

2024

Sustainability report



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MESSAGE FROM YVES JOURNAL **6**

SUSTAINABLE DEVELOPMENT WITHIN DOMUSVI, INTERVIEW WITH SYLVAIN RABUEL **8**

A look back at the year

Message from Yves Journel

FOUNDER OF THE DOMUSVI GROUP

Chairman of the Supervisory and Strategic
Guidance Board (representing SAGESSE)



Forty-four years ago, after starting my professional career in maternity ward management, I decided to commit myself to creating and managing homes for elderly people. At the dawn of the 1980s, I had the intuition that there was an emerging society challenge. With the rapid increase in life expectancy, our societies were going to face the first wave of elderly people in the history of humanity.

When I was born, people over the age of 75 years old represented less than 4% of the population; today, 75 years later, they represent 11%. This trend is continuing rapidly: in 2030, people over 75 will account for more than 12% of the population, rising to 13.5% in 2035 and 14.5% in 2040. Faced with this growth, it is crucial that our civil societies organise themselves; it is essential that families participate in this organization as key players in the well-being of our seniors. It is not up to the State to compensate for a perceived lack of families, nor to take care of the most vulnerable seniors, nor to control the quality of services. This responsibility falls to all of us, professionals in the care of the elderly and the families of our seniors.

In our profession, shared humanity is above all a requirement, enabling families to play an active role in caring for their elderly relatives.

That is why I am extremely proud that DomusVi is the first provider of care for vulnerable elderly people to create and develop, in each of the countries in which it operates, a National Family Council responsible for establishing ongoing dialogue between our professionals and family representatives.

Creating and maintaining a National Family Council is a voluntary and delicate undertaking. It is also a step towards a desirable future for our seniors and our societies: allowing families to play their rightful role in the lives of their elders will contribute to the long-term balance of our ageing societies.

The family must remain at the heart of our expertise, and while caring for the most vulnerable is a highly demanding professional and human skill, it is essential that it is understood by families and developed with them.

Sustainable development within DomusVi



INTERVIEW WITH

SYLVAIN RABUEL

President of the DomusVi Group

What role does sustainable development play at DomusVi?

Our profession is deeply human, focused on serving others. As specialists in ageing, we have a social and societal responsibility, inherent to our mission, towards the elderly people we support, their families, our teams and our supervisory authorities, who are our direct stakeholders.

This has led us to make sustainability one of DomusVi's four strategic levers. Our sustainable development approach feeds into our corporate culture, and this is achieved through our governance, our sustainable development strategy and, above all, in our day-to-day work. This is clear to everyone within our teams.

What does this mean in concrete terms? What progress will be made by 2024?

Our dual materiality analysis, developed with our stakeholders, forms the basis of our sustainable development roadmap. We have launched the ImpAct project and are working to roll it out to all our teams so that they can contribute to it. It defines our commitments and our key objectives.

In August 2024, the SBTi validated our decarbonisation trajectory. This is being translated into a myriad of initiatives and projects on the ground.

The creation of the Spanish National Family Council (CNF) in 2024, following the creation of the French CNF in 2023, in line with our roadmap, is another major step forward. The first initiatives and guidelines resulting from the CNF's deliberations in France are currently being implemented.

Finally, 2024 was marked by the very favourable welcome given to our Manifesto, Shared Humanity, and its dissemination throughout the DomusVi Group. Being the result of extensive listening and consultation both internally and externally, we designed it so that everyone in all our teams could easily identify with it. It reflects the uniqueness of DomusVi, its corporate culture and who we are.

This singularity manifest itself through the number and variety of local initiatives.

How do you reconcile your desire to expand the strategic role of sustainable development within the group with a decentralised organisation?

DomusVi is a highly decentralised organisation with a high degree of autonomy for operational managers.

We have simply applied this principle to our ImpAct project. Sustainable development projects only have value if they change everyday life, business practices and the way we operate.

This must be done with and by those involved in the business. I would like to take this opportunity to commend the enthusiasm, initiative spirit and commitment of the DomusVi teams in this area. Every year, more and more projects come to life, and we can all be proud of this.

This high degree of decentralisation can only be achieved through shared values, a manifesto and common commitments, all of which are factors that promote unity.

And tomorrow?

We have laid the foundations: our values, our Manifesto, fluid governance and clear commitments to meet our sustainability challenges, as well as the ImpAct project to mobilise the company around these commitments.

