



# 2022

## Extra- Financial Report



## EXTRA FINANCIAL REPORT 2023

To be the most trusted  
services and care solutions.

To help each person live an  
easier, more fulfilling and  
inclusive life.

GROUPE  
MAISONS  
de FAMILLE



# EXTRA-FINANCIAL PERFORMANCE STATEMENT

2022

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Groupe Maisons De Famille  
Headquarters: 1, place Victor-Hugo, 92400 Courbevoie, France  
Share capital: €70 077 528  
Siret: 493 488 571

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Editorial / Message from the Group CEO	4
A MODEL THAT CREATES SUSTAINABLE VALUES	5
Our history	5
Our decentralized organization based on strong local brands	5
Our vision, mission and values	7
Our governance	9
Our strategy	10
Our key performances	11
2022 in review	113
Sustainable Development and Social Responsibility	154
NON-FINANCIAL RISK MANAGEMENT	16
CARING FOR OUR RESIDENTS	18
Quality first!	18
Resident Satisfaction	22
COMMITMENT TO OUR EMPLOYEES	26
Quality of Employment	26
Training and Career Development of Employees	35
Health and Safety at Work	39
EXIGENCY, ETHICS AND COMPLIANCE	41
EXIGENCY ON DATA AND INFORMATION SYSTEMS SECURITY	45
Data Privacy and Data Security Management	45
Information System	46
COMMITMENT TO STAKEHOLDER COMMUNICATION	48
Internal communication on CSR	51
COMMITMENT TO THE ENVIRONMENT	53
Greenhouse Gas Emissions	54
Sustainable Use of Resources	55
Water Consumption Management	58
Waste Management	59
REPORTING METHODOLOGY	61
ACT NOW: OUR ESG 2022 ROADMAP	64

## Editorial from the Group's CEO

*“The two greatest challenges of our time are certainly demographic aging and global warming. In this context, Groupe Maisons de Famille positions itself as a singular actor in the sector, committed to serving people in fragile state 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 elders and their family caregivers, as well as 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 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. We are 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

Profound upheavals are affecting our environment: an aging population, whose consequences have multiple facets - demographic, economic, social, medical, geographic or sociological; and global warming, whose profound impact on our societies no longer needs to be demonstrated.

**That is why in 2022, we have conducted an ambitious evaluation of our global carbon footprint by assessing the emission of all of our homes and headquarters. The results of this action constitute one of the cornerstones of our environmental strategy for the year to come. Our sector is also facing arduous challenges with a shortage of healthcare personnel, rising energy prices, pandemics, etc. Most importantly, in regards of the unethical organized malpractices revelations in our sector, we are bound, more than ever, to uphold the higher ethical standards. In this sense, we have this year, in concertation with our stakeholders, updated our vision, ambition and main sets of values that will nourish our strategy and daily activities.** These upheavals are changing our paradigms. In order to support longevity and sustainable development, we want to apply our strategy by taking into account durability criteria in our activities (environmental, social and governance).

### 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 positivity, ethics, optimism and exigency. To foster this principle, **the Group have established this year the first consolidated dashboard aggregating its main quality indicators in order to regularly monitor our performance in this field and improve constantly. Quality is managed and monitored through two main lenses: quality of service for the residents and quality of life at work for our employees.**

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 durability roadmap that complements it, are part of the actions we are taking to address the challenges of aging and global warming.

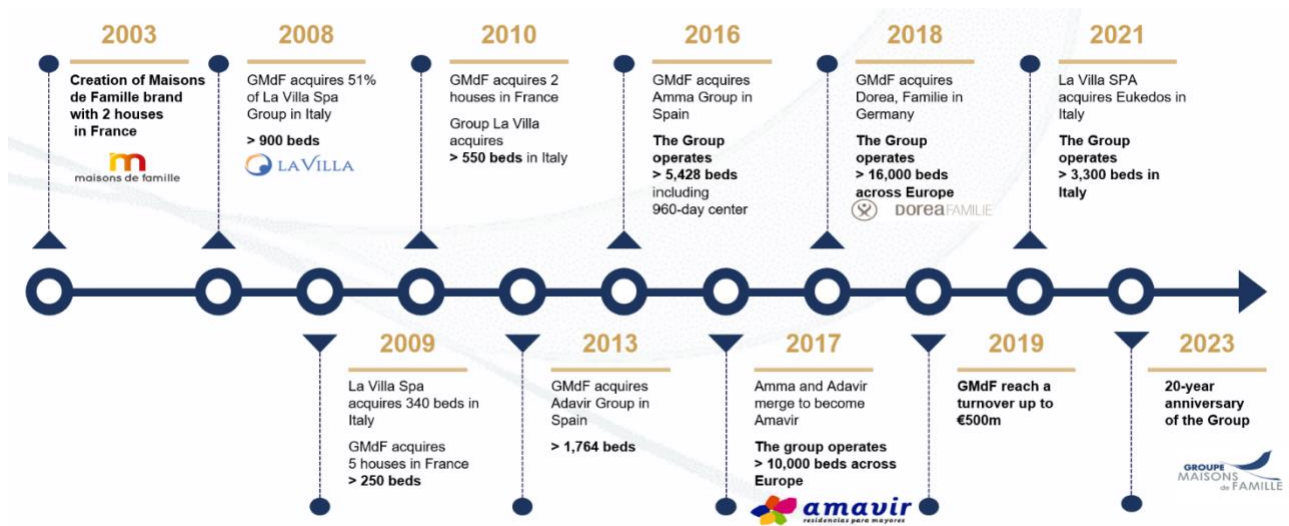
Julien Samson,  
Groupe Maisons de Famille's CEO



## A MODEL THAT CREATES SUSTAINABLE VALUES

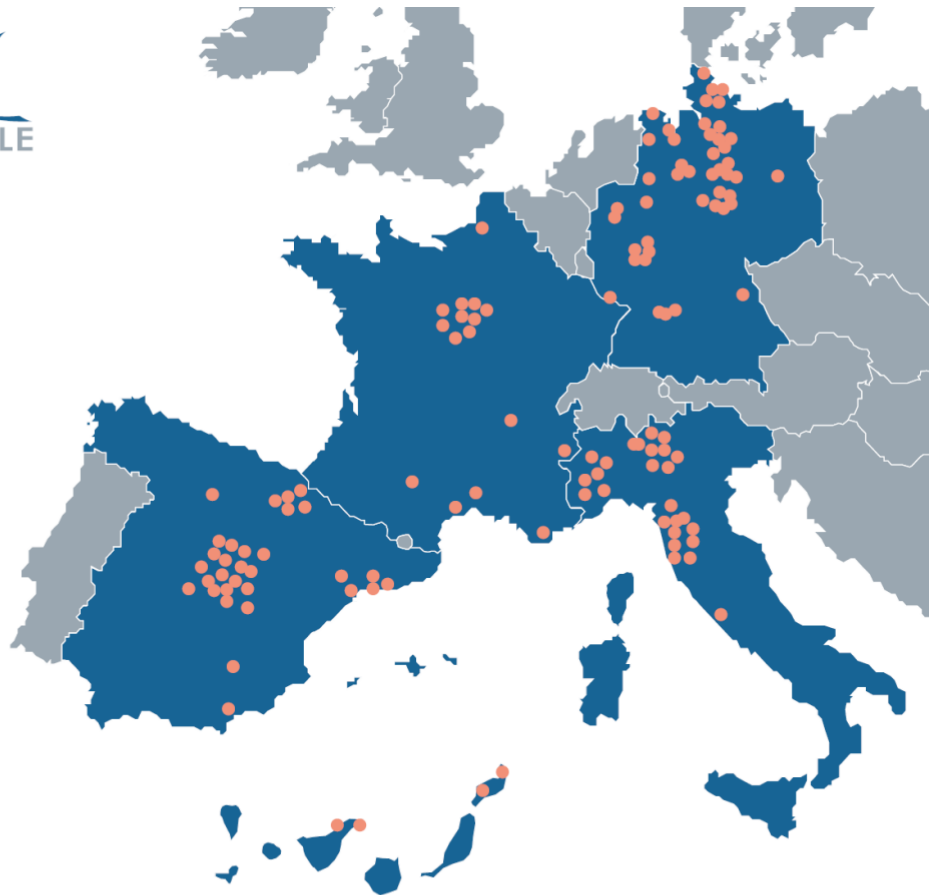
### Our history

Groupe Maisons de Famille is a family-owned company created in 2003 with a long-term perspective focus. The Group has proven its strong expertise for the last twenty years and is now one of the leading European providers of care, accommodation and support for Elderly people, particularly those in a dependent position. Groupe Maisons de Famille currently consists of four companies in France, Italy, Spain and Germany that operate long-term care nursing homes, day care centers, senior services residences, outpatient services, rehabilitation centers, centers specializing in the care of disabled people and patients suffering from psychiatric illnesses, providing them with social and health care.



### Our decentralized organization based on strong local brands

Decentralization and autonomy are the founding organizational principles of Groupe Maisons de Famille. Since the beginning, the Group has encouraged personalized and clients-centric decision-making. Decentralization and autonomy allow each company of the Group to respond to their local specificities offering quality and personalized care.



\* Operated in 160 sites, data as of Dec. 31, 2022 source: 2022 Extra-Financial report

\*\*Data as of April 2023, source : corporate presentation

\*\*\* Data as of Dec. 31, 2022 source: 2022 Extra-Financial report

## The Group strong local brands

### Maisons de Famille France

**Maisons de Famille** was founded in 2003 with the ambition of creating welcoming living spaces conducive to sharing beautiful moments in an adapted and medicalized environment.

On a daily basis, **Maisons de Famille** teams embody the Group values. They combine know-how and expertise in order to offer personalized, quality care that respects the choices of residents. A privileged place is given to the family and close relatives. The teams remain attentive to their needs. **Maisons de Famille**'s name reflects what the company wants to bring to residents: the atmosphere of a home and a family spirit.

## La Villa

**La Villa** was founded in 1992 by two Florentine entrepreneurs, Carlo Iuculano, currently CEO of the Group, and Giovanni Matteini. In about seven years, the first four facilities were created: the very first was RSA Botticelli, in Strada in Chianti, opened in 1996, which was followed by three more Residences in Tuscany. The Group has been operating in the social-health field, integrating into the network of services in the area through special conventions and agreements with the local health authorities and competent Administrations in compliance with current regulations

**La Villa** operates in the social-health field with the objective of providing services for the elderly or severely and very severely disabled adults; people with mild, medium and severe cognitive impairment; and patients with psychiatric pathologies through residential or daytime accommodation, both for permanent and temporary stays.

**La Villa's** employees take care of residents and patients with professionalism and dedication, providing continuous and qualified assistance within a protected environment and putting always at the center of everything the respect and dignity of each person.

In May 2021 La Villa Spa acquires the listed Eukedos spa, present on the market with the Edos brand. The merger of the two companies has created a single large Group that has become a point of reference for the offer of services and products linked to the world of assistance in Italy, with 46 facilities - 29 of which under its own brand and 17 under the Edos brand - for a total of 3,605 beds. La Villa is now the 4<sup>th</sup> elderly care provider in Italy.

## Amavir

**Amavir** is one of the leading companies in Spain in the care of elderly and dependent people, ranking 6<sup>th</sup> in Spain. **Amavir** has been created in 2017 as a result of the union between Amma and Adavir, two companies with more than 20 years of experience in the sector. **Amavir** manages 41 residences and day centers offering its residents and family members comprehensive and personalized care that covers all their needs. To this end, it has a team committed to the welfare of the Elderly in warm and welcoming facilities, based on the model of coexistence units, where they can feel at home. All with the aim of improving their quality of life. **Amavir** innovates through its model "Guided by you", a model of residential care that is committed to and empowering residents by conditioning the environment according to their direct or indirect indications, to make Amavir's home theirs.

