, most of the respondents indicated that it was "less than expected". The state of motivation and integration in the group is considered "high", as well as the commitment and the actions carried out regarding the protection of the environment.

Dorea Familie usually conducts its satisfaction survey annually. In order to be instantly aware of its employees' level of satisfaction, **Dorea Familie** uses the company's app on some specific topics. For example, newly recruited employees can give their feedbacks on the on-boarding process; employees are also requested to give their feedbacks after every workshop.

2021 Group's workforce

| | 2020 | 2021 | Variation |
|--|--------|--------|-----------|
| Percentage of employees with a permanent contract | 87% | 91% | 4% |
| Percentage of part-time employees | 53% | 52% | -1% |
| Percentage of women | 83% | 83% | 0% |
| Headcount at end of period (31/12) – Total headcount | 11,372 | 11,562 | 2% |
| Number of permanent employees | 9,890 | 10,559 | 7% |
| Number of non-permanent employees | 1,482 | 1,003 | -32% |
| Number of full-time employees | 5,328 | 5,576 | 5% |
| Number of part-time employees | 6,044 | 5,986 | -1% |
| Under 26 years old | 1,075 | 1,124 | 5% |
| 26 to 35 years old | 2,287 | 2,271 | -1% |
| 36 to 45 years old | 2,674 | 2,526 | -6% |
| 46 to 49 years old | 1,133 | 1,322 | 17% |
| 50 to 54 years old | 1,490 | 1,520 | 2% |
| 55 to 60 years old | 1,760 | 1,776 | 1% |
| Over 61 years old | 953 | 1,023 | 7% |
| Number of men in the total workforce | 1,936 | 2,006 | 4% |
| Number of women in the total workforce | 9,436 | 9,556 | 1% |
| Scope: 100%. | • | | |

Besides, each country offered their employees measures to help manage the psychological impact and after effects of the pandemic (mental fatigue, mainly): psychological counselling, specific training, or workshops to share and create a space of relief.

Due to the pandemic, nursing home professionals have experienced a very difficult period. Jobs that were already hard were made harder with the complexity of the context. Moreover, the nursing home sector historically suffered from social invisibility, indeed, knowledge about the professional profiles and the functions they perform is very little known by the public. This is why, **Amavir** launched the "I am Amavir" campaign, to give visibility to the professionals who work in the company. It is a project based on videos to professionals in which they tell what their work consists of and where it is sought to get to

know them from a more personal point of view. During 2021, the first three chapters of this project have been broadcasted; the videos are hosted on the **Amavir** website and spread through the company's social networks.

Turnover

Groupe Maisons de Famille is aware of the turnover challenge of its sector, to tackle that the Group make sure to guarantee a quality service and provide employees with a stable workplace. To this end, each entity strives to identify, attract and retain the best profiles.

2021, as for the year before COVID-19 had an impact on staff turnover levels in the entities, mainly due to the number of sick leaves and the need to reinforce resources to meet needs at any given time.

| | 2020* | | | | | 2021 | | | | |
|---|--------|-------|-------|---------|-------|--------|-------|-------|---------|-------|
| Permanent contracts | France | Italy | Spain | Germany | Total | France | Italy | Spain | Germany | Total |
| Employer-initiated turnover (permanent) | 17% | 8% | 12% | NA | 12% | 16% | 7% | 12% | NA | 12% |
| Employee-initiated turnover (permanent) | 20% | 14% | 16% | NA | 16% | 18% | 15% | 16% | NA | 16% |

^{*} Scope: 2020. 52% (no data available for Germany). Scope 2021: 52% (no data available for Germany). Although Dorea monitors its turnover, the data is not included because a different calculation methodology is used.

| | 20202021 | | | | | | | |
|---|----------|-------|-------|---------|--------|-------|-------|---------|
| Permanent contracts | France | Italy | Spain | Germany | France | Italy | Spain | Germany |
| Turnover (permanent) | 24% | 14% | 18% | 25% | 23% | 16% | 18% | 27% |
| Dorea uses a different calculation methodology. | | | | | | | | |

Labour-management relations

In Groupe Maisons de Famille, social dialogue is facilitated at country level according to the specific characteristics of each zone.

Maisons de Famille social dialogue is carried out through the Social and Economic Committee (CSE) in each house (where information on organisational changes in the company, new regulations are updated) and the Group Committee at central level. The CSE and the Group Committee meet every two months and once a year, respectively. Moreover, **Maisons de Famille** manages labour relations with a collective convention.

La Villa, following the setting of collective agreements, informs the social partners of issues related to personnel (*e.g.*, working hours, hiring). In La Villa, the use of Zoom for meetings has greatly facilitated the social dialogue between unions and employees. This dialogue remains based on collaboration between parties and focuses on the common goal of preserving jobs, despite the effects of the pandemic on the occupancy rate.

Amavir, as required by the applicable legislation, social dialogue between the company and its employees take the form of a direct dialogue with the trade unions and representative bodies at each workplace. The company guarantees its employees the right to join trade unions, as well as the right to elect their representatives. At the end of fiscal year 2021, the company had 238 employee representatives. Furthermore, 100% of the workforce is covered by collective labour agreements.

Equality and Diversity

As stated in the Code of Conduct, Groupe Maisons de Famille is an inclusive and non-discriminatory employer that facilitates the professional integration of people with difficulties in accessing employment and under-represented social and/or ethnic groups. Through the communication of the Code of Conduct on each website, the Group ensures that its suppliers, customers and business partners are aware of the Group's diversity policy.

In addition, countries develop internal policies, regulations and mechanisms or adhere to national regulations governing these aspects.

Number and percentage of women in management positions

| Women in management | 2021 | | | | | |
|--|--------|-------|-------|---------|-------|--|
| women in management | France | Italy | Spain | Germany | Total | |
| Number of women in Board of Director | 0 | 2 | 1 | 0 | 3 | |
| Percentage of women in Board of Director | 0% | 33% | 20% | 0% | 16% | |
| Number of women in CEO position | 0 | 0 | 1 | 1 | 2 | |
| Percentage of women in CEO position | 0% | 0% | 100% | 100% | 50% | |
| Number of women in executive committee | 5 | 4 | 6 | 3 | 18 | |
| Number of women directors of nursing homes | 11 | 16 | 33 | 55 | 115 | |
| Percentage of women in executive committee | 55% | 50% | 50% | 33% | 47% | |
| Percentage of women directors of nursing homes | 73% | 84% | 80% | 69% | 75% | |

In France, companies with more than 50 employees publish their gender equality index every year. **Maisons De Famille** has designed its Gender Equality Plan, which includes measures relating to recruitment, work-life balance, effective remuneration and reducing the gender pay gap, as well as training and career development.

As an inclusive employer, **Maisons De Famille** has closed an agreement with *Apprentis d'Auteuil*, a foundation, recognized as a public utility since 1929, which supports more than 30,000 young people and 6,000 vulnerable families. It supports young people in difficulty through reception, education, training and integration programs.

Maisons de Famille hired two students for internships coming from one of the high school of *Apprentis d'Auteuil* is a foundation that have been acting for years to train young people in difficulties) network. The training position of the intern in the company corresponds to a caregiver assistant position.