In 2025, we are launching a new strategic initiative: DomusVi Professional Communities. These communities will be formed freely, between professionals, based on professional interests or passions, to discuss difficulties or projects, reflect and exchange ideas about their professions and share best practices. These will be times away from production and service that will allow people to relax and develop.

Like the creation of a National Family Council, designed to involve families in our future in a lasting way, the Professional Communities are a pioneering initiative. They will foster a sense of attachment and long-term commitment among our employees at DomusVi.

It can be expressed simply: DomusVi is developing sustainably. This is a conscious decision supported by all the men and women at DomusVi and supported by our shareholders and our Supervisory and Strategic Advisory Board.



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“ 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 climate and the development of those who are getting older. ”

Our Group

Who are we?

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 ageing population, at home and in our homes. And it is because this issue is central to our societies that we choose to address it from up close, on a personal, human level.

Because we never forget that every elderly 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 elderly person we care for is a fundamental purpose.

It is the reason why, 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 to accomplish the job they choose in the best of their ability. An approach in which every family participates in the community of care and attention that we foster around 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.



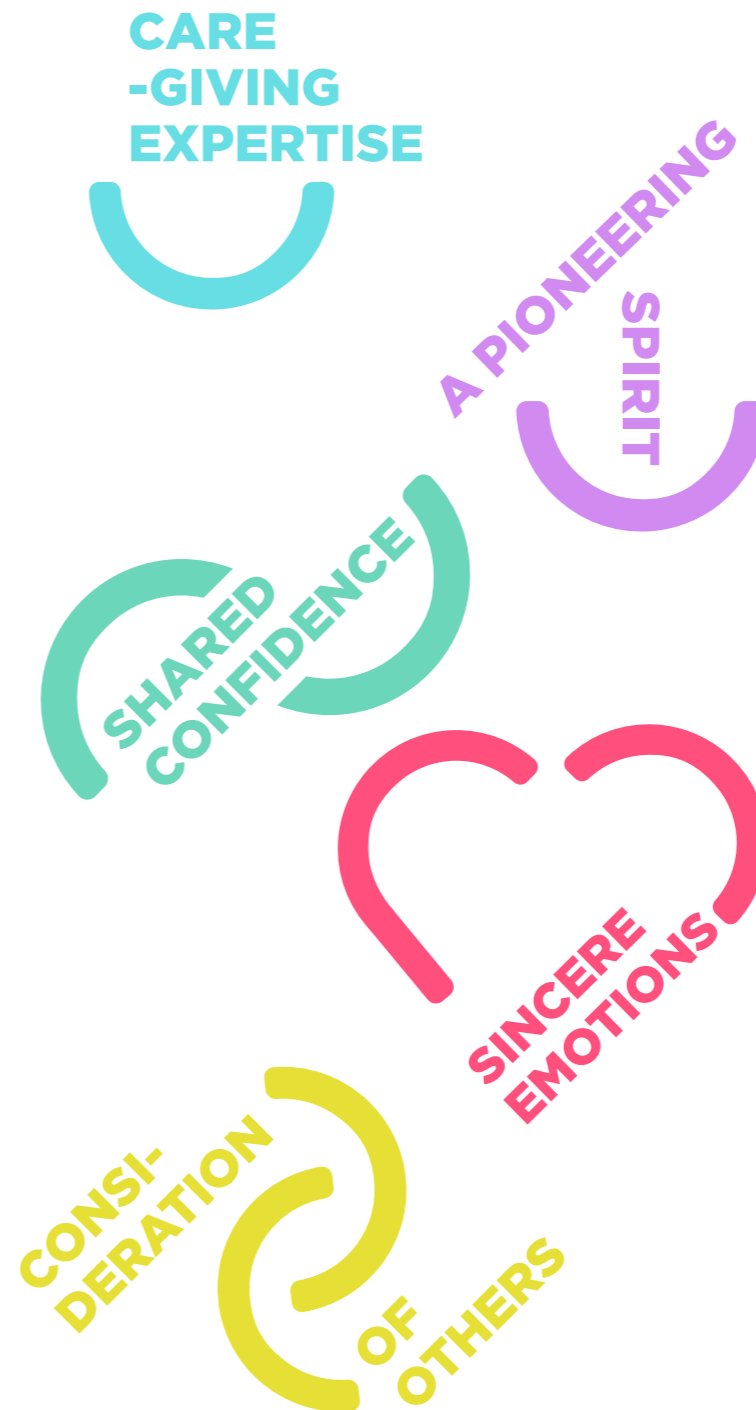
Our ambition to stand for a never-more human approach to elderly care is embodied in our governance.

