

SUSTAINABILITY REPORT

CSR

Caring for our ecosystems:
our CSR approach

2023

Domus 
Humanity, shared

2023

SUSTAINABILITY REPORT



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Message from Yves Journal

**Chairman of the Supervisory
and Strategic Orientation Board
Founder of the DomusVi Group**

Since its creation in 1983, human being has been at the heart of DomusVi's mission of general interest: caring for people made vulnerable by age or illness. The fulfilment of this mission, which is fundamental to the future of our societies, is made possible and strengthened every day by the Group's sound economic health. Our CSR approach reflects our commitment to sustainable performance that respects people, our residents, the people we take care of, our employees and our ecosystems.

This third report describes the objectives we have set ourselves to meet the challenges of the double materiality approach we have jointly co-constructed with our stakeholders. This is a major milestone forward in DomusVi's CSR roadmap for 2023-2026. The Group is on course for 2030. By launching the ImpAct project, DomusVi is increasing its ambitions: deployment of National Family Councils in all our regions to improve governance, improvement of the quality of life at work, particularly through training for social/societal issues; SBTi decarbonisation trajectory for the environment.

This report bears witness to the commitment of all our employees to serving our elderly, for their well-being and that of future generations.

Our governance is at the service of human being, society and the environment; this is the heart of DomusVi. It also testifies to the commitment of SAGESSE, a family-owned company and founding shareholder, to supporting the implementation of DomusVi's CSR roadmap.

The medico-social sector is one in which I have been involved for more than 40 years with as much energy and determination as ever. Probably even more so today than in the past, to meet the challenge of climate change, demographic trends, the lack of attractiveness of our professions and the implementation of our values within our activities. The ageing of the population is a fundamental challenge for our future equilibrium. Take care, every day.

Yves Journal

Message from Sylvain Rabuel

Chairman of the Group

Every day, DomusVi responds to an increasingly essential challenge in each of the countries where it operates: taking care of people as they age, both at home and in our residences, as close as possible to the most vulnerable people.

For over 40 years, this response has been specific and unique to us. Our singularity reflects a particular ambition: to embody a human approach, never forgetting that each of the elderly people we care for is first and foremost a person before being elderly, with their own history, identity and way of life that we strive to respect every day.

Such a vision of things obviously guides the way we do our job; firstly, our day-to-day practices, and the governance of DomusVi, which organically involves families and their representatives in its activities, and which seeks the greatest possible autonomy for its teams, enabling decisions to be taken at the most local level possible.



How do you account for this vision of things? How can we make it felt when we write or describe our practices to our internal and external audiences? It's no easy task. This is why we have drawn up a corporate manifesto from which we have chosen a signature to unite our activities and our teams: Shared humanity.

This manifesto and this signature say who we are. A community of men and women guided by the same high standards, serving residents, customers and their families. It expresses what resembles us and brings us together: a shared humanity.

Our CSR approach is fully in line with this ambition. Our 2023 Sustainability Report is intended to be proof of this shared humanity.

Sylvain Rabuel

Our Manifesto

We are the women and men of DomusVi

We are specialists, entirely and exclusively dedicated to a key challenge for every society: caring for an aging population, at home and in our residences. And it is because this issue is central in our society that we choose to address it from up close, on a personal, human level.

Because we never forget that every senior person we care for is a unique, whole individual. Because we deeply believe that old age is an integral part of life, and that life must therefore be an integral part of old age.

A stimulating life, open to others and the world, a life full of relationships and connections, a life of personal expression. A life of choice and free will. A life in which the individual one has always been continues to grow and thrive. To us, nurturing this quality of life for every senior person we care for is a fundamental purpose.

It is the reason, every day, we strive to build a different approach.

A human approach, designed from the person up.

An approach in which every one of our 50,000 care providers has the trust and freedom they need to accomplish the profession they chose in the best of her ability. An approach in which every family participates in the community of care and attention that we foster around each of the elderly people we care for. An approach in which carers are helped, by offering them tailored, individualised solutions, because everyone needs a break.

Our ambition to stand for an ever-more human approach to senior care is embodied in our governance.

A governance that places families and their representatives at the center of its priorities. A governance that will always favor the autonomy of our teams and local decision-making power, everywhere we operate. Because empathy, quality of life and humanity can only be delivered from up close.

For over 40 years, DomusVi has always believed that the path to better care is humanity, shared.

“To develop our professions and make them more professional, with an acute awareness of the world around us and the major issues facing us all, both in terms of the climate and the development of those who are getting older.”



Our Group

DomusVi in brief



8 COUNTRIES
5 BRANDS

FRANCE SPAIN GERMANY IRELAND PORTUGAL NETHERLANDS CHILE URUGUAY



The DomusVi Group became a controlling shareholder of Acalis in 2023.

93.5% versus **93%**
OVERALL SATISFACTION RATE
in 2022
2023 scope

40 versus **36**
NET PROMOTER SCORE
Group survey 2023,
scope 2023

3 **MEDICO-SOCIAL ACTIVITIES SERVING THE MOST VULNERABLE**

- Nursing homes
- Senior service residences
- Home care and support services

& a range of complementary services based on a "service platform" approach: day care, remote assistance, mental health centre, care center for the disabled, post-hospital stays, etc.

51,711 **EMPLOYEES WORLDWIDE**
(physical workforce)

12%

88%



591 HOMES



51,683 BEDS

| As at 31.12.2023 | France | Spain | Germany | Ireland | Portugal | Netherlands | Chile | Uruguay | Total |
|------------------|--------|--------|---------|---------|----------|-------------|-------|---------|--------|
| Homes | 300 | 157 | 87 | 12 | 8 | 15 | 11 | 1 | 591 |
| Beds | 23,713 | 20,772 | 3,784 | 964 | 774 | 383 | 1,250 | 43 | 51,683 |



Our business model



Resources

INTELLECTUAL AND HUMAN

- 46,590 FTE (full-time equivalent employees), of which 83.6% have a permanent contract (open-ended or equivalent).
- 7.0 years average length of service of permanent employees
- 81% employee satisfaction in terms of autonomy in the job
- 373,144 hours of training delivered in 2023

FINANCIAL

- A stable shareholder base: Yves Journal, founder of the DomusVi Group via SAGESSE (since 1983) and ICG (since 2017).
- 180 M of free cash flow (after maintenance CAPEX).
- 121 M gross investment (including acquisitions).

STRATEGY

OUR AMBITION

To be a leading actor to the well-being of the elderly worldwide through innovative housing, services and care, with the confidence of their families, which preserve their quality of life and social relationships.

Our strategic and operational choices are based on **three major challenges**:

- To offer the elderly the best possible quality of life, whatever their fragilities.
- To offer attractive jobs so that our staff are fully committed to their mission.
- To make our homes places of life open to the outside world and our teams creators of social links.

OUR VALUES

- Care-giving expertise
- The consideration of others
- Sincere emotions
- A pioneering spirit
- Share confidence

Achievements & Impacts

INTELLECTUAL AND HUMAN

- Launch of the ImpAct Project: mobilising our employees around flagship objectives of our CSR roadmap. We are all CSR promoters, on the road to becoming a mission company.
- Adoption of our manifesto, #humanity, shared.
- Strong innovation drive (10 projects in France, 6 in Spain and 4 in the Netherlands).
- 64% commitment rate - Employee survey Q1 2023¹.

FINANCIAL

- 2,460 m consolidated revenues.
- Of which 62.1% was redistributed to employees (payroll), 15.7% to suppliers (purchasing expenses), 11.2% to lessors (rents) and 5.0% to creditors (bank interests).

MEGATRENDS

Demographic transition

Increasing dependency

¹ Engagement surveys are carried out every 18 months. The next survey will take place at the end of 2024.



REAL ESTATE & COMMERCIAL

- 591 homes / 51,683 beds
- 114 freehold homes.
- €81 M invested in building new homes.
- €74 M invested in renovation and maintenance.



SOCIETY & STAKEHOLDERS

- Close relations with our stakeholders.
- Sectoral partnerships: ORSE, Forética, University of Barcelona, Club de Landloy, Synerpa commitment charter, Forum de l'engagement, etc.
- 2 corporate foundations (France and Spain).



NATURAL

- 390,895,542 kWh of energy (electricity, gas, fuel oil, propane and heating networks) consumed.
- Water consumption: sizing by activity in progress.
- Food shopping: 28,256 tonnes².

These challenges form the basis of our enterprise project, whose strategy is underpinned by 4 performance drivers at the service of our customers.

Teams: committed and valued teams

CSR: based on the E/S/G pillars.

Digital: protecting, facilitating and simplifying the way we do business.

Real estate: Sustainable places to live that offer a good quality of life.

ACTIVITIES

NURSING HOMES **76% of the revenues.**

SENIOR RESIDENCES **9% of the revenues.**

HOME CARE & HELP **13% of the revenues.**

OTHER ACTIVITIES **2% of the turnover.**

REAL ESTATE & COMMERCIAL

- 12 facilities acquired or opened (net of closures) in 2023, i.e. an increase of 2,021 beds compared with 2022.
- 62 projects included in a BREEAM (or equivalent) certification process, including 9 certified.
- 91.7% occupancy rate (+0.7% versus 2022).

SOCIETY & STAKEHOLDERS

- 93.5% overall satisfaction / 92.6% satisfaction with quality of care.
- Net Promoter Score: 40.
- Roll-out of the National Family Council project.

NATURAL

- 6.5% reduction in energy consumption (all energies combined) in intensity per bed vs 2022 proforma³: 7,639 kWh/bed in 2023 vs. 8,170 kWh/bed in 2022.
- 10.2% reduction in GHG emissions, 167 tCO₂ eq/M€ in 2023 vs 186 tCO₂ eq/M€ in 2022 proforma³.
- 0.5% reduction in the average weight of waste generated per bed in the Group compared with 2022 Proforma³: 1.61 T/bed in 2023 vs 1.62 T/bed in 2022.

Digital transition

Climate transition

² Perimeter France, Spain, Germany, Chile.

³ In 2023, with the support of Bureau Veritas' "Net Zero" Centre of Excellence, we carried out a critical analysis of our first carbon footprints and we identified areas for improvement to make the results more reliable and fine-tune them for various emissions sources, while continuing to apply the GHG Protocol methodology. The 2022 Proforma carbon footprint allows a comparative analysis between 2022 and 2023, using the same methodologies and the same perimeter (acquisitions in 2023 and at the end of 2022 included at 100%). For more details, please refer to the "Reduction of GHG emissions" section.



Our governance

(on 31.12.2023)

Our Group is supervised by a Supervisory and Strategic Orientation Board (CSOS [*Conseil de Surveillance et d'Orientation Stratégique*]), made up of representatives of its shareholders, which meets regularly.

AT THE CSOS LEVEL

The Audit Committee (3 members) reviews the interim and annual financial statements after hearing the Statutory Auditors. The Audit Committee also reviews the Group risk mapping and the Group compliance programme, it validates the internal audit plan and the resulting action plans. The Audit Committee met four times in 2023, twice to review the accounts and twice to review the risks mapping, the compliance programme and the internal audit plan.

In addition to examining the recruitment for the company's key functions, the **Remuneration and Appointments Committee** (3 members) met once in 2023 to review the variable remuneration of executive functions and the general remuneration policy.

The **Acquisitions Committee** (4 members) met 7 times in 2023 to review major investment projects.

In December 2023, the CSOS set up a **Purpose & CSR Committee**, which meets in two formations, one dedicated to CSR (3 members) and

the other dedicated to relations with our stakeholders in the context of our general interest mission (3 members). These two formations meet independently of each other and in plenary session (see CSR governance).

These committees report to the CSOS on their work.

AT THE GROUP LEVEL

Our Group is headed by Sylvain Rabuel, as President of the Group's holding company, assisted by:

- The Group Executive Committee⁴, which meets once a month to discuss any strategic or development issues.
- The Group Performance Committee, which brings together members of the executive community performing group functions. It is a forum for sharing information and exchanging views on Group issues and it is the Group Executive Committee's armed wing on cross-cutting projects.
- The Group Risk & Compliance Committee⁵, which validates risk mapping, major risks, the Group compliance programme, the audit

CSOS

7 members (non-executive)
1 observer
14% women
86% men
9 meetings in 2023

Executive management of the DomusVi* Group

47 members
30% women
70% men

Management of the DomusVi Group **

885
75% women
25% men

* Members of the Group Executive Committee, Country Management Committees and their n-1s in key positions are included.

** Support functions are counted from the n-1 of Country Management Committee members, and operations are counted up to the n-3 of Country Operations Managing Directors (see methodological note on page 78 et seq.).

plan and action plans before the Audit Committee.

- The Group CSR Committee⁶ (see CSR governance).

AT THE COUNTRY LEVEL

Each country has its own Management Committee. A monthly business review is organised in each country in the presence of the President, members of the Group Finance & Performance Department and CSR Departments and members of the Management Committee of each country.

France and Spain each have a Professional Ethics Committee (see page 34).

⁴ The Group Executive Committee is made up of the President, the Chief Finance & Performance Officer, the Managing Directors for France, Spain and for Development, Property and New Countries.

⁵ The Risk Committee & Compliance is made up of the President, the Chief Finance & Performance Officer, the Chief Ethics, Legal & CSR Officer, the Group Head of Internal Audit and the Group Head of Risk Management & Data Governance.

⁶ The Group CSR Committee is made up of the President, the Chief Finance & Performance Officer, the Chief Ethics, Legal & CSR Officer and the Group CSR team.

“Wherever we are,
taking care of each other
and our ecosystem.”



Commit ourselves

Our CSR governance Resources and organisation

CSR is one of the four performance levers we have identified to accomplish Domus2025 strategic plan.

Transforming the company must involve the integration of environmental, social, societal and governance challenges at the heart of our business practices, and at all organisation levels. Our goal is for our material sustainability challenges to become fundamental to our corporate culture. To achieve this level of acculturation, the Group CSR team is responsible for structuring our CSR approach and steering its deployment in conjunction with the 3 organisation levels:

AT THE GROUP LEVEL

- Each year, our **CSOS** devotes a meeting to reviewing the Group's CSR strategy and roadmap and their implementation.
- Our **Purpose & CSR Committee** examines the CSR strategy presented by the Group CSR team (in a CSR formation) and stakeholder relations (in a stakeholders' formation), after review by our Group CSR Committee. The Purpose & CSR Committee reports on its work to the CSOS.
- Our **Group CSR Committee** meets once a month. It is a supervisory and steering body that validates

the CSR strategy and CSR roadmaps and monitors their implementation by the countries. Its recommendations are passed on to the Group Executive Committee.

- Our **Group CSR team** defines the company's CSR commitments and objectives for each of the double materiality issues arising from the double materiality analysis carried out in consultation with our internal and external stakeholders (see our double materiality matrix on page 21). The CSR team is responsible for driving forward projects and coordinating the work of the E, S and G Commissions.

- **Three commissions** (E, S and G) have been set up to steer and nurture the commitments linked to our material challenges: the **environment commission** brings together the community of country property and environment managers; the **social/societal commission** brings together the community of country human resources managers on one part and representatives of operations on the other part; and the **governance commission** is made up of members of the Group Executive Committee, the Director of the Family Council and Group Mediation and the Chief Ethics, Legal & CSR Officer.

Focus on our E, S and G commissions

As forums for meetings between DomusVi communities and being flexible structures, the Group E/S/G Commissions are intended to provide a link between all the CSR ambassadors within the Group, to ensure consistency in the implementation of the CSR approach and to promote acculturation within the company. These structures operate as innovation laboratories, sharing best practices, identifying projects, co-constructing and implementing them, and instilling a corporate culture of CSR at all levels.





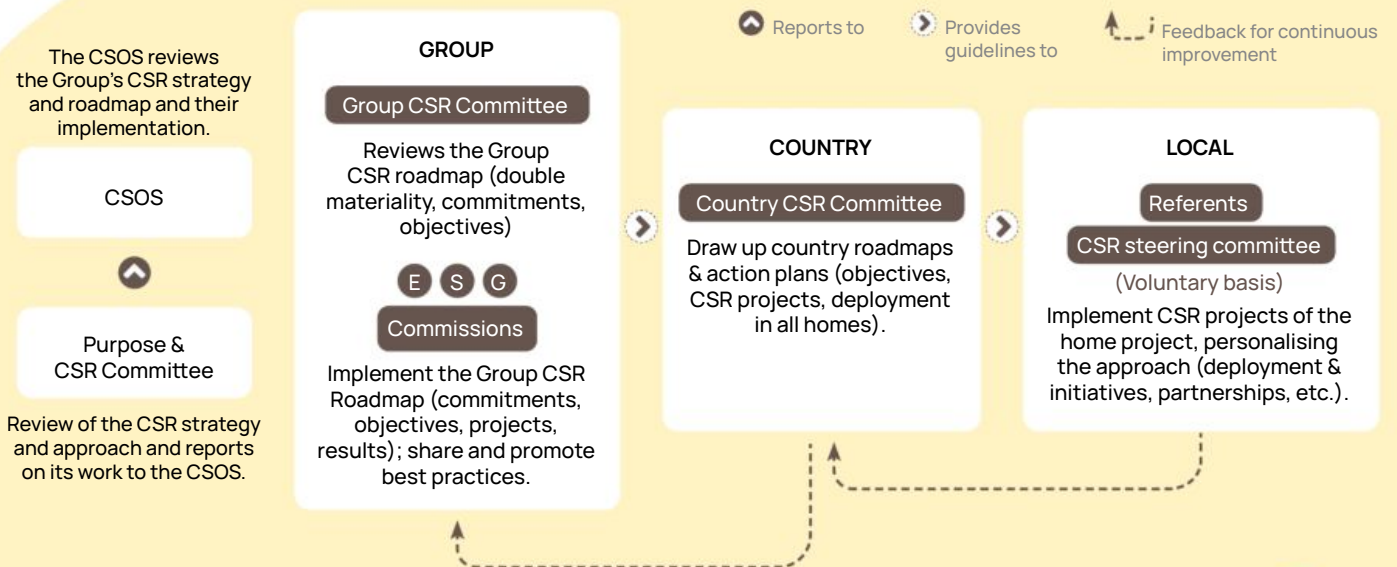
AT THE COUNTRY LEVEL

- The **Group roadmap** is adapted by each country, which formulates its own roadmap and action plans, while ensuring that all material challenges are covered.
- **Country CSR Committees**, made up of members of the Group E, S and G Commissions and country E, S and G coordinators, ensure that the roadmap is implemented. The Group CSR team is represented on each of these committees. The committee is led by a country manager, who has a functional link with the Group CSR team to ensure optimum collaboration on cross-cutting projects.

AT THE LOCAL LEVEL

- Our homes have the opportunity to implement each commitment by carrying out projects proposed by the Group, by CSR promoters in their countries or developed by their own teams. Initiatives are often implemented in partnership with the local ecosystem.
- We want every one of our employees to be able to make a commitment at their own level, with objectives and actions tailored to their role. Promoting local initiatives with the utmost autonomy is the essence of our CSR approach, of the DNA of DomusVi.

CSR GOVERNANCE IS DEPLOYED AT ALL LEVELS.



Our sustainability challenges: impacts, risks and opportunities

For our 2022 report, we carried out our first double materiality analysis for the period between Q4 2022 and Q1 2023 in order to meet the requirements of the new European sustainability standards. We combined a dual perspective to assess:

- The positive and negative impacts that our activities have, directly or indirectly, on our ecosystems and our stakeholders.
- The financial risks and opportunities that CSR challenges bring to our business.

This analysis was carried out in four stages:

STEP 1

Identify potential challenges and stakeholders to be consulted.

STEP 2

Define consultation modalities.

STEP 3

Consult with stakeholders and assess the challenges together.

STEP 4

Consolidate and validate the results of consultations.

At the end of 2023, we announced the launch of the update of our double materiality in 2024 at our Executive Community seminar. In addition to a strong commitment to each of the challenges of our double materiality, the seminar's workshops revealed the following:

- The fundamental role of governance in managing these challenges,
- The contribution of the National Family Councils,
- Anchoring our CSR approach as closely as possible to our ecosystems, on the fields.