Maisons de Famille is a pioneer in the SAPAT (Services to People and Territories that aims at ensuring the inclusion of rural territories) diploma for internships, as it only existed in initial training, but not in the work-study format. The SAPAT diploma corresponds to a Professional Baccalaureate (secondary education).

Amavir has an Equality Plan that sets out the company's various commitments in this regard, including recruitment, training and development, work-life balance and remuneration. It also has a specific protocol for preventing, detecting and acting on situations of sexual harassment or harassment based on gender, which is part of the Equality Plan.

People with Disabilities

People with disabilities account for 3.42% of Groupe Maisons De Famille's total workforce. The legislation requires in France, Italy, Germany and Spain to hire a certain number of people with disabilities.

Given the nature of the Group's activities, all facilities are accessible to people with disabilities.

Maisons De Famille established a partnership with *Nouvelles Voies*, an entity that supports employees with administrative and legal procedures for obtaining a RQTH (recognition of the status of worker with disabilities). In addition, the company made a note and campaign to spread awareness and inform employees and managers about the RQTH disabilities. These initiatives communicated to the members of the CSE all along the regular meetings.

| 2021 | Italy | France | Spain | Germany |
|---|-------|--------|-------|---------|
| Percentage of employees considered to have a disability | 4.89% | 4.07% | 1.95% | 4.17% |
| Number of employees considered to have a disability | 41 | 43 | 81 | 230 |
| Scope: 100%. | | | | |

| | 2020 | 2021 | Variation |
|---|------|------|-----------|
| Percentage of employees considered to have a disability | 2.9% | 3.4% | 0.5% |
| Number of employees considered to have a disability | 332 | 395 | 19.0% |
| Scope: 100%. | | | |

Training and Career Development of Employees

Training is one of the strategic levers for developing skills within the Group. As such, the various facilities foster the development of their employees' knowledge and skills so they can provide the best quality of service in terms of resident care and respond to the new challenges of the sector.

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

Maisons De Famille has a training policy linked to the Group's strategic challenges, as well as a specific process in which new objectives are defined each year. Each nursing home develops its own annual training plan based on the employees' individual needs that are identified as part of the performance appraisal. In addition, in 2020, the company launched its own e-learning platform. During 2021, the following activities were carried out: deployment and support of the e-learning platform in all the nursing homes and preparation of informative notes to employees on existing training programs.

In **La Villa**, each house has its training plan compliant to the law provisions. In 2021, only the health and safety courses that are legally mandatory were held. 70% of the trainings were online and 30% physical. In 2021, the trainings on health and safety that could not be held the year before (due to COVID) were given.

Amavir launched "Amavir School", a training programme based on the facilities' needs. This programme puts employees at the centre of the process, giving them the opportunity to decide on their own training path. All training activities are voluntary, with the exception of those related to occupational risk prevention and Legionnaires' disease.

In 2021, 66 training actions were included in the program. Within the school, there are also soft skills trainings that help professionals manage the aftermath of the pandemic.

Dorea Familie has its own training policy and an annual training plan consisting of different programmes, some are in a digital platform (e-learning programme). Among them, the Leadership Academy 2.0 stands out, offering an individual training plan for nursing home managers and nursing executives. Leadership trainings have been interrupted until November 2021.

| | 2020* | 2021 | Variation |
|---|--------|---------------------|-----------|
| Average number of training hours per employee over the year | 2.8(1) | 16.6 ⁽²⁾ | 495% |
| Rate of employees trained (%) | 35.5% | 44.6% | 26% |

Scope: 52% in 2020 (no data available for Germany).

During the year 2021,188,331 hours of training were provided and attended by 5,058 employees, representing an average of 16.60 hours of training per employee.

In 2021, training was one of the aspects most impacted by the COVID-19 pandemic, as face-to-face training had to be stopped and postponed. Wherever possible in each country, part of the training was conducted online.

⁽¹⁾ The figures for Italy only include training hours entered in the payroll system and do not take into account all in-housetraining.

⁽²⁾ Data reported by Dorea includes only Leadership and Elearning.

Development Programmes

Maisons De Famille offers external and internal training programmes with specific certifications.

Internal training

- A Human Resources Pathway has been developed internally and offered to the houses in order to increase their skills on Human Resources subjects (training, labour law, personnel administration and payroll). A certificate is delivered when the programme is completed.
- Some e-learning modules have a specific certificate.

External training

A specific programme with OPCO (Opérateur de Compétences who finances training in France)
called Pro-A for "Nursing Assistant" or the "Advanced Practice Nursing". The employee carries out a
training programme in a school while keeping on working in the company.20 employees benefited
from the Pro-A programme in 2021.

In addition, it is involved in an official procedure (VAE – *validation des acquis de l'expérience*) by which any French educational institution is authorised to issue diplomas based on professional experience. Nine employees benefited from this procedure in 2021.

La Villa is currently working on the design of policies that regulate both career development and professional growth path.

In February 2020, **Amavir** launched the "Amavir Succession Plan: selecting in-house talent", it aims at identifying and assessing professionals wishing to become future directors of nursing homes. This programme had to be suspended due to COVID-19 and is being resumed in 2022.

Dorea Familie has a Leadership 2.0 Academy; this training "Thinking in Possibilities" and aims at developing skills (ability to direct, present and argue). For three or two days, small groups of five to eight people are trained, among them heads of departments at the headquarter and nursing homes directors.

Performance Appraisal

At **Maisons De Famille, employees** benefit from an annual appraisal. During this appraisal, the employees and their managers review the career path, developments and trainings. This process is coordinated via an online platform.

Dorea Familie has implemented the evaluation of all facility managers. Regional managers rate them, using a point system in a skills and performance matrix to assess the potential for development of social, leadership, economic and marketing skills. As a result, 59 managers were assessed according to the new manual developed (Calibration Manual). Calibration has been also prepared for regional directors, heads of nursing and department heads at the headquarters.

Health and Safety at Work

Groupe Maisons de Famille constantly seek to guarantee the health and safety at work of its employees. In particular, nursing homes' staff that are most exposed to risks linked to physical activity,

To reduce the incidence of occupational illnesses and accidents, sick leave and absenteeism, each entity ensures its employees optimal and safe working conditions. Thus, each entity invests in appropriate trainings and equipment adapted to the tasks and activities in order to limit risks of injury and trauma.

Each Group entity develops its own internal policies, procedures and protocols to manage health and safety issues. In this way, each company identifies its main occupational hazards and plans the corresponding preventive measures.