## Dorea Familie

**Dorea Familie** is one of the largest private care service providers in Germany. Founded in 2015, **Dorea Familie**, has more than 5.500 employees that take care of 8.900 people in 78 care homes, 19 assisted living and 10 ambulatory care services. Dorea Familie is based on a solid value system with the central themes of 'family-oriented', 'joyful' and 'substantiated'. **Dorea Familie** offers a range of diverse, integrated services that cater to individual needs. The care services provided by **Dorea Familie** revolve around client needs. The variety of services provided meets all needs – at some of the locations even as a 'one-stop solution'.

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





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

## Our vision, mission and values

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

In 2022, the Group went through a transversal process of redefining a common vision, mission, strategy and values. The process included the CEOs of each country and their respective ESG referents and Compliance officers. The Group and all its affiliates now share the same vision, mission, strategy and values.

### VISION, MISSION, STRATEGY & VALUES of the Group



#### VISION

To be the most trusted services and care solutions provider to help each person live an easier, more fulfilling and inclusive life



#### MISSION

Our team provide high quality personalized care and services in [our/at] homes to people in need with the attention of the family, the professionalism of an expert and the passion to improve every day



#### STRATEGY

Sustainable value creation for all stakeholders through development, performance & trust



#### VALUES

People, Ethics, Positivity, Exigency (PEPE)

The Group's values guide our everyday job.

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

## Our strategy

Groupe Maisons de Famille strategy is to create sustainable value for all stakeholders through development, performance and trust.

To support this strategy, the Group has identified the factors and future trends that will have an impact on its business in the years to come:

- the rapidly ageing population, with the number of people aged 85 and above assumed to be multiplied by 2,1 in Europe between 2020 and 2050;
- 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 growing number of people suffering from chronic diseases, with 80% of people aged 65 and above suffering from at least one chronic disease and 50% suffering from at least two chronic diseases;
- the accommodation capacity for elderly people in Europe may have to 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 will make it easier to support and treat elderly people.

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.

Our ambition is to consolidate our leadership by living our singularity - *quality first!* - reaffirmed in our 2028 strategic plan and our new vision, mission, strategy and values statement. By 2028, our plan is to:

- Further improve the quality of service for our customers and the quality of working conditions for our employees;
- Diversify our offerings and activities and further expand our network of facilities to meet customer expectations;
- Secure our financial structure to support our development,
- Reinvent the way we work, with more integration within the Group and more innovative HR policies.

In 2022, 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 residents and employees by quickly putting into place massive vaccination campaigns in the facilities that led to a gradual return to normality in 2021.

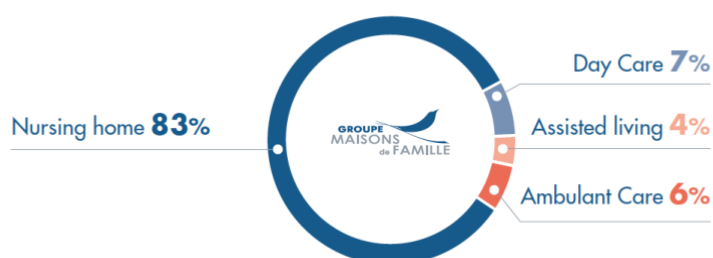
The health crisis and new regulations highlighted the need for the nursing homes' sector to constantly adapt their model. New regulations mainly concerning the increasing medicalization of nursing homes, hygiene processes, staff training, and salary and career path upgrades should be anticipated. Furthermore, we expect a convergence of authorities and customers' expectations in Europe when it comes to the design of the nursing homes: smaller facilities, smaller units within each facilities, cohabitation units within nursing homes offering all services in each unit, more single rooms, etc.

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 residents. The positive impact of the massive vaccination campaign allowed a quick return to normal for all 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).

## Our key performances

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

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



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

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

### Consolidated figures

	2020	2021	2022	Variation 2021-2022
Number of sites	175	159*	182**	16%
Authorized beds	15,754	16,218	17,911	10%
Operated beds	14,925	15,061	16,699	11%
Day care	1,491	1,449	1,548	4%
Apartments in senior service residences	867	857	906	6%
Outpatient services	1,180	1,125	1,154	3%
*The decrease of the number of sites is due to a change in the calculation methodology: locations are counted instead of the number of buildings. **The increase of the number is mainly due to the integration of Eukedos. In May 2021 La Villa Spa acquires the listed Eukedos spa, present on the market with the Edos brand. The merger of the two companies has created a single large Group that has become a point of reference for the offer of services and products linked to the world of assistance in Italy, with 46 facilities - 29 of which under its own brand and 17 under the Edos brand - for a total of 3,605 beds.				

## By country

	2021				2022			
	France	Germany*	Italy	Spain	France	Germany	Italy*	Spain
Number of facilities***	17	74	27	41	17	78	46	41
Authorized beds	1,336	6,624	2,007	6,251	1,383	6,672	3,605	6,251
Operated beds	1,277	5,535	1,998	6,251	1,273	5,570	3,605	6,251
Day care	22	67	20	1,340	22	126	60	1,340
Apartments in senior service residences	167	690	-	-	167	739	-	-
Outpatient services	-	1,125	-	-	-	1,154	-	-
<p>* The decrease of Dorea Famille number of sites is due to a change in the calculation methodology: locations/facilities are counted instead of the number of buildings.</p> <p>** In May 2021 La Villa Spa acquires the listed Eukedos Spa, present on the market with the Edos brand. The merger of the two companies has created a single large Group.</p> <p>*** Facilities: operational sites with activities at least one / Sites: real estate sites 160 in total (17 in France, 41 in Italy, 41 in Spain, 61 in Germany)</p>								

## 2022 in review

Here are the most illustrative actions the Group Maisons de Famille has realized during 2022 on environmental, social and governance matters. This list is non-exhaustive.

On the environmental side, the Group aims at reducing its energy consumption and carbon footprint, to do so it has implemented several actions:

- performed a global carbon footprint assessment (scope 1 & 2) of all its subsidiaries with the support of a specialized service provider (Deepki);
- continued its politics of mobility decarbonization by switching his vehicle fleet from essence to hybrid and electric vehicles;
- further extend the solar panel program on the roof of our homes in Spain and France;
- encouraged employee mobility with the implementation of various actions such as a strong teleworking policy in France or incentives to use soft mobility like biking in Spain and Germany.

Regarding the social pillar, the main goal of the Group is to guarantee the well-being of its employees by retaining talents, respond to their needs and foster equality. To do so the Group has:

- put in place a quality dashboard to manage and monitor quality – quality of service of residents, with a focus on care KPIs, and quality of life at work for employees;
- implemented an annual employee satisfaction survey and annual performance appraisal in each and every subsidiaries;
- reinforced its seniority and turn over monitoring on a more regular basis;
- strengthened his equality and non-discriminatory politics notably in his recruitment policy (focused on people with disability)

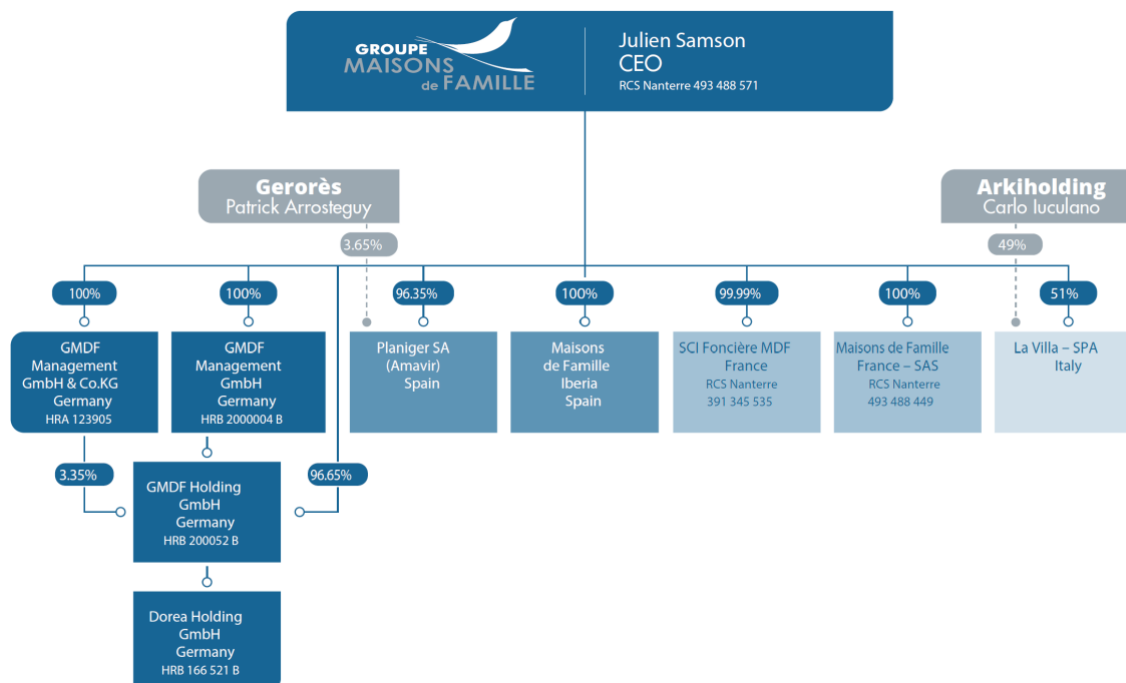


Finally, on its governance, the Group has:

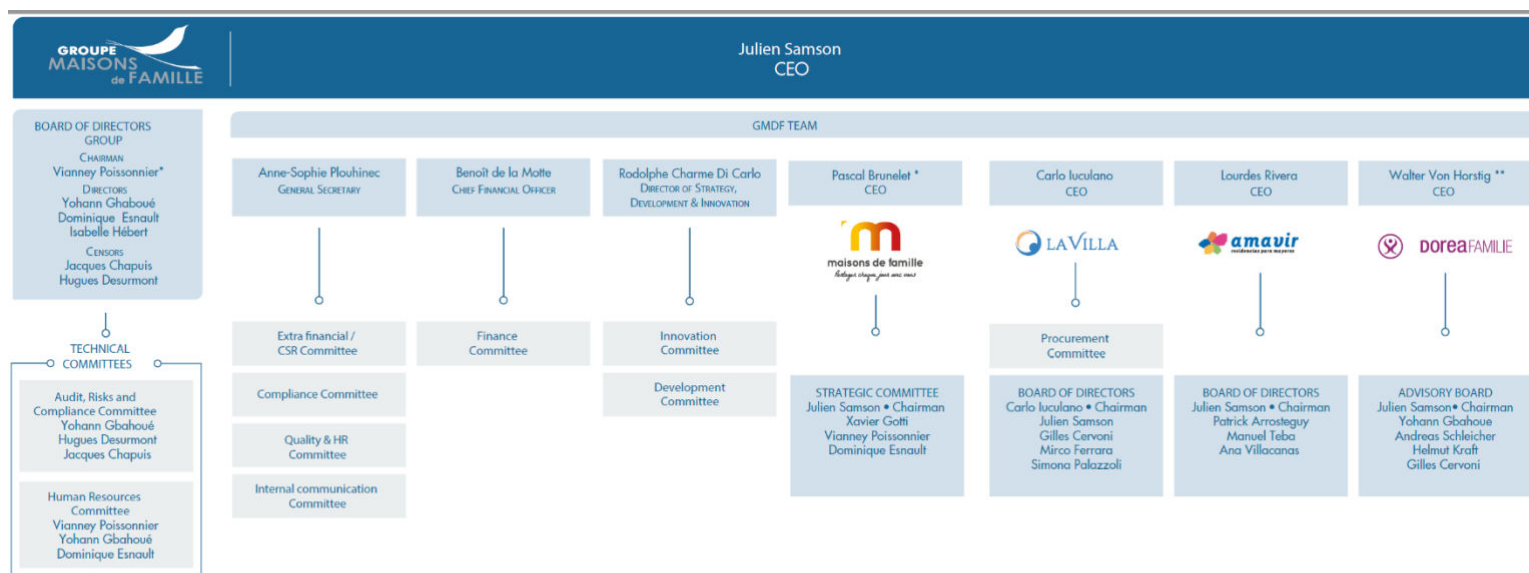
- appointed a CSR referent in each and every subsidiaries board of directors;
- appointed two new board members in Spain to bring new competencies, especially related to real estate or HR topics, and one new board member in France, to bring real estate expertise;
- strengthened the harmonization of its CSR policy throughout its subsidiaries;
- created a Quality and Human Resources Committee;
- appointed a ESG manager and a compliance manager at Group level to support our ambition in these fields;
- updated some of its key internal documents (e.g. quality risk-map).