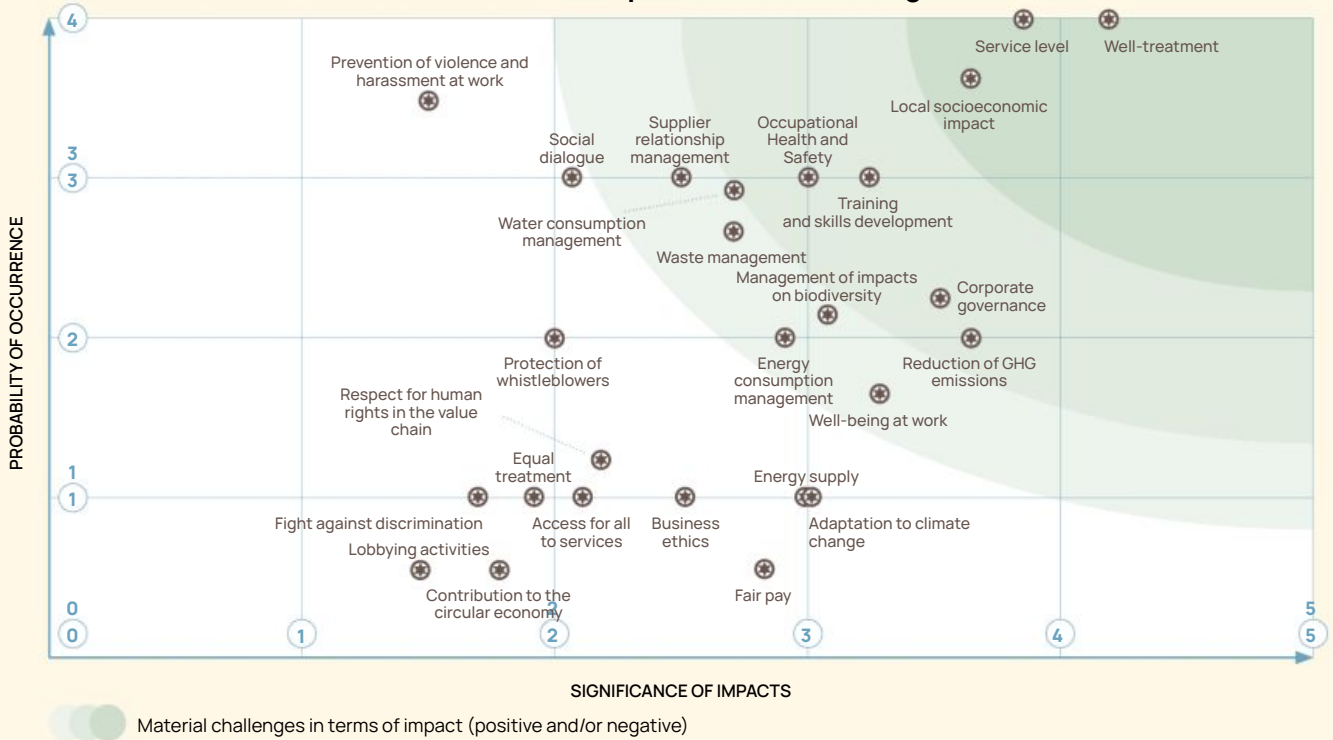
This work has led us to increase the importance of the “*Corporate governance*” issue and to integrate the “*Accessibility to employment*” issue into the “*Local socio-economic impact*” issue.

The initial work to update our 2024 double materiality confirms these evolutions. The update of our double materiality is expected in the Q3 of 2024. It will be taken into account in our 2024 Sustainability Report.

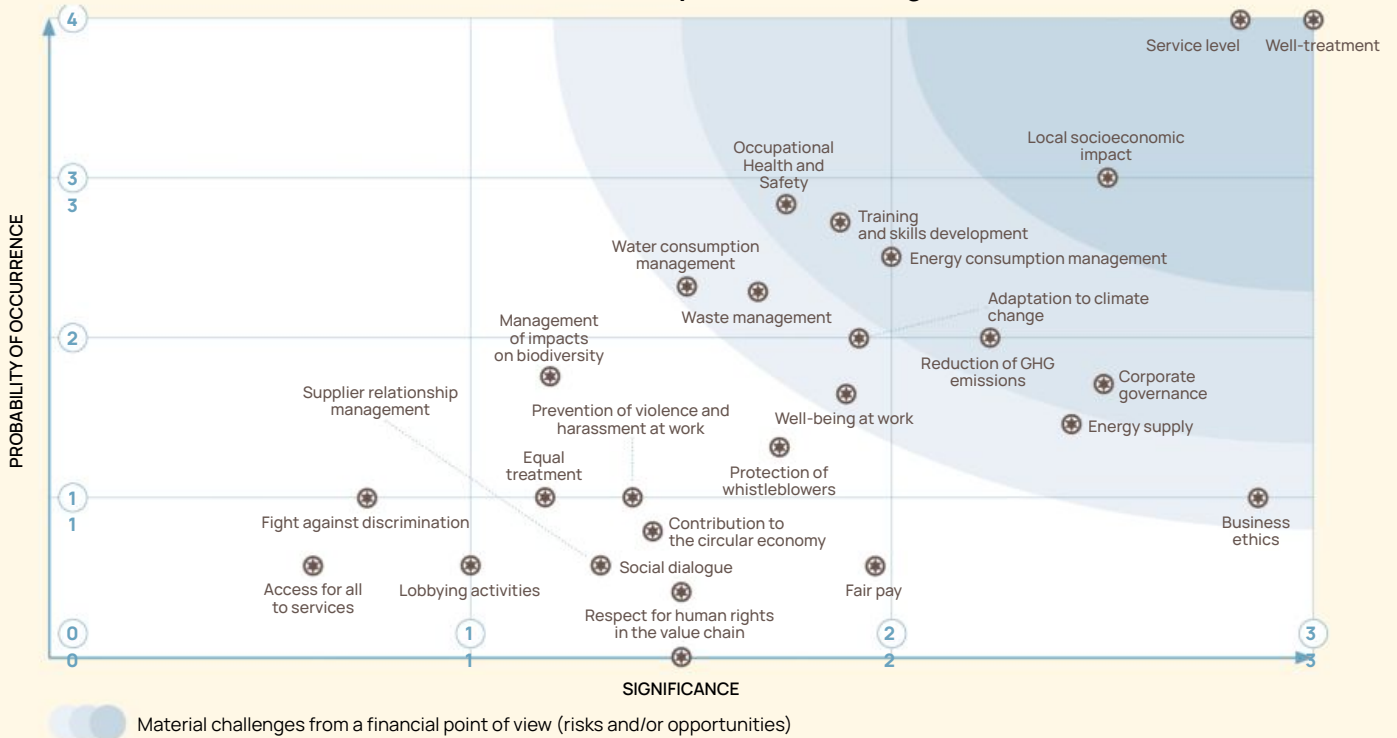
This sustainability report is based on the *Corporate Sustainability Reporting Directive (CSRD)* and the *European Sustainable Reporting Standards (ESRS)*.



Matrix of the impact of CSR challenges



Financial materiality of CSR challenges



Rating scales:

Significance of impacts (positive and/or negative):

⑤ very strong, global, irreversible (if negative); ④ strong, widespread, difficult to reverse or long-term (if negative); ③ moderate, moderately widespread, reversible with effort or over the medium term; ② weak, not widespread, reversible with effort or in the short term; ① minimal, limited and easily reversible; ① no impact.

Significance of financial opportunities/risks: ③ significant risk and/or opportunity; ② moderate risk and/or opportunity; ① minor risk and/or opportunity; ① no risk and/or no opportunity.

Probability: ④ very high probability / within 6 months; ③ high probability / 6 months to 1 year; ② moderate probability / 1 to 3 years; ① low probability / 3 to 7 years; ① very low probability / 10 years.

Our 2023-2026 CSR roadmap



Now speaking
Matthieu Hauw,
Chief Ethics,
Legal & CSR
Officer

Our CSR approach reflects our commitment to ethical, sustainable and socially responsible practices.

We respect each individual, her/his free will and dignity, just as we respect our ecosystems. Our manifesto reaffirms this commitment to a shared humanity.

An analysis of the E/S/G challenges for the long-term future of our business and for our stakeholders has led us to define a new CSR roadmap for 2023-2026. It incorporates the 7 priorities of our previous roadmap into the new challenges we have identified as material (see section on "our sustainability challenges"). In this way, we are gaining in maturity in our CSR approach.

We have launched the ImpAct project, which aims to mobilise all DomusVi Group employees around the key objectives of our CSR roadmap:

In terms of governance, set up a national family council in each country, so that we can work hand in hand with our stakeholders in our businesses and, ultimately, become a company with a mission⁷.

On the social front, deploy a health and safety policy that involves management and all employees, in particular through objectiveed training, and develop the commitment of each individual.

On the societal front, learn from customer and family satisfaction surveys to make lasting improvements to the quality of the homes, services and care we offer, and thus to the recommendation our customers make of us (measure through the Net Promoter Score (NPS)).



ImpAct

On the environmental front, significantly reduce greenhouse gas emissions from our activities by 2030, as well as our impact on biodiversity, water resources and waste.

For DomusVi, being a responsible company means acting as an integral part of our local communities. Being a responsible employer means guaranteeing a quality working environment. Respect for the dignity of people begins with respect for human rights.⁸

The multitude of initiatives put in place by our homes is a strong market of the commitment of our operations to our CSR approach. It is a success, and we are extremely proud to be able to count on our teams to take action on a daily basis, as close to the field as possible.

Upon proposal of the President, the Supervisory and Strategic Orientation Board decided in May 2023, upon recommendation of its Nomination and Remuneration Committee, that from 2023 onwards, 15% of the variable part of the remuneration of the members of the Group Executive Committee, the country management committees (and the n-1 of the country management committees) would be determined by the achievement of quantitative CSR priorities (the NPS) and 40% by the achievement of qualitative Business and CSR priorities. The remaining 45% depends on quantitative economic criteria. The qualitative and quantitative CSR criteria are linked to the ImpAct project.

⁷ The French act published on May 22, 2019 (art. 176) introduced the status of mission-driven company, enabling a company to declare its purpose created a set social and environmental purpose with specific sustainability goals.
⁸ Section 1 of our Charter of Ethical Business Conduct.

Social & Societal

| CUSTOMER COMMITMENTS | OBJECTIVES “BY 2026” | 2022 RESULTS | 2023 RESULTS |
|--|---|--|---|
| <p>DomusVi is committed to sustainably improving the quality of the homes, services and care we provide.</p> <ul style="list-style-type: none"> ⊕ Service level ⊕ Well-treatment | Regularly assess our customers' satisfaction in terms of service quality and well-treatment. | Objective not in place in 2022. | 2 satisfaction surveys carried out on all operations (apart from the Netherlands). Overall satisfaction: 93.5%. |
| | Increase the Net Promoter Score (NPS) by one point a year by 2026, starting in 2023. | NPS: 36 | NPS 40 |
| ENGAGEMENTS COLLABORATEURS ⁹ | OBJECTIVES “BY 2026” | 2022 RESULTS | 2023 RESULTS |
| <p>DomusVi pledges to continuously improve the quality of life and working conditions of employees within the homes.</p> <ul style="list-style-type: none"> ⊕ Occupational Health and Safety ⊕ Well-being at work | Raise awareness of Quality of Work Life and work conditions approach (QWL) for 100% of positions of responsibility. | Familiarisation of all Group directors and managers with the QWL approach. | 100% of managers in France, Spain and the Netherlands have been made aware of the QWL policy, and actions are planned in the other countries. |
| | Reduce the number of work accidents related to handling and carrying loads (2022 base). | 1,149 accidents ¹⁰ . | 1,253 accidents ¹¹ . |
| | Equip and train managers in the prevention of psychosocial risks. | Consolidated data not available ¹² . | Consolidated data not available, see country data p. 39. |
| <p>DomusVi is committed to developing the skills and commitment of its employees.</p> <ul style="list-style-type: none"> ⊕ Training and skills development | Train and develop the skills of our employees. | 317,373 hours of training. | 373,144 hours of training ¹³ . |
| | Facilitate the professional development of our employees. | | 107 internal promotions ¹⁴ and 310 internal transfers ¹⁵ . |
| | Regularly measure the satisfaction of 100% of employees via an internal survey. | No survey carried out in 2022. | Commitment survey carried out in the first quarter of 2023. |
| | Increase the overall employee satisfaction rate. | Not applicable. | 64% commitment rate (a new survey will be conducted in 2024). |

| LOCAL COMMUNITY COMMITMENTS | OBJECTIVES “BY 2026” | 2022 RESULTS | 2023 RESULTS |
|---|---|---|---|
| <p>DomusVi is committed to working with its stakeholders to improve its local socioeconomic impact.</p> <p>Local socioeconomic impact</p> | <p>Our homes carry out initiatives on a local scale that are as close as possible to the needs of their communities.</p> <hr/> <p>Investing in projects to train people who are unemployed.</p> | <p>Objectives not in place in 2022.</p> | <p>Definition of indicators for 2024 data collection: percentage of centres with at least one project involving local communities and description of the main projects/programmes with local communities.</p> <hr/> <p>Each of our countries has projects to support professional integration (validation of prior learning, e-campus, participation in local and regional programmes).</p> |

⁹ Several of the objectives communicated in the 2022 Report are not included in our 2023-2026 Roadmap. We work with the CSR governance of countries to align them with our double materiality challenges.

¹⁰ France, Spain, Germany, Portugal perimeter.

¹¹ Group perimeter, all geographies. Data not comparable with 2022 (change in scope, see table page 39).

¹² The proportion of managers equipped and trained to deal with PSR issues had not been consolidated by 2022, but actions had been implemented (see CSR Report 2022).

¹³ Consolidated data, considering the perimeter restrictions applied in France and Germany (see Training and skills development section).

¹⁴ The consolidated figures do not include Germany and Ireland and take into account of the perimeter restriction applied to French operations (see Training and skills development section).

¹⁵ The consolidated figures do not include Germany and take account of the perimeter restriction applied to French operations (see Training and skills development section).

Environment

| COMMITMENTS | OBJECTIVES "BY 2026" | 2022 RESULTS (PRO FORMA) ¹⁶ | 2023 RESULTS |
|---|--|---|---|
| <p>DomusVi is committed to reduce direct and indirect emissions resulting from its activities in accordance with a scenario limiting global warming to 1.5°C.</p> <p>⊕ Reduction of GHG emissions (climate change mitigation)</p> | <p>Publish every year the carbon footprint resulting from DomusVi's operations (scope 1, 2 and 3) (from 2021).</p> | <p>Carbon footprint published.</p> | <p>Market-based and location-based results communicated p.51.</p> |
| | <p>By the end of 2023, activate and deploy our decarbonisation strategy by developing our trajectory using the SBTi methodology.</p> | | |
| <p>omusVi is committed to strengthening its resilience to climate change.</p> <p>⊕ Adaptation to climate change</p> | <p>Define a strategy and measures for adapting to climate change - Project 2024.</p> | <p>Not applicable.</p> | <p>Action plan for adapting to climate change / Methodology for carrying out an exposure and vulnerability assessment.</p> |
| <p>DomusVi pledges to significantly reduce its energy consumption.</p> <p>⊕ Energy consumption management¹⁸</p> <p>⊕ Reduction of GHG emissions</p> | <p>Reduce the annual energy consumption of homes.</p> | <p>6,857 kWh/bed (perimeter: France, Spain, Ireland, Portugal).</p> | <p>7,639 kWh/bed (all energies combined and for all our geographies) -6.5% vs 2022 Proforma (8,170kWh/bed).</p> |
| | <p>Improve the energy performance of homes, in particular by eliminating 100% of the F and G classifications.</p> | <p>97% of homes have a classification > F¹⁹.</p> | <p>97% of homes with a classification > F²⁰.</p> |
| | <p>Obtain BREEAM (or equivalent) GOOD level certification or higher for 100% of construction and renovation projects for which a building permit is filed.</p> | <p>18 certifications in progress.</p> | <p>The BREEAM approach concerns 20 homes in Spain (4 of which are certified), 12 homes in Portugal and 25 homes in France, including 9 in 2024. In the Netherlands, 5 homes are GPR (<i>Gemeentelijke Praktijk Richtlijn</i>) certified²¹.</p> |
| <p>DomusVi is committed to developing its sustainable energy consumption (clean supply and production).</p> <p>⊕ Energy supply</p> | <p>Increase the proportion of our purchases of sustainable energy.</p> | <p>Objectives not in place in 2022.</p> | <p>In the Netherlands, 100% of electricity is purchased from renewable sources.</p> <p>In Portugal, 22% of electricity purchases are from renewable sources.</p> |
| | <p>Develop our sustainable energy production.</p> | | |

| COMMITMENTS | OBJECTIVES "BY 2026" | 2022 RESULTS (PRO FORMA) ¹⁶ | 2023 RESULTS |
|--|---|--|--|
| <p>DomusVi is committed to preserving water resources.</p> <ul style="list-style-type: none"> Water consumption management Management of impacts on biodiversity | Optimise water consumption management. | Objectives not in place in 2022. | Water consumption: sizing by activity underway (CSR Roadmap 2023-2026 objectives). |
| | Ensure vigilance in wastewater treatment. | | Processes and equipment in place to ensure wastewater treatment. |
| <p>DomusVi is committed to preserving and regenerating the biodiversity of the areas in which we operate.</p> <ul style="list-style-type: none"> Management of impacts on biodiversity | Develop an approach that helps to preserve and regenerate biodiversity. | Objectives not in place in 2022. | Processes and resources implemented to ensure the preservation and regeneration of biodiversity. |
| | Preserve our natural resources through a responsible purchasing policy. | | Preference given to responsible and/or eco-labelled purchases. |
| <p>DomusVi pledges to reduce and better recover the waste produced by its activities, in accordance with the public policies of the countries where the Group operates and thanks to an optimised management process¹⁸.</p> <ul style="list-style-type: none"> Waste management | Annually reduce the quantity of waste generated per bed (2022 base). | 1.62 t/bed (all geographies combined) 2022 Proforma. | 1.61 t/bed (all geographies combined) -0.5% vs 2022 Proforma. |
| | Achieve 30 to 40% of waste recovered annually for all operations. | Consolidated data not available. See by country. | Consolidated data not available. See by country. |

¹⁶ In 2023, with the support of Bureau Veritas' 'Net Zero' Centre of Excellence, we carried out an in-depth analytical review of our 2021 and 2022 carbon footprints. We have identified areas for improvement to increase the reliability and refine the results for various emissions categories. Our 2022 Proforma carbon footprint enables a comparative analysis to be made between 2022 and 2023, using the same methodological basis and the 2023 perimeter (acquisitions at the end of 2022 integrated at 100%, acquisitions in 2023) (see section on "Reduction of greenhouse gas emissions").

¹⁷ Our decarbonisation trajectory was submitted to the SBTi at the end of March 2024.

¹⁸ We are retaining the resource objectives communicated in the 2022 report, which have been incorporated into our roadmap.

¹⁹ France, Spain, Portugal scope, weighted average by number of beds.

²⁰ France, Spain, Ireland, Portugal, Netherlands.

²¹ GPR, a standard recognised by the Dutch government as equivalent to BREEAM.