The main activities carried out by the different countries focused on:

- ensuring compliance with regulations and guidelines from national health agencies;
- assessing and updating health and safety risks (the main risk analysed and assessed has been those related to the SARS-COV-2 pandemic);
- developing protocols, procedures and instructions;
- procuring personal protective equipment;
- providing specific training on COVID-19;
- providing psychological support to deal with physical and emotional stress and fatigue;
- monitoring of infections and vaccinations;
- providing a frequent flow of information on the situation in the nursing homes and the measures implemented.

| | 2020* | 2021 | Change |
|--|-------|------|--------|
| Frequency rate of occupational accidents or diseases | 39.2 | 35.9 | -8% |
| Severity rate of occupational accidents or diseases | 2.0 | 1.4 | -26% |
| Severity rate of occupational accidents or diseases | 2.0 | 1.4 | -26% |

Scope 2020: 52% (no data available for Germany). Scope 2021: 52% (no data available for Germany, the new system to monitor accidents in Dorea Familie was implemented in 2021; the full data will be available for 2022).

| 2021 | France | Italy | Spain | Total |
|--|--------|-------|-------|-------|
| Frequency rate of occupational accidents or diseases | 71.9 | 50.2 | 26.9 | 35.9 |
| Severity rate of occupational accidents or diseases | 6.0 | 1.4 | 0.6 | 1.4 |

Scope: 52% (no data available for Germany, the new system to monitor accidents in Dorea Familie was implemented in 2021; the full data will be available for 2022).

| 2020 | France | Italy | Spain | Total |
|--|--------|-------|-------|-------|
| Frequency rate of occupational accidents or diseases | 76.0 | 94.3 | 20.7 | 39.2 |
| Severity rate of occupational accidents or diseases | 7.5 | 2.9 | 0.7 | 2.0 |
| Scope: 52% (no data available for Germany). | | | | |

| 2021 | France | Italy | Spain | Total |
|---|--------|-------|-------|-------|
| Rate of absenteeism due to illness (%) | 9.8% | 5.2% | 5.4% | 6.1% |
| Rate of absenteeism due to occupational accidents (%) | 2.2% | 0.6% | 0.6% | 0.9% |

Scope: 52% (no data available for Germany, the new system to monitor absenteeism in Dorea Familie was implemented in 2021; the full data will be available for 2022).

| 2020 | France* | Italy | Spain | Total |
|---|---------|-------|-------|-------|
| Rate of absenteeism due to illness (%) | 10.5% | 6.7% | 7.1% | 7.5% |
| Rate of absenteeism due to occupational accidents (%) | 3.3% | 1.4% | 0.5% | 1.0% |

Scope: 52% (no data available for Germany).

Note. Absenteeism is calculated on permanent contracts for France and Italy. Spain endeavours to report absenteeism using the same methodology; in 2020, data was reported including both permanent and non-permanent contracts.

The absenteeism data for Maisons de Famille in 2020 was modified due to a calculation error.

EXIGENCY, ETHICS AND COMPLIANCE

The Code of Conduct is an essential reference element concerning respect for ethics and compliance within Groupe Maisons De Famille. The Code, applicable to all Group companies, came into force in December 2017 and was updated during the 2021 financial year. The top management of the countries have signed it to make their commitment more visible.

The Code of Conduct is based on the Group's values (commitment, exigency and benevolence) and helps to guarantee the achievement of our ambition "to be the benchmark in providing support for our seniors to live well and age gracefully". This ambition requires us to have strong values, an assertive identity and rigorous ethics.

This Code applies to employees, managers and providers in each country where the Group operates, in accordance with international standards and new legislative requirements. It also specifies the principles and operating methods in which everyone can identify and flourish, regardless of their culture or country.

The Code is available on the Maisons De Famille, La Villa, Amavir and Dorea websites.



Content of the Code of Conduct

Fulfilling our commitments as a company

- Selection and fair treatment of suppliers
- Competition
- Conflicts of interest
- Political activities and lobbying
- Gifts and invitations in relations with partners and Group business relationships
- · Corruption and facilitation payments
- Confidentiality
- · Representation of the Group
- Privacy and personal data protection
- Financial and business records and the fight against money laundering

Fulfilling our commitments as an employer

- · Health, hygiene and safety
- Diversity
- Bullvina
- Sexual harassment

Fulfilling our commitments as a responsible group

- · Environmental responsibility
- · Contribution to the community

Monitoring rules and procedures

- · Scope of application and Employee obligations
- Reporting
- Circulation
- Specific duties of supervisors
- Control
- Sanctions
- Professional whistleblowing mechanism
- Processing of personal data

Non-compliance with the rules of behaviour set out in this Code of Conduct may result in disciplinary sanctions up to and including dismissal, in accordance with applicable national standards, with the exception of the possible adoption of different sanctions linked to responsibilities of a different nature. In 2020 and 2021, there were 0 breaches of the Code of Conduct.

With the aim of improving the effectiveness of the Code of Conduct and Compliance, Groupe Maisons De Famille will keep strengthening the internal communication within the group.

Compliance Governance

The Group consolidated its compliance governance with the creation of a Transparency Committee whose objective is to support the Audit, Risk and Compliance Committee reporting to the Board of Directors, in its function of supervising the effectiveness of the Group's compliance system. The aim of this Committee is to develop a common compliance policy at the group level and foster a compliance culture in the company.

Accordingly, the Group's compliance governance is monitoring by the Transparency Committee, which is composed of the Compliance Officer (representing the Group) and the Compliance Officers of each of the Maisons De Famille, La Villa, Amavir and Dorea companies, whose appointments were formalised in 2020.

The Transparency Committee is in charge of sharing processes and projects, establishing tools, defining and suggesting KPIs and identifying strategies and synergies to help improve the Group's Compliance system. The Committee drafts an annual report. The Committee submits this document to the Audit, Risk and Compliance Committee and the Board of Directors.

The Committee met four times during 2021, including workshops.

The anti-corruption risk map for the Group and for each of the four countries is set up. Each country periodically assess the compliance risks inherent to the business, maintaining the corresponding risk map. In 2021, the risk map was presented to the Board.

In addition, the Group has carried out a due diligence process which has highlighted the need to strengthen certain processes. In this respect, an internal control process perform the result of audit to improve the processes.

The implementation of a training programme is essential in order to spread the culture of integrity throughout the Group. As such, a training programme is being designed.

Internal Whistleblowing Platform

Groupe Maisons De Famille has a whistleblowing mechanism whereby any employee of the Group can report any conduct or situation that violates the Code of Conduct or the law (https://groupemaisonsdefamille.whistleblowernetwork.net/frontpage).

The whistleblowing process is encrypted and password protected; the identity of the whistle-blower, the persons named and the information collected are all treated confidentially.

Amavir, Maisons de Famille and La Villa have not received any complaints on the platform (https://groupemaisonsdefamille.whistleblowernetwork.net/frontpage). Dorea Familie received two complaints on the alert platform in 2021 (0 complaints in 2020). In order to respond in the most accurate way to this alerts, Dorea Familie conducted an investigation and as a result, they were not compliance issues at the core.

Employees can also contact their immediate supervisor or, failing that, the Human Resources department to report any information regarding possible violations of the Code or applicable laws.

Anticorruption

The Code of Conduct sets out a zero-tolerance policy on corruption.

It strongly condemns all forms of corruption in dealings with business partners and institutions by employees, suppliers and customers, as well as all forms of corruption with the public administration, and lists the following practices as wrong:

- offering, promising or giving money, including facilitation payment or anything else of value (gifts, invitations, etc.):
 - to a representative of public authorities, a political party or political player, a trade union or trade union player,
 - to a charity or similar organisation with the aim of obtaining any undue advantage for the Group from a representative of public authorities, a political party or a trade union,
 - to an employee or representative of another company that may cause them to breach their duty of loyalty to their company;
- anything that might cause us to breach our duty of loyalty to the Group or be perceived as influencing a business relationship;
- using third parties to do something we are not allowed to do or do not allow ourselves to do directly. This requires us to exercise great care in the selection and monitoring of our suppliers.