## Our governance

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



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



\* Pascal Brunelet was nominated CEO on January 1st, 2023.

\*\* Walter Von Horstig was nominated CEO on January 1st, 2023.

As of 31 December 2022, the Board of Directors was composed of four members (two men and two women) and two censors (non-voting members, two men). Moreover, the Group four entities CEOs is composed of one woman (**Amavir**) and three men (**Maisons de Famille**, **La Villa** and **Dorea Famille**).

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

Two technical committees report to the Board of Directors: the Audit, Risk and Compliance Committee and the Human Resources Committee. The latter 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). In 2022, Groupe Maisons de Famille set up a Quality and Human Resources expert committee, composed of the head of Quality and Human Resources of the four countries. The Quality and Human Resources team is in charge of assessing, on a yearly basis, the Group's Quality and Human Resources risk map defining and implementing the actions plan regarding Quality and Human resources.

Additionally, in 2023, two more committees are being set-up: the Development Committee – in charge of coordinating greenfield and brownfield development initiatives, geographic expansion opportunities as well as new alternative business models; and the Innovation Committee – selecting and steering innovation projects across the four countries.

## Sustainable Development and Social Responsibility

Since 2019, the Group has a Sustainability Committee composed of the Group's General Secretary, the Group's CSR manager and four CSR referents representing each affiliate. An external consultant is in charge of advising the Committee (UHY Fay & Co Cointegra).

In 2022, the Group's commitment to corporate social responsibility (CSR) continued to evolve. The main actions carried out in 2022 within the framework of the S&SR Committee were the following:

- update of the reporting protocol and the reporting handbook;
- define the CSR roadmap (explained in detail on pages 66-71);
- implement in each country the CSR roadmap ;
- participate to the assessment of the Group duty of vigilance risk map.

The Committee met five times in 2022. In 2023, Groupe Maisons de Famille's teams will continue the work on pursuing the implementation of CSR actions to manage the CSR risks.

## 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.

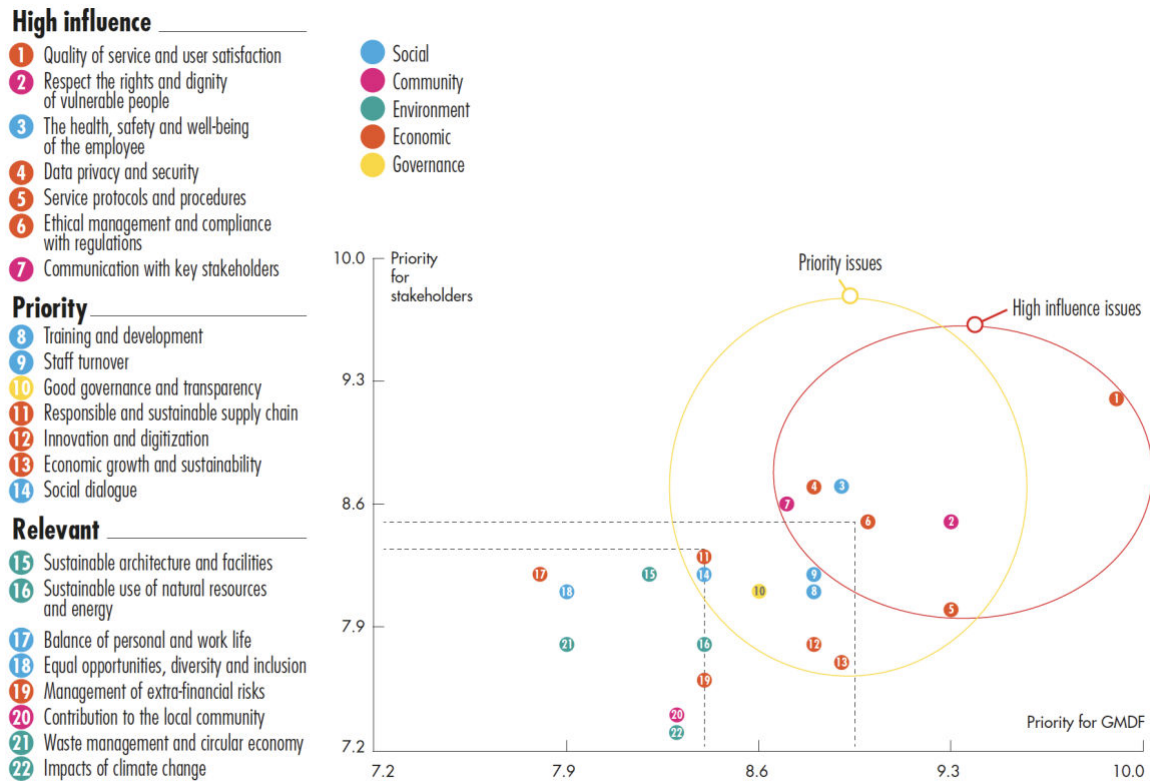


- **Prioritization of important issues.** By analysing the responses from stakeholders and management, the Group listed the most important issues and classified them from highest to lowest.
- **Development of the Group's materiality matrix.** This matrix lists the issues according to their level of relevance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

<b>High influence</b>	<ul style="list-style-type: none"> <li>• Service quality and resident satisfaction</li> <li>• Respect for the rights and dignity of vulnerable people</li> <li>• Health, safety and well-being of employees</li> <li>• Data privacy and security</li> </ul>	<ul style="list-style-type: none"> <li>• Quality protocols and procedures</li> <li>• Ethical management and compliance with regulations</li> <li>• Communication with key stakeholders</li> </ul>
<b>Priority</b>	<ul style="list-style-type: none"> <li>• Employee training and development</li> <li>• Staff turnover</li> <li>• Good governance and transparency</li> <li>• Responsible and sustainable supply chain</li> <li>• Innovation and digitisation</li> </ul>	<ul style="list-style-type: none"> <li>• Economic and sustainable growth</li> <li>• Labour-management relations</li> </ul>
<b>Relevant</b>	<ul style="list-style-type: none"> <li>• Sustainable architecture and facilities</li> <li>• Sustainable use of natural resources and energy</li> <li>• Work-life balance</li> <li>• Equal opportunities, diversity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Non-financial risk management</li> <li>• Contribution to the local community</li> <li>• Waste management and circular economy</li> <li>• Impacts of climate change</li> </ul>

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.

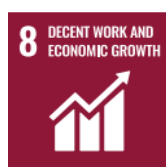
In addition, the Group asked its stakeholders which of the 17 Sustainable Development Goals (SDGs) should be a priority according to the Group's activity.

In 2022, the material issues identified in the previous year have continued to apply.

One of the Group's objectives is to assess its material issues in 2023, taking into account its ESG priorities and in accordance with the concept of double materiality. Through this concept the Group will assess the risks and opportunities associated with ESG issues that can influence its value (financial materiality) and their impact on people and the planet (impact materiality).

Accordingly, the Group will carry out an update of the risk map in 2023 and will work on establishing the necessary indicators in order to provide an adequate response for the new ESG challenges that may arise.

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

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

- **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<sup>(1)</sup>. Each of these issues were analyzed and classified according to the type of non-financial risk that could affect the Group (strategic, operational, compliance, etc.).
- **Risks Consolidation and prioritization.** For each country, the probability of occurrence and the impact that each risk could have on their activities were assessed. The resulting assessment (probability x impact) for each country was consolidated to obtain an overall risk map. In accordance with the established methodology, the Group classified risks as high, medium or low.
- **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.

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

In 2023, 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 Group HR and Sustainability Committee and to the Group board.

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

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<sup>1</sup>() See the “Materiality Analysis” section.

<b>Health, safety and well-being of staff</b>	Risk related to illness, absenteeism, as well as the use of obsolete medical equipment and the lack of resources adapted to the activities carried out.	<ul style="list-style-type: none"> <li>• Absenteeism rate</li> <li>• Frequency rate of accidents at work and occupational diseases</li> <li>• Severity rate of accidents at work and occupational diseases</li> </ul>
<b>Training and development</b>	Risk related to lack of training which would imply poor quality and poor care service for residents.	<ul style="list-style-type: none"> <li>• Average number of training hours per staff member over the year</li> <li>• Rate of trained staff</li> </ul>
<b>Staff turnover</b>	Difficulties in attracting, hiring and retaining staff, especially for medical jobs, risks of staff shortages, especially for nurses/care-givers, inadequate hiring, lack of resources, absenteeism, demotivated staff, and deterioration of the working atmosphere.	<ul style="list-style-type: none"> <li>• Turnover rate</li> </ul>
<b>Data privacy and security</b>	Violation of the GDPR.	<ul style="list-style-type: none"> <li>• Number of complaints sent to the DPO</li> <li>• Number of responses from the DPO</li> <li>• Percentage of employees trained in the GDPR</li> </ul>
	<p>Risks related to the loss of the company, residents' data and medical information.</p> <p>Risks related to system failures, availability of IT services and computer attacks.</p>	<ul style="list-style-type: none"> <li>• Number of data breaches</li> </ul>
	Economic penalties resulting from the protection and loss of data or data confidentiality.	<ul style="list-style-type: none"> <li>• Number of data management requests</li> </ul>
<b>Communication with key stakeholders</b>	<p>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.</p> <p>The sensitivity of public opinion may evolve more rapidly than the Group's capacity to react, particularly on sensitive and complex issues.</p>	<ul style="list-style-type: none"> <li>• Number of press releases – Number of social networks and followers</li> <li>• Number of new negative and positive articles generated in the media</li> </ul>
<b>Sustainable use of natural resources and energy</b>	Risk of not monitoring energy and water consumption and not identifying problems (such as high consumption, leaks, etc.) that have a negative impact on the environment.	<ul style="list-style-type: none"> <li>• Energy intensity per used bed</li> <li>• Water intensity per used bed</li> </ul>

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

## CARING FOR OUR RESIDENTS



### Quality first!

Groupe Maisons de Famille's vocation is "Quality first!" for 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-centered, respectful of their dignity and individuality and adapted to each of their medical requirements and needs.

Groupe Maisons de Famille is aware that quality must constantly be demonstrated and challenged. The best way to do so is to rely on quality and Human Resources experts of each country. The Quality and Human Resources Committee created in 2022 is in charge of continuing the strengthening of the quality strategy, assess and annually update the quality and Human Resources risk map as well as define common actions plan to implement.

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 key performance indicators focused on quality.

In 2022, each affiliate worked on the definition of common criteria of Quality-based KPIs to monitor and assess the quality of service and user satisfaction, allowing the Group to constantly improve on these matters.