Governance

| COMMITMENTS | OBJECTIVES "BY 2026" | 2022 RESULTS | 2023 RESULTS |
|---|---|---|---|
| <p>DomusVi undertakes to comply with the principles of good conduct set out in its ethical business conduct charter, in accordance with the applicable regulations.</p> <ul style="list-style-type: none"> ⊕ Corporate governance ⊕ Business ethics ⊕ Supplier relationship management | <p>Implementation of a code of conduct to prevent corruption and money laundering, including gifts, in all countries where the Group operates, and deployment of awareness-raising initiatives.</p> | <p>Code of conduct implemented in France and Spain.</p> | <p>Code of conduct implemented in France, Spain and Portugal.</p> |
| | <p>Extension of the software Ulysse, a component of the whistleblowing system, to all countries where the Group operates, guaranteeing the protection of whistleblowers.</p> | <p>Software rolled out in France, Spain and Portugal.</p> | <p>Software rolled out in France, Spain, Germany and Portugal. 100% of our countries will have rolled out the software by 2024.</p> |
| | <p>Formalisation of a Group policy on political influence and lobbying.</p> | <p>Objectives not in place by 2022.</p> | <p>Policy in the process of being formalised.</p> |
| <p>Domusvi is committed to working with its suppliers to improve its positive impact and reduce its negative impact on its value chain.</p> <ul style="list-style-type: none"> ⊕ Corporate governance ⊕ Business ethics ⊕ Supplier relationship management | <p>Formalisation of a responsible purchasing policy at Group level.</p> | <p>Objectives not in place in 2022.</p> | <p>Policy in the process of being formalised.</p> |
| | <p>Developing impact initiatives and partnerships with our suppliers.</p> | | <p>See our special reports on pages 53, 57, 61 and 63, and supplier relationship management on page 67.</p> |
| <p>DomusVi is committed to including families in its country governance by creating a National Family Council in each country where it operates.</p> <ul style="list-style-type: none"> ⊕ Corporate governance | <p>Introduction of a charter for the National Family Council.</p> | <p>Not applicable.</p> | <p>Charter published.</p> |
| | <p>Creation of a National Family Council in each country where the Group operates by 2027.</p> | <p>There is a National Family Council (<i>Cliëntenraad</i>) in the Netherlands.</p> | <p>Creation of the French National Family Council in May 2023.</p> |
| <p>Domusvi is committed to preventing risks of serious harm to human rights, health and safety and the environment arising from its activities.</p> <ul style="list-style-type: none"> ⊕ Occupational Health and Safety ⊕ Well-treatment ⊕ Environmental challenges | <p>Publish a due diligence plan covering all operations.</p> | <p>Definition of the methodology for mapping the risks specific to the duty of due diligence.</p> | <p>Published. See the section on duty of due diligence on page 70.</p> |
| | <p>Raise awareness among 100% of senior executives (executive community) of the duty of due diligence, the issues involved and the associated responsibilities.</p> | <p>Objective not applicable in 2022.</p> | <p>47 managers (100%) were made aware of the duty of due diligence during interviews.</p> |
| | <p>Develop a culture of responsibility (linked to the duty of due diligence) within the company.</p> | <p>Objective not applicable in 2022.</p> | <p>Raising awareness of other management functions²³.</p> |

²² compliance@domusvi.com

²³ All our teams are regularly made aware of issues relating to the environment, health and safety and respect for human rights. Owing to our activities, our professionals are already trained in these issues, which are largely covered by our quality processes. The aim here is to raise awareness of the concept of duty of due diligence, the issues involved and the associated responsibilities.

Deploy our CSR approach

Our 2023-2026 CSR roadmap, the strengthening of our CSR governance and the ImpAct project²⁴ are designed to mobilise our employees to go further than the 2025 commitments communicated in our previous annual report. Our ambition is to integrate the challenges of sustainable development into the Group's activities and to involve our stakeholders in the actions we take.

Our CSR roadmap for 2023-2026, presented in this 2023 Sustainability Report, will be rolled out country by country through the work of the E/S/G commissions set up at Group level and through the country CSR Committees. Each country roadmap will include the Group's previously communicated commitments and will integrate our double materiality challenges.

One of the tasks of the E/S/G commissions is to formalise the Group's policies for each of our double materiality issues; it is then up to the country CSR committees to implement them. This formalisation work will be prioritised according to the materiality of the issue.

The challenges of *quality of services* and *well-treatment* are covered by national regulations. The Group has mobilised the community of country quality teams to draw up Group quality guidelines (see the Societal chapter, page 30).

The Spanish human resources teams have finalised the integration of CSR skills into the job descriptions of 57 key functions that have a CSR impact or a role in the deployment of our CSR roadmap. This project is being launched in France (2023/2024). It will be rolled out from 2025 in all the countries where the DomusVi Group operates.

The launch of the CSR tool 'Mon Diag', which has been well received in our homes, will be integrated into our CSR reporting tools so that each residence

can have its own carbon footprint as well as a dashboard for monitoring key CSR indicators linked to our double materiality challenges.

With regard to BCorp certification, BLab has decided to establish an international normative standard for the for-profit medico-social sector. We are awaiting publication of this standard to assess its feasibility.

²⁴ See the description of the ImpAct project on page 22.



“In social and societal matters, shared humanity is at the heart of our approach, and we take care of our employees as they take care of our customers.”



Our social and societal challenges

Quality of services and well-treatment



WHY DO WE DO IT?

We offer a complete range of care and services for people made vulnerable by age or illness (nursing homes, senior residences, home help agencies, home care services). Our challenge is to offer the best quality of services to our customers, adapting to their needs so that they can enjoy

a dignified quality of life and maintain their social ties. Well-treatment is embodied on a daily basis in the field, through tools and actions and the personalisation of our taking care.

OUR 2026 OBJECTIVES, OUR 2023 RESULTS

| 2026 OBJECTIVES | AVERAGE/ RESULT | RESULTS | | | | | | | |
|--|-----------------|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|----|-----------------------------------|----------------------------------|
| | | FR | SP | DE | IR | PT | PB | CH | GROUP |
| Évaluer la satisfaction de nos clients en matière de qualité des services et bienveillance | M | Satisfaction score for quality of care (November 2023) | | | | | | | |
| | | 91.8% | 92.5% | 95.8% | 94.4% | 96.6% | ND | 91.6% | 92.6% |
| | | Change compared with 2022 + 0.68% | Change compared with 2022 + 1.13% | Change compared with 2022 + 1.80% | Change compared with 2022 + 1.28% | Change compared with 2022 - 1.94% | | Change compared with 2022 + 2.85% | Change compared with 2022 + 0.8% |
| | | Overall satisfaction score (November 2023) | | | | | | | |
| | | 94.5% | 91.7% | 95.6% | 95.2% | 97.3% | ND | 90.9% | 93.5% |
| | | Change compared with 2022 + 0.3% | Change compared with 2022 + 0.8% | Change compared with 2022 + 0.1% | Change compared with 2022 + 1.7% | Change compared with 2022 - 0.4% | | Change compared with 2022 + 2.8% | Change compared with 2022 + 0.9% |

HOW DO WE DO IT?

Quality of service and well-treatment are global approaches, led by all our teams. Established on a foundation of shared values, they are nevertheless adapted to national and local specificities in order to best meet the needs of the people we take care of.

To assess the impact of our various projects on service quality, each country launches a customer satisfaction survey twice a year. Initiated in France and then in Spain, these studies are now being carried out in all the countries where we operate. The results of these studies are analysed in depth by the support functions and operational teams concerned and discussed by the country Management Committee. The results of these surveys are used to improve the overall quality of services and are returned to the residences as feedback, leading to improvement plans.

According to the Charter of the National Family Council²⁵, these satisfaction surveys are intended to be shared with the National Family Council of the country concerned. The French National Family Council had access to the French satisfaction surveys; its 2024 report will give an account of the work it has been able to carry out. The Spanish and Dutch National Family Councils will follow suit in 2025. Our first objective is to give a voice to families, the key stakeholders, so that they can play their full part in their loved one's care and in the life of the residence.

In France, via its first newsletter, the CNF conducted a survey of over 19,500 families (via the FamilyVi channel), obtaining almost 2,500 responses (a response rate of $\pm 18\%$). The survey focused mainly on the visibility of the *Conseil de la Vie Sociale* (CVS), with a 69% awareness rate, and the involvement of families in the personalised accompaniment project (PAP), with a 49% awareness rate of the existence of the PAP, 87% of whom considered that their involvement in building the PAP was useful. The survey also revealed that 47% of people who move into a residence do so voluntarily, and that the two main criteria for choosing a residence are how they feel when they visit (29%) and the location (30%). Lastly, 82% of respondents felt that their own involvement was an important key to the success of their loved one's care.

This survey has given rise to work within the CNF (report 2024 forthcoming) which will feed into the redesign of the way in which the PAP is presented to families by the medical, life and care team, as part of a co-construction approach. (See the chapter on "National Family Councils" on page 68).

Every year, we survey our customers and their families, using an external service provider, to obtain the Net Promoter Score (NPS)²⁶ for each residence, which is then consolidated into a country NPS.

| NPS | France | Spain | Germany | Ireland | Portugal | Netherlands | Chile | Group |
|------|--------|-------|---------|---------|----------|-------------|-------|------------------|
| 2021 | 37 | 36 | ND | ND | ND | ND | ND | Not consolidated |
| 2022 | 35 | 35 | 41 | 50 | 45 | ND | 29 | 36 |
| 2023 | 38 | 40 | 52 | 60 | 51 | ND | 45 | 40 |

2023: 76% of residents and families were contacted. 37% of the people contacted responded (average of the two waves of satisfaction surveys).

²⁵ https://www.domusvigroup.com/?sdm_process_download=1&download_id=1044555

²⁶ The Net Promoter Score (NPS) is a methodology used to assess the recommendation rate for a product or service. The result is shown as an absolute value, between -100 and +100. See the methodological note for more details.



France and Spain - Focus on our professional ethics committees

The French Professional Ethics Committee set up in 2020 was inspired by the Professional Ethics Committee set up by DomusVi in Spain 20 years ago. Both committees have the same chairman, Francesc Torralba, Professor of Philosophy at the University of Barcelona.

Made up of professionals representing our activities and operations and belonging to different age groups, and reporting to the country Management Committee, the professional ethics committees (France & Spain) each help to build our thinking around the ethical dilemmas encountered by our teams in the practice of care, and in particular:

- Stimulate ethical reflection in each home care home and service.
- Spread the Group's values throughout the organisation.
- Draw up reference documents to guide taking care of people.
- Develop protocols for best practices in matters of taking care.
- Prevent conflict situations.
- Foster a relationship of trust between all those involved in taking care of people.
- Be part of DomusVi's CSR approach.

All the members of our professional ethics committees (France & Spain) have been trained in ethics, including ethical principles, the end of life, the ethics of deontological virtues, the ethics of care and vulnerability, justice, the crisis of meaning at the end of life and transhumanism.

When a case is studied, the basic facts are presented to the Committee and all the professionals on the Committee deliberate on each case presented, striving to apply the ethical principles of (i) autonomy, (ii) well-treatment, (iii) non-maltreatment and (iv) justice.

Each Professional Ethics Committee draws up reference documents on professional ethics.

The Professional Ethics Committee (France) has drawn up a Charter for Well-Treatment and Ethics (updated in January 2023), and several other documents for employees, including "My ethical book", "Listen to choices" and "Relationships with family and relatives". It has also produced a Well-Treatment and Ethics Kit. All employees can learn about professional ethics via e-learning.

The working documents of the Professional Ethics Committee (Spain) take the form of recommendations for the centres and are distributed to the residences and published on the website www.domusvi.es. The committee also issues opinions on research projects likely to fall within its remit: favourable, favourable with reservations or unfavourable.

Since its creation, the Professional Ethics Committee (France) has issued 98 opinions on cases submitted by our professionals, and issued 5 opinions to the Management Committee France during the first wave of the Covid pandemic.

Since its creation in 2005, the Professional Ethics Committee (Spain) has analysed 122 cases and issued the corresponding opinions, as well as guidelines for the centres, particularly during the first wave of Covid.

The Group's quality referential

The Group has mobilised all its country quality teams to build a Group quality standards framework. The aim of this standards framework is to unite country quality teams around common themes and the sharing of best practices. The standard defined at Group level will be open-ended and will incorporate the continuous improvement approach intrinsic to the quality approach. This Group referential will define a standard respecting local regulation.

Meeting in workshops as from June 2023, the quality teams built the project around 20 themes covering the main aspects

of the resident's care, 11 directly linked to the resident himself/herself and 9 linked to the resident's care environment.

One data sheet will be produced for each theme.

Three thematic sheets were finalised in 2023: governance & management, admissions, written policies and procedures.

The ambition is to finalise the Group quality standards framework in the first half of 2025, so as to have a Group standard.

QUALITY REFERENTIAL THEMES



Homes

- Procedures - Complaints
- Risks management
- Home project
- Crisis situation
- External areas
- Written policies & procedures
- Governance & management
- Homes
- Rooms



Resident

- Hospitality: laundry care
- Hospitality: food catering
- Hospitality: social life
- End of life
- Medicines & pharmaceutical products
- Rights of residents
- Support to positive behaviors
- Protection against infections
- Quality of care
- Personalised accompaniment project
- Admission and contract





Our innovation and R&D projects & in France and Spain

By innovation project, we mean projects that aim to improve the quality of life or well-being of customers or professionals through the application of new technologies, products, services, therapies or intervention methods at clinical, training or community level.

10
innovation projects involving
450
of our employees in France

Among the projects initiated or in progress are:

- **Sound sensors:** detect worrying noises (falls, pain, stress, anxiety, etc.) in the room so that carers can intervene more quickly and respect residents' sleep.
- **Smartphone application incorporating a voice assistant for hotel service staff (HSS):** help with breakfast distribution, monitoring of biocleaning protocols and communication between departments (alerts escalation).
- **Moving image projectors:** thanks to built-in sensors, residents can interact with the projected images in the form of stimulating games.
- **Soothing multisensory cushions and rocking chairs:** equipment that contributes to the well-being of anxious residents and reduces wandering.
- **Intelligent protection:** warning system in the event of protection saturation.

In terms of research & development, we have launched the following projects:

- A smart bed to enable our teams to weigh people in bed.
- A fall detector that analyses WiFi interference.
- Intelligent prescription scanning and iatrogenic analysis software integrated into our care software.

6
innovation projects involving
73
of our employees in Spain

The main projects in 2023 are:

- **In-room touch screens:** conventional buttons are replaced by touch screens, enabling the professional to record tasks as and when they are performed. The information is thus available in the resident's clinical history.
- **Interactive screens:** 35 interactive screens have been installed in 17 schools. Available in 65" and 75" sizes, they come with a stand with castors for ease of use. They have 4 programmes (digital whiteboard, Android tablet, Windows computer, audio and video receiver) which open a range of possibilities in therapies with residents. The 30 applications include cognitive stimulation, arm movements, crosswords, bingo and karaoke.
- **GCR mobile:** a mobile or tablet application that enables teams to record, update and validate tasks carried out from mobile devices (phones, tablets), improving efficiency and communication in the working environment.



FOCUS



France

Sharing a well-treatment kit

To provide teams with the best possible tools and enable them to embody benevolence on a daily basis, we have developed a kit. It includes the information, awareness-raising and communication elements needed to ensure that our good-treatment approach is properly deployed:

- Framework note.
- Charters of rights and freedoms for residents and dependent persons.
- Posters (3977, The words to say it, Well-treatment throughout the day).
- Awareness-raising taking care.
- Brochures ("Well-treatment on a daily basis", "Our well-treatment approach").
- Procedure for dealing with and reporting mistreatment.
- Sheets ("I report", "Referent well-treatment missions").
- HAS²⁷ good practices recommendations and HAS self-assessment grids.

Spain

A tool for early detection and cognitive stimulation

The OROIPEN project was born out of the needs expressed by our homes in the face of the cognitive problems experienced by residents, i.e. to benefit from comprehensive and intelligent solutions for:





- Improving the quality of life of residents and their relatives.
- Facilitating the daily work carried out by teams to prevent and detect illnesses linked to cognitive disorders.
- Contributing to the long-term future of our facilities and the care of cognitive disorders.

OROIPEN aims to develop a mobile application for residents and their relatives and a web platform for professionals. In 2023, the needs analysis has enabled technical objectives to be defined, in particular the implementation of a pilot to validate the feasibility and impact of the tool during 2024.

This year, the quality of our homecare services in France was recognised by the *"Palme de la Relation Client 2023"* ("2023 Customer Relations Award"), awarded by the AFRC. One of our residences, Les Terrasses de l'Etoile, was also honoured by winning the jury's *"Prix Coup de Cœur"* (Coup de Cœur award) at the Silver Eco 2023 festival, for its song and video featuring senior citizens suffering from Alzheimer's disease, to raise public awareness.

²⁷ Haute Autorité de Santé.

Workforce & breakdown

| | As at 31.12 | France* | Spain | Germany | Ireland | Portugal | Netherlands | Chile | Group |
|---|-----------------------------|---------|--------|---------|---------|----------|-------------|-------|--------|
|  | Women workforce | 15,295 | 25,441 | 2,312 | 775 | 368 | 545 | 793 | 45,529 |
|  | Men workforce | 2,603 | 2,598 | 416 | 281 | 69 | 38 | 177 | 6,182 |
|  | FTE | 16,491 | 24,984 | 2,677 | 822 | 424 | 364 | 828 | 46,590 |
|  | Women FTEs | 14,106 | 22,610 | 2,226 | 630 | 368 | 339 | 665 | 40,944 |
|  | Permanent women FTEs | 12,451 | 17,602 | 2,196 | 629 | 355 | 234 | 591 | 34,058 |
|  | Permanent men FTEs | 2,112 | 1,935 | 442 | 191 | 60 | 15 | 136 | 4,891 |
|  | Temporary women FTEs | 1,656 | 5,008 | 30 | 1 | 9 | 105 | 74 | 6,883 |
|  | Temporary men FTEs | 272 | 439 | 9 | 1 | 0 | 10 | 27 | 758 |

* Including the Arcade and Auxilia associations.

| As at 31.12 (workforce) | | France | Spain | Germany | Ireland | Portugal | Netherlands | Chile | Group |
|---|---------------------|--------|--------|---------|---------|----------|-------------|-------|--------|
|  | Women under 30 | 2,850 | 2,941 | 329 | 168 | 94 | 90 | 157 | 6,629 |
| | Women aged 30 to 50 | 7,748 | 12,707 | 1,332 | 434 | 188 | 145 | 434 | 22,988 |
| | Women over 50 | 4,697 | 9,793 | 651 | 173 | 86 | 310 | 202 | 15,912 |
|  | Men under 30 | 454 | 502 | 99 | 49 | 19 | 10 | 43 | 1,176 |
| | Men aged 30 to 50 | 1,247 | 1,382 | 234 | 170 | 44 | 6 | 114 | 3,197 |
| | Men over 50 | 902 | 714 | 83 | 62 | 6 | 22 | 20 | 1,809 |

On the social pillar, we have chosen to focus our efforts on our teams, the primary creators of value. Our professions serving the most vulnerable are rewarding but not easy. Convinced that we need to take care of our employees as they take care of our customers, we value and care for their quality of life at work. In our sector and in all our countries of operation, the attractiveness of our professions is

a major challenge, whether in terms of recruitment, retention or skills development. Closely linked to our Human Resources (HR) policies, our roadmaps cover all the social issues identified as material (see double materiality matrices on page 21). These concern our employees, our customers and our local communities.



Health, safety and well-being at work



WHY DO WE DO IT?

Care professions require a high level of commitment and are physically and psychologically demanding. Especially with elderly people who are often physiologically and morally diminished, many expectations are placed on the teams: attention, empathy, listening, patience, etc.

Therefore, as a responsible employer aware that the value of our service depends on the quality of the services provided by our teams, we are committed to the continuous improvement of the quality of life at work within these homes by identifying and acting on various levers.

OUR 2026 OBJECTIVES, OUR 2023 RESULTS

| 2026 OBJECTIVES | AVERAGE/ RESULT | PROGRESS 2023 | | | | | | |
|--|-----------------|--|-------------------------|----------------------|----|----------------------|-----|-----|
| Make 100% of positions of responsibility aware of the Quality of Work Life (QWL) approach. | M | 100% of managers in France, Spain and the Netherlands have been made aware of the QWL policy | | | | | | |
| Reduce the number of work accidents related to handling and carrying loads (2022 base). | R | FR | SP | DE | IR | PT | PB | CH |
| | | 870* (vs 711 in 2022) | 371 (vs 396 in 2022) | 6 (vs 32 in 2022) | ND | 6 (vs 10 in 2022) | 0 | 25 |
| Equip and train managers in the prevention of psychosocial risks | M | Percentage of managers trained in psychosocial risk prevention | | | | | | |
| | | FR | SP | DE | IR | PT | PB | CH |
| | | 90% | 53.9% | 59.5% | ND | 90.5% | 70% | 50% |

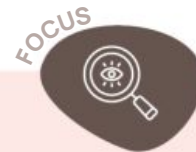
* Change in the scope of consolidation in France, including the acquisition of Medeos and the homecare business (2022 data include Medeos for the second half only and do not include the homecare business).

HOW DO WE DO IT?