The Code of Conduct also details other sections relating to conflicts of interest, political activities and lobbying, gifts and entertainment in relationships with the Group's partners and business associates, financial and business records and anti-money laundering. In this context, the Group makes the following recommendations:

- we must ensure that our direct and/or indirect personal interests and activities do not conflict with the interests of the Group;
- the Group does not contribute to political parties or politicians. The Group respects the right of each
 employee to participate in political activities in a personal capacity, while making it clear that in doing
 so they do not represent the Group;
- gifts may not be accepted if they interfere with our independence of judgement in the performance of our duties;
- each employee or department of the Group is responsible for the truthfulness, authenticity and originality of the documentation and information processed. Appropriate supporting documentation, easily accessible and recorded according to appropriate criteria that allow easy consultation, must be kept for any accounting statement that reflects a Company transaction.

In addition, Groupe Maisons De Famille is a member of Transparency International, a non-governmental organisation that works in over 100 countries to combat corruption, bringing together civil society, the private sector and governments in a broad global coalition. To increase its commitment to transparency and the fight against corruption, the Group participates with other major French companies in meetings where best practices in compliance, ethics and transparency are shared and promoted.

In collaboration with Transparency International France, in 2020 two training sessions were organised (two and a half hours and two hours respectively) on the theme of "Combating corruption: Issues for the company and its employees". A total of 17 Group and country managers attended these sessions. As a continuation of these sessions in 2022, a third training session will be organized for the top management and people identified at risk.

Furthermore, it was described on page 35 (Internal communication on CSR) there was an action to promote compliance awareness consisting of the design and dissemination of a poster for the anticorruption day communication campaign.



In addition, **Amavir** has been a signatory partner of the UN Global Compact since 2017, including the commitment to integrate the 10 principles related to human rights, labour, environment and anti-corruption into its business strategy, as well as to promote the Sustainable Development Goals (SDGs).

EXIGENCY ON DATA AND INFORMATION SYSTEMS SECURITY

Data Privacy and Data Security Management

Groupe Maisons De Famille is committed to protecting the security of the personal data of all its stakeholders, particularly its employees, residents and business partners. The Group only collects and retains the data necessary for its business in accordance with its data policy.

The Group has a specific governance structure for the management of issues arising from the General Data Protection Regulation (GDPR). In order to manage these topics, the Group set up a Data Protection Officer (DPO) committee in 2019, composed of the DPO of each country and the person in charge of ensuring compliance with the GDPR. The Committee did not meet in 2021.

The DPO Committee aims at ensuring compliance with data protection regulations across all Group companies. Some of its functions are to monitor security data, design action plans, create a consolidated reporting system, share GDPR best practices, create synergies, etc., all of which will improve the Group's data policy.

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.

In addition, each country has its own internal regulations and protocols regarding security and data protection. **Amavir** has a protocol in the event of information security breach, and is in the process of certification to the ISO 27001 information security standard.

Each of the countries ensures information security management by implementing corresponding controls such as anti-virus systems, VPN control systems, user login systems, web restriction via a proxy server, hosting on highly secure data centre servers, etc. As an example, **La Villa** security systems is outsourced to the SOC of Vodafone Rete Unica with a firewall in cloud.

In addition, at country level, training on the GDPR and internal regulations is provided, and awareness of phishing is raised, among other things. Dorea Familie is currently working on the sensibilization its employees on fishing emails. So far, **Dorea Familie**'s DPO trained the majority of **Dorea Familie**'s executive committee and the director of residences on the GDPR.

Groupe Maisons De Famille received 31 requests for rights of access, rectification, data portability, etc., 100% of which were satisfied. In addition, no personal data security breaches were recorded during the year and no complaints were received from the data protection agency in any country.

| 2021 | France | Germany | Italy | Spain | Total |
|---|--------|---------|-------|-------|-------|
| Percentage of employees aware of the GDPR and its implications (%) | 100% | 100% | 100% | 100% | 100% |
| Number of permanent employees trained by e-learning | 512 | 1,213 | 180 | 0 | 1,905 |
| Percentage of Executive Committee members at headquarters and facility managers trained on site (%) | 95% | 62.63% | 54% | 0% | 50% |
| Number of requests sent to the DPO | 0 | 24 | 0 | 7 | 31 |
| Number of responses from the DPO | 0 | 23 | 0 | 7 | 30 |
| Number of requests | 0 | 0 | 0 | 0 | 0 |
| Number of data breaches | 0 | 9 | 0 | 0 | 9 |
| Scope: 100%. | | | | | |

| 2020 | France | Germany | Italy | Spain | Total |
|---|--------|--------------------|-------|-------------------|-------|
| Percentage of employees aware of the GDPR and its implications (%) | 100% | 100% | 100% | 100% | 100% |
| Percentage of permanent employees trained by e-learning (%) | 0% | 8% | 18% | 0% | 5% |
| Percentage of Executive Committee members at headquarters and facility managers trained on site (%) | 95% | N/A ⁽¹⁾ | 47% | 2% | 39% |
| Number of requests sent to the DPO | 0 | 1 | 0 | 63 ⁽²⁾ | 64 |
| Number of responses from the DPO | 0 | 1 | 0 | 63 | 64 |
| Number of requests | 0 | 0 | 0 | 0 | 0 |
| Number of data breaches | 0 | 0 | 0 | 0 | 0 |

Scope: 100%.

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 2021, measures were developed such as renewing IT equipment, implementing new software to digitising invoices, bank statements, payroll, and so on, setting up solutions to access remotely (VPN systems, team viewer) and promoting videoconferencing (for example, Microsoft teams). Telemetering of light meters project is one of the initiatives to highlight in 2021. This project, carried out in all the residences of Amavir, allows a remote access to the data on electricity consumption meters being able to assess online the consumptions.

⁽¹⁾ No data available for Executive Committee members trained in Germany.

⁽²⁾ In 2020, due to the management of the COVID-19 crisis, many relatives requested access to medical records. All of them received the requested information via the Logalty delivery platform (which ensures security and confidentiality).

COMMITMENT TO STAKEHOLDER COMMUNICATION

Groupe Maisons De Famille maintains a smooth, transparent and constant dialogue with its main stakeholders through various communication channels, through which it seeks to understand and respond to their needs and expectations.

Nowadays, E-reputation is a significant topic for individuals and companies, Groupe Maisons de Famille is highly aware of that and therefore considers that managing communication with the various stakeholders is particularly important. Besides, each company monitors its online reputation through different tools (for instance, Mention in France or Uberall in Germany).

Accordingly, and within the framework of the S&SR Committee, an initial review was carried out on the identification of the Group's main stakeholders, their importance to the company and the main existing communication channels. Each country has established its own stakeholder map.