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

Supported by all of its employees, **Maisons de Famille** is committed to a High-quality policy, focused on the satisfaction of residents and their families. The General Management of **Maisons de Famille** defines the policy that is then applied in all the standards of the company's homes. This policy aims at constantly improving the services provided to residents. In order to respect



these commitments, **Maisons de Famille** implement all the necessary human and material means. The Quality policy of Maisons de Famille is based on three pillars:

- Listening to residents and their family's needs to constantly improve the services provided.
- Guaranteeing the implementation and monitoring of commitments in line with good professional practices and the needs of the residents and their families.
- Regular evaluation of the implementation of the standards through surveys, assessments, audits etc.

**Maisons de Famille** has strongly digitalized its tools to guarantee the traceability of the implementation of the standards. **Maisons de Famille** uses the tool BlueKanGo (quality management system). This tool manages the following aspects: quality and personalized 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 each house of **Maisons de Famille**, the director is the pilot of the implementation of the quality standards assisted by a quality referent (assistant director, assistant manager).

**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 authorized by HAS (Haute Autorité de la Santé). Following the French regulation, a certified external company (certified by OFRAC) evaluates **Maisons de Famille** every five years.

The quality system is also evaluated internally at the Group level at least once a year based on standard audits, and on specific aspects related to care and respect of residents' rights. Following the audits, an action plan is implemented at the facility level. In 2022, **Maisons de Famille** increased the number of indicators in its Quality and Human Resources dashboard (Human Resources, activities and care indicators and risk management). This dashboard is followed on a quarterly basis. Moreover, **Maisons de Famille** has a monthly dashboard that consists in three composite indicators: customer satisfaction, compliance regarding audits and the proper implementation of required tools, monitoring and traceability in care records systems.

In 2022, **Maisons de Famille** proceeded to an audit campaign of all its houses on the care and accommodation standards. 100% of the houses were audited at least on one of the accommodation standards and on all care standards. Furthermore, on a monthly basis, **Maisons de Famille** organizes a quality good practice group with all the houses. Finally, four different waves of mystery visits to evaluate the processes were made during the year 2022.

**La Villa**, through the implementation of a Quality Management System, offers a transparent and orderly approach, based on the well-structured organization of guest assistance processes.

**La Villa** quality system implemented at group level starts from ISO 9001:2015 European Rules. The company obtained this certification from 2001 to 2020. Since 2021, La Villa decided to no longer implement the quality system according to this certification but to adopt a quality management system more suitable to its activities and to the requirements of the care sector. The quality system organization is divided into two levels: the headquarter and managements are in charge of the organization according to the activities (Human resources, procurements, legal and general matters...), the nursing home level is in charge of the operating part and is divided geographically by location (Lombardy, Tuscany, Abruzzo, etc...).

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

- 19 Procedures: main processes divided according to the interested organizing areas;
- 295 Protocols: for specific situations and processes to do a specific task (different for each House according to the requests of the Public Administration);
- 14 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 with everyone in the ERP System with Date and Number of revision (I.E Safety documents, Carta dei Servizi, Personnel regulation etc.).

An illustration of the commitment of **La Villa** to quality is the actions carried out to provide quality answers to the most difficult pathological situations, also coming to the aid of the National Health Service, obviously without replacing it, but providing concrete support. An example of this was the collaboration between the RSAs and the ASL of the Lucca area, which gave rise to the so-called 'Covid bubbles', thus making it possible not to saturate hospital wards dedicated to treating the virus. Similarly, in Savona, the RSA/RP La Riviera has been a Covid Centre for a long time, in order to relieve and support the regional hospital system in great difficulty. La Riviera re-opened as a “normal” center, not dedicated to people suffering from Covid, in June 2022.

In **Amavir** it is applied a person-centered management model with a focus on continuous improvement, which leads to be very demanding with the quality levels **Amavir** offers to residents and their families, keeping in mind that achieving their maximum satisfaction is the company's main challenge.

The commitment to quality, together with the experience of more than two decades in the sector, has led **Amavir** to offer a service portfolio that is the widest of the entire sector, with the aim of satisfying the elderly's present and future needs, thus providing comprehensive and individualized attention.

**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. The processes and protocols are reviewed and updated periodically to improve them and adapt them when necessary

**Amavir** carries out internal and external audits annually to guarantee the quality of its services and to analyze compliance with the objectives established by the Group. Furthermore, the company complies with all the evaluations established by the competent bodies.

**Amavir's** residences have quality certificates according to ISO 9001:2015 (Quality Management Systems) and UNE 158101:2015 (Services for the promotion of personal autonomy. Management of residential centers with day centers or integrated night centers. Requirements). These certifications are valid until the year 2023.



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. In 2021, it started as a pilot program in five residences. **Amavir**'s Operations Department shared the conclusions of this test to all the residences that allowed them to gather new ideas and initiatives. **Amavir** begun to spread the implementation in several other residences during 2022.

This care model encourages the person to continue doing what is worthwhile for them and that maintains their autonomy. The objective is to treat the resident as the protagonist of its care. Residents decide the type of care and accompaniment that they want, and all services are organized to provide support in their well-being needs. This ambition is achieved through some strong principles: individuality, privacy and empowerment of the elderly.

All residents have their own Individualized Care Plan, drawn up upon admission and periodically reviewed in collaboration with the families. This plan seeks that each resident receives the most appropriate care for their situation, needs and preferences (adaptation to the residence, treatments, diet, rehabilitation, psychological care, cognitive stimulation and leisure activities). This is how **Amavir** intends to prevent, maintain and improve good health, enhancing their autonomy and slowing down deterioration.

**Dorea Familie** quality policy has been updated in 2022 taking into account standards regarding several topics related to nursing management and care, facility management, quality management, catering, housekeeping and cleaning. The quality policy is based on two pillars: national laws and guidelines as well as **Dorea**'s values that are centered on family, joy, generosity and self-determination of residents. Moreover, since 2016, **Dorea Familie** has a Quality Assurance Department, that guarantees that the company complies with national legal obligations to operate stationary care. Until 2021, the department focus was the processes and quality of care in the nursing homes. Since 2021, started the steering of non-nursing processes, it is now in charge of the definition and description of all quality management processes not only the ones related to nursing.

**Dorea Familie** constantly update its quality management system. In this regard, **Dorea Familie** has implemented the software Medifox, an optimized tool that facilitates employees' every day job, thus they can focus more on residents' quality of care. **Dorea Familie** launched a massive training of its employees to this new system in 2022 and that will continue in 2023, with the ambition to keep the nursing staff development of skills.

**Dorea Familie**'s quality system and processes are audited both internally and externally. Internal audits are carried out once a year in every facility. Furthermore, if a facility has been audited by an external administration (MDK authority) in the meantime, the internal audit is postponed to six months. In 2022, **Dorea Familie** internally audited 82% of its facilities. A standardized audit tool is used for the internal audit. **Dorea Familie**'s quality management department annually evaluates this tool to adapt it if necessary. Following the internal audits, the quality department provide to the facilities audited guidelines and actions plan for continuous improvement. In the

case where a facility does not achieve a satisfying score during the internal audits, **Dorea Famille** proceeds to another audit after six months.

National authorities, such as the Medical Service of the Health Insurance Funds (MD or MDK), the Home Inspectorate and the Health Department, audit **Dorea Famille**'s facilities on an annual basis. If the facility achieved a good result in the last inspection, the authorities may come every two years. A distinction is made between a regular audit and an audit on an occasion. A regular audit is carried out on a yearly basis, whereas an ad hoc audit is usually carried out after a complaint has been made. There are announced and unannounced inspections. Announced audits are regular inspection by the MDK or by the health authority. Unannounced audits are occasion-related inspections by the home supervisory authority. After the audits, the facility receives a letter listing the contents of the inspection and the deficits found. The facility includes the deviations in the action plan and implement them.

60% of the results of the internal audit are included in the Q-ranking and 40% of the result of the MDK audit are included in the Q-ranking.

In 2022, **Dorea Famille** introduced a new expert standard Maintaining and Promoting Oral Health in Care. The quality management department prepared a procedure to implement this new standard in 2023 in all facilities and in the audit standards. The procedure consists in four main axes. First, a process description for the implementation and procedure. Second, training of all nursing management on the new standard. Third, integration in Medifox nursing documentation regarding this new standard. Finally, training documents on the topics of oral care for the nursing staff (special care situations and special oral care, general oral care, oral diseases, aids for maintaining and promoting oral health).

**Dorea Famille** works on a permanent basis to improve its nursing quality and reduce residents' health risks. **Dorea Famille** 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 Famille**'s residents are recorded and evaluated monthly in the CIRS (quality report on risk management).

The four companies of Group Maisons de Famille are involved in issues related to food security, as it is a crucial factor for the residents. In fact, elderly people often have a weaker immune system and a poor quality in offered catering services can lead to the realization of two types of risk: an epidemic risk linked to food quality (foodborne illness, malnutrition) and another risk linked to the individual (choking, allergic reactions). To prevent the first one, all affiliates regularly audit their suppliers, ensure that their employees in charge of catering are trained and have procedures in place to declare any epidemic and hygienic adversarial events to the supervisory authorities. The latter also often controls the sanitary conditions of the kitchens. For the second one, the residents' swallowing abilities are assessed by a medical specialist and any identified risks are written in the file of the resident which allows a monitoring of their situation. Employees are also trained to adequately feed these persons.

## Resident Satisfaction

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

ones is at the heart of our concerns, **Maisons de famille, La Villa, Amavir and Dorea Famille** continuously deploy tools to improve the quality of care and services, promoting constant listening to residents' needs, but also the evaluation of our commitments, and a strong transparent interaction.

Each country has its own procedure for conducting satisfaction surveys. In 2022, in the framework of its 7 ESG ambitions of its roadmap, Groupe Maisons de Famille goal was to conduct a residents' satisfaction survey on an annual basis in each of the four companies it operates. Residents and families' satisfaction survey were conducted in **Maisons de Famille, La Villa, Amavir and Dorea Famille** in 2022 and will be done every year.

**Maisons de Famille** conducts several types of satisfaction surveys throughout the residents' stay depending on the evaluation period. A systematic satisfaction survey one month after residents' admission in order to measure residents' and families' satisfaction during the integration period. **Maisons de Famille** conducts also a satisfaction survey at the end of temporary stays. Furthermore, a regular satisfaction barometer is conducted to measure the satisfaction of all residents able to express themselves and their families.

The overall satisfaction rate of 95% in 2022 is up from 86% in 2021 (this rate is the average of the answers of the questionnaires).

Besides, 72 residents/families posted a Google review obtaining a valuation of 4.1 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.

Maisons de Famille	Participants		Satisfaction	
	2021	2022	2021	2022
<b>At the end of temporary stay</b>				
Residents/Family member	161	219	87%	86.2%
<b>One month after admission</b>				
Residents/Family member	305	374	86%	87.4%

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



La Villa		
	2021	2022
Residents and families total satisfaction	86,68 %	92,07%

Knowing the opinion of the residents about the quality of the services they offer is a clear bet of Amavir for quality. For this reason, **Amavir** conducts annual satisfaction surveys, following the protocol established. Since 2020 the survey process is carried out online.

**Amavir** sends the survey to residents, elderly people in day care and their relatives.

In 2022, 91% of residents and 40% of relatives participated in the surveys, compared with 91% and 44% participation in 2021. The good results of the previous year are maintained in 2022, although slightly decreasing in residents and family members. Family members are currently being thoroughly investigated by the local management with the objective to bounce back to 2021 levels in 2023

Amavir	Participation		Recommendation		Overall assessment <sup>(1)</sup>	
	2021	2022	2021	2022	2021	2022
<b>Nursing homes</b>						
Residents	91%	91%	89.8%	85.6%	8.56	8.40
Family members	44%	40%	84.4%	73%	7.77	7.53
<b>Day care</b>						
Residents	91%	84%	96.0%	96.0%	8.92	8.78
Family members	21%	31%	92.9%	84%	8.52	8.39
(1) The overall assessment score ranges from 1 to 10, being 10 the highest valuation.						