Our roadmaps are built focusing on several interdependent fields of action: musculoskeletal risks, psychosocial risks and support for the emotional workload, well-being and team-building moments, workspaces, autonomy and managerial stance. A wide range of actions have been and will be taken, co-constructed as much as possible and deployed both nationally and locally, depending on needs and situations. This may involve the development of new tools, training and support, processes, partnerships or

dedicated professional time. Prevention is at the core of this approach.

In France, for example, our teams are working to reduce accidents by using a number of levers: the tool Acciline has been developed to monitor and analyse accidents in the workplace in detail, and the PRAP2S and Self-care training provides our teams with care practices that eliminate the need to carry residents by using appropriate equipment (transfer rails, patient lifts, etc.).



PsyFrance

Psychological support for our professionals

In France, we have established a close partnership with PsyFrance to support our professionals in complex situations.

Spain

Certification of the occupational health and safety management system

On the basis of an annual audit carried out by a third party, 8 homes obtained ISO 45001 certification for their occupational health and safety management system.

The rest of the homes are covered by the joint prevention system, audited every 4 years.

Chile

"Hablemos" programme: the well-being of our employees is our priority

Since 2021, our employees have been able to benefit from the "Hablemos" programme: a safe and confidential space to support any situation involving mental health and emotional well-being. The programme includes psycho-educational counselling on issues such as anxiety, depression, panic, social phobia, emotional regulation, addiction, anger problems and harassment or abuse in the workplace.

Any employee who so requests is assigned a qualified professional as quickly as possible. Between 2021 and 2023, more than **730** employees took part in the programme and expressed their satisfaction.

The implementation of these actions is coupled with the monitoring of key performance indicators such as the frequency and severity of workplace accidents, absenteeism and the average length of service of our teams. Subject to multiple factors, these data are not directly and visibly impacted by the projects implemented as described above, but they nevertheless enable us to monitor trends in relation to issues of health, safety and well-being at work.

| As at 31.12 | France | Spain | Germany | Ireland | Portugal | Netherlands | Chile | Group** |
|---|------------------------------|------------------------------|-----------------------------|-------------------------|-----------------------------|----------------------------------|----------------------------------|-----------------------|
| Frequency rate | 64.0 (vs 72 in 2022) | 45.0 (vs 29 in 2022) | 9.9 (vs 7 in 2022) | 12.8 (vs 24 in 2022) | 32.9 (vs 64 in 2022) | ND (not available in 2022) | 42.3 (not available in 2022) | 48.8 (ND in 2022) |
| Severity rate | 5.5 (vs 4.9 in 2022) | 1.5 (vs 1.1 in 2022) | 0.4 (vs 0.3 in 2022) | 0.1 (vs 0.4 in 2022) | 1 (Vs 0.96 in 2022) | ND (not available in 2022) | 0.1 (not available in 2022) | 2.7 (ND in 2022) |
| Absenteeism rate | 13.8% (vs 15.61% in 2022) | 13.6% (vs 13.60% in 2022) | 6.7% (vs 17.51% in 2022) | Not available | 9.4% (vs 11.60% in 2022) | 10.3% (not available in 2022) | 18.0% (not available in 2022) | 13.4% (ND in 2022) |
| Average length of service of permanent employees | 5.3 (vs 6.5 in 2022) | 9.0 (vs 9.2 in 2022) | 3.4 (vs 3.8 in 2022) | 3.1 (ND in 2022) | 3.1 (vs 2.9 in 2022) | 3.8 (ND in 2022) | 3.2 (ND in 2022) | 7.0 (ND in 2022) |
| Staff turnover | 31.8% (vs 32% in 2022) | 25.4% (vs 37% in 2022)*** | 57.2%* (vs 30% in 2022) | 45.6% (ND in 2022) | 37.0% (vs 33% in 2022) | 11.7% (ND in 2022) | 62.9%* (ND in 2022) | 27.8% |

* advita in Germany and Acalis in Chile are carrying out launch operations (new homes), the inclusion of which distorts the result.

** Data weighted by the number of FTEs.

*** The 2022 turnover was impacted by a change in legislation requiring temporary staff to be hired on permanent contracts and some of our concessions to be discontinued.

Well-being at work also means supporting our employees who are also carers. In 2023, we won the “*Prix Entreprise et Salariés Aidants*”²⁸ (Enterprise & Employees Carers Award). This national prize, which aims to promote support for professional, rewards our efforts.

➤ **France: Domusvi, always at the heart of cancer prevention.**

Last October, DomusVi launched a scheme to facilitate screening for breast, cervical and colorectal cancer by offering its employees half a day’s authorised leave to undergo screening. The scheme also raises awareness about cancer through a number of speeches.

➤ **France: The “Care Autonomy” manifesto**

“At DomusVi, we take care of others, and the well-being and ageing well of the elderly are paramount. That is why we are committed to Care Autonomy. It is all about health and quality of life in the workplace, and the promise that everyone will be able to go at their own pace.

Whether it is going to bed, getting up, going for a walk, eating or washing, at home or in a residence, we are committed to adapting to the rhythm of each man and woman we help and care. By providing a right accompaniment, we put ourselves at their level, encouraging and stimulating them. We share a common goal: to encourage older people to express their abilities, so that they can once again take responsibility for their lives and be proud of it.

Care Autonomy is “zero carrying”, a promise for our teams to stop damaging themselves, to stop carrying, by helping others while helping themselves, thanks to mutual trust.

This means greater satisfaction on a daily basis, thanks to a relationship of trust between our teams and the elderly people at the heart of our approach. The satisfaction of respecting the independence and dignity of the elderly. Because at DomusVi, our emotions are sincere and deeply human; by promoting the health of our teams, we also promote the abilities of the elderly. Whoever we are at DomusVi, every action brings us closer to an even more benevolent environment. Because we have been trained in Care Autonomy. Because we receive pioneering training, designed by teams in the field and perfectly adapted to the real needs of elderly people and carers. Ambitious, tailor-made training that offers a new vision of taking care of the elderly.

Through Care Autonomy, we are making a commitment to listen more carefully to each and every one of our customers, and to give them the small and large attention they deserve.

The power to do things at their own pace.”



²⁸ Caregiver company and employee

Training and skills development



WHY DO WE DO IT?

In line with our willingness to improve the quality of life at work and ensure an optimum quality of services, we invest in training and skills development. For us, the challenge is to enable our teams to acquire the know-how and interpersonal skills they need to do their jobs and develop

professionally. It is also a key challenge for the deployment of our CSR roadmaps, which involve awareness-raising and training initiatives on a wide range of social, environmental and governance issues.

OUR 2026 OBJECTIVES, OUR 2023 RESULTS

| 2026 OBJECTIVES | AVERAGE/ RESULT | PROGRESS 2023 | | | | | | |
|---|--------------------|--|---------|----------------------|--------|-------|--------|-------|
| | | FR | SP | DE | IR | PT | PB | CH |
| Train and develop the skills of our employees. | M | Total training hours | | | | | | |
| | | 118,490 ²⁹ | 196,835 | 21,017 ³⁰ | 12,911 | 7,907 | 10,906 | 5,078 |
| Facilitate the professional development of our employees. | M | Total internal promotions | | | | | | |
| | | 17 ³¹ | 31 | ND | ND | 2 | 2 | 55 |
| | | Total internal mobility | | | | | | |
| | | 249 ³² | 21 | ND | 5 | 6 | 10 | 19 |
| Measure the satisfaction of 100% of employees via an internal survey. | M | Employee commitment survey carried out in all operations every 18 months. Survey conducted in the first quarter of 2023. | | | | | | |
| Increase the overall employee satisfaction rate. | R | Employee satisfaction rate (2023 benchmark) | | | | | | |
| | | 66% | 54% | 64% | 56% | 63% | ND | 57% |

²⁹ The data covers only thematic training hours and does not include e-learning hours and training hours provided by the homes.

³⁰ The data corresponds solely to training hours completed via the Academy.

³¹ Only promotions to the position of director of residence are counted.

³² This figure does not include former Réside Etudes homes.

HOW DO WE DO IT?

When it comes to training, we adapt our actions to the context of each of the countries where we operate and act on several levers:

- Deployment of online training centres (“Academy” or “E-campus”).
- Innovative training programmes, in partnership with public, academic or private organisations.
- Validation of acquired experience.
- “Care Autonomy” approach (*see section on health, safety and well-being at work*).
- Drawing up training grids by profession.
- Organisational, technical and behavioural training modules.

👉 France - Pass'Afest project: an innovative teaching approach for obtaining a vocational qualification

With this project, employees develop new skills within the home, guided by a mentor. It supplements the on-the-job learning phases with reflective sessions.

The project is part of the DEFFINUM (Dispositif France Formation Innovante Numérique) programme, launched in October 2021, and aims to train 1,200 employees between 2023 and 2025 to obtain the title of Auxiliaire de Vie aux Familles (ADVF) (Family Care Assistant) or Agent de Service Médico-Social (ASMS) (Medico-Social Service Officer). A total of 1,500 employees (1,200 learners and 300 mentors) will be involved in this innovative approach, which makes everyone a player in their own professional development, promotes the skills they have acquired and develops professionalism, cohesion and teamwork.

In September 2023, the pilot group (100 learners) of the ASMS course was launched and the first learners obtained their professional qualification in December 2023. In 2024, the pilot for the ADVF course will be launched, along with the expansion of the ASMS course.

Link to the video:

<https://www.youtube.com/watch?v=bHXdtMH3F4>

👉 France: roll-out of the “Federating Manager” course

By 2023, we will have trained 299 managers from the network and head office as part of the Federating Manager programme. This programme, structured around 6 key aspects (Recognition / Demanding / Trust / Consistency / Meaning and Competence) has been broken down into tools / techniques enabling work to be carried out based on practical cases drawn up from situations encountered in our homes, thus facilitating the appropriation and application of the concepts. Thanks to this strong investment in training, Domusvi continues to help managers consolidate their day-to-day management practices, and to support them in implementing a proactive management dynamic.



Local socioeconomic impact

WHY DO WE DO IT?

Our territorial roots guide our governance, our strategy and our actions. As a decentralised organisation, we encourage our homes to take initiatives to promote the social and economic development of their local areas.

As a local employer and a local consumer, our activities are embedded in local communities and have a positive impact at local level, such as our purchases from local suppliers, the creation of numerous jobs and our collaboration with various players committed to local development and solidarity. Our homes are open to the outside world, close to our communities.

Some of our homes are located in areas where there is severe pressure to recruit qualified staff. In line with our local roots and our values, we invest in projects to train people who are unemployed (disabled workers, people with few or no qualifications, older people, young people). Our aim is to help this type of person gain their first qualification and, if possible, offer them a job.

OUR 2026 OBJECTIVES, OUR 2023 RESULTS

| 2026 OBJECTIVES | AVERAGE/ RESULT | PROGRESS 2023 |
|--|-----------------|--|
| Our homes carry out initiatives on a local scale that are as close as possible to the needs of their ecosystem. | R | Definition of indicators for data collection 2024: percentage of centres with at least one project involving local communities and description of the main projects/programmes with local communities. |
| Invest in projects to train people who are unemployed. | M | In France and Spain: participation in programmes to integrate people who are far from employment (see boxes below). |

HOW DO WE DO IT?

Our projects and programmes to promote socio-economic impact and accessibility to employment are as varied as the areas in which we operate. Our homes and our teams work closely with the players in their ecosystems and take into account the expectations of their stakeholders when

carrying out their projects. It is part of the DomusVi spirit to encourage local initiative with a high degree of autonomy. All the initiatives have not yet been consolidated at country and Group level, but we are working on it. In 2023, France and Spain have identified a number of key projects:



Spain

Residents meeting & future carers with the DEFI project

The Stella Maris residence and the Santa Clara Institute of Secondary Studies have set up the DEFI project. Students specialising in caring for dependent persons put into practice what they have learned by looking after residents. Organised over 3 months and 7 practical sessions, the project brings together future carers and residents and covers various aspects of care and cognitive stimulation activities (bibliography, games, clay workshop, memory and skill games, etc.).

The Greater Paris Region

Sourcing locally

In the Greater Paris region, we have set up two partnerships with local suppliers to deliver our salads and potatoes.

- Supply of salads to 35 residences
- Supply of potatoes: 69 residences

Spain

Recreating social links with Rede Mayores

The home care centre in Galicia organised debates on regional themes: “The sea, sailors and the canning industry”, “Local customs, Sain Main and the magostos”, “Typical regional agriculture”, “Christmas traditions and typical regional recipes”. These discussions, led by social workers, brought together users of the home care service and their relatives, and helped to combat isolation by forging links between members of the same local community.

France

“Objectif Métiers Santé” programme in collaboration with Génération France

As part of the “Objectif Métiers Santé” programme, we took part in 3 jobdatings and organised 2 work placements for a group of jobseekers at our residences in Les Issambres (Paris) and La Peupleraie (Pierrefitte-sur-Seine). A recruitment preparation workshop (CV writing, interview preparation, etc.) was also organised by our HR teams at the association’s head office.

Key figures on the integration of the younger generation in Spain

1,132

accords de collaborations signés (universités, centres de formation, instituts...)

2,037

étudiants en stage dans nos opérations espagnoles

Professional qualification initiatives as part of the NextGenerationEU European plan

In the autonomous Community of Madrid, our teams have benefited from a number of training courses:

| Training | Course duration | Beneficiaries |
|--|-----------------|---------------|
| Specialising in person-centred care (PCC) and restraint. | 30 hours | 122 |
| Specialist care for Alzheimer’s patients. | 60 hours | 172 |
| Updating intervention techniques for basic activities of daily living. | 60 hours | 205 |

Our foundations



Fundación
DomusVi

The purpose of the DomusVi Spain Foundation is twofold:

- firstly, it aims to promote knowledge about ageing to as many people as possible, which it focuses on through dedicated training programmes, study days and publications.
- secondly, it supports a large number of social, environmental and innovation projects through programmes set up from scratch or supports projects run by associations, schools or Group homes each year by awarding the “Premios Fundacion DomusVi”.

FOCUS



The Senior University

Promoted by the DomusVi Foundation in collaboration with IL3-Universidad de Barcelona (UB) and with the support of professors from various Spanish universities (Universitat Senioribus, CEU de Madrid, Universitat Internacional de Catalunya (UIC), etc.), the Senior University offers a semester-long of 30-hour academic programme: 20 hours of training in person and 10 hours of independent work in DomusVi homes.

The aim is to promote continuous training for residents of DomusVi homes, with a view to encouraging personal development and lifelong learning at every stage of life.

The third promotion of the Senior University (2022/2023) brought together 41 students from 24 institutions and the final promotion (2023/2024) has 37 students from 19 different institutions.

The subjects taught are geography, literature, history, art and music. At the end of the course, each student obtains a degree in Humanities (Humanidades).

Since the launch in 2021, 181 residents have graduated.

The Senior University is now planning to offer other course themes in order to reach a wider audience of residents.



In 2023, the DomusVi Foundation in France joined forces with a number of associations and supported a number of solidarity projects to promote inter-generational relations, benefiting 1,000 people in the process.

➤ **Creation of the Les Popotes! universe in partnership with StudHelp (student association)**

The aim of the initiative is to organise inter-generational lunches in DomusVi residences between students in precarious situations and residents, to encourage links between the generations, combat the isolation of our elderly and combat the precarious situation of students. To this end, an online platform has been set up in collaboration with StudHelp, linking DomusVi residences wishing to take part in the project with students volunteering to take part. This project has enabled us to organise more than a dozen meals in Marseille, Reims and Lyon.

➤ **Fondation DomusVi Yves Journeal University prize, in partnership with the TDTE Chair (university economics research centre)**

At the awards ceremony for the first edition, held in December 2023, the jury awarded 3 dissertation prizes, 1 thesis prize and 1 Coup de Coeur prize in recognition of research work on the intergenerational relationship, thereby promoting research and new talent in our society.

➤ **The work of our Foundation is recognised**

Our foundation was nominated at the Silver Eco 2023 festival in the Fight against isolation and Intergenerational category.

The foundation has also entered into a partnership with Au tableau Production as part of the filming of the documentary La Coloc, about intergenerational shared accommodation.

The DomusVi Foundation also provides financial support for 10 solidarity projects run by DomusVi members or residences, in partnership with associations, and selected by a panel of employees:

- Maison Adrien - Les Jasmins de Cabrol home.
- Petits Princes de Bel Air - l'Amandière home.
- Espérance Banlieues - La Minorque home.
- Hustle - Tiers-Temps home in Paris.
- Colette - Head office.
- StudHelp - Tiers-Temps home in Reims.
- GRETA CFA - SAAD (Home help services) Nantes.

- Intergenerational meetings in schools - Les Jardins d'Occitanie home.
- Art workshops by Benoit Hapiot - Les Jardins du Marais home.
- Youth centre - Chevillon home.

To round off the year 2023, the DomusVi Foundation has also created a Booklet, reminding us of its commitments and looking back on its latest solidarity initiatives.



“When it comes to the environment, we do our part to preserve our ecosystems, minimise our negative impacts and aim for a positive impact of our activities. The environmental impacts generated by our homes are linked to the day-to-day activities.”



Our environmental challenges



50

To take better care of our ecosystems, we have elaborated an Environmental Tome - New DomusVi Project with the help of Bureau Veritas, which constitutes the environmental referential of technical specifications applicable to our future constructions and our renovations or expansions of existing buildings. These specifications incorporate the regulatory requirements of the countries in which we operate, based on a BREEAM certification model. The Environment Tome (based on BREEAM) constitutes the DomusVi Group's environmental specifications and forms the basis of the DomusVi Group's environmental policy.

Reduction of GHG emissions



WHY DO WE DO IT?

Climate change, caused by the increase and accumulation of greenhouse gas (GHG) emissions, is leading to a deterioration in living conditions on Earth. Heat waves are more frequent, longer and more intense, as are droughts, fires, heavy rain, storms and floods. It also affects the availability of fresh water and our health. We are seeing an increase in mortality and illness linked to climate change, particularly for vulnerable populations, and the emergence of new disease vectors.

We are fully aware that our activities generate greenhouse gas (GHG) emissions, particularly through our purchasing, travel, construction and renovation of our assets and the energy consumption required for our operations. Our challenge is therefore to limit these emissions by activating our decarbonisation strategy and thereby helping to mitigate climate change.

OUR 2026 OBJECTIVES, OUR 2023 RESULTS

| 2026 OBJECTIVES | PROGRESS 2023 | |
|---|--|--|
| <p>Publish annually the annual carbon footprint resulting from DomusVi's operations (scope 1, 2 and 3).</p> | <p>Market-based</p> | <p>S1: 47,779 tCO₂eq (vs 48,079 tCO₂eq in 2022 - Pro forma). S2: 35,825 tCO₂eq (vs 38,397 tCO₂eq in 2022 - Pro forma). S3: 331,200 tCO₂eq (vs 336,841 tCO₂eq in 2022 - Pro forma).</p> |
| | <p>Location-based</p> | <p>S1: 47,779 tCO₂eq (vs 48,079 tCO₂eq in 2022 - Pro forma). S2: 19,531 tCO₂eq (vs 22,405 tCO₂eq in 2022 - Pro forma). S3: 331,200 tCO₂eq (vs 336,841 tCO₂eq in 2022 - Pro forma).</p> |
| <p>By the end of 2023, activate and deploy our decarbonisation strategy by developing our trajectory using the Science Based Objective initiative (SBTi) methodology.</p> | <p>In 2023, we elaborated our decarbonisation strategy with the business experts in each geography and for each decarbonisation lever, scope by scope. In February 2024, we made a commitment to the SBTi to set the decarbonisation trajectory by 2030 in line with the Paris Agreement, in order to keep global warming below +1.5°C. Our decarbonisation trajectory was registered with the SBTi at the end of March 2024, with the aim of obtaining validation by the end of 2024.</p> | |

HOW DO WE DO IT?

We have initiated our decarbonisation process with the completion of our first carbon footprints in 2021 and 2022, identifying the main emission sources for our activities. In 2023, with the support of Bureau Veritas' 'Net Zero' centre of excellence, we carried out an in-depth analysis

of our initial carbon footprints. We identified areas for improvement to make the results more reliable and refine them for various emissions items, in line with the GHG Protocol methodology.