The Group's main stakeholders are employees, residents and their families, shareholders, public administrations, suppliers, society, media and partners (financial and real state).

| Main stakeholders | Groupe Maisons de Famille main communication channels | | | | | | |
|---------------------------------|--|--|--|--|--|--|--|
| Residents and relatives | Satisfaction surveys Newsletters/Magazines Residence activities In-person Letters Website | Social networks Telephone, postal mail or email App Informational meetings Non-financial performance statement | | | | | |
| Employees | Satisfaction surveysNewslettersInternal communicationsMeetings | Mail App Non-financial performance statement Workers representatives bodies | | | | | |
| Shareholders | General MeetingManagement Meetings | Financial and Non-financial performance statement | | | | | |
| Public administration | Website | Email, mail and telephone | | | | | |
| Media | Website Mail | Social networksNon-financial performance statement | | | | | |
| Suppliers and service providers | WebsiteEmail and mailMeetings | LettersSocial networks | | | | | |
| Partners | WebsiteMeetingsMail and email | Social networksNon-financial performance statement | | | | | |
| Society | WebsiteMailSocial networks | Collaboration activitiesNon-financial performance statement | | | | | |

During this pandemic time, communication became more and more crucial to inform employees, residents, their families on the various situations faced in the nursing homes, the measures and protocols implemented to contain and guarantee maximum protection and safety for all, taking into account the particular circumstances of each country.

As the crisis caused by COVID-19 passes, the different activities of each house with residents, families, employees and local communities are recovering (Christmas Party with families, open door day, holding markets, family day...).

Aware of the diversity of interests and lifestyles in each country, the Group maintains a decentralised management of communication, so that each company can find the best way to communicate

transparently and responsibly with its environment, through the channels it deems most appropriate to foster relationships of mutual trust.

Each country has a website (listed below), which has become one of the essential communication tools to provide information about them, their catalogue of services and news, among other aspects:

- Maisons De Famille: https://www.maisonsdefamille.com;
- La Villa: https://www.lavillaspa.it;
- Amavir: https://www.amavir.es;
- Dorea Familie: https://doreafamilie.de.

In 2021 **Amavir** and **Dorea Familie** have relaunched their website consisting of the revamping of the design, contents and functionality, mainly.

| 2021 | France | Spain | Italy | Germany | Total |
|---------------------------|---------|---------|---------|---------|-----------|
| Number of user web visits | 107,236 | 366,629 | 200,387 | 306,048 | 980,300 |
| Number of page views | 314,152 | 701,878 | 334,267 | 897,605 | 2,247,902 |
| Scope: 100%. | | | | | |

| 2020 | France | Spain | Italy | Germany | Total |
|---------------------------|---------|---------|---------|-----------|-----------|
| Number of user web visits | 81,920 | 317,097 | 193,116 | 340,888 | 933,021 |
| Number of page views | 354,910 | 691,846 | 547,914 | 1,001,139 | 2,595,809 |
| Scope: 100%. | | | | | |

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

| 2021 | France ⁽¹⁾ | Spain ⁽²⁾ | Italy ⁽³⁾ | Germany ⁽⁴⁾ | Total |
|---------------------|-----------------------|----------------------|----------------------|------------------------|--------|
| Social media | 3 | 6 | 3 | 5 | - |
| Number of followers | 3,747 | 73,939 | 16,113 | 2,559 | 96,358 |

Scope: 100%.

- (1) Facebook, Instagram and LinkedIn.
- (2) Facebook, Twitter, Instagram, LinkedIn, YouTube and TikTok.
- (3) Facebook, Instagram and LinkedIn. All the residences have also Facebook, Instagram and LindekIn pages.
- (4) Facebook, Instagram, YouTube, Twitter and LinkedIn. Social network activity at Dorea is currently quite limited.

| 2020 | France | Spain | Italy | Germany | Total |
|---------------------|--------|--------|--------|---------|--------|
| Social media | 3 | 6 | 3 | 4 | - |
| Number of followers | 2,329 | 68,629 | 14,056 | 2,368 | 87,382 |
| Scope: 100%. | | | | | |

The Group has a total of 96,353 followers on social media, with Spain accounting for 76% of the total, followed by Italy with 17% and France and Germany with 4% and 3%, 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. **Dorea Familie** and **Maisons De Familie** will work to strengthen and professionalise their social networks activities to reach more audiences.

| 2021 | France | Spain | Italy | Germany | Total |
|--|--------|-------|-------|---------|-------|
| Number of press releases | 15 | 33 | 52 | 7 | 107 |
| Number of positive media stories generated | 245 | 976 | 143 | 290 | 1,654 |
| Number of negative media stories generated | 45 | 361 | 9 | 48 | 463 |
| Scope: 100%. | | | | | |

| 2020 | France | Spain | Italy | Germany ⁽²⁾ | Total |
|--|-------------------|-------|-------|------------------------|-------|
| Number of press releases | NR ⁽¹⁾ | 25 | 358 | 15 | 398 |
| Number of positive media stories generated | 313 | 1,037 | 231 | 98 | 1,679 |
| Number of negative media stories generated | 44 | 1,030 | 127 | 2 | 1,203 |
| Scope: 100%. | | | | | |

⁽¹⁾ A decision was made not to issue press releases due to the situation with COVID.

Maisons de Famille and **Amavir** have a specific protocol regarding "management of company communication in crisis situation". La Villa doesn't have a specific protocol, but in case of negative news they evaluate the situation internally before publishing a replay, if applicable.

In Dorea the most critical information is handled by a media agency specialized on nursing issues.

Internal communication on CSR

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

The team is composed of the Group CSR manager, in charge of the coordination and the communication with each country, then the responsible of communication of each country. The group met two times in 2021.

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.

The group defined several awareness actions to be organised in the coming months (anti-corruption day, environment day, elderly people day, Alzheimer's day...). On 9 December 2021, for the anti-corruption day, and in order to strengthen a compliance culture in headquarters and facilities, the team designed a poster, translated into the four languages.

All entities diffused the poster to their employees. The message convey by the poster was "united to fight corruption" with a link to the platform alert (https://groupemaisonsdefamille.whistleblowernetwork.net/frontpage) and a reminder of what it is asserted in the Code of Conduct regarding corruption and to remind employees of the possibility to constantly raise an alert if they deem necessary.

⁽²⁾ Press activities were professionalised in August, no data was completed before that.

COMMITMENT TO THE ENVIRONMENT



Groupe Maisons De Famille has not yet fully measured the impact of its activities on the environment. However, the Group and its entities remain committed to reduce the footprint of its operations by reducing the number of resources used while ensuring that their use is more efficient and do not affect the high standards of quality and comfort of the residents.

Although there is no Group environmental policy, each company strives to monitor and reduce energy and water consumption, greenhouse gas emissions and sanitary waste management.

Amavir is currently the Group's company that has made the most progress in controlling and managing its environmental footprint. The main elements of its environmental management are the integrated policy, the environmental commitment and the identification of the significant environmental aspects of its activity (available in a specific section of the company's website). In order to highlight its commitment, Amavir created a logo and a specific image to help raise awareness on the importance of the environment among employees, residents, residents' families and society in general. Five residences with solar panels, one residence with biomass boiler.



Dorea Familie will be audited in 2022 on its energy consumption as required by German legislation, followed by recommendations. Therefore, Dorea Familie will follow a plan to reduce their energy consumption in the coming years.

Sustainable Use of Resources

Every country aims to control and monitor energy and water consumption in nursing homes because of the environmental and economic impact.

Responsible Energy Consumption Management

Groupe Maisons De Famille is committed to implementing energy saving and energy efficiency initiatives, as well as using renewable energy sources, such as biomass or solar energy, to replace conventional energy sources.

General measures implemented in the nursing homes consist in: monitoring consumption to detect discrepancies and breakdowns, installing LED technology in corridors and communal areas, installing motion detectors, good practices in energy use, frequent vehicle maintenance, awareness campaigns, etc.