In the survey there is also a question related to the awareness of **Amavir's** CSR measures and commitment. The results show a score of 8.02 out of 10 for residents and 7.63 for families. **Amavir** through the "*Periodico Amavir*" (company's newspaper) and social networks communicate news related to environmental initiatives carried out in the headquarter and residences.

**Dorea Familie** conducted a residents' satisfaction survey in November 2022, two separate questionnaires to three groups. One questionnaire for the stationary care homes, the rehabilitation stations (for people with psychiatric needs) and for families. The second questionnaire is for the ambulatory care patient, day care and assisted living. **Dorea Familie** made this choice in order to respond to different populations' needs and the service they receive from the company. **Dorea Familie** included all its staff categories in the confection of the question (from quality team to catering and house keeping) in order to have all the expertise of these different areas departments.

All the residents and families received a written questionnaire with an individual code that allowed them to access and answer anonymously to the questionnaire. **Dorea Familie** took measure to guarantee the anonymity through an external service provider, that analyzed the results, only aggregated results not individual ones. In 2022, the rate of participation was 26%. To the question, "I would recommend Dorea Familie to people (family, friends...)": from a scale of 0 (fully agree) to 5 (don't agree at all). The result was an average of 2.05.

**Dorea Familie** is currently working on actions plan to increase the number of participants and the satisfaction rate.

## Attention to Complaints and Suggestions

Groupe Maisons de Famille established “quality first” as a guiding principle and thus must constantly demonstrate it. It is therefore only natural for the entire Group that residents and their families should be demanding through their expectations, concerns, desires, suggestions, and complaints. The Group considers it a way to force to remain humble, while continuously seeking improvements to offer to residents the quality they deserve and expect. Groupe Maisons de Famille sees through complaints an opportunity to improve in the services provided.

In general, the most common methods to receive complaints in the facilities are suggestion boxes, e-mail, post, telephone calls and suggestion forms. Each country has its own protocols to follow and respond 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. **Maisons de Famille** tracks complaints through this channel that allows a classification of areas for improvement by theme.

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

**La Villa** implemented a software in July 2022 where people can report and write their claims; each claim arrives to the nursing home manager for his analysis. **La Villa** currently offers in each nursing home, a computer station for both families and residents. They can open a ticket, which is transmitted to the house director that answers it. The quality manager through a centralized software controls these tickets.

**Amavir** 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 reported and managed. In addition to the SAU, the residences have Resident Councils and/or Participation Councils, which meet periodically with the directors of the centers and their teams to assess the satisfaction of residents and family members with the services provided and propose improvement actions.

**Dorea Famille**’s complaint management procedures are in **Dorea Famille**’s quality manual. Each facility manages complaints and the facility management is responsible for providing the most adequate response. Complaints are managed at the nursing home level and then sent to **Dorea Famille**’s quality management team. The quality management department always work on the complaints received and verify the responses given. If the complaints is particularly significant, (mobbing, injuries), it goes up to the regional director and **Dorea Famille**’s COO if there were no adequate responses given.

Complaints*	2022			
	France	Italy**	Spain	Germany
Number of complaints (residents and families)	107	4	219	1,070
Rate of complaints per resident	6.65%	NA	2,35%	17.14%
<p>* 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.</p> <p>** La Villa registered its complaints from July 2022 onwards.</p>				

Complaints*	2021			
	France	Italy**	Spain	Germany
Number of complaints (residents and families)	93	NA	118	1,250
Rate of complaints per resident	5%	NA	2%	17%
<p>* 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.</p> <p>** In La Villa complaints are managed at the nursing homes level, and data are not yet consolidated, the company is currently organizing an IT system dedicated to residents and families complaints.</p>				

## 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 "People, Ethics, Positivity and Exigency" guide their everyday work and their relationships with stakeholders.

### Quality of Employment

#### The social model and human profile of Groupe Maisons de Famille

The Group vocation "Quality first" for residents resonates with quality first for the employees. Indeed, the Group believes that they are closely related, and represent our strong value creation. Group Maisons de Famille guarantees quality of work for the employees throughout seven pillars:

- High staffing level
- Qualified professionals
- Stable staff
- Good working conditions and environment
- Well-being at work
- High level of employees' satisfaction
- High level of employees' engagement

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. **Maisons de Famille, La Villa, Amavir and Dorea Famille** Human Resources policies are in line with the Group's pillars.

In 2022, **Maisons de Famille** focused on two major areas in its Human Resources strategy: attractiveness and retention of talents. In order to strengthen this strategy, the company recruited two people: one person in charge of recruitment and one in charge of digital Human Resources communication. The two major areas of the company's strategy are implemented throughout four axes: recruitment, remuneration, signing of agreements and training.

**La Villa and Amavir** Human Resources main objectives are recruitment, training, development and providing a secure and healthy work environment.

**Dorea Famille** bases its Human Resources strategy through three major axes: recruitment, retention and development. In order to achieve these goals, one of the prerequisites is to build up the appropriate personnel capacities in all nursing houses and to maintain a skilled staff.

Groupe Maisons de Famille activities create and maintain many jobs in the 4 countries in which it operates. At the end of 2022, the Group had 12,926 employees compared to 11,562 in the

previous year, spread between Germany (42%), Spain (34%), France (9%) and Italy (15%). 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%).

The Group is characterized by a young workforce, with 28% of the workforce under 35 years old.

## 2022 Group's workforce

	2021	2022	Variation
<b>Percentage of employees with a permanent contract</b>	<b>91%</b>	<b>88%</b>	<b>-3%</b>
<b>Percentage of part-time employees</b>	<b>52%</b>	<b>50%</b>	<b>-2%</b>
<b>Percentage of women</b>	<b>83%</b>	<b>83%</b>	<b>0%</b>
Headcount at end of period (31/12) – Total headcount	11,562	12,926	11.8%
Number of permanent employees	10,559	11,375	7.7%
Number of non-permanent employees	1,003	1,551	54.6%
Number of full-time employees	5,576	6,464	15.9%
Number of part-time employees	5,986	6,462	8.0%
Under 26 years old	1,124	1,142	1.6%
26 to 35 years old	2,271	2,464	8.5%
36 to 45 years old	2,526	2,950	16.8%
46 to 49 years old	1,322	1,393	5.4%
50 to 54 years old	1,520	1,687	11.0%
55 to 60 years old	1,776	1,996	12.4%
Over 61 years old	1,023	1,294	26.5%
Number of men in the total workforce	2,006	2,230	11.2%
Number of women in the total workforce	9,556	10,696	11.9%
<i>Scope: 100%.</i>			

Retention of talents and building of a long-term trust relationship with employees is important for Groupe Maisons de Famille and its affiliates, based on the belief that stable staff guarantee stable quality of care and services for residents.

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

The seniority of the workforce with permanent contracts started to be calculated and reported in 2022.

Seniority in permanent contracts		2022		
		France	Spain	Germany
<b>Managers</b>	<1 year	1.1%	0.1%	0.8%
	1-3 years	1.2%	0.2%	0.9%
	3 -5 years	1.5%	0.1%	0.8%
	>5 years	2.9%	1.0%	1.3%
<b>Employees</b>	<1 year	23.4%	19.2%	26.2%
	1-3 years	20.0%	16.0%	24.4%
	3 -5 years	10.7%	10.1%	15.6%
	>5 years	39.1%	53.2%	30.0%
<i>*Data for La Villa is not available – global seniority average is 3 years and the detail will be available for year 2023</i>				

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 organization 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.

## Quality of life at work

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

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

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

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

**Dorea Famille** believes that the health of its employees is important and has launched a Corporate Health Management to support them throughout a cooperation with health insurance companies. In the framework of its on boarding strategy, **Dorea Famille** has implemented in 2022 a mentorship program for the new hires. Each facility has a mentor in the Human Resources department as the first point of contact. The mentor conducts a weekly call with facilities. This individual support consists in:

- Advising the houses on the planning and design of measures;
- Storage of the toolbox in the setup folders for successful planning;
- Maintenance of the toolbox by houses, so that sustainability and visibility are created.

## Employees' satisfaction

All the Group's facilities are concerned with providing an excellent working environment for their staff. In 2022, one of the ESG ambition of the Group was to implement on an annual basis

an employees' satisfaction survey in all the four countries it operates. Since 2022, all affiliates measure annually the quality of the working environment by means of surveys in order to ascertain the level of employees' satisfaction, their opinions and to identify areas for improvement in accordance with the internal procedure of each country.

In 2022, **Maisons de Famille** surveyed 613 employees (nursing homes and headquarters) with a result of an overall satisfaction rate of 78%. To meet the needs for improvement identified in the analysis of the survey, **Maisons de Famille** developed and communicated to all employees four areas for improvement:

- Act on the stress and workload of employees
  - o Establishment of a body for reflection on the Quality of Life and Working Conditions, within each of the nursing homes
  - o Development of the recruitment strategy to attract and retain employees
- Increase the knowledge of employees of the different career development they can benefit from in **Maisons de Famille**:
  - o Negotiation of an agreement on forward-looking employment and Careers
  - o Review of trainings schemes during the annual employee and manager annual appraisal
  - o Presentation by the Training and HR Development Manager of all the training programs available for the employees in each nursing home.
- Act on the communication of employee benefits
  - o Launching of the platform "HelloCSE, an employee benefit platform that allow beneficiaries to benefit from discounts on cinema, travel, daily life etc.
  - o Negotiation of an agreement on the Quality of Life and Working Conditions
- Improve internal communication:
  - o Implementation of a quarterly newsletter to Highlight **Maisons de Famille's** employees
  - o Increase of the communication on social networks.

**La Villa** conducted its survey in 2022. The results were presented in each house with the aim to give feedback to all the employees involved.

In the last quarter of 2022, **Amavir** launched the Climate Questionnaire, which, starting this year, will be carried out annually. The online survey was addressed to all employees, with the aim of finding out their perception of the work environment and organizational culture, reaching a participation of 24.5%.

As a novelty, questions about the average distance traveled from home to work, as well as the type of transportation used, have been incorporated. The results will help to establish mobility actions within the framework of **Amavir's** decarbonization plan.

Starting from 2022, **Dorea Famille** will conduct its satisfaction survey annually. In order to be instantly aware of its employees' level of satisfaction, **Dorea Famille** uses the company's app on some specific topics. For example, newly recruited employees can give their feedbacks on the onboarding process; employees are also requested to give their feedbacks after every workshop.

**Dorea Famille** employee's satisfaction survey was launched in November 2022 and was completely online. Each employee receives an envelope with individual code. In 2022, the participation rate was 28%. The questionnaire was made by an external provider in all the nursing homes in order to guarantee anonymity. The questionnaire will be extended to the headquarter in 2023. **Dorea Famille** added one question about employees' mobility in order to understand how employees come to work. Another question was "overall I am satisfied by the environment actions

that **Dorea Famille** takes”. Another question was added to get insight from employees on “Which area should your facility be focusing on” (reducing food waste, energy consumption, separating waste). The results show that reducing food waste and energy consumption were the two major issues to tackle pointed out by Dorea **Famille**’s employees.

## 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 of its affiliate 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 facilities, mainly due to the number of sick leaves and the need to reinforce resources to meet needs at any given time.

In 2022 there were 15,456 new hires and 3,016 departures in Groupe Maisons de Famille. The high ratio of entries and exits is inherent to the care sector.