The Proforma 2022 carbon footprint

| | 2022 CARBON FOOTPRINT | | |
|---------------------------|-----------------------|----------------|----------------|
| | market-based | location-based | |
| Unit: tCO ₂ eq | Proforma | Proforma | Published |
| Scope 1 | 48,079 | 48,079 | 40,835 |
| Scope 2 | 38,397 | 22,405 | 19,248 |
| Scope 3 | 336,841 | 336,841 | 303,386 |
| TOTAL | 423,317 | 407,324 | 363,469 |
| Energy and fuels | 105,974 | 89,981 | 73,229 |
| Products purchased | 118,722 | 118,722 | 128,778 |
| Capital goods | 88,358 | 88,358 | 77,378 |
| Waste | 43,575 | 43,575 | 13,118 |
| Mobility | 66,687 | 66,687 | 70,966 |
| TOTAL | 423,317 | 407,324 | 363,469 |

The in-depth analysis of our initial carbon footprints has led us to produce a 'Proforma' 2022 carbon footprint. This Proforma corresponds to a 5% increase in our emissions, using a location-based methodology, compared with our 2022 carbon footprint (location-based).

The main improvements between the 2022 Carbon Footprint and the 2022 Proforma result from the inclusion of:

- 100% of emissions from acquisitions made in 2022 and 2023 for the 3 scopes (aligned with the 2023 perimeter).
- Activity data not collected as part of the 2022 carbon footprint, such as the quantities of refrigerant leaks or consumption relating to heating networks.

We have been able to make methodological improvements, thanks in particular to the finer granularity of the data collected. For example, in France, for food, we have been able to associate the exact quantities purchased reference by reference with more than 1,000 emission factors (Agribalyse reference) and for waste, thanks to the deployment of management systems and the organisation of studies on certain sites, we have obtained more precise data, and therefore more precise emissions. We have also reclassified certain categories of purchases as fixed assets (notably furniture and vehicles).

It has been possible to refine commuting distances by cross-referencing field studies with human resources data.

The formalisation of our decarbonisation trajectory into ambitious, quantified objectives aligned with the Paris Agreement was finalised in early 2024 for immediate implementation. From the second quarter of 2024, the members of our environment commission will work on transforming our decarbonisation trajectory into operational action plans for each lever identified, which will be translated by the country teams into country roadmaps

(with objectives validated by the commission). The country teams will implement their decarbonisation roadmap under the supervision of the country CSR Committees, which include members of the country's environment commission. Our aim is to monitor the overall impact of our action plans as closely as possible to the ground and, in keeping with our CSR approach, to encourage the sharing of best practice and local initiatives.



France

Connection to district heating networks

In 2023, the Montceaux les Mines site was connected to a heating network to replace its old gas-fired boiler, resulting in a significant reduction in its carbon footprint.

10 other sites in our French network have been identified as likely to be connected to a district heating network in the near future.

Portugal

Replacing gas boilers with heat pumps and installing photovoltaic solar panels

In 2023, 4 sites replaced their gas-fired boilers with heat pumps. In Q1 2024, gas consumption per bed fell by more than 25%.

At the same time, 4 sites have also installed photovoltaic panels, covering an average of 30% of the electricity needs of the homes concerned.

► Our decarbonisation trajectory is aligned with the Science Based Objective initiative (SBTi)

SBTi is the most demanding and recognised international organisation that helps and supports companies in their decarbonisation plan, giving them the tools to build a trajectory in line with what science recommends limiting global warming to +1.5C.

By joining the SBTi, DomusVi is committing itself to a very significant and rapid reduction in its greenhouse gas emissions, and to aligning itself with the Paris Agreement. Our objectives below place us among the most avant-garde and pioneering companies in the health and services sector in Europe:

- 42% absolute reduction in direct and indirect energy-related emissions: gas/electricity consumption, mobile combustions, etc.
- 25% absolute reduction in upstream and downstream emissions, purchasing, construction and renovation, waste.



OUR 2023 CARBON FOOTPRINT

Our operations generated, directly and indirectly, around 414,804 tCO₂eq in 2023 compared with 423,317 tCO₂eq in 2022 proforma (market-based methodology), a decrease of -2.0% in absolute terms in 2023 compared with 2022 proforma³³. The reduction in our carbon emissions was mainly due to a 5.7% reduction in the number of square meters built during the year.

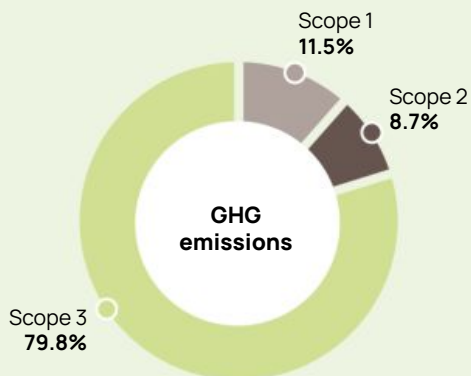
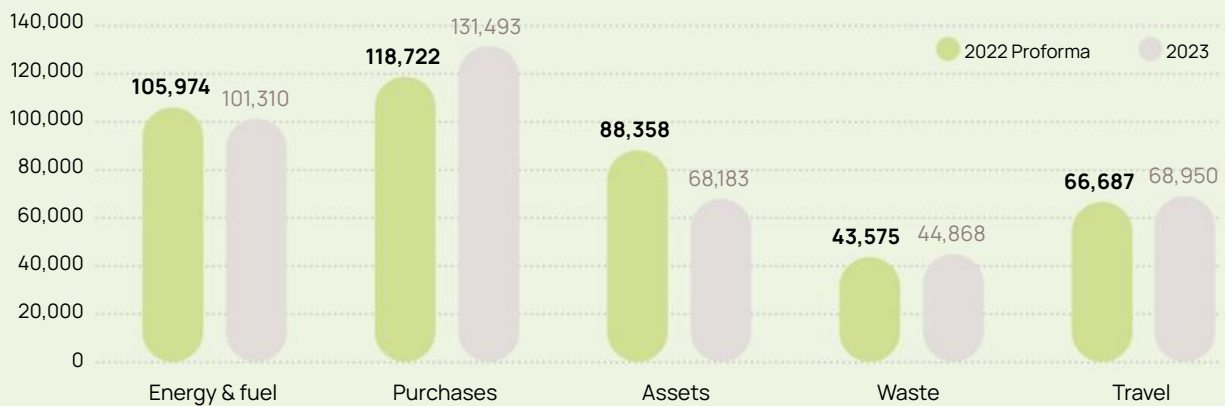
Our emissions linked to scopes 1 and 2 fell by -3.3%.

Our carbon intensity has fallen from 186 tCO₂eq/M€ or 8.5 tCO₂eq/bed in 2022 proforma to 167 tCO₂eq/M€ or 8.1 tCO₂eq/bed in 2023, a reduction of 10.2% in €M of sales, and 4.6% per bed.

Most of our emissions are generated in Scope 3 (80%), upstream or downstream of our activities. In particular, they relate to purchases (food, medical devices, etc.) and the transport used to deliver them, home-work journeys made by our employees and visitors to our residents, and the construction of new homes or renovation of existing homes to provide the best possible care for the elderly.

Our efforts to decarbonise our purchasing are part of a responsible purchasing approach that is currently being formalised at Group level (see the “Business ethics” chapter).

Breakdown of GHG emissions by category in tCO₂ eq



³³ The Proforma 2022, produced with the support of Bureau Veritas' Net-Zero centre of excellence, is the result of an in-depth review of the items in our carbon footprint in order to make our data more reliable and accurate. Emissions from subsequent acquisitions are included on a full-year basis to ensure comparability of data.

Energy consumption management

WHY DO WE DO IT?

'Energy supply and consumption represent a major cost for our homes and can have a significant impact on our accounts. Optimising our energy supplies and consumption is therefore an important financial lever for freeing up financial leeway for investment and improving the quality of services we offer.

Our energy and fuel consumption represents 24% of our 2023 carbon footprint. It is therefore also a key part of

our decarbonisation strategy and our commitment to mitigating the impact of climate change.

The temperature in our homes is an essential element of comfort for our residents. It depends on winter heating and increasingly on summer temperature control. It is therefore crucial to act on this lever, both financially and in terms of improving quality of services.

OUR 2026 OBJECTIVES, OUR 2023 RESULTS

| 2026 OBJECTIVES | AVERAGE/ RESULT | RESULTS | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-----------------|---|---------|--------|-------|--------|-------|----|----|----|-------|-------|-------|-------|--------|-------|--------|-------|------------------|--------|-------|--------|--------|-------|--------|----|
| Reduce the annual energy consumption of homes. | R | <p>Total annual energy consumption per average number of beds in 2023 (kWh/bed) and change compared with 2022 proforma (%):</p> <table border="1"> <thead> <tr> <th>Country</th> <th>FR</th> <th>SP</th> <th>DE</th> <th>IR</th> <th>PT</th> <th>PB</th> <th>CH</th> </tr> </thead> <tbody> <tr> <td>Cons.</td> <td>7,910</td> <td>7,403</td> <td>5,722</td> <td>12,508</td> <td>5,624</td> <td>10,417</td> <td>8,600</td> </tr> <tr> <td>Energy Variation</td> <td>-12.6%</td> <td>+2.3%</td> <td>-12.4%</td> <td>-11.5%</td> <td>-7.2%</td> <td>-12.0%</td> <td>0%</td> </tr> </tbody> </table> | Country | FR | SP | DE | IR | PT | PB | CH | Cons. | 7,910 | 7,403 | 5,722 | 12,508 | 5,624 | 10,417 | 8,600 | Energy Variation | -12.6% | +2.3% | -12.4% | -11.5% | -7.2% | -12.0% | 0% |
| Country | FR | SP | DE | IR | PT | PB | CH | | | | | | | | | | | | | | | | | | | |
| Cons. | 7,910 | 7,403 | 5,722 | 12,508 | 5,624 | 10,417 | 8,600 | | | | | | | | | | | | | | | | | | | |
| Energy Variation | -12.6% | +2.3% | -12.4% | -11.5% | -7.2% | -12.0% | 0% | | | | | | | | | | | | | | | | | | | |
| Improve the energy performance of homes, in particular by eliminating 100% of the F and G classifications. | R | <p>In Ireland, Portugal and the Netherlands, 100% of our homes have a classification above F. In Spain this percentage is 98%, in France 96%. In Germany, this information is not yet available. These classifications do not apply to Chile.</p> | | | | | | | | | | | | | | | | | | | | | | | | |
| Obtain BREEAM GOOD level certification or higher for 100% of construction and renovation projects for which a building permit is filed. | R | <p>The BREEAM approach concerns 20 homes in Spain (4 of which are certified), 12 homes in Portugal and 25 homes in France. In the Netherlands, 5 homes are GPR (<i>Gemeentelijke Praktijk Richtlijn</i>) certified³⁴.</p> | | | | | | | | | | | | | | | | | | | | | | | | |

³⁴ GPR, a standard recognised by the Dutch government as equivalent to BREEAM.

3 key figures
for our actions
in France

14

sites have undertaken energy renovation work financed by Energy Savings Certificates.

10

sites have been fitted with insulation on singular points in boiler rooms.

4

sites benefited from lagging, loft insulation or insulation of the undersides of low floors.

HOW DO WE DO IT?

We are focusing part of our efforts on the energy efficiency of our property portfolio. Our multi-year action plans cover buildings, equipment and users, three complementary areas of focus that allow us to activate all the levers for reducing consumption.

On the existing portfolio, we continue to undertake work to improve the energy performance of buildings and equipment. We invest in particular in the insulation of floors, ceilings, singular points and hot water networks, in the replacement of high-energy equipment and in the maintenance of heating networks.

In Portugal, the sharp 33% reduction in gas consumption per bed between 2022 Proforma and 2023 is explained by our policy of replacing gas boilers with heat pumps.

Our actions also concern temperatures, a source of potential over-consumption of heating or air conditioning. In France, we apply the “right temperature at the right time” policy by monitoring room temperatures in bedrooms and common areas.

In Spain, we rely on the results of energy audits to select the most relevant projects, including energy-efficiency renovations at our homes and optimising our consumption by installing LED lighting, timers and automatic temperature controls.





Our Irish operations

Raising awareness of the challenges of reducing energy consumption

In 2023, we ran a campaign to raise awareness among our teams of the need to reduce energy consumption and adopt the right practices in their daily work. A dedicated poster reminded people of the good things to do in the home: turn off lights, unplug appliances when they are no longer in use, turn off radiators or thermostats, etc.

Our Dutch operations

Co-constructing action plans with building owners

With the aim of making our most energy-intensive sites more energy-efficient, we have carried out studies at the Hoorn and Den-Haag sites and identified actions to be implemented. After validating the feasibility with Aedifica, the owner of the homes, we have been working together since then to identify the most relevant actions (installation of solar panels, replacement of gas chimneys with electric chimneys) by sharing the costs for greater sustainability of these homes.

➤ Sourcing sustainable energy

In Portugal, four centres installed photovoltaic solar panels in 2023, increasing our green electricity production by a factor of 6 to 257 MWh over the year. In addition, 22% of the electricity purchased in this country is supplied under a 'green' contract, with a certificate of renewable origin for the electricity.

In the Netherlands, 100% of electricity is purchased under 'green' contracts, with certificates of renewable origin.

In Spain, electricity production using photovoltaic solar panels increased by 20% between 2022 and 2023, reaching 290 MWh over the year, thanks to the installation of new panels on the roof of the Decanos centre. In the same centre, the installation of photovoltaic solar panels has been accompanied by the installation of heat pumps, powered by the green electricity generated by the solar panels.



Adaptation to climate change

WHY DO WE DO IT?

The increase in the frequency and severity of climatic events has an impact on all economic activities. Because of their location or specific construction, our homes could be exposed to climatic risks: heat waves, storms, floods, fires, water stress. We consider it essential to define a

strategy and put in place measures to mitigate (and as far as possible avoid) the negative impacts of climate change on our homes and improve the resilience of our operations, in order to protect our residents and employees.

OUR 2026 OBJECTIVES, OUR 2023 RESULTS

| 2026 OBJECTIVES | AVERAGE/ RESULT | RESULTS |
|--|-----------------|--|
| Define a strategy and measures for adapting to climate change. | M | Creation of a working group to define the action plan for adapting to climate change. Development of a methodology for carrying out an exposure and vulnerability assessment in 2024. |

HOW DO WE DO IT?

In order to define our strategy for adapting to climate change, we decided to carry out an initial assessment of our homes' exposure and vulnerability to the consequences of climate change.

Under the aegis of the Group CSR team, we set up a working group comprising various business lines (risk management, safety, property) representing our two main countries, France and Spain. We will gradually bring other countries on board. An initial meeting was held to define the diagnostic methodology, taking into account its compliance with European regulations (CSRD and Taxonomy). Secondly, based on a pre-diagnosis of their exposure to climatic risks (heat waves, fire, flooding, storms, water stress, geological risk), we selected a representative sample of homes.

The next step will be to produce a risk mapping model incorporating selection criteria linked to the building in question and the climate risks identified as potentially applying to that building, and then to produce a risk analysis matrix for each building.





Water consumption management

WHY DO WE DO IT?

Water is an essential resource for a healthy life and for the quality of services we provide to our customers. Climate change is putting constant pressure on aquatic resources, both in terms of availability and pollution. Our business involves water-consuming activities (in particular laundries and kitchens) and specific constraints in terms

of bacterio-chemical water quality (water quality control, legionella prevention, etc.). Our objective is to optimise the management of water consumption through monitoring, reduction and reuse measures, and vigilance in the treatment of wastewater.

OUR 2026 OBJECTIVES, OUR 2023 RESULTS

| 2026 OBJECTIVES | AVERAGE/ RESULT | RESULTS |
|---|-----------------|--|
| Optimise water consumption management. | M | Definition of an annual monitoring indicator for consolidated water consumption by country of operation and analysis of our current capacity to ensure this monitoring for our various countries of operation in 2024. |
| Ensure vigilance in wastewater treatment. | M | At the Group level: <ul style="list-style-type: none"> • Installation of equipment and facilities to prevent pollution from wastewater and reduce its production. • Special drains and tanks to collect wastewater from the kitchen and laundry. • The generators are equipped with a concrete structure with a retention tank to prevent the discharge of wastewater, with specialist companies in charge of maintenance. • Purchase of top-of-the-range washing machines with low-temperature programmes and self-consumption of water with an impact on water consumption. Choice of poly-cotton linen, washable at low temperature and more resistant. |

HOW DO WE DO IT?

Each facility monitors water consumption and implements measures to optimise consumption. This involves analysing consumption to detect over-consumption and leaks, adjusting flushing systems, automatic watering of green spaces, training maintenance staff and installing equipment to reduce water consumption.

In Spain, our teams have created a management chart to help homes optimise their water consumption. This is distributed to all homes via the intranet.

As part of the Group's duty of due diligence, interviews were held to discuss the use of water in our activities and to identify risks, mitigation measures and good practices.

Environmental Tome (BREEAM): equipment to reduce water consumption in our homes

At the Group level, we have taken steps to install water filters, aerators on taps and dual-flush toilets in our homes. Depending on the equipment used, these can significantly reduce water consumption.

Management of impacts on biodiversity



WHY DO WE DO IT?

Our business involves building and renovating facilities, as well as maintaining the green spaces adjacent to our homes. We are aware of the importance of preserving and restoring biodiversity and natural resources. Our main

challenge is to identify the potential and proven negative impacts, directly or indirectly linked to our activities, and to develop an approach that contributes to the regeneration of ecosystems and the preservation of natural resources.

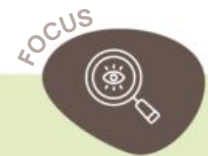
OUR 2026 OBJECTIVES, OUR 2023 RESULTS

| 2026 OBJECTIVES | AVERAGE/ RESULT | RESULTS |
|---|-----------------|---|
| Develop an approach that helps to preserve and regenerate biodiversity. | M | <p>Group: we call on the services of professionals who ensure that biodiversity is preserved and regenerated prior to the construction of new residences.</p> <p>In France: regular use of services of an ecologist upstream of the construction/renovation project, who draws up a book that complies with BREEAM requirements, analyses existing biodiversity and makes recommendations for preserving and regenerating biodiversity.</p> <p>In Portugal: using landscape architects to redesign the gardens of existing residences: reducing water wastage, planting plants that need less water. Systematic preservation of existing trees during new construction.</p> |
| Preserve our natural resources through a responsible purchasing policy. | M | <p>At the Group level:</p> <ul style="list-style-type: none"> Choice of medical protection made from eco-labelled materials (wadding), as part of a Group contract with a supplier who is developing a CSR approach. Food sourcing (meat, vegetables, fruit, fish) from partners favouring local products, all from the European Union, and if possible, with the BIO label and/or a label supporting environmental protection and preserving biodiversity as well as animal welfare. |

HOW DO WE DO IT?

To take better care of our ecosystems, with the help of Bureau Veritas, we have drawn up an Environmental Tome - New DomusVi Project, a standards framework of environmental technical specifications applicable to

our future constructions, renovations and expansions to existing buildings. These specifications incorporate the regulatory requirements of the countries in which we operate, based on a BREEAM certification model.



Group

Favour more environmentally friendly suppliers

We have selected a new cleaning service provider, Diversey, whose cleaning products are more effective and less harmful to the environment, including ecological and eco-responsible components.

Portugal

Contribution to reforestation

In Viseu and Sintra, the undeveloped post-construction area (4 hectares) has been made available to the municipality to create green spaces accessible to the public, with a commitment to plant at least 200 trees in the area.

The Les Amandines residence in Cambrai (France)



Insect hotels to regenerate flora and fauna

In 2023, the Les Amandines residence in Cambrai created biodiversity gardens, including insect hotels. This initiative is part of its response to a call for sustainable development projects organised by the northern development agency, which also led to other actions such as the installation of dual-control toilet flushes, LED relamping and the replacement of class D cold cabinets with class AA+ cabinets.

Waste management



WHY DO WE DO IT?

Our homes generate a wide range of waste: non-hazardous waste from accommodation activities and waste from care activities which, when it involves infectious risks, is treated differently. At a time when society is gradually

shifting towards a circular economy and the conservation of resources, we face a dual challenge: reducing the amount of waste produced and contributing to the circular economy by sorting and recycling the remaining waste.