A governance that places families and their representatives at the heart of its priorities. A governance that will always favour the autonomy of our teams and local decision-making power, everywhere they 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.

OUR VALUES

DomusVi has been built on deeply humanistic values: its economic success is inseparably linked to its ambitious human project. Our values guide our actions and behaviour, and inspire our management and organisation.



CARE-GIVING EXPERTISE

Going beyond skill, our profession takes on a wider dimension when our teams combine know-how, expertise and humanity with the sole purpose of ensuring the well-being of our residents and families.

A PIONEERING SPIRIT

Residents and their families are changing and expect something more than a minimum service. We have to be capable of innovating, of surprising and giving something more than a standard service.

SHARED CONFIDENCE

Nothing is possible – when it comes to human beings – without shared confidence.

It must be full and complete, non-negotiable, unfaltering and reciprocal; the result of unwavering commitment.

SINCERE EMOTIONS

When life is changing, it's crucial to welcome every emotion with simplicity and a constantly positive spirit.

Because nothing matters more than genuineness.

CONSIDERATION OF OTHERS

Putting others before ourselves, always being available, attentive, and full of empathy, naturally, like a 6th sense for total and genuine humanity.

DomusVi in brief

8 COUNTRIES, 5 BRANDS



54,557
Employees worldwide
(physical workforce)

12%
Men

88%
Women

593 Homes

52,251 Beds

	France	Spain	Germany	Ireland	Portugal	Netherlands	Chile	Uruguay	Total
Homes	302	158	85	12	8	16	11	1	593
Beds	23,844	20,937	4,033	963	774	407	1,250	43	52,251

43 Net Promoter Score
(2024 group survey, 2024 scope)

VERSUS **40** IN 2023

92.8%
overall satisfaction rate

VERSUS **93.5%** IN 2023

A platform of services for elderly people, adapted to the evolution of the degree of dependency



Other activities: mental health centers, care centre for the disabled, post-hospital stays, etc.



Our strategy

OUR AMBITION

To be a **leading actor in 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.



Photo by Mrs. Isabel Ribes, resident at the Saint-Anne home in Marseille (France). With her kind permission.

OUR CHALLENGES

Our strategic and operational choices are based on **3 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 LEVERS

These challenges form the basis of our enterprise project, whose strategy is underpinned by **4 PERFORMANCE LEVERS** at the service of our customers:



DIGITAL

Protecting, facilitating and simplifying the way we do business



TEAMS

Committed and valued teams



REAL ESTATE

Sustainable places to live that offer a good quality of life



SUSTAINABLE DEVELOPMENT

based on the E/S/G pillars

OUR ENTERPRISE CULTURE

The fundamentals of our **enterprise culture** ensure that our internal practices are consistent with our objectives and establish a solid foundation for the prosperity of our operations.

Our organization is decentralised, demanding but respectful of the **autonomy of teams** on the ground.

We have a **global approach** of care, integrating medicalisation of our homes in our daily operations.

We want **families** to be actively involved in caring for their elderly relatives.

Our comprehensive offering, which includes home care, provides **freedom of choice** right up until the end of life

Our homes are **a home** where residents' privacy is respected regardless of their condition.

Our business model

The sustainability challenges shape the within which our activities thrive

- MEGATRENDS
- DEMOGRAPHIC TRANSITION
- INCREASING DEPENDENCY
- CLIMATE TRANSITION
- DIGITALISATION & NEW TECHNOLOGIES

Our resources

INTELLECTUAL & HUMAN

48,674 FTE (full-time equivalent employees)
 of which **77.2%** have a permanent contract (open-ended or equivalent)
6.8 years average length of service of permanent employees

FINANCIAL

A stable shareholding: Yves Journal, founder of the DomusVi Group via SAGESSE (since 1983) and ICG (since 2017)
140M€ free cash flow (after maintenance CAPEX)