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 will be renegotiated for 2023 integrating a larger share of bio if possible, according to the planned budgets.

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 thermal solar panel 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 thermic installation.



Amavir has an air-conditioning protocol that incorporates specific energy saving and efficiency measures, awareness raising and management to optimise the performance of heating, cooling and ventilation installations in offices and nursing homes. In 2021, the company Ekiom set up remote measurement devices in two nursing homes. It allows to the control of the consumption of water, gas, biomass and electricity in one nursing home and thermometers to measure the temperature in refrigerators and common spaces in another the other nursing home. Throughout the year 2022, all houses will benefit from the telemetry system for electricity so they will be able to monitor their consumption on a daily basis.

Dorea Familie replaced some of its heating installations with more efficient ones. Dorea Familie replaced in two of its nursing homes, the heating systems by combined heat and power plants.19 houses that will open in 2022 will have a combined heat and local power plant. In addition, one of its centres uses biogas for heating. Moreover, some new houses that will open will be equipped with a photovoltaic system in order to produce energy. Besides, Dorea Familie has one house that uses biomass.



In case **Dorea Familie** builds any new house, they comply with the according requirements (*e.g.* Lengede, where it complies with a primary energy factor of 0.5. This means that half of the energy must come from renewable resources). As a consequence, Dorea Familie's new buildings energy consumptions are more optimized.

In 2021, total energy consumption was 142,926 MWh, while in 2020 it was 99,911 MWh.

| | 2020 | 2021 | Change |
|--|---------|---------|--------|
| Total amount of energy consumed (MWh) | 99,911 | 142,926 | 43% |
| Energy intensity (MWh/used bed) | 6.1 | 9.11 | 49% |
| Electricity consumption (MWh) | 46,724 | 43,826 | -6% |
| Gas consumption (MWh) | 50,539* | 84,282 | 67% |
| Fuel oil consumption (MWh) | 1,165 | 2,244 | 93% |
| Biomass consumption (MWh) | 1,094 | 1,687 | 54% |
| Thermal solar energy consumption (MWh) | 389 | 1,281 | 230% |
| Heating consumption (MWh) | 0 | 9,605 | NA |

2020 scope: 100% electricity (electricity data for 14 residences in Germany is calculated on an average of the consumption of the other residences within the scope). 52% of the remaining energy consumption (excluding Germany).)*Data recalculated due to the inclusion of LPG consumption in La Villa.

| 2021 | France | Germany | Italy | Spain | Total |
|--|--------|---------|--------|--------|---------|
| Total amount of energy consumed | 13,081 | 57,556 | 19,578 | 52,711 | 142,926 |
| Energy intensity per used bed | 10.6 | 10.4 | 9.8 | 7.6 | 9.11 |
| Electricity consumption (MWh) | 5,842 | 13,815 | 4,219 | 19,950 | 43,826 |
| Gas consumption (MWh) | 7,153 | 32,478 | 15,137 | 29,514 | 84,282 |
| Fuel oil consumption (MWh) | 86 | 1,209 | 0 | 950 | 2,244 |
| Biomass consumption (MWh) | 0 | 448 | 0 | 1,238 | 1,687 |
| Thermal solar energy consumption (MWh) | 0 | 0 | 222 | 1,060 | 1,281 |
| Heating consumption (MWh) | 0 | 9,605 | 0 | 0 | 9,605 |
| 2021 scope:100%. | | • | | • | |

| 2020 | France | Germany | Italy | Spain | Total |
|--|--------|---------|---------|--------|---------|
| Total amount of energy consumed | 11,758 | 17,507 | 18,624 | 52,021 | 99,911 |
| Energy intensity per used bed | 9.5 | 2.8 | 9.2 | 7.7 | 6.1 |
| Electricity consumption (MWh) | 5,332 | 17,507 | 4,263 | 19,622 | 46,724 |
| Gas consumption (MWh) | 6,333 | - | 14,323* | 29,883 | 50,539* |
| Fuel oil consumption (MWh) | 93 | - | - | 1,072 | 1,165 |
| Biomass consumption (MWh) | - | - | - | 1,094 | 1,094 |
| Thermal solar energy consumption (MWh) | - | - | 38 | 350 | 389 |

2020 scope: 100% electricity (The electricity data for 14 residences in Germany is calculated on an average of the consumption of the other residences within the scope). 52% for the rest of the energy consumption (outside Germany). *Data recalculated due to the inclusion of LPG consumption in La Villa.

Water Consumption Management

Groupe Maisons de Famille entities manages water consumption keeping in mind that it is a limited resource. Thus, they carried out initiatives in 2021 to monitor and reduce water consumption.

Maisons De Famille has completed the installation of mixing valves. Maisons de Famille controls consumption through the maintenance of the installations, fixing of duct leaks and the reading of water meters.

La Villa new projects include a water consumption monitoring system, as well as a rainwater storage system for the garden.

Amavir is monitoring water on a daily basis using the SAP tool that strictly controls water consumption. In 2021, Amavir implemented a new eco-technology washing system in the houses with an expected decrease of 69.62% of water consumption.

In 2020, **Dorea Familie** 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. **Dorea Familie**'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.

This year, the water consumption of the supply network represents 885,411 m³. The following table shows for each country consumption.

| | 2020 | 2021 | Variation | | |
|---|---------|---------|-----------|--|--|
| Water intensity per used bed | 53.9* | 56.5 | 5% | | |
| Water consumption of the facilities during the year (m³) | 883,533 | 885,411 | 0.2% | | |
| Scope: 100%. * This data was adjusted according to the readjustment of the beds operated in Italy and Spain. | | | | | |

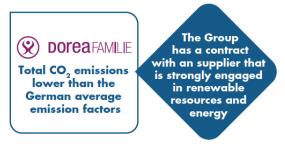
| 2021 | France | Germany | Italy | Spain | Total |
|---|--------|---------|---------|---------|---------|
| Water intensity per used bed | 74.2 | 46.8 | 88.1 | 51.7 | 56.5 |
| Water consumption of the facilities during the year (m^3) | 95,575 | 255,895 | 175,970 | 357,971 | 885,411 |
| Scope: 100%. | | | | | |

| 2020 | France | Germany | Italy | Spain | Total | |
|--|--------|---------|---------|---------|---------|--|
| Water intensity per used bed | 76.4 | 47.5 | 67.5* | 52.0* | 53.9* | |
| Water consumption of the facilities during the year (m³) | 94,295 | 300,127 | 136,735 | 352,376 | 883,533 | |
| Scope: 100%. * This data was adjusted according to the readjustment of the beds operated in Italy and Spain | | | | | | |

Greenhouse Gas Emissions

Climate change is one of the priority issues on the agenda of the Group and all the countries in which it operates. The group is working on a harmonized strategy to tackle these issues. Meanwhile, countries implemented specifications to move toward a low carbon society by using renewable energy, implementation of energy saving measures or commitment to more energy efficient buildings.

Dorea Familie total CO₂ emissions are lower than German average emission factors, thanks to the electricity contract Dorea Familie has with an energy supplier that is strongly engaged in renewable resources (Stadtwerke Kiel).