OUR 2026 OBJECTIVES, OUR 2023 RESULTS

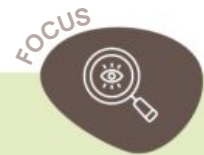
| 2026 OBJECTIVES | AVERAGE/ RESULT | RESULTS | | | | | | | | | | | | | | | | |
|--|-----------------|--|---------------|--------|--------|------|----|----|----|----|--------|-------|-------|--------|--------|--------|------|----|
| Annually reduce the quantity of waste generated per bed (2022 base). | R | <p>Tonnes of waste generated in 2023 over the year per average bed and % change compared with 2022 Proforma³⁵.</p> <table border="1"> <thead> <tr> <th>Country t/bed</th> <th>FR</th> <th>SP</th> <th>DE</th> <th>IR</th> <th>PT</th> <th>PB</th> <th>CH</th> </tr> </thead> <tbody> <tr> <td>Change</td> <td>-6.3%</td> <td>+3.3%</td> <td>-10.2%</td> <td>-11.5%</td> <td>+32.7%</td> <td>-12%</td> <td>0%</td> </tr> </tbody> </table> | Country t/bed | FR | SP | DE | IR | PT | PB | CH | Change | -6.3% | +3.3% | -10.2% | -11.5% | +32.7% | -12% | 0% |
| Country t/bed | FR | SP | DE | IR | PT | PB | CH | | | | | | | | | | | |
| Change | -6.3% | +3.3% | -10.2% | -11.5% | +32.7% | -12% | 0% | | | | | | | | | | | |
| Achieve 30 to 40% of waste recovered annually for all operations. | R | <p>Percentage of waste recovered out of the total quantity of waste produced over the year (%).</p> <table border="1"> <thead> <tr> <th>Country %</th> <th>FR</th> <th>SP</th> <th>DE</th> <th>IR</th> <th>PT</th> <th>PB</th> <th>CH</th> </tr> </thead> <tbody> <tr> <td></td> <td>4%</td> <td>6%</td> <td>39%</td> <td>20%</td> <td>5%</td> <td>9%</td> <td>ND</td> </tr> </tbody> </table> | Country % | FR | SP | DE | IR | PT | PB | CH | | 4% | 6% | 39% | 20% | 5% | 9% | ND |
| Country % | FR | SP | DE | IR | PT | PB | CH | | | | | | | | | | | |
| | 4% | 6% | 39% | 20% | 5% | 9% | ND | | | | | | | | | | | |

³⁵ In 2023, with the support of Bureau Veritas' 'Net Zero' centre of excellence, we carried out an in-depth analysis of our initial carbon footprints. We identified areas for improvement to make the results more reliable and refine them for various emissions items, in line with the GHG Protocol methodology. The waste quantities item was reviewed following the introduction of a waste management system at a larger number of sites in France, and the completion of field studies at several sites in other countries. The 2022 Proforma carbon footprint enables a comparative analysis to be made between 2022 and 2023, using the same methodologies and the same scope (acquisitions in 2023 and at the end of 2022 included at 100%) (see the section titled "Reduction of GHG emissions").

HOW DO WE DO IT?

Our roadmap is organised around two interconnected challenges: reducing the volume of waste generated and developing sorting and recovery facilities. We are carrying out various reduction and recovery projects, but first and foremost we face a logistical challenge.

Waste is dealt with locally, with collection policies and arrangements differing geographically from one municipality to another in the same country. In order to optimise our approach, we need to change our scale and implement processes that will allow us to manage waste management at the national level.



France

Reduction of protective packaging

Launch of a project to reduce protective packaging from 5 types to just one, with standardised shuttle bins to ensure a common approach for all players in the sector.

In France, by 2023, we will have deployed a waste management system with a specialised service provider at 107 sites, bringing the total number of sites to 129.

Spain

Recycling of textiles from our Spanish operations with INSERTEGA

We are continuing our collaboration with INSERTEGA, a social integration company specialising in the processing of used textiles (clothing, sheets, towels, uniforms, etc.). In 2023, 57 homes took part in this initiative, contributing to the recycling of 25.6 tonnes of textiles, representing a 25% increase in recycling compared with 2022.



**“Acting in an exemplary way.
Anchor our sustainable development
challenges at the heart of our strategy,
our roadmaps and our day-to-day practices.”**



Our governance challenges

Business ethics

(including supplier relationship management)

WHY DO WE DO IT?

Our mission is to offer the best quality of services to our customers while complying with the ethical principles and rules of good conduct that apply to our activities. We adopt sustainable and socially responsible behaviour and practices in relation to all our stakeholders and ensure that the system in place allows for the preventive and proactive management of situations in which we fail to comply with our Charter of Ethical Business Conduct.

Our Charter of Ethical Business Conduct³⁶ requests each of our employees to ask themselves the right questions in the course of their duties, in order to act responsibly in their day-to-day activities. Reinforced by our manifesto³⁷, a reflection of our values, our Charter of Ethical Business Conduct expresses our company culture. It is a tool designed to facilitate the adoption of ethical behaviour that reflects our values and commitments. Our Charter of Ethical Business Conduct exists in all the languages of the countries where we operate and is available on the Group's website.

OUR 2026 OBJECTIVES, OUR 2023 RESULTS

Preventing corruption and money laundering

| OBJECTIVES "BY 2026" | AVERAGE/ RESULT | 2023 RESULTS |
|--|--------------------|---|
| Implementation of a code of conduct to prevent corruption and money laundering, including gifts, in all countries where the Group operates, and deployment of awareness-raising initiatives. | R | Code of conduct deployed in France and Spain and adapted to local laws and regulations. |
| Deployment of Ulises software, a component of the whistleblowing system, in all countries where the Group operates, guaranteeing the protection of whistleblowers. | R | Software rolled out in France, Spain, Germany and Portugal. 100% of our countries will have rolled out the software by 2024. For countries not yet deployed, an e-mail address is available at ³⁸ ; this e-mail address remains available to the entire Group. |

In 2023, we recorded no confirmed cases of corruption, influence peddling or money laundering.



Supplier relationship management

| OBJECTIVES "BY 2026" | AVERAGE/ RESULT | 2023 RESULTS |
|--|-----------------|---|
| Formalisation of a responsible purchasing policy at Group level. | R | Identification and feedback of practices and processes in place in countries. Working group set up. The aim is to formalise a Group policy by 2024. |
| Developing impact initiatives and partnerships with our suppliers. | M | See the initiatives on all our other commitments. |

HOW DO WE DO IT?

In the fight against corruption, our Charter of Ethical Business Conduct is reinforced by the adoption in each of the countries where we operate of a code of conduct to prevent corruption and money laundering.

In terms of whistleblower protection, we are also strengthening our whistleblowing system by implementing a secure solution across all our operations using Ulises GRC³⁶, and by opening up this alert channel to both internal and external stakeholders. A whistleblower's guide is available on the home page of the websites of each country of operation, in the local language. The protection of whistleblowers and their anonymity are guaranteed by this system and by governance adapted to this system.

In terms of supplier relationship management, the DomusVi Group's activities rely on the products and services of various suppliers. The challenge for the Group is to obtain confirmation from these suppliers that they are complying

with the law, to maintain relationships based on trust and to work with our suppliers to achieve our CSR objectives, particularly in terms of duty of due diligence.

In all the countries where we operate, we apply responsible purchasing principles, which will be formalised at Group level through our responsible purchasing policy. As part of our environmental approach, we work with our suppliers to achieve our CSR objectives and respect human rights at every level of our behaviour and our relationships with stakeholders.

As part of our quality approach, our teams are trained in compassionate care and benefit in France and Spain from the help of a professional ethics committee.

In 2022, we did not record any confirmed cases of corruption or breaches of our ethical principles of business conduct.

³⁶ <https://www.domusvigroup.com/notre-charte-ethique/>

³⁷ <https://www.domusvigroup.com/notre-manifeste/>

³⁸ compliance@domusvi.com

National Family Councils



WHY DO WE DO IT?

In DomusVi, we respond to the challenge of ageing by offering a wide range of housing, care and services for senior citizens. We ensure that these allow for care adapted to the needs of the person and preserving the social link. To us, growing old is not just a matter of diminishing capacity: it is a long period of life with several ages, different from person to person, which it is possible to enjoy with one's entourage.

Dialogue and partnership with the families, friends and representatives of the elderly people we care for is fundamental to the quality of our services. We have long been convinced that the well-being of our residents depends not only on the quality of care provided by our professionals in the care of the elderly, but also on the importance of the place and role of families in the well-being of their relative.

HOW DO WE DO IT?

We decided to respond to this fundamental element in the quality of our services and the well-being of our residents by creating the National Family Council (NFC), thereby involving families in our governance in each of the countries where we operate, and by dedicating a Group function to it: the Group Family Councils and Mediation Department, whose mission is to set up and run consultative bodies representing families in each country where it operates, while adapting to local specificities and challenges.

We have published the Family Council Charter³⁹, which expresses our commitment in all the countries where we operate. It is up to each National Family Council to draw up its own rules of procedure, with the help of the Group

Family Councils and Mediation Department, to describe how it operates. In accordance with this Family Council Charter, each National Family Council:

- At a national level, it is representative of the expectations of 20,000 families with regard to improving DomusVi's offer in France.
- At a local level, it will aim to increase the participation of older people and their families in the life and quality of the structures that support them.
- At an individual level, it will help to develop tools and services to facilitate relations between older people, their families and professionals.

OUR 2026 OBJECTIVES, OUR 2023 RESULTS

| 2026 OBJECTIVES | AVERAGE/ RESULT | 2022 | PROGRESS 2023 |
|---|-----------------|--|--|
| Introduction of a charter for the National Family Council. | R | NA | Charter published. |
| Creation of a National Family Council in each country where the Group operates. | R | There is a National Family Council (<i>Cliëntenraad</i>) in the Netherlands. | Creation of the French National Family Council on 26 May 2023. |

³⁹ https://www.domusvigroup.com/?sdm_process_download=1&download_id=1044555



The roadmap for the creation of National Family Councils:



France

The National Family Council - Genesis and creation in May 2023 - Initial results

Following the DomusVi Group's decision to set up a National Family Council in each country, the process of creating one was launched in France in September 2022 with all stakeholders: the France Management Committee, Group and country directors, residential staff, families and residents. We have been able to define the model, its scope, its role and how it will operate, and in March 2023 we will adopt the charter of the National Family Council (the "NFC"), which will apply to all DomusVi countries.

The project was then shared with all the network's employees at regional meetings in order to obtain their support and to ensure that they were the promoters of the project among families and employees. We then launched a call for applications to select 25 members by lot.

The first challenge was to align legitimate short-term expectations with the NFC's long-term impact. Now down to 17 members⁴⁰, including 7 people who are still members despite having lost a family member, the CNF aims to work each year on 3 Study topics that will result in the creation of commissions. They work independently, with the support of the Family Councils

and Group Mediation Department, in a process of co-construction with DomusVi and all the stakeholders concerned, thanks in particular to the support of the Research Committee.

Collaboration with the Study Committee is key to integrating the operational dimension into each of the subjects dealt with by the NFC, and thus achieving an impact. Two meetings between the NFC and the Study Committee revealed the absolute need for collaboration between the two bodies and the need to include external experts on the Study Committee.

To date, three NFC committees are working each month on three subjects: (a) the attractiveness of professions: what levers can be activated involving all stakeholders? (b) social life councils or SLCs: how can these bodies be made more visible, attractive and useful? and © communication: how can we communicate more effectively with families, for and with residents?

The results of this work are expected by the end of 2024 and will be presented in the NFC's annual report.

⁴⁰ 8 departures due to relocation, death of a relative, withdrawal or resignation.

Duty of due diligence

WHY DO WE DO IT?

The French duty of due diligence Act of 27 March 2017 and the Corporate Sustainability Due Diligence Directive (“CS3D”) adopted by the European Parliament on 24 April 2024 and validated by the European Council on Friday 24 May 2024 define the duty of due diligence: (a) companies’ obligations with regard to actual or potential negative impacts on human rights and the environment in relation to their own activities, the activities of their subsidiaries and the operations carried out by their business partners in the company’s chains of activities, (b) liability for failure to comply with (a) and © an obligation on companies to adopt and implement a climate change mitigation transition plan, as part of a transition to a sustainable economy and with a view to limiting global warming to 1.5° C in accordance with the Paris Agreement.

Our CSR approach, taking care of our ecosystems, our CSR roadmap for 2025, then for 2023-2026, our commitments in terms of respect for human rights (Charter of Ethical Business Conduct published in 2018), respect for and preservation of the environment, in particular the adoption of a decarbonisation trajectory constitute tangible responses to this duty of due diligence.



OUR 2026 OBJECTIVES, OUR 2023 RESULTS

Duty of due diligence

| OBJECTIFS « HORIZON 2026 » | AVERAGE/ RESULT | 2023 RESULTS |
|---|--------------------|--|
| Publish a due diligence plan covering all operations. | R | Summary in our 2023 Sustainability Report. |
| Raise awareness among 100% of management functions. | M | The entire executive community has been made aware of the duty of due diligence, in particular by taking part in workshops dedicated either to updating our double materiality in 2023 or to drawing up the duty of due diligence plan. |
| Develop a culture of responsibility within the company. | M | During the workshops devoted to drawing up the due diligence plan, emphasis was placed on the scope of the duty of due diligence, in terms of the environment, health & safety and respect for human rights (broken down into sub-themes), the related responsibilities, the importance of complying with the principles set out in our Charter of Ethical Business Conduct and the role of each member of the executive community in building a culture of due diligence. |

HOW DO WE DO IT?

Involvement of stakeholders. The entire DomusVi executive community (see page 15) was asked to contribute to the development of the due diligence plan, with everyone strongly encouraged to involve their teams in the process, in particular by responding collectively to the preliminary questionnaires sent out prior to the consultation and the workshops. The themes are identified and classified according to the environment, health & safety and respect for human rights.

Scope. On this basis, we have drawn up a risk map covering all our activities, including within our business chain. This mapping was supplemented by ad hoc interviews with company executives, business experts (HR, environment,

DPOs, etc.) and external stakeholders (in particular members of the French National Family Council), using our double materiality analysis (in particular feedback from our stakeholders), our Group risk mapping, alerts from whistleblowing mechanisms (HR, quality and whistleblowers), personal data protection mechanisms, etc.

Challenges & risks. Each risk map has been drawn up on the basis of (a) a full assessment of the potential negative impacts on (i) the environment, (ii) health & safety and (iii) respect for human rights associated with our activities, and (b) the probability of occurrence and severity.

| Duty of due diligence challenges | Risks identified | Description of the risk |
|--|---|--|
| Human rights & fundamental freedoms | Non-compliance with the eight fundamental ILO conventions | Freedom and protection of the right to organise and collective bargaining, forced labour, abolition of forced labour, minimum age, child labour, equal pay and discrimination. |
| | Damage to customers' dignity | Abuse: violence, harassment, abuse of coercive measures, discrimination, failure to respect free will. |
| Health & safety | Quality of care | Accident, unexpected dismissal, medication error, malnutrition/denutrition. |
| | Staff shortages | Deterioration in the quality of service and care. |
| | | Deteriorating working conditions, occupational hazards. |
| | Epidemic / pandemic | Occurrence of a new pandemic or epidemic. |
| | Food contamination, water or air quality | Contamination of customers, employees or visitors. |
| | Failure to ensure the safety of homes | Damage to premises and safety equipment: exposure of customers, employees and visitors. |
| | Violation of regulations on the protection of personal data | Loss or unauthorised disclosure of personal or confidential data (including health data). |
| | Cyber-attack | Malicious intrusion by third parties into infrastructures and information systems: business disruption, unavailability of IT systems leading to the loss, theft or disclosure of personal (and health) data, risk of ransomware. |
| | Integrity | Risk of corruption, money laundering, influence peddling or political influence that could lead to the loss of personal or confidential data (particularly health data) that is essential or related to a public authority (inspection, assessment). |
| Occupational risks | Health & safety risks linked to poor working conditions for professionals: accidents at work/during commutes, psychosocial risks, musculoskeletal disorders, burnout. | |

Duty of due diligence challenges

| Duty of due diligence challenges | Risks identified | Description of the risk |
|----------------------------------|--|---|
| Environment | Environmental impact of the activities of the company, its subsidiaries and its partners in its business chain | Purchases of products and/or foodstuffs from production methods that do not respect animal well-being. Over-consumption of resources (energy, water), food waste, over-production of waste. Water, soil or air pollution. |
| | Climate risk | Global warming (no reduction in the company's carbon footprint), risk for homes (exposure & vulnerability). |

Assessment procedures

To ensure compliance with applicable regulations and DomusVi standards, checks are carried out regularly or unannounced in our homes. These checks trigger the implementation of action plans if any malfunctions are identified.

- Self-evaluation by the management committees of the homes (or agencies), under the supervision of the country quality departments, covering regulatory obligations and DomusVi standards, particularly in terms of quality of service and care, human resources, health & safety (staff, buildings, food) and accommodation. The results of these self-assessments are reviewed by the country quality departments.
- In the event of non-compliance with DomusVi norms or standards, and at least once a year, the country quality departments carry out quality audits in order to determine, together with the management committees of the homes (or agencies), the regional directors and the operations directors, the action plans to be implemented. A quality audit is systematically carried out when an home is taken over, when a complaint or material claim is made, or when a satisfaction survey is carried out and the results are inadequate in relation to the Group's standards.
- The Group may carry out an internal audit on a given subject on the basis of the Group risk map (drawn up with the Country Management Committee) or at the request of a country's management. In 2023, 5 internal audits were carried out on cross-functional operational issues.

The public authorities also carry out regular checks. In France, the Haute Autorité de Santé (HAS) evaluation framework set out a five-yearly evaluation schedule which, where applicable, complies with the evaluation timetable set out in the homes' contracts of objectives and resources (CPOM). The schedule of assessments is published by order of the ARS and the Departmental Council, no later than 31 December each year and for the next five years. 50 external evaluations were carried out in 2023, 68% of which showed that the imperative criteria had been met (compared with 25% at sector level). The overall score for these evaluations was 3.92 / 4 (compared with 3.68 for the sector as a whole)⁴¹.

The Spanish homes are ISO 9001 certified, the standards defining the principles of quality management (customer focus, management commitment, process approach and continuous improvement).

Risk mitigation and prevention measures

Each identified risk is matched by an action plan. Preventing risks is part of our culture, our quality approach and our CSR policy. Our Charter of Ethical Business Conduct sets out the fundamental principles that each of our employees must respect⁴², as well as the behaviour expected for each of these principles. Action plans resulting from risk mapping and quality, or internal audit assignments help to improve these action plans.



⁴¹ HAS report entitled "Système d'évaluation de la qualité des établissements et services sociaux et médico-sociaux - Bilan annuel 2023", March 2024.

⁴² <https://www.domusvigroup.com/wp-content/uploads/2019/06/charte-ethique-ENGLISH.pdf>

Risks identified

Risk mitigation and prevention measures

Non-compliance with the eight fundamental ILO conventions

Maintaining high-quality social dialogue is a priority. We do this via staff representative bodies, staff representatives and/or trade union delegates, in accordance with national regulations. We expect the same compliance with applicable laws from our business partners (suppliers), including with regard to their own suppliers.

We are committed to respecting employment law in all our practices. Compliance is ensured by the country human resources teams.

All forms of discrimination are prohibited. Our countries implement measures to combat all forms of discrimination in accordance with our Charter of Ethical Business Conduct and their national regulations.

Damage to customers' dignity

Our Charter of Ethical Business Conduct commits each of our employees to respecting the dignity of our customers, complying with quality standards and due diligence procedures (regulations and DomusVi standards).

The customer complaint management systems put in place by countries are designed to prevent the risk of damage to dignity.

The Personalised Accompaniment Project (PAP) set up shortly after the resident's arrival helps to define the care adapted to their age, needs and pathology. This project, drawn up with the resident and their family, is based on respect for the resident's free will. This project is adapted to the changing needs of the resident. It contributes to dialogue with the resident's family and helps to prevent any risk situations.

Targeted measures are put in place to limit as far as possible the measures that restrict freedom or that may impair the physical or cognitive capacity that the resident's pathology and the preservation of their health may require (limiting physical restraint, reducing the use of psychoactive drugs).

All our professionals are trained in well-treatment.