Each country has specific replacement actions plan and tools ongoing to secure recruitment in occupations where there are shortages in order to guarantee the continuity and quality of care of services for the residents.

Permanent contracts	2021					2022				
	France	Italy	Spain	Germany*	Total	France	Italy	Spain	Germany*	Total
Employer-initiated turnover (permanent)	16%	7%	12%	NA	12%	19%	9%	7%	NA	15%
Employee-initiated turnover (permanent)	18%	15%	16%	NA	16%	23%	16%	7%	NA	16%
*Scope 2021: 52% (no data available for Germany). Scope 2022: 58% (no data available for Germany). Although Dorea Famille monitors its turnover, the data is not included because a different calculation methodology is used.										

The Group believes that in order to retain talents, it must monitor the departure of employees within the new hires. The aim is for the Group to then, develop adequate action plan to respond to the needs of the new hires.

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

## Equality and Diversity

For the Group, promoting diversity and inclusion is a lever for performance, innovation and development. 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.

The Group recognizes the differences of each of its employees and places individual skills at the heart of collective performance. These commitments are structured around two priorities in the 2022 ESG roadmap:

- Gender diversity and professional equality between men and women;
- The integration of disabled people.

The Group's approach to equality, diversity and inclusion covers three issues:

- Social responsibility: as a responsible employer, Groupe Maisons de Famille has a duty to reflect the diversity of the communities in which it operates;
- Employer attractiveness: Groupe Maisons de Famille is a company that is proud of its differences and its positivity mindset.
- Operational performance: inclusion and social cohesion are important factors for the well-being at work and the commitment of all employees.

One of the social axes of improvement in Group Maisons de Famille's 2022 roadmap was strengthening inclusion by increasing the percentage of women in management positions. This goal is applicable in all the countries the Group operates.

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

In 2022, **Maisons de Famille** signed an agreement with the social partners to generalize **Maisons De Famille's** commitment to gender equality to all houses. Moreover, the company 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

#### Number and percentage of women in management positions

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

Women in management	2021				
	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%

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** usually hire students for apprenticeships coming from one of the high school of Apprentis d'Auteuil's network.

**Maisons de Famille** was a pioneer in 2021 for 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, in which concrete action actions have been established (66 in total). In 2022, further progress has been made in complying with the measures. It is planned that in 2023 a new Negotiation Committee for the next **Amavir** Equality Plan will be established, which will replace the one completed in 2022.

## People with Disabilities

One of the ambitions of Groupe Maisons de Famille in its 2022 ESG roadmap was to increase to inclusion of people with disabilities within its workforce.

People with disabilities account for 3% 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.

**Maisons de Famille** continues to raise managers' awareness on the subject of disability to know how to manage and support employees with disabilities. A recruitment forum specialized in hiring people with disabilities have been launched in one of the nursing homes of Maisons de Famille.

	2021	2022	Variation
<b>Percentage of employees considered to have a disability</b>	<b>3.4%</b>	<b>3.0%</b>	<b>-0.5%</b>
Number of employees considered to have a disability	395	383	-3.0%
Scope: 100%.			

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

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

## 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 organizational 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.

Following the setting of collective agreements, **La Villa** 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.

**Amavir**, the social dialogue between the company and workers is articulated through direct dialogue with the unions and the representative bodies of each work center, as appropriate in accordance with the provisions of the applicable legislation.

The company guarantees the right to union membership of its professionals, as well as the right to elect their representatives. At the end of the 2022 financial year, the company had 238 worker representatives.

On the other hand, in the meetings with the works council, the interests and concerns of the employees are also transmitted. Likewise, aspects of safety and health at work are contemplated in the application agreement and in the meetings of the health and safety committees.

**Dorea Familie**, unions can negotiate collective agreements on working conditions and wages.

From September 2022 all nursing care facilities - refinanced by the nursing care insurance funds - must pay their nursing staff according to statutory tariffs/collective agreements. Moreover, at **Dorea Familie**, work councils can be elected in the company. This council has to agree on social matters, the organization of the company and hiring. **Dorea Familie** has 6 works councils that it regularly informs of social changes.

## 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.

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 in 2020 "Amavir School", a training programme based on the facilities' needs. "Amavir School" articulates the company training offer with the aim of positioning people at the core of the training process, empowering them so that training becomes an added value.

The school is characterized by:

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

In 2022, 64 (66 in the previous year) training actions were included in the program. All of them are voluntary with the exception of those framed in the area of occupational risk prevention or others that are considered mandatory or required by law (legionella, preventive measures in covid transmission, work at height, electrical risks and reception training). The school contemplates three key training areas:

- Compulsory training: those specified by law, especially in occupational risk prevention. In 2022, 11 mandatory training actions were carried out.
- Technical training: that which improves technical competence in terms of knowledge and skill in the practical execution of a function or increases and improves the level of technical knowledge of a subject. In 2022, 40 training actions of a technical nature were carried out.
- Development of skills: those that promote non-technical skills or abilities and allow a better adaptation and management of the work environment. In 2022, 13 development training actions were carried out.

**Dorea Famille** 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 Academy is externalized.

**Dorea Famille** considers that building learning paths are important for employee development, especially managers. In 2023 the E-learning tool provider (specialized in nursing homes) will change to better adapt to Dorea's needs with new contents and available to nursing homes and headquarters.

	2021	2022	Variation
Average number of training hours per employee over the year	16.6 <sup>(1)</sup>	6.56 <sup>(2)</sup>	-61%
Rate of employees trained (%)	44.6%	51.0% <sup>(2)</sup>	6.4%
(1) Data reported by Dorea Famille includes only Leadership and ELearning.			
(2) Scope: 91% (Maisons de Famille not included). Although Maisons de Famille monitors its training, the data is not included since the data are not 100% reliable.			

During the year 2022, 76,029 hours of training were provided and attended by 5,915 employees, representing an average of 6.56 hours of training per employee.

## Development Programmes

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

- 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.
- The HR pathway is totally digitised in 2022.
- Management programme for head office and house managers in partnership with Kedge Business School.
- Satisfaction questionnaire answered anonymously by the students, carried out by an external company. Ranked 7th in the category of companies hosting between 1 and 19 students per year.
- New training for chefs in management, training done by Restaliance. The pilot was carried out in the nursing home Ave Maria.
- 
- Training effort on software used in homes, for traceability, netsoin training (ASH, AS, nurses), netcontact (family relations officer).
- 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.
- 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.

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

**Amavir** in 2020 launched "Amavir Succession Plan: Detection of Internal Talent", whose objective is to identify and assess those professionals who want to develop a career plan as future directors of residences at Amavir.

This program is intended to respond proactively to the training of new nursing homes managers due to the company's expansion plan, with the implementation of a succession plan that allows internal coverage of vacancies that, either due to growth, or by natural turnover can occur. The recipients are all those professionals with a university degree, with a permanent contract and experience equal to or more than 2 years within the company.

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

A total of 15 people participated in this evaluation, of which three of them were discarded, because they did not reach the minimum level required.

In 2022, the first promotion ended with the participation in the training program of a total of 12 workers, who have acquired the skills and abilities required in Amavir to be able to fill the position of director of residence.

The success of this edition has resulted in the immediate promotion of two of the participants to houses directors. In addition, another of them has received an award for their expert final project at the AMADE (Madrid Association for Dependency Care) awards.

**Dorea Famille** has a Leadership 2.0 Academy that is externalized. Through the Academy Dorea Famille offers an individual training plan for nursing home managers and nursing executives.

The training “Thinking in Possibilities” aims at developing skills (ability to direct, present and argue). For 5 days over a period of several months, small groups of five to eight people are trained, among them heads of departments at the headquarter and nursing homes directors. A total of 7 groups started their training in 2022. This training program is very much based on practical exercises, emphasizing the importance of preparing for projects and meetings. Participants are asked to integrate what they have learned into their everyday life and to report on it on the following training day and give each other feedback. By exchanging information among each other, the networking of the facilities is also promoted.

## 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. There are two campaigns: one for non-executives who receive the quality bonus (houses) and the other for managers who receive a variable compensation.

**Amavir** has worked on the design of its annual performance assessment process to be implemented in 2023.

**La Villa** will work on the design of its annual performance assessment process to be implemented in 2024.

**Dorea Famille** 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, managers are assessed according to the 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 seeks 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.

**Maisons De Famille** carried out several initiatives, highlighting: prevention training with an innovative format, created and led by an osteopath (learning about body positions, vision, sitting in front of the screen etc.); new procedure for reporting accidents to make better action plans; rails on the ceiling in some rooms to help residents get out of bed, to guarantee some independence for the resident while avoiding too much load-bearing for the employees; compulsory training in food hygiene and safety.

**Amavir's** objective, in terms of occupational health and safety, is to mainstream the preventive culture in a clear and effective way in all areas of the company, thus internalising the concept of "integrated safety". In 2022, the SARS-CoV-II actions have been maintained in all the centres and the monitoring of workers who have reported a positive result in order to delimit the area of contagion. A Psychosocial Risk Assessment campaign has also been carried out to take the pulse of the centres after the hardest moments of the pandemic and a campaign on Musculoskeletal Disorders has been launched in the centres, with the collaboration of the Health and Safety Committees, which will continue to be worked on during 2023. In addition, monitoring of particularly sensitive workers (pregnant women and staff with some kind of disability) has been reinforced in order to achieve optimal adaptation of the conditions and tasks to be carried out in their workplace.

	2021	2022	Change
Frequency rate of occupational accidents or diseases	35.9	35.2	-2%
Severity rate of occupational accidents or diseases	1.4	0.9	-37%
<i>Scope 2021: 52% (no data available for Germany).</i>			
<i>Scope 2022: 58% (no data available for Germany)</i>			

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

2021	France	Italy	Spain	Germany	Total
Frequency rate of occupational accidents or diseases	71.9	50.2	26.9	NA	35.9
Severity rate of occupational accidents or diseases	6.0	1.4	0.6	NA	1.4
<i>Scope: 52% (no data available for Germany)</i>					

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

2021	France	Italy	Spain	Germany	Total
Rate of absenteeism due to illness (%)	9.8%	5.2%	5.4%	NA	6.1%
Rate of absenteeism due to occupational accidents (%)	2.2%	0.6%	0.6%	NA	0.9%
<i>Scope: 52% (no data available for Germany)</i>					

## EXIGENCY, ETHICS AND COMPLIANCE

The Compliance management system refers to the set of policies, procedures, and controls that our organization implements to ensure it is operating in accordance with relevant laws, regulations, and industry standards.

This system is articulated around five key features:

**1. A clearly defined compliance governance, both on the group and local levels, in charge of supervising and implementing this system.**

On supervision, the Board of Directors controls its effectiveness of the Group's compliance system at least twice a year. To this end, it is assisted by:

- A board director compliance referent whose tasks is to ensure that the subject is at the agenda and act like the point of contact on this matter. In particular, he is in responsible for:
  - o monitoring the effectiveness of the deployment of the anti-corruption compliance system within the Company and its subsidiaries;
  - o ensuring compliance with the general principles of (i) business ethics and (ii) the prevention of violations of human rights and fundamental freedoms, health and safety of individuals and the environment;
  - o monitoring the efficiency of the internal control, risk management and compliance management systems with regard to business ethics and the prevention of violations of human rights and fundamental freedoms, health and safety of individuals and the environment.
- The Audit, Risk and Compliance Committee, which is responsible for monitoring the existence of the compliance management system and giving its opinion on its implementation.

In 2022, it was decided to extend this governance by appointing to subsidiaries' Board of directors in all countries where the Group operates a director compliance referent.