In 2021, Groupe Maisons de Famille's entities total greenhouse gas (GHG) emissions amounted to 26,073 tonnes of CO₂.

| | 2020 | 2021 | Change |
|--|---------|--------|--------|
| Total CO ₂ emissions from energy consumption (tonnes of CO ₂ e) | 19,350* | 26,073 | 35% |
| Scope: 100% * Data recalculated due to the inclusion of the LPG consumption in La Villa | | | |

| 2021 | France | Germany | Italy | Spain | Total |
|---|--------|---------|-------|-------|--------|
| CO ₂ emissions from energy consumption | 1,831 | 10,861 | 4,901 | 8,479 | 26,073 |
| Scope: 100% | | | | | |

| 2020 | France | Germany | Italy | Spain | Total | |
|---|--------|---------|--------|-------|---------|--|
| CO ₂ emissions from energy consumption | 1,636 | 4,289 | 4,755* | 8,669 | 19,350* | |
| Scope: 100% of the emissions related to electricity; 52% of the emissions related to the rest of the energy consumption (excluding Germany) | | | | | | |

^{*} Data recalculated due to the inclusion of the LPG consumption in La Villa

Waste Management

Groupe Maisons De Famille focuses 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 of managing this waste in accordance with the legislation of each country.

Total sanitary waste generated in 2021 was 597 tonnes (194 tonnes in 2020).

| | 2020* | 2021 | Change |
|---|-------|------|--------|
| Ratio of infectious medical waste (tonnes of infectious medical waste/number of facilities involved in infectious medical waste collection) | 1.10 | 3.78 | 242% |
| Scope: 100%. | | | |

^{*} Three residences in Germany do not report infectious medical waste information. Infectious medical waste: waste coming from healthcare activities with risk of infection.

| 2021 | France | Germany | Italy | Spain | Total |
|---|-------------------|------------------|-------|-------|-------|
| Ratio of infectious medical waste (tonnes of infectious medical waste/number of facilities involved in infectious medical waste collection) | 0.64 | 7.55 | 0.97 | 0.04 | 3.78 |
| Scope: 100%. | e activities with | risk of infectio | n | | |

| 2020 | France | Germany | Italy | Spain | Total |
|---|--------|---------|-------|-------|-------|
| Ratio of infectious medical waste (tonnes of infectious medical waste/number of facilities involved in infectious medical waste collection) | 0.69 | 1.55 | 1.47 | 0.03 | 1.10 |

Scope: 100%.

Note: Three residences in Germany do not report infectious medical waste information. Infectious medical waste: waste coming from healthcare activities with risk of infection.

In addition, the Group is committed both to responsible and sustainable food (by favouring local suppliers, as is the case with Amavir) 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.

Maisons De Famille participated with seven of its nursing homes in the "Maisons Gourmandes et Responsables" initiative, that aims at supporting 500 nursing homes over two years to reduce food waste by 30 to 50%, improving resident satisfaction and reduce the number of elderly people suffering from malnutrition. In 2021, this initiative has been postponed.

Dorea Familie's food waste is disposed of in biogas appliances producing energy.

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 **Dorea Familie** regarding cleaning services changed to products from TANA. TANA is a certified green manufacturer of cleaning products, sustainably produced, packaging is from recycling and the products themselves are biodegradable.

REPORTING METHODOLOGY

Scope of Consolidation

The scope of consolidation for social, human resources (HR) and environmental CSR 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);
- Dorea Familie (Germany).

The scope of the HR and environmental KPIs is included as noted in the relevant tables. The number of employees and turnover are used to calculate the scope of the HR and environmental indicators, respectively.

The 2021 Human Resources, Social and Environmental CSR report covers data for the financial year 2021, from 1 January 2021 to 31 December 2021.

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 CSR 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 CSR 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 CSR 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 CSR 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: (number of new hires + number of departures) / 2 * average workforce.
- The average number of employees is calculated as follows: sum of the number of employees at the end of each month during the year / 12 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: Number of accidents with time off work * 1,000,000) / Number of effective hours worked in the year.

Environmental Indicators

These data can be calculated on an annual basis (CO₂ 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 and half of the day resident beds.

CO₂ Emissions in the Form of Energy

The emission factors used are taken from:

- Electricity:
 - France: ADEME's carbon database,
 - Spain: Red Eléctrica de España, 2021 edition,
 - Germany: Energy supplier, year 2020,
 - Italy: DEFRA 2021;
- · Natural gas, LPG, propane and fuel oil:
 - France: DEFRA 2020,
 - Spain: Ministry of Ecological Transition, June 2020,
 - Italy: DEFRA 2020.

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.

Water

In Germany, a ratio based on the average price of water is used to obtain the cubic metres.

External Checks

An independent auditor review and validate 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 regulatory topics to be included in non-financial performance statements, 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.

INDEPENDENT VERIFIER'S REPORT ON THE STATEMENT OF NON-FINANCIAL PERFORMANCE INCLUDED IN THE MANAGEMENT REPORT

Appendix Information Deemed Most Significant

Qualitative Information (Actions and Results) on the Main Risks

- 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 of data loss or data confidentiality;
- · Sanctions arising from compliance risks;
- 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. The sensitivity of public opinion may evolve more rapidly than the Group's capacity to react, particularly on sensitive and complex issues;
- Risk related to poor quality of care, complaints against medical equipment or facilities, negligence or malpractice of employees, etc;
- Risk related to lack of training which would imply poor quality and poor care service for residents;
- Difficulties in attracting, hiring and retaining staff, especially for medical jobs, risks of staff shortages, especially for nurses/carers, inadequate hiring, lack of resources, absenteeism, demotivated staff, deterioration of the working atmosphere;
- 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;
- 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;
- Risk related to changing regulations on emissions and climate change;
- · Penalties for non-compliance with waste management regulations.

Quantitative Indicators Including Key Performance Indicators

- Workforce as of 31 December 2021;
- Turnover:
- Frequency rate;
- Severity rate;
- Percentage of employees trained;
- Employee satisfaction rate;
- Resident satisfaction rate;
- Energy intensity/bed;
- CO₂ emissions from energy consumption;
- Water intensity;
- Tonnes of waste from care and treatment activities with infectious medical waste per facility;
- Personal data protection: total number of requests vs. responses as of 31 December 2020 by country regarding rights of access, rectification, erasure of imitation, data portability, opposition; percentage of employees trained in the GDPR; number of complaints received by the national data protection authority; total number of personal data breaches;
- Number of complaints received through the whistleblowing mechanism;
- Communications audience results.

ACT NOW: OUR ESG 2022 ROADMAP

Our ESG roadmap is 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 is 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 assess resident satisfaction annually and to ensure comprehensive feedback and complaints handling, with full transparency, in order to continue to make progress. At the same time, we are committed to assessing the commitment of our employees and ensuring that they have annual appraisal on performance and development with their managers, so that we can grow together.
- Secondly, **the environment:** Adaptation and transition solutions are widely described in the latest report of the Intergovernmental Panel on Climate Change (IPCC)⁽³⁾ and refer to ecosystems, urban or rural systems and infrastructures, energy systems, etc. Our commitment is to improve our carbon footprint in the medium term. Therefore, this year, Groupe Maisons de Famille is conducting its carbon assessment, and will then deploy a medium-term action plan. But without waiting, we are launching new concrete initiatives to decarbonize our buildings and mobility.
- Finally, **governance:** Our commitment is to structure and communicate our ESG policy. This year, for the first time, the publication of our non-financial performance statement is complemented by the publication of our ESG roadmap.