Quality of care

In each country, software tools ensure the traceability of care procedures and drug dispensing; all medical information is recorded (medical file, PSP, nutrition plan).

Our medical directors and country quality directors work together to ensure that our quality and medical policies are properly implemented. The teams in the residences (director, doctors and health managers), with the support of the regional directors and country support services, are the guarantors of the quality of care. All our professionals are trained in our quality and medical policies, including nutrition and the prevention of undernutrition.

Staff shortages

Training our staff is a priority, to help them develop their skills and promote their careers, and to contribute to the attractiveness of our professions and the quality of our care. Depending on the context and national regulations, each country develops employee training programmes, including courses leading to qualifications or diplomas.

Our teams diversify recruitment channels as much as possible, with initiatives at national and local level. They offer training to people who are far from the labour market, and if possible, can offer them the chance to join us.

Each country has a continuity of care policy, including, where appropriate, mobile teams and a contingency plan to deal with a deteriorated situation.

Epidemic / pandemic

Each country has set up a crisis unit (on permanent standby) and a national policy. The aim is to contain epidemics and/or pandemics while maintaining quality of life and quality of care.

Vaccination campaigns aimed at both our residents and employees are designed to protect them and limit the risk of epidemics and/or pandemics or their spread.

Each site has a stock of personal protective equipment (PPE), which it manages independently.

Awareness-raising campaigns are held on a regular basis, focusing in particular on our quality and medical policies, the usefulness of vaccinations and the correct use of PPE.

Risks identified**Risk mitigation and prevention measures**

Food contamination, water or air quality

We are subject to a wide range of health and safety regulations. Each home has a health and safety plan, the correct application of which is ensured by quality audits and external controls (laboratories and control authorities).

Quality audits also cover food safety, water quality and potability, and air quality. The hotel and accommodation teams are trained in food handling, allergens and analysis to limit the risk of food contamination.

Anomalies are dealt with without delay, using the required processes, if necessary supervised by the crisis unit. A second visit validates the return to normal.

Failure to ensure the safety of homes

Our facilities are inspected in accordance with national regulations by our in-house safety and/or maintenance teams. Our facilities are also subject to external inspections (e.g. safety commission, technical audits, etc.). Any finding of non-compliance triggers a remediation plan, which may be overseen by the national crisis unit.

A maintenance officer is present at each facility. He manages the safety of the home with the help of external service providers to ensure an optimum level of safety (boiler, air conditioning, lifts, fire extinguisher, etc.).

Each home has an evacuation plan in the event of fire or an event that could endanger the building or residents (see also climate risk).

Violation of regulations on the protection of personal data

Each country has put in place a policy for implementing the applicable regulations on the protection of personal data and has appointed a Data Protection Officer (DPO) (internal or external).

A dedicated governance structure has been put in place: the Group Director of Ethics and Legal Affairs & and the Group DPO ensure the independence of the country DPOs and their access to the highest hierarchical level in each country. A data governance committee oversees their work. The country DPO manages requests and reports on his or her activity (including data breaches) to the national data controller and to the Group DPO.

Each employee signs the IT charter applicable in his or her country; this charter incorporates the requirements of the GDPR.

Compliance with data protection regulations also applies to our stakeholders, mainly our suppliers. All our suppliers who may have access to personal data (collection, processing or storage) undertake to comply with the GDPR.

Our data is stored with service providers offering security guarantees, and in the case of health data, by entities certified as "health data accredited".

Cyber-attack

The Group has appointed an Information Systems Security Officer (ISSO), who reports directly to the Group's Digital Transformation Director and functionally to the Group's Director of Ethics, Legal Affairs & Group CSR.

The Group has drawn up a cyber-security policy, applicable in all regions, setting out the technical measures to be implemented, policies for changing passwords, incident review and cyber-attack simulation.

This level of requirement is reflected in contracts with our suppliers, where necessary, in particular all our IT suppliers, with regular reviews, improvement plans and support measures where upgrades are required.

Integrity

Our Charter of Ethical Business Conduct, applicable in all our territories, stipulates zero tolerance of corruption. It describes our values and the fundamental principles that commit our employees and stakeholders in the fight against corruption and influence peddling and provides rules or tools to determine the behaviour to adopt in order to preserve DomusVI's values, image, assets and reputation.

A code for the prevention of corruption is included in the internal regulations applicable to the country and homes. Countries set up awareness campaigns and report back to the Group.

Risks identified**Risk mitigation and prevention measures**

Occupational risks

Each country has policies and processes in place to identify and prevent occupational, psychological and physical risks. Country teams are responsible for health and safety at work and, in accordance with national regulations, draw up a prevention plan. This subject is included in the social dialogue.

The country teams are developing training in the prevention of psychological risks (PSR) and musculoskeletal disorders (MD) and offering psychological support measures (PsyFrance in France). Innovations are being implemented to reduce the risk of MSDs.

The employee engagement survey and social dialogue enable us to raise the questions our employees are asking and the issues they are facing at country and Group level (first survey in 2023) and to implement action plans.

Environmental impact of the activities of the company, its subsidiaries and its partners in its business chain

DomusVi has committed to an SBTi decarbonisation trajectory, in line with the Paris Agreement, by 2030. Carrying out an annual carbon assessment (since 2021) has enabled us to define action plans to reduce our GHG emissions in scopes 1, 2 and 3.

The main sources of emissions are our purchasing, property, energy consumption, waste production and mobility. Our decarbonisation action plans, coupled with our actions on the ground to optimise our energy consumption, reduce and recycle our waste and increase our use of short distribution channels (responsible purchasing policy), aim to reduce the environmental impact of our activities.

At the same time, our action plans for water management, effluent reduction, responsible purchasing (short distribution channels, biodegradable products, food labels, etc.) and the preservation and regeneration of biodiversity help to reduce this impact.

We pass on these strategies and policies to our suppliers by entering into partnerships that help to reduce our respective impacts and/or by including them in the contracts we sign with them.

Climate risk

We have launched a diagnostic of our homes' exposure and vulnerability to the consequences of climate change (adaptation to climate change) and have committed to a decarbonisation trajectory (mitigation of climate change, see environmental impact).

Our whistleblowing system allows anyone to raise an alert, in compliance with the rules applicable to the protection of whistleblowers.



“The mobilisation of our business experts and the Group and country CSR teams is a key factor in the acceleration and the effectiveness of our CSR strategy.”



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Measure

METHODOLOGICAL NOTE

DATA COLLECTION & EUROPEAN AND NATIONAL REFERENCE FRAMEWORK

Data were collected from the support functions in each country where DomusVi operates via the Reporting21 platform. Reporting21 was deployed in the first half of 2022 throughout the DomusVi Group. A Group reporting protocol specifies for each indicator: its definition, the unit in which it is expressed and the entities targeted by the data. In 2023, the indicators have been updated to take account of the requirements of the ESRS standards and to work towards compliance with the Corporate Sustainability Reporting Directive (CSRD). The data is entered manually into the platform by contributors. They are reviewed and validated by a different user (validator role). In Spain, we take into account the EINF standard that applies to DomusVi Spain and publish a correspondence table to meet the requirements of Spanish law (EINF correspondence table section & additional information on Spanish operations).

REPORTING SCOPE

The data collected relate to the year 2023, ending on 31 December. Quantitative data was collected from France, Spain, Germany, Portugal, Ireland, Chile and the Netherlands. By 2023, these entities will represent 100% of DomusVi Group sales.

AUDIT OF DATA

To verify the reliability of the reporting process, Mazars audited a range of data as an independent third party.

INDICATORS

SOCIAL

Physical workforce: employees with an employment contract at 31.12.2023, including those whose contract ended on 31 December. The indicator includes permanent and temporary employment contracts and excludes trainees, apprentices and workers in the value chain (upstream and downstream, such as subcontractors), or non-salaried employees such as self-employed workers or people made available by companies carrying out salaried activities⁴³. All employees on long-term leave (sickness, maternity, etc.) are counted provided they have an employment contract at 31.12.2023. The indicator is supplemented with the breakdown by gender (F/M) and age (under 30, 30 to 50 and over 50 years). Réside études employees are included in the scope of our French operations.

FTE: number of full-time equivalent employees (permanent and temporary) with an employment contract at 31/12/2022 (35-hour week in France; 40-hour week in Spain, Germany and Portugal; 39-hour week in Ireland). Trainees, apprentices and value chain workers are not counted. The scope of our French operations includes employees of Réside études, Auxilia and Arcade.

Share of women among employees: number of women in FTE in France, Spain, Germany, Ireland, Portugal, the Netherlands and Chile, divided by the total number of employees in FTE in the same scope at 31.12.2023. In France, the FTEs of Réside Études, Auxilia and Arcade are included. Trainees, apprentices and value chain workers are not counted.

Number of women managers: sum of women in support functions who are 'n-1' of the Country Comex members and women in operations who are 'n-1', 'n-2' and 'n-3' of the Chief Operating Officer (this includes operations managers, regional managers and site managers). The data covers all the countries in which we operate.

Frequency rate: number of lost-time accidents in 2023 / number of hours employees are exposed to risk (actual hours worked) * 1,000,000. Trainees, apprentices and value chain workers are not counted. Employees of Réside Études, Auxilia and Arcade are excluded from the France scope.

Severity rate: number of calendar days absent due to accidents at work / total number of hours employees are exposed to the risk (actual hours worked) * 1,000. Trainees, apprentices and value chain workers are not counted. Employees of Réside Études, Auxilia and Arcade are excluded from the France scope.

Average length of service on permanent contracts: average length of service of employees on permanent contracts (permanent or equivalent) over 2023 in each country. For average consolidated length of service: the average length of service for the country is weighted according to the number of employees per entity.

Absenteeism rate: number of hours of absence accumulated during the reporting period, all types of absence combined, excluding paid leave, time off, maternity leave (which includes parental leave) and training leave / number of actual hours worked. Trainees, apprentices and value chain workers are not counted. Employees of Réside Études, Auxilia and Arcade are excluded from the France scope.

Percentage of permanent FTEs: number of employees on permanent contracts (permanent or equivalent) divided by the total number of FTEs at 31/12/2023.

Turnover rate: number of new hires on permanent contracts plus the number of departures of employees on permanent contracts in 2023 divided by 2 and divided by the number of employees on permanent contracts at 31/12/N-1. Trainees, apprentices and value chain workers are not counted. Réside Études, Arcade and Auxilia are excluded from the France scope.

⁴³ Hereafter, we will refer to these categories of workers as "value chain workers".

Training hours: number of training hours completed in 2023 by employees present at 31/12/2023. Trainees, apprentices and value chain workers are not counted. Résides Études, Arcade and Auxilia are excluded from the France scope.

Actual hours worked: sum of theoretical hours worked during the reference period (1 year) by all workers employed during this period (from 1 day to 365 days). Effective hours must be understood as the sum of contractual working hours, excluding paid holidays and public holidays. Trainees, apprentices and value chain workers are not counted. Résides Études, Arcade and Auxilia are excluded from the France scope.

The gender breakdown (F/M) of actual hours worked in Spain has been estimated on the basis of the gender breakdown of the workforce at 31/12/2023 (91% of the workforce were women and 9% men).

Net Promoter Score (NPS): the NPS is calculated via a half-yearly survey based on a specific question asked to customers concerning their intention to recommend, namely: "Would you recommend DomusVi to your friends and family?". The question is answered on a scale from 0 (not at all likely) to 10 (very likely). Clients giving a score of 0 to 6 are considered "detractors". "Passive" clients give a score of 7 or 8 and "promoters" a score of 9 or 10. To obtain the NPS, the percentage of detractors is subtracted from the percentage of promoters. The NPS is expressed as an absolute number between -100 and +100. The Group NPS is calculated by adding up all the responses obtained on the recommendation question, for all countries, activities and respondent types (residents, customers, patients, relatives), and for the two half-yearly surveys (one response = one vote).

ENVIRONMENTAL

Energy consumption per bed:

- Gas: Total natural gas consumption in the country divided by the average number of beds in 2023. The gas data for our operations in Germany correspond to actual consumption data for 2022, as we are unable to obtain actual data for 2023. We are extrapolating on the basis of a gas consumption/M2 ratio for sites opening in 2023 for which no data is available.
- Electricity: Total purchased electricity consumption in the country, divided by the average number of beds in 2023.

Energy classification of buildings: Number of buildings per energy class in relation to the total number of buildings.

Waste from Healthcare Activities with Infectious Risks (WHAIR): total annual quantity of WHAIR generated by our activities. In Spain, these quantities are provided by our collection service provider. In France, the quantities are transmitted by our various service providers and consolidated by our in-house teams.

Carbon footprint: The emission factors used for scopes 1 and 2 are taken from the following bases:

- Electricity: CARBON FOOTPRINT LTD & ELECTRICITY MAP (for Transmission and distribution losses - T&D)
- Other programmes: BASE EMPREINTE ADEME or ECOINVENT

The Group calculates its emissions on a market-based basis, in line with the methodology chosen for the SBTi decarbonisation objectives. Lease-based emissions are presented for information purposes in the "GHG reduction" section.

For French food emissions, a new system has been introduced to reference all food purchased from March 2023. This gives us very precise information on the quantity of food consumed in 2023, broken down by sub-type of meat, vegetable, etc. We used almost 1,000 emission factors from the Agribalyse database (v3.11) to calculate the associated emissions. We assumed that the food purchased in January and February was consistent with the rest of the year. For Spanish, German and Chilean food emissions, we collected data on the quantities purchased for the main food categories and applied the average emission factor to the main categories on the basis of the French emission factors. For the other countries, we calculated the number of meals served in 2023 and estimated the proportion of vegetarian meals.

On the subject of commuting, for France, Chile and Portugal we used a recent human resources file to extrapolate the distance travelled using the address of each employee and the address of their place of work. To find out which means of transport is used, we use the reimbursement of public transport and sustainable mobility passes, the other employees being allocated to cars. We consider every car to be a combustion-powered vehicle. Commuting by employees using company cars is already included in Scope 1. For the other countries, a survey was carried out among employees.

| INDICATORS | 2023 DATA | | | | | | | |
|---|------------|--------------|---------------|-----------|-----------|---------------|---------------|---------------|
| | France | Spain | Germany | Ireland | Portugal | Netherlands | Chile | Group |
| Social | | | | | | | | |
| Physical staff | 17,898 | 29,039 | 2,728 | 1,056 | 437 | 583 | 970 | 51,711 |
| FTE | 16,491 | 24,984 | 2677 | 822 | 424 | 364 | 828 | 46,590 |
| Share of women employees: | 85.5% | 90.5% | 83.2% | 81.5% | 86.8% | 93.1% | 80.3% | 88.0% |
| Percentage of women managers | 80.7% | 75.0% | 66.4% | 66.1% | 71.4% | 88.9% | 57.1% | 75.5% |
| Frequency rate | 64.0 | 45.0 | 9.9 | 12.8 | 32.9 | ND | 42.3 | 48.8 |
| Severity rate | 5.5 | 1.5 | 0.4 | 0.1 | 1.0 | ND | 0.1 | 2.7 |
| Average length of service of permanent employees | 5.3 years | 9.0 years | 3.4 years | 3.1 years | 3.1 years | 3.8 years | 3.2 years | 7.0 years |
| Absenteeism rate | 13.8% | 13.6% | 6.7% | ND | 9.4% | 10.3% | 18.0% | 13.4% |
| Share of permanent FTEs | 88.3% | 78.2% | 98.5% | 99.8% | 97% | 68% | 88% | 83.6% |
| Staff turnover | 31.8% | 25.4% | 57.2% | 45.6% | 37.0% | 11.7% | 62.9% | 27.8% |
| Hours of training | 118,490 | 196,835 | 21,017 | 12,911 | 7,907 | 10,906 | 5,078 | 373,144 |
| Actual hours worked | 28,537,682 | 48,928,376.5 | 3,625,861 | 1,641,771 | 849,296 | 561,685 | 1,820,754 | 85,965,425.5 |
| Net Promoter Score (NPS) | 38 | 40 | 52 | 60 | 51 | ND | 45 | 40 |
| Environmental | | | | | | | | |
| Purchased electricity consumption (MWh) | 82,936 | 61,125 | 2,066 | 3,333 | 1,792 | 1,147 | 3,133 | 155,531 |
| Natural gas consumption (MWh) | 96,867 | 70,313 | 6,989 | 4,984 | 991 | 2,843 | 7,987 | 190,975 |
| Electricity consumption per bed (kWh / bed) | 3,495 | 2,968 | 571 | 3,472 | 3,053 | 2,995 | 2,423 | 3,039 |
| Gas consumption per bed (kWh / bed) | 4,082 | 3,414 | 1,932 | 5,192 | 1,689 | 7,422 | 6,177 | 3,732 |
| Quantity of hazardous waste generated (kg) | 50,043 | 17,717 | Not available | 4,665 | 9,357 | Not available | Not available | Not available |
| Governance | | | | | | | | |
| Number of homes; end of period | 300 | 157 | 87 | 12 | 8 | 15 | 12 | 591 |
| Average number of beds used for intensity ratios (energy, GHG, waste) | 23,733 | 20,596 | 3,618 | 960 | 587 | 383 | 1293 | 51,170 |

● Verified by the ITP
 ● Group value = average of country values weighted by the country's ETP value

For the calculation of indicators related to the number of beds (energy consumption, quantity of waste), the average number of beds operated in 2023, including acquisitions from the date of acquisition, has been used to ensure that the ratios are not distorted. For Chile, we have considered annual energy consumption and waste production and have therefore considered the number of beds operated throughout the year, even though the Group became the controlling shareholder in July 2023

GOVERNANCE

Number of homes: The reported indicator corresponds to the total number of homes operated by the Group as at 31.12.2023, including recent acquisitions. Résidence études is included in the scope.

Number of beds: The section "DomusVi in brief" reports the total number of beds operated by the Group as at 31.12.2023, including recent acquisitions (Acalis, Martha Flora).

ITP REPORT

Colombe Holding
SIMPLIFIED JOINT STOCK COMPANY
WITH SHARE CAPITAL OF €745,880,284
REGISTERED OFFICE: 46 Rue Carnot, 92150 Suresnes
RCS Nanterre B 900 236 522

Moderate assurance report by one of the Statutory Auditors on quantitative non-financial information included in the 2023 Corporate Social Responsibility Report

For the year ended 31 December 2023

To the manager,

At your request, we have performed work designed to provide a reasoned opinion expressing a conclusion of moderate assurance on a selection of quantitative non-financial information, prepared in accordance with the entity's procedures (hereinafter the "Framework"), for the year ended 31 December 2023 (hereinafter respectively the "Information"), presented in the Corporate Social Responsibility Report 2023.

Our assurance report does not extend to information relating to prior or subsequent periods or to any other information included in the Corporate Social Responsibility Report 2023.

OUR CONCLUSION ON MODERATE ASSURANCE

Based on our work, as described in the paragraph "Summary of the work performed to formulate our assurance conclusion", and the audit evidence we have obtained, nothing has come to our attention that causes us to believe that the selected quantitative non-financial information listed in Appendix 1 and published in the 2022 Corporate Social Responsibility Report, taken as a whole, is not presented fairly, in accordance with the reporting Framework used.

COMMENTS

Without calling into question the conclusion expressed above, we make the following comment:

As explained in the methodological note, certain indicators (notably effective hours worked and natural gas consumption) are subject to different estimates in order to meet the Group's definitions.

PREPARATION OF THE INFORMATION

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of Information means that different, but acceptable, measurement techniques may be used, which may affect comparability between entities and over time.

Consequently, the non-financial information must be read and understood in conjunction with the reporting Framework that Colombe Holding has used to prepare the non-financial information.

LIMITATIONS INHERENT IN THE PREPARATION OF INFORMATION

The Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and in the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates used in its preparation and presented in the Corporate Social Responsibility Report.

RESPONSIBILITY OF THE COMPANY

The Management of Colombe Holding is responsible for:

- The selection or development of appropriate criteria for the preparation of non-financial information;
- The preparation of non-financial information in accordance with the Framework;
- The design, implementation and maintenance of internal control over information relevant to the preparation of non-financial information, which is free from material misstatement, whether due to fraud or error.