On an operational level, the definition, implementation and enforcement of the compliance is the mission of the CEO assisted by his compliance officer ensures system locally. The latter are responsible for putting compliance on the agenda of its management committees and board of directors twice a year.

The compliance officers are also organised in a network, which reunites once a month in order to share projects, establish processes, define KPIs to help improve the Group's Compliance system. In 2022, a Group's Compliance manager was recruited to coordinate this network and harmonize the compliance management system throughout the Group.

**2. A risk assessment process involving the identification and assessment of the organization's risks in relation to compliance, and developing strategies to mitigate those risks.**

As such, each country periodically assesses the compliance risks inherent to its business, maintaining the corresponding risk map.

In 2022, an update of the local and group anticorruption risks maps was started.

The same year, the Group started the elaboration of both consolidated and local risk-maps related to its duty of vigilance.

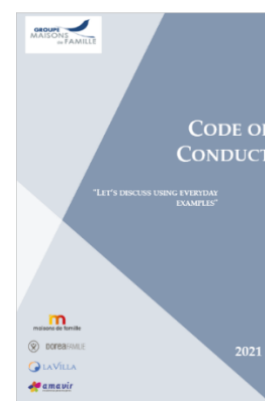
**3. A strong compliance frameworks composed by policies, procedures, and controls included in our code of conduct**

The Code of Conduct is an essential reference element concerning respect for ethics and compliance within Groupe Maisons De Famille. It sets a zero-tolerance policy on corruption and influence peddling. 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. It will be updated in 2023 to reflect the evolution of the Group's compliance system.

The Code of Conduct is based on the Group's values (People, ethics, optimism and exigency) and helps to guarantee the achievement of our ambition to be the most trusted provider of quality care and services that enable every person to live a more enjoyable, fulfilling and inclusive life.

This Code applies to employees, managers in each country where the Group operates, in accordance with international standards and regulations. It is integrated in the work contract and transmitted to our business partners.

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



### Content of the Code of Conduct

<b>Fulfilling our commitments as a company</b> <ul style="list-style-type: none"> <li>• Selection and fair treatment of suppliers</li> <li>• Competition</li> <li>• Conflicts of interest</li> <li>• Political activities and lobbying</li> <li>• Gifts and invitations in relations with partners and Group business relationships</li> <li>• Corruption and facilitation payments</li> <li>• Confidentiality</li> <li>• Representation of the Group</li> <li>• Privacy and personal data protection</li> <li>• Financial and business records and the fight against money laundering</li> </ul>	<b>Fulfilling our commitments as an employer</b> <ul style="list-style-type: none"> <li>• Health, hygiene and safety</li> <li>• Diversity</li> <li>• Bullying</li> <li>• Sexual harassment</li> </ul>
	<b>Fulfilling our commitments as a responsible group</b> <ul style="list-style-type: none"> <li>• Environmental responsibility</li> <li>• Contribution to the community</li> </ul>
	<b>Monitoring rules and procedures</b> <ul style="list-style-type: none"> <li>• Scope of application and Employee obligations</li> <li>• Reporting</li> <li>• Circulation</li> <li>• Specific duties of supervisors</li> <li>• Control</li> <li>• Sanctions</li> <li>• Professional whistleblowing mechanism</li> <li>• Processing of personal data</li> </ul>

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 2022, zero breaches of this document were reported within the group.

With the aim of improving the effectiveness of this document, Groupe Maisons De Famille will keep strengthening the internal communication within the organization.

**4. A whistleblowing system for reporting compliance issues and escalating them to appropriate levels of management when necessary.**

Groupe Maisons De Famille has a whistleblowing mechanism whereby any stakeholders of the Group (employees, residents, business partners...) can report any conduct or situation that violates the code of conduct or the law (<https://groupemaisonsdefamille.whistleblownetwork.net/frontpage>).

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

In 2022, two alerts were received and treated. Also, the Group is currently updating its whistleblowing internal procedure in order to comply with the new regulations and reinforce the protection of system users.

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

#### **5. Effective training and communication actions are released during the year within the group.**

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

In addition, Groupe Maisons De Famille is a member of Transparency International, a non-governmental organization 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 organized (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.

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

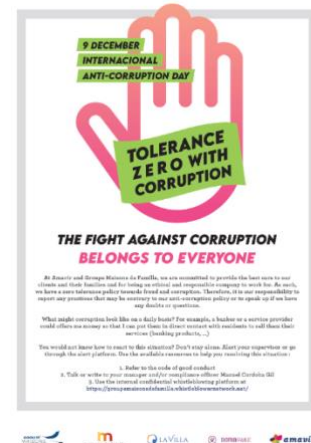
In 2022, the following actions were taken:

Four anti-corruption compliance training were conducted: two for directors and two for senior managers and key stakeholders.

For Directors, the object of these training was to explain the links between risk management and compliance, exposed the regulatory environment of compliance and good governance practices plus directors' responsibilities in this matter.

For the top management and key stakeholders: the regulatory environment was also explained but the presentation was more about concrete cases and internal procedures.

Aside from regular communication, a specific action was realized for the December integrity day with dedicated communication and supports.



## 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). 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 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.

In addition, each country has its own internal regulations and protocols regarding security and data protection.

**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.

**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.

In 2022, an HSM (Hardware Security Module) server was installed to store and manage all digital certificates and can only be used through a program. This makes it possible to keep a record of the signatures, restrict the use of digital certificates (both company and personal) and thus guarantee the security of the systems. Also, the access to servers with privileged accounts (administration) has been restricted so that they can only be accessed by using a control system. Regarding the employees who have corporate email, they have received security bulletins through the Company specialized in IT.

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 Famille** is currently working on the sensibilization its employees on data security and fishing emails. So far, **Dorea Famille**'s DPO trained the majority of **Dorea Famille**'s executive committee and the director of nursing homes on the GDPR.

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

During 2022, **Dorea Famille** drew-up the Data security policy, included in the quality management manual. For this new process, data protection audits were carried out in all residences, with prior training for employees to ensure their understanding. It should be noted that Dorea Famille has the German VDS1000 Certification for security management. Cybersecurity management is mainly carried out by the IT department, who informs the DPO if personal data is affected by any attack or threat.

Groupe Maisons De Famille received 72 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.

2022	France	Germany	Italy	Spain	Total
<b>Percentage of employees aware of the GDPR and its implications (%)</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Number of permanent employees trained by e-learning</b>	<b>121</b>	<b>1,190</b>	<b>0</b>	<b>2,221</b>	<b>3,532</b>
<b>Percentage of Executive Committee members at headquarters and facility managers trained on site (%)</b>	<b>0%</b>	<b>33.6%</b>	<b>0%</b>	<b>18%</b>	<b>15%</b>
Number of requests sent to the DPO	1	56	0	15	72
Number of responses from the DPO	1	56	0	15	72
Number of claims	0	0	0	0	0
Number of data breaches	0	7	0	1	8
<i>Scope: 100%.</i>					

2021	France	Germany	Italy	Spain	Total
<b>Percentage of employees aware of the GDPR and its implications (%)</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Number of permanent employees trained by e-learning</b>	<b>512</b>	<b>1,213</b>	<b>180</b>	<b>0</b>	<b>1,905</b>
<b>Percentage of Executive Committee members at headquarters and facility managers trained on site (%)</b>	<b>95%</b>	<b>62.63%</b>	<b>54%</b>	<b>0%</b>	<b>50%</b>
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
<i>Scope: 100%.</i>					

## Information System

Each country is working on implementing its own IT digital transformation projects, with the aim of adapting to technological advances and making equipment, processes and tools more efficient. To this end, in 2022, measures were developed such as renewing IT equipment, implementing new software to digitizing invoices, bank statements, payroll, and so on, setting up solutions to



access remotely (VPN systems, team viewer) and promoting videoconferencing (for example, Microsoft teams).

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

As part of **Amavir's** digital transformation process, several projects were implemented aimed at: zero paper, transformation of communications, energy efficiency improvements and task automation.

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

During the 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 were 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 Famille: <https://doreafamilie.de>.

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

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

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

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

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

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

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

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

**Amavir** stands out for its communication initiatives. **Amavir** is aware that communication with its stakeholders is fundamental and that the relationships with them need to be based on maximum transparency. For this reason, it has multiple channels of communication: web page, social networks, newsletter for workers, Amavir newspaper, a blog called "Cuidar al mayor" (integrated into the web site), podcast channel, among others.

The Amavir Newspaper is printed on paper and distributed to all the residences for consumption by residents, relatives and workers. It is also available in pdf format on the website and, in this same format, it is also sent to relatives by e-mail.

**Amavir** launched a podcast channel in May 2021 through the iVOOX platform, coinciding with World Nursing Day. During 2022, 23 podcasts have been broadcasted.

**Dorea Familie** is working on internal and external communication with the objectives of showing a positive image of the sector and the good work of the employees, keeping family members informed or increasing the visibility of the brand.

This year Dorea Familie has hired a social media expert who has helped to establish guidelines on how to communicate on social media and which media to use depending on the audiences. At the end of 2022, employee training started in the residences.

On the other hand, work has been done to create new content of interest. For example, the Dorea Familie magazine includes health tips, weather information and information about the German reunification day.

The Dorea Familie App is the communication tool most used by Dorea Familie employees. It includes sections where some social benefits are included or where employees can exchange items (concert tickets, TVs...).

2022	France	Spain	Italy	Germany	Total
Number of user web visits	115,489	229,301	309,427	274,960	929,177
Number of page views	319,426	634,987	748,910	850,835	2,554,218
Scope: 100%.					

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%.					

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

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

2021	France <sup>(1)</sup>	Spain <sup>(2)</sup>	Italy <sup>(3)</sup>	Germany <sup>(4)</sup>	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. Twitter					
(2) Facebook, Twitter, Instagram, LinkedIn, YouTube and TikTok.					
(3) Facebook, Instagram and LinkedIn. All the residences have also Facebook, Instagram and LinkedIn pages.					
(4) Facebook, Instagram, YouTube, Twitter and LinkedIn. Social network activity at Dorea Famille is currently quite limited.					

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

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

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%.					

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 Famille 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 four times in 2022.

The main goals are the following:

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

In 2022 the Group defined and launched several awareness actions on occasion of the Women’s Day, Health Day, Environment Day and Anti-corruption Day.

In the Women’s Day was launched an institutional video with images from all countries. For the Health, Environment and Anti-corruption Days, and to strengthen the Group’s culture of ethical and responsible conduct, posters were designed and distributed to the employees.



The main messages were zero tolerance policy towards fraud and corruption, thanks to the medical staff who daily watch over the residents' right to health and helping to care for the environment with simple gestures.

## COMMITMENT TO THE ENVIRONMENT



Groupe Maisons De Famille is committed to reducing its environmental impact. In 2022 the Group has made progress in measuring the impact of its activities on the environment, especially regarding its carbon footprint, as it is described in this chapter.

The Group and its entities are 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. Amavir's Integrated Policy includes a specific commitment in environmental issues that is materialized through the following objectives: promote sustainable development, trying to ensure a balance between environmental impact and economic growth; implement measures that reduce the environmental impact of the activity, with the commitment to collaborate especially in the fight against climate change; enhance the life cycle; develop objectives, plans and actions to improve the management of resources and environmental performance and apply savings and efficiency criteria in the use of material and energy resources to reduce the ecological footprint.

The environmental impacts associated with Amavir's activity are assessed annually. Each of the identified relevant impacts has its respective controls.

It is noteworthy that in 2022 **Amavir** has obtained the certification in the UNE ISO 14001 by the Bureau Veritas certifying entity.