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.

⁽³⁾ Intergovernmental Panel on Climate Change (IPCC), Sixth Assessment Report, Climate Change 2022: Impacts, Adaptation and Vulnerabilities, 27 February 2022.

GMDF's ESG roadmap for 2022: the approach

OUR STRENGTHS

OUR CHALLENGES & ANSWERS

- A first operational and concrete roadmap, capitalising on previous actions and initiatives
- 2. The choice to move forward, rather than wait for the definition of a long term roadmap. An update will be made every year
- 3. Co-construction with the managers and ESG referents of each country to foster the involvement of the teams and to meet their needs
- 4. A sincere and transparent ambition compared to some of our competitors in the sector (e.g. claims)

1. A focus on the short term at this stage, anticipating the development of longer term tools (e.g. carbon footprint)

Carbon footprint

Definition of a long-term action plan

2. Not enough common objectives and indicators at Group level on quality of service quality, pending harmonisation of quality tools

Common scorecard on service quality targets

Review and harmonisation of quality indicators

3. An approach that is still not oriented enough towards external stakeholders (suppliers or local players: local authorities, associations, etc.)

Integrate the expectations of external stakeholders into the process (by consulting them more often and developing interaction between them)

GMDF'S ESG ROADMAP FOR 2022



ENVIRONMENT



Improving our carbon footprint in the medium term

- Assessing our carbon footprint
- Definition of the medium-term decarbonisation strategy

Launching concrete intiaitives, without waiting

- Decarbonisation of buildings
- Decarbonisation of mobility

SOCIAL



Improving the quality of service for residents

- Annual evaluation of resident satisfaction
- Follow-up of complaints

Improving the quality of life at work for employees

- Annual assessment of employee engagemen
- Annual manager-employee performance appraisa

Strengthening inclusion

- Gender parity
- Inclusion of people with disabilities

GOVERNANCE



Structure and communicate our ESG policy

- Deployment of our ESG strategy
- Internal & external communication

Ensuring our risk management and compliance

- Duty of care
- Non-financial performance statement



REDUCING OUR ENVIRONMENTAL IMPACTFocus on the building industry and energy

OUR OBJECTIVES

OUR INDICATORS

| 1. | rove he me | | fo | otp | rint | |
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| | | | | | | |

- 1.1 Assessing our carbon footprint ----- Carbon footprint achieved by the end of 2022
- 1.2 Definition of the medium-term Decarbonisation strategy adopted decarbonisation strategy by the Council end 2022
- Without waiting, launch concrete initiatives
- 2.2 Decarbonisation of buildings 100% of new buildings certified to HQE, BREEAM, LEED, BEPos or equivalent
 - Decrease in energy consumption per m² (in volume)
- 2.1. Decarbonation of mobility 100% new electric or hybrid vehicles
 - from April 2022 (fuel and travel budget evolution)
 - Partial coverage of the cost of public transport and new mobility for employees



OUR OBJECTIVES

for residents

OUR INDICATORS

- ···o Resident satisfaction rate (increase vs 2021)
 - Complaint rates
 - (increase vs 2021)
 - Absenteeism rate
 - Rate of completion of annual appraisal
- - % of men in care positions of disabled people in the staff



TABLE OF QUALITY EDGE

ALL ACTORS OF OUR ESG AMBITION!

Integrating ESG into all our operations

OUR OBJECTIVES

our ESG policy

- 1.1 Deployment of our ESG strategy
- 1.2 Internal & external communication
- **Ensuring our risk management** and compliance
- 2.1 Duty of care

OUR INDICATORS

- - 100% of ESG Committees and Referents in place
 - Regular ESG communication in each country (at least quarterly)
- (ESG, quality, duty of care and Sapin 2)
- and robustness

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Areas to be developed in 2022 for 2023 (Non-financial report + Actions)

SOCIAL

Demonstration of Quality of Service:

- The quality of care and management of associated risks (e.g. reduction of the risk of SAEs)
- The "foresight and innovation" component or how to anticipate needs and improve residents care
- The search for external quality certification (e.g. ISO standard in Spain at Amavir or Multilabels Performance EHPAD of SGS)

Demonstrating quality of life at work:

- Retention (average seniority increasing): coming up in 2022/2023.
- The caring work environment as measured by absenteeism, fixed-term/permanent contracts, employee-initiated turnover, etc. is a key factor in the success of a company.
- Remuneration policies that value involvement/commitment - variable part, LTI, profit-sharing/interest, attendance/ seniority bonus.
- Skills development/training (e.g. number of hours of training per employee or per employee trained, % of employees trained, etc.).
- Monitoring the frequency and severity of accidents at work and occupational diseases.
- Improving the way in which arduous work is taken into account - following a satisfaction survey (initiatives underway: 1 QWL initiative per house in France in 2022, deployment of sickbay rails, etc.).

ENVIRONMENT

- Reducing electricity consumption: Medium target: installation of solar panels, motion detectors, etc.)
- Good coverage of the energy component as this is currently the main concern of the countries. Food waste, water, waste not mentioned here but will be in the next roadmaps. Carbon footprint takes all this into account, and an appropriate action plan can be implemented.

GOVERNANCE

- More effective and systematic collection and sharing of good practices that can be replicated
- + allows for the valorisation of initiatives and employees.
- Joint and cross-functional initiatives at group level to implement responsible purchasing, for example, or responsible digital.

Comments on the OTI 2022 report – Mazars/Team responses

"For Germany, which accounts for 46% of the Group's turnover, information on **employee turnover** (entries and exits), **absenteeism** (theoretical working hours and hours of absence) and **accidentology** (frequency rate and severity rate), as well as the **satisfaction rate of residents and employees**, is not available and is reported in the Declaration. In addition, **training** data is available on a limited scope (Elearning and leadership training).

The **employee satisfaction rate**, a KPI that responds to the risk of poorly managed social tensions and a degraded quality of dialogue with employee representatives, is only available for the Spain perimeter (representing 24% of the turnover of the publication perimeter). The 'COVID-19' coronavirus epidemic and the strict measures implemented to manage the health impacts of the crisis have made it more difficult to conduct the satisfaction surveys used to calculate this indicator.

Although commitments are mentioned in the Group's code of good conduct, the Group does **not have** a formalised social and environmental policy. Nevertheless, actions have been taken in this area in each country to reduce the environmental impact of activities and to prevent and mitigate the main social risks.

A system for monitoring absenteeism and accidentology has been put in place in 2021 (Medifox). Full data will be available by 2022.

A training monitoring system has been set up in 2021 (Bibliomed) and others will be set up in 2022 (listing of people who have participated in face-to-face training). Full data will be available for 2022.

ESG Roadmap: Resident and employee satisfaction rate: to be implemented in 2022 (Group ESG target).

The Group is in the process of co-constructing its social and environmental policy with its internal and external stakeholders.

This policy will first be discussed by the ESG Committee at its upcoming workshops and then validated by the country and Group CEOs.

The principles on which this policy will be based are the following: Quality (quality for residents and employees), transparency, ethics and compliance (building trust with our stakeholders)."





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