OUR RESPONSIBILITIES

We are responsible for:

- Planning and performing the engagement to obtain moderate assurance about whether the non-financial information is free from material misstatement, whether due to fraud or error;
- The expression of an independent conclusion, based on the procedures we implemented and the evidence we obtained; and
- Communicating our findings to the company's Sustainable Development Department.

Insofar as we are committed to expressing an independent conclusion on the non-financial information as prepared by the management, we are not authorised to be involved in the preparation of the non-financial information, as this could compromise our independence.

It is not our duty to give an opinion on:

- The entity's compliance with other applicable legal and regulatory provisions (in particular with regard to the fight against corruption and tax evasion);
- Compliance of products and services with applicable regulations.

APPLICABLE PROFESSIONAL STANDARDS

Our work described below was performed in accordance with the professional doctrine of the Compagnie Nationale des Commissaires aux Comptes [national association of auditors] relating to this intervention in lieu of a verification programme and the international standard ISAE 3000 (Revised).

OUR INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the Code of Ethics of the audit profession. In addition, we have implemented a quality control system that includes documented policies and procedures to ensure compliance with applicable laws and regulations, ethical rules and the professional doctrine of the Compagnie Nationale des Commissaires aux Comptes relating to this activity.

Our work was carried out by an independent, multidisciplinary team of specialists in social, environmental and societal reporting. We are solely responsible for our assurance conclusion.

NATURE AND SCOPE OF THE WORK

We planned and performed our work taking into account the risks of material misstatement of the Information.

Our responsibility is to plan and perform our work to cover the non-financial information that is likely to contain material misstatement. The work performed is based on our professional judgement.

As part of our moderate assurance engagement on the non-financial information, we:

- Reviewed the entity's business activities and principal risks;
- Assessed the appropriateness of Colombe Holding's use of the framework as a methodology for preparing non-financial information, with regard to its relevance, completeness, reliability, neutrality and comprehensibility, taking into account, where appropriate, the best practice in the sector;
- Reviewed the internal control and risk management procedures implemented by the entity and assessed the data collection process to ensure the completeness and fairness of the Information;
- Consulted documentary sources and conducted interviews to:
 - Assess the process for selecting and validating the main risks and the consistency of the results, including the key performance indicators selected, in relation to the main risks and policies presented, and;
 - Corroborate the qualitative information (actions and results) that we consider most important. Our work was carried out in a selection of countries (see Appendix 1).

- We assessed whether the methods used by Colombe Holding to develop estimates are appropriate and have been applied consistently, but our procedures have not involved testing the data on which the estimates are based or separately developing our own estimates in order to assess those of Colombe Holding;
- We implemented:
 - analytical procedures consisting of checking the correct consolidation of the data collected and the consistency of any changes thereto;
 - detailed tests on the basis of sampling or other means of selection, consisting of verifying the correct application of definitions and procedures and reconciling data with supporting documents. This work was carried out in a selection of countries (see Appendix 1).
- We have examined the presentation and notes relating to non-financial information.

The work carried out as part of a moderate assurance engagement varies in nature and time from that of a reasonable assurance engagement, and is less extensive. As a result, the level of assurance obtained under a moderate assurance engagement is significantly lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

This report has been drawn up for your attention in the context described above and must not be used, distributed or quoted for any other purpose.

One of the auditors,
Forvis Mazars

La Défense, 30 July 2024

Julien Madile
Partner

Edwige Rey
CSR & Sustainable Development Partner

APPENDIX 1: INFORMATION SELECTION LIST

| Indicators | Country |
|---|------------------------|
| Gas consumption per average bed | |
| Electricity consumption per average bed | |
| Electricity consumption (including electricity from re-newable sources) | |
| FTE (<i>permanent and non-permanent</i>) | |
| Absenteeism rate (<i>hours of absence, theoretical hours</i>) | |
| Severity rate (<i>days of absence due to accidents at work, hours worked</i>) | |
| Frequency rate (<i>number of lost-time accidents, hours worked</i>) | |
| Average length of service of permanent employees | Spain, France, Germany |
| % of women in management positions | |
| Turnover rate on permanent contracts (<i>number of new hires on permanent contracts, number exits on permanent contracts</i>) | |
| Net Promoter Score (G) | |
| Number of hours of training | |
| Number of complaints | |
| Number of beds at 31/12 | |
| Quantity of waste from healthcare activities involving infectious risks | France, Spain |
| Number of load-carrying accidents (musculoskeletal disorders) | France, Spain |
| Carbon footprint (Scope 1 and Scope 2) | Group |
| Carbon footprint (Scope 3): Employee commuting and product purchases | Group |
| % of women in top management positions | Group |
| IPMVP (G) | France |
| Number of residences initiated in a care programme (G) | France |

(G): indicators audited in France as part of the Sustainability Linked Load subscribed to by DomusVI.

ESRS STANDARDS CORRESPONDENCE TABLE

In 2023, we continued our work to prepare for the requirements of the new European Sustainability Reporting Standards. Based on the results of our double materiality analysis, we identified the ESRS indicators that we had to communicate. Below, we propose a correlation between the contents of our CSR report and the themes covered in the ESRS standards.

| ESRS | ESRS Reference | Topics | Report pages |
|----------------------------|--------------------|--|---|
| General information | ESRS 2 BP-1 | Preparation of the CSR report | p. 78-80 |
| | ESRS 2 GOV-1 | Role of governance bodies | p. 15 |
| | ESRS 2 GOV-2 | Sustainable development issues raised by governance bodies | p. 15; 18-19 |
| | ESRS 2 GOV-3 | CSR criteria in pay | p. 23 |
| | ESRS 2 GOV-4 | Due diligence on sustainable development | p. 18-19 ; 70-75 |
| | ESRS 2 GOV-5 | Risk management and internal controls relating to the sustainability report | p. 15 ; 18-19 ; 29 ; 71-75 ; 78-80 |
| | ESRS 2 SBM-1 | Business model, strategy and sustainable development | p. 5-7 ; 12-13 |
| | ESRS 2 SBM-2 | Stakeholder interests and perspectives | p. 18-20 ; 33-34 |
| | ESRS 2 SBM 3 | Impacts, opportunities and risks relating to sustainable development and interactions with the business model and strategy | p. 21-23 |
| | ESRS 2 IRO-1 | Identification and assessment of sustainable development impacts, risks and opportunities | p. 20-21 |
| | ESRS 2 IRO-2 | ESRS content in the CSR report | p. 83-84 |
| | ESRS 2 DC-P | Policies adopted to manage sustainability issues | p. 22-23 ; 24-28 |
| | ESRS 2 DC-A | Actions and resources linked to sustainability issues | p. 24-29 |
| | ESRS 2 DC-M | Metrics related to sustainability issues | p. 24-29 |
| | ESRS 2 DC-T | Measuring the effectiveness of policies and actions | p. 24-29 |
| | Environment | ESRS E1-1 | Transition plan for climate change mitigation |
| ESRS E1-2 | | Climate change mitigation policy | p. 52-54 |
| ESRS E1-3 | | Actions and resources to mitigate climate change | p. 26 ; 51-54 |
| ESRS E1-4 | | Climate change mitigation objectives | p. 26 ; 51 |
| ESRS E1-5 | | Energy consumption and mix | p. 26 ; 55-57 |
| ESRS E1-6 | | Greenhouse gas emissions: | p. 51-52 |
| ESRS E3-1 | | Water and marine resources management policy | p. 27 ; 59 |
| ESRS E3-2 | | Actions and resources linked to the management of water and marine resources | p. 27 ; 59 |
| ESRS E3-3 | | Water and marine resource management objectives | p. 27 ; 59 |
| ESRS E4-2 | | Biodiversity protection policy | p. 27 ; 60-61 |
| ESRS E4-3 | | Biodiversity actions and resources | p. 27 ; 60-61 |
| ESRS E4-4 | | Biodiversity objectives | p. 27 ; 60-61 |
| ESRS E5-1 | | Policy on use of resources and circular economy | p. 27 ; 60-61 |
| ESRS E5-2 | | Actions and resources for resource management and the circular economy | p. 27 ; 62-63 |
| ESRS E5-3 | | Objectives relating to resource management and the circular economy | p. 27 ; 62-63 |

| ESRS | ESRS Reference | Topics | Report pages |
|--------|----------------|---|--------------------------------|
| Social | ESRS S1-1 | Employee policies | p. 24 ; 38-45 ; 75 |
| | ESRS S1-2 | Consultation of employees and their representatives on social impacts | p. 20 ; 22 ; 24 ; 39 ; 41 ; 75 |
| | ESRS S1-3 | Remediation process and whistleblowing system for employees | p. 28 ; 66-67 |
| | ESRS S1-4 | Actions relating to material social issues | p. 32-47 |
| | ESRS S1-5 | Objectives set for material social issues | p. 24-25 |
| | ESRS S1-6 | Information on employees | p. 37-38 |
| | ESRS S1-13 | Training and skills development | p. 42-43 |
| | ESRS S1-14 | Occupational health and safety indicators | p. 39-41 |
| | ESRS S3-1 | Policy on affected communities | p. 44-47 |
| | ESRS S3-4 | Actions relating to affected communities | p. 44-47 |
| | ESRS S4-1 | Customer policies | p. 68-69 ; 73 |
| | ESRS S4-2 | Consultation and dialogue with customers | p. 32-33 ; 68-69 |
| | ESRS S4-3 | Remediation process and whistleblowing system for customers | p. 66-69 |
| | ESRS S4-4 | Actions relating to material customer issues | p. 32-36 |
| | ESRS G1-1 | Company culture and business conduct policy | p. 66-67 |
| | ESRS G1-3 | Preventing and detecting corruption | p. 66-67 |
| | ESRS G1-4 | Incidents of corruption and bribery | p. 66-67 |

CORRESPONDENCE TABLE - EINF & ADDITIONAL INFORMATION ON SPANISH OPERATIONS

| EINF regulatory expectations | Section or data | Page |
|--|---|------------------|
| General information about the company | | |
| Description of the business model | Our business model | p. 12-13 |
| Competitive environment | | |
| Organisation and structure | | |
| Markets in which the company operates | | |
| Objectives and strategies | Our business model, Our CSR roadmap 2023-2026 | p. 22-28 |
| Main factors, trends and developments | Our business model | p. 12-13 |
| Reporting framework used | Methodological note | p. 20 ; 78-80 |
| Description of company policies | Our CSR roadmap for 2023-2026 | p. 22-28 |
| Due diligence process and identification, assessment, prevention and mitigation of significant impacts and risks | Our sustainability challenges: impacts, risks and opportunities | p. 20-21 ; 70-75 |
| Risk and impact matrix | Duty of due diligence | p. 21 |
| Results of company policies | Our sustainability challenges: impacts, risks and opportunities | p. 24-28 |
| Key performance indicators | | |
| National, European and international framework | Methodological note | p. 20 ; 78-80 |
| Main risks and impacts | Our sustainability challenges: impacts, risks and opportunities | p. 21 |
| Commercial relations, services with negative consequences | | |
| Risk management (identification and assessment process) | | |

| EINF regulatory expectations | Section or data | Page |
|--|--|------------------|
| Main GRI standards | We take account of ESRS standards | p. 83-84 |
| Main ESRS standards | ESRS standards correspondence table | p. 83-84 |
| Number of complaints | 303 | / |
| Profits | -3,489,305.13 € | / |
| Public subsidies received | 7,867,330.06 € | / |
| Environmental information | | |
| Consequences of activities on the environment | Our sustainability challenges: impacts, risks and opportunities | p. 20-21 ; 26-27 |
| Consequences of activities on health and safety | | |
| Environmental assessment or certification procedure | | |
| Resources dedicated to environmental risk prevention | | |
| Precautionary principle | | |
| Provisions and guarantees for environmental risks | Order ARM/1783/2011 of 22 June does not include our activity in the list of activities for which this information is required in 2023. | / |
| Measures to prevent, reduce or repair GHG emissions | Reduction of GHG emissions | p. 50-54 |
| Measures to prevent, reduce or remedy other forms of pollution | Managing water consumption (waste water treatment) | p. 59 |
| Waste | Waste management | p. 62-63 |
| Measures to prevent, recycle, reuse and other forms of waste recovery | | |
| Food waste and actions to combat it | | |
| Water consumption and supply | Water consumption management | p. 59 |
| Consumption of raw materials and resource efficiency | Business ethics (responsible purchasing policy) | p. 66-67 |
| Direct and indirect energy consumption and energy efficiency measures | Energy consumption management Consumption of electricity from renewable sources: 289,399 kWh | p. 55-57 |
| Use of renewable energy | | |
| Fuel consumption (kWh) | 6,419,574.86 | / |
| Biogas consumption (kWh) | 0 | / |
| GHG emissions, objectives and associated resources | Reduction of GHG emissions | p. 50-54 |
| Measures to adapt to climate change | Adaptation to climate change | p. 58 |
| Measures to preserve and restore biodiversity | Management of impacts on biodiversity | p. 60-61 |
| Impacts caused by the company's activities on protected areas | | |
| Social information | | |
| Total number of employees and breakdown by gender, age and professional category | Workforce and breakdown + table below | p. 37-38 |
| Workforce by type of contract | Workforce and breakdown | p. 37-38 |
| Average annual number of permanent, temporary and part-time employees, broken down by gender, age and professional category | (see table below for breakdown) | / |
| Number of departures by gender, age and professional category | (see table below for breakdown) | / |
| Number of permanent employees | 5227 | / |
| Average pay and changes by gender, age and job classification | Not available | / |
| Gender pay gap | Not available | / |
| Average remuneration of directors and senior executives, including variable remuneration, allowances, payments to long-term savings plans and any other payments, broken down by gender. | Not available | / |

| EINF regulatory expectations | Section or data | Page |
|--|---|-------------|
| Disconnection policy | Practices to promote disconnection (e-mail and call schedules, rest periods, flexible working hours, remote working, etc.) currently being formalised in a country policy. | / |
| Disabled employees | 490 | / |
| Number of hours absent | 6,637,911.0 hours | / |
| Measures to encourage parents to take joint responsibility | Gender equality policy focused on promoting work/life balance and parental co-responsibility. (See details at the end of the table) | / |
| Health and safety at work | Health, safety and well-being at work | p. 39-41 |
| Accidents at work, by type | 2,035 (women), 168 (men) | / |
| Number of work-related accidents linked to musculoskeletal disorders | 371 | / |
| Accident frequency rate, by gender | 46.2 (women), 34.3 (men) 45.0 (consolidated weighted by gender) | / |
| Accident severity rate, by gender | 1.5 (women), 1.0 (men) 1.5 (consolidated weighted by gender) | / |
| Occupational illnesses, by gender | 23 (women), 3 (men) | / |
| Number of days not worked due to accidents at work or occupational illness, by gender | 67,713 (women), 5,112 (men) | / |
| Social dialogue, organisation of social dialogue, information procedures, consultation, negotiation, collective bargaining | Non-material issue at Group level. In compliance with current legislation (fundamental rights of association and collective bargaining. Elections for employee representatives every 4 years. The results of the trade union elections determine the composition of the various company committees and staff delegates. Representatives have a union hour credit to carry out their duties. Meetings are held at least once every three months. The internal communication system is PeopleVi. | / |
| Percentage of employees covered by collective agreements | 100% | / |
| Training policy | Training and skills development | p. 42-43 |
| Training hours by professional category | (see table below for breakdown) | / |
| Measures to promote equal treatment and opportunities for women and men in the workplace, protocol in the event of sexual harassment, disability, anti-discrimination and diversity management | Non-material issue at Group level. Measures applied: non-discriminatory selection and recruitment procedures, reduction of difficulties of access to employment, guarantee of equal access to internal promotion according to objective, quantifiable, public, transparent and non-discriminatory criteria, principle of effective equal pay in the salary policy, training for staff and management on equal opportunities and facilitating access to training for all employees, protocol for the prevention, detection and action in situations of harassment of any kind, action guide against violence in the workplace and action guide in the case of pregnant workers. | / |
| Equality plans | Introduction of regulations (Chapter III of Organic Law 3/2007 of 22 March for the effective equality of women and men, Decree 901/2020 of 13 October). | / |

| EINF regulatory expectations | Section or data | Page |
|--|-----------------------|----------|
| Governance (human rights, combating corruption and bribery) | | |
| Due diligence for human rights | Duty of due diligence | p. 70-75 |
| Measures to prevent corruption and bribes | Business ethics | p. 66-67 |
| Measures to prevent money laundering | Business ethics | p. 66-67 |
| Contributions to foundations and non-profit organisations (including the DomusVi Spain Foundation) | 46,835.56 € | / |

Additional information on Spanish operations

Breakdown of Spain's workforce by professional category (in permanent and temporary FTEs at 31/12/2023)

| | |
|--------------------|-----------------|
| SSHH | 3,081.6 |
| Care team | 3,421.6 |
| Technical team | 16,911.8 |
| Board of Directors | 1,317.2 |
| Management | 251.7 |
| Total | 24,984.0 |

Average annual number of contracts by type of contract, age group and gender (in FTE at 31/12/2023)

| | Permanent | Temporary | Part-time work |
|---------------------|-----------------|---------------|-----------------|
| Under 30 years | 813.3 | 2,453.5 | 1,719.5 |
| From 30 to 50 years | 6,636.4 | 6,884.8 | 7,542.8 |
| Over 50 years | 6,660.7 | 3,490.7 | 6,016.2 |
| Total | 14,110.4 | 12,829 | 15,278.5 |
| Women | 12,857.2 | 11,548.3 | 14,179.2 |
| Men | 1,253.2 | 1,280.8 | 1,099.2 |

Average annual number of contracts by professional category (in FTE at 31/12/2023)

| | Permanent | Temporary | Part-time work |
|---|-----------------|-----------------|-----------------|
| Care team | 9,153.9 | 9,041.2 | 10,998.7 |
| Technical team | 2,400.6 | 1,693.3 | 2,187.1 |
| Residential team | 1,791.3 | 1,774.1 | 1,720.6 |
| Management (centre or department manager) | 185.0 | 8.3 | 3.2 |
| Board of Directors | 579.6 | 312.2 | 368.9 |
| Total | 14,110.4 | 12,829.1 | 15,278.5 |

Number of departures by age group* (permanent contracts at 31/12/2023)

| | |
|---------------------|--------------|
| Under 30 years | 828 |
| From 30 to 50 years | 1,921 |
| Over 50 years | 1,415 |
| Total | 4,164 |

Number of departures by type* (permanent contracts at 31/12/2023)

| | |
|-------|-------|
| Women | 3,665 |
| Men | 498 |

* Only people wishing to disclose their gender have been taken into account

Number of departures by professional category (permanent contracts at 31/12/2023)

| | |
|---|--------------|
| Care team | 1,087 |
| Technical team | 2,335 |
| Residential team | 517 |
| Management (centre or department manager) | 49 |
| Board of Directors | 176 |
| Total | 4,164 |

Number of hours of training by professional category (at 31/12/2023)

| | Training | Of which specific PSR training |
|---|-----------------|---------------------------------------|
| Care team | 34,791.5 | 436 |
| Technical team | 122,724 | 1,390 |
| Residential team | 15,875 | 178 |
| Management (centre or department manager) | 7,611.5 | 12 |
| Board of Directors | 15,833 | 468 |
| Total | 196,835 | 2,484 |

TABLE OF CONTRIBUTION TO THE SDGS

| | SDG No. | Topic | Related group policy | Report pages |
|-----------------------|----------------------|---|---|------------------------|
| STRATEGIC SDGs | 3 | Access to health care | Health care provision | p. 10 ; 12-13 |
| | 4 | Access to quality education | Training policy | p. 42-43 |
| | 5 | Gender equality | Anti-discrimination policy | p. 70-75 |
| | 7 | Use of renewable energy and energy efficiency | Policy of reducing energy consumption and green electricity | p. 55-57 |
| | 8 | Access to decent jobs | Work valorisation policy | p. 42-43 |
| | 11 | Sustainable cities and communities | Local actions of the residences | p. 44-45 |
| | RELEVANT SDGs | 12 | Responsible consumption | Waste reduction policy |
| 13 | | Fight against climate change | GHG reduction policy | p. 51-54 |
| 14 | | Protection of aquatic fauna and flora | Biodiversity policy | p. 60-61 |
| 17 | | Partnerships for the Global Goals | Consultation of stakeholders & Foundations | p. 20 ; 46-47 |



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