Amavir plans to make progress in improving the quality of its services while facing the main environmental challenges derived from its activity, such as reducing its carbon footprint, minimizing the consumption of key resources such as water or energy, implement energy efficiency initiatives (LED technologies, control for immediate fault detection), promote energy consumption through renewable energies (solar, thermal and biomass) and also, a proper management of hazardous and no hazardous waste generated, recycling when possible.

## 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. In fact, Groupe Maisons De Famille is committed to improve its carbon footprint in the medium term. The group is working on a harmonized strategy to tackle these issues where the priority in 2022 consisted in assessing the carbon footprint as a starting point to deploy a decarbonization plan.

With this aim the Group closed an agreement with the ESG service provider Deepki. The entities report and monitor their consumptions (energy, water and medical waste) through Deepki platform which will allow to calculate the Group's carbon footprint (initially scope 1 and scope 2).

In parallel, the Group is prioritising initiatives to decarbonize the buildings and mobility (new building with sustainable certifications, new cars are electric or hybrid...) Besides, in 2022 the countries keep moving towards a low carbon society by using renewable energy and implementing energy saving measures.

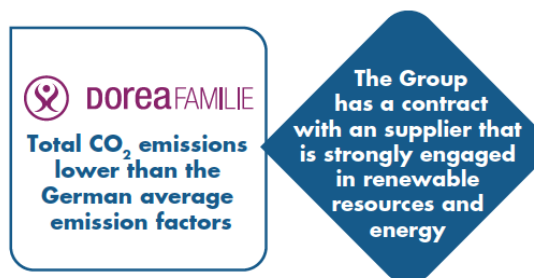
Failure to adapt to climatic risks is an important risk for our business model. The occurrence of this risk can take many forms such as extreme heat or natural disasters. For example, Maisons de Famille France was impacted by an important flood leading to the future move of one of its nursing homes. To prevent this risk, nursing homes are equipped with crisis cells in order to ensure the continuity of their activity in case of an emergency. Also, procedures and continuity plans are in place as to comply with operational and legal obligations.

**Amavir** aspires to a net reduction in its carbon footprint. In 2022 Amavir worked on the company's decarbonization plan, which will be approved at the beginning of 2023. The residence Amavir Valle de Egüés is Breeam certified. The newly built residences will have sustainable certifications.

La Villa has implemented in 13 nursing homes solar panels and cogeneration systems to produce electricity

**Dorea Famille** total CO<sub>2</sub> emissions are lower than German average emission factors, thanks to the electricity contract Dorea Famille has with an energy supplier that is strongly engaged in renewable resources (Stadtwerke Kiel). In 2022 the positive impact is higher since every nursing home is working with this supplier.





In 2022, Groupe Maisons de Famille's entities total greenhouse gas (GHG) emissions amounted to 24,079 tones of CO<sub>2</sub> (26,073 tones of CO<sub>2</sub> in 2021):

	2021	2022	Change
Total CO <sub>2</sub> emissions from energy consumption ( <i>tones of CO<sub>2</sub>e</i> )	26,073	24,079	-7.6%
<i>Scope 2021: 100%</i>			
<i>Scope 2022: 58% gas consumption emissions (Dorea Famille is not included); 100% remaining emissions</i>			

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

2021	France	Germany	Italy	Spain	Total
CO <sub>2</sub> emissions from energy consumption	1,831	10,861	4,901	8,479	26,073
<i>Scope: 100%.</i>					

## Sustainable Use of Resources

The Group and its entities are committed to reduce the number of resources used while ensuring that their use is more efficient and do not affect the quality and comfort of the residents.

Every country aims to control and monitor energy and water consumption in nursing homes because of the environmental and economic impact. Deepki platform newly used in 2022 is a great tool to help the countries gather and monitor their environmental data.

### 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. In fact, one of the environmental objectives is to increase the use of renewable energy through the installation of solar panels.

General measures implemented in the nursing homes consist of: 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.

In **Maisons de Famille** environmental audits are in progress on all sites with the objective of a large majority of sites audited by 2023. Action plan to reduce energy consumption to a 30% by 2030 (according to Tertiary decree requirements) will follow these audits.

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

Finally, the multinational Helexia is working on a photovoltaic study on several Maisons de Famille sites.

**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.

The main action carried out this year has been the signing of an agreement with the multinational Helexia to promote the energy transition in the company. The project has begun with the installation of three photovoltaic plants in three residences. These facilities will enable the generation of clean energy, reducing the carbon footprint relative to Scope 2.

So far, Amavir has ten residences with solar panels, one residence with biomass boiler and two residences with aerothermal systems.

Dorea Familie continued to replace the heating installations with more efficient ones. 19 houses have a combined heat and local power plant. In addition, one of its centres uses biogas for heating. Moreover, some new houses are 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). Consequently, Dorea Familie's new buildings energy consumptions are more optimized.

In **Dorea Familie** energy audits are in progress as required by German legislation. Therefore, Dorea Familie will follow a plan to reduce their energy consumption in the coming years.

Dorea Familie is currently conducting an implementation assessment with Helexia to analyse the feasibility of installing solar panels.

In 2022, total energy consumption was 127,057 MWh, while in 2021 it was 142,926 MWh

	2021	2022	Change
<b>Total amount of energy consumed (MWh)</b>	<b>142,926</b>	<b>127,057</b>	<b>-11 %</b>
<b>Energy intensity (MWh/used bed)</b>	<b>9.11</b>	<b>7.28</b>	<b>-20 %</b>
Electricity consumption (MWh)	43,826	51,152	17%
Gas consumption (MWh)	84,282	63,243	-25%
Fuel oil consumption (MWh)	2,244	2,672	19%
Biomass consumption (MWh)	1,687	1,358	-20%
Thermal solar energy consumption (MWh)	1,281	911	-29%
Heating consumption (MWh)	9,605	7,721	-20%
<i>Scope 2021: 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).</i> <i>Scope 2022: 58% gas consumption and energy intensity (Dorea Familie is not included); 100% remaining energy consumption. 36 nursing homes out of 46 included in La Villa.</i>			

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

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

# 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 to monitor and reduce water consumption.

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

**Amavir** assumes saving in water consumption and optimizing its use as one of its environmental commitments. **Amavir** is monitoring water on a daily basis using the SAP tool that strictly controls water consumption.

On the other hand, the eco-technology washing system in the residences stands out, which allows a significant reduction in water consumption.

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

In 2020, **Dorea Famille** conducted a pilot project in one of its care homes by installing a flushing system in the toilets. This system resulted in the saving of 2 litres of water per flush. Showerheads with a flow reducer that limits water consumption were also set up. As of 2021, Dorea Famille decided to install the flushing system in newly built homes. **Dorea Famille**'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 954,229 m<sup>3</sup> (885,411 m<sup>3</sup> in 2021). The following table shows for each country consumption.

	2021	2022	Variation
<b>Water intensity per used bed</b>	<b>56.5</b>	<b>55.0</b>	<b>-3%</b>
Water consumption of the facilities during the year (m <sup>3</sup> )	885,411	954,229	7.8%
<i>Scope: 100%.</i>			

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

2021	France	Germany	Italy	Spain	Total
<b>Water intensity per used bed</b>	<b>74.2</b>	<b>46.8</b>	<b>88.1</b>	<b>51.7</b>	<b>56.5</b>
Water consumption of the facilities during the year (m <sup>3</sup> )	95,575	255,895	175,970	357,971	885,411
<i>Scope: 100%. 36 nursing homes out of 46 included in La Villa.</i>					

## 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.

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

Total sanitary waste generated in 2022 was 47 tonnes (Dorea Famille not included).

	2021	2022	Change
Ratio of infectious medical waste ( <i>tones of infectious medical waste/number of facilities involved in infectious medical waste collection</i> )	3.78	0.46	-88%
<i>Scope 2021: 100%.</i> <i>Scope 2022: 58% (Dorea Famille not included), Maisons de Famille data is not available for 1 house and it is partial for 3 houses.</i> <i>Infectious medical waste: waste coming from healthcare activities with risk of infection.</i>			

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

2021	France	Germany	Italy	Spain	Total
Ratio of infectious medical waste ( <i>tonnes of infectious medical waste/number of facilities involved in infectious medical waste collection</i> )	0.64	7.55	0.97	0.04	3.78
<i>Scope: 100%.</i> <i>Infectious medical waste: waste coming from healthcare activities with risk of infection.</i>					

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

In addition, the Group is committed both to responsible and sustainable food (by favouring local suppliers, as is the case with Amavir and Dorea Famille) and to the fight against **food waste**. To

this end, the various entities work to adjust the quantity of food to the nutritional needs of residents and employees and to constantly monitor expiry dates. In some cases, catering service companies have their own plans to avoid food waste. It is remarkable that Dorea Familie makes efforts to buy locally and at the right season of the year. In its food program local dishes are offered.

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

## REPORTING METHODOLOGY

### Scope of Consolidation

The scope of consolidation for social, human resources (HR) and environmental 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 Famille (Germany).

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

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

The 2022 Human Resources, Social and Environmental CSR report covers data for the financial year 2022, from 1 January 2022 to 31 December 2022.

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

#### *Absenteeism*

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

#### *Accidents*

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

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

#### *Training*

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

### *Environmental Indicators*

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

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

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

The emission factors used are taken from:

- Electricity: IEA (International Energy Agency)
- Natural gas: IPCC 2006 Guidelines for National Greenhouse Gas Inventories
- Propane and fuel oil:
  - France: DEFRA 2022,
  - Spain: Ministry of Ecological Transition, July 2022
  - Italy: DEFRA 2022,
  - Germany: DEFRA 2022
- Heating consumption:
  - Germany: <https://www.co2online.de/>

### *Medical Waste*

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

### *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.

## ACT NOW: OUR ESG 2023 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 remain to make our uniqueness come alive by placing quality at the heart of everything we do. Our residents' satisfaction with quality and our employees' satisfaction with their quality of life at work are key to our company's success and our ability to meet our ESG challenges. Our commitment is to challenge ourselves, with full transparency, in order to continue to make progress.
- Secondly, **the environment**: Groupe Maisons de Famille conducted its first carbon assessment (Scope 1 & 2), and is currently working on a medium-term action plan. We have and continue to our concrete initiatives to decarbonize our buildings and mobility.
- Finally, **governance**: Our commitment is to strengthen ESG governance at the local and continue to strengthen our ESG risk management.

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

## ENVIRONNEMENT

### Implementing the decarbonization strategy

- Continue to improve the calculation of the scope 1 & 2 carbon footprint by integrating data related to water consumption and green energy production
- Structuring a decarbonization strategy following the first scope 1 and 2 carbon assessment with objectives to reduce energy consumption and carbon impact.
- Implementation of the decarbonization strategy in the countries.

## SOCIAL

### Improve the Quality/HR Dashboard

- Improve data collection
- Continue to harmonize indicators
- Integration of short-term and long-term objectives for key indicators

### Continue improving employee satisfaction and harmonize methodology

- Group and local level: common questions, common calculation methodology and actions plan
- Increase participation rate

### Continue improving residents and families satisfaction and harmonize methodology

- Group and local level: common questions, common calculation methodology and actions plan.
- Increase participation rate

## GOVERNANCE

### Strengthen ESG governance at the local level

- Appoint a board member in charge of ESG topics in each local boards
- Include ESG topics on the agenda of management bodies (board and Comex) at least twice a year
- Supporting and leading the network of ESG referents group (quarterly meetings, joint committee, ...)
- Include CSR objectives in the objectives of the Comex and the directors of nursing homes

### Refining ESG risk management and continuing to improve non-financial reporting

- Update the group ESG risk map and materiality analysis
- Consolidate the related action plans
- Establish a group ESG policy within the framework of the CSRD to be implemented at the local level
- Continue to improve the quality of ESG data at the local level

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