REAL ESTATE & COMMERCIAL

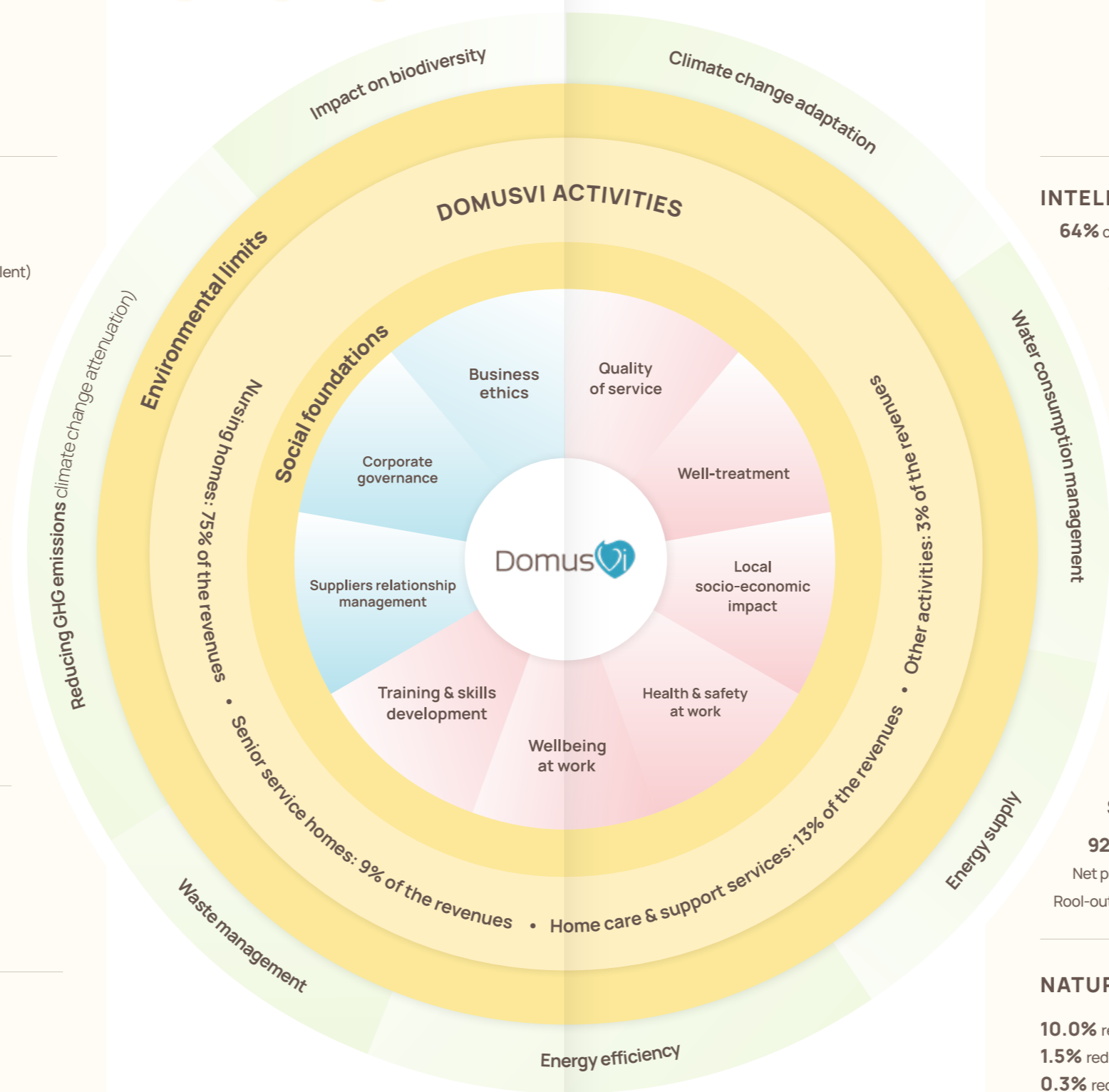
593 homes
52,251 beds (+ **568** beds vs. 2023)
95 freehold homes
74 M€ invested in building new homes
64 M€ invested in renovation and maintenance

SOCIETY & STAKEHOLDERS

Close relations with our stakeholders
 Sectoral partnerships (Synerpa, ORSE, ...).
2 enterprise foundations (France and Spain)

NATURAL

406 GWh energy bought
2,039,430 m³ water consumption (excluding France).
32kt food shopping (excluding Netherlands and Ireland)



Our impacts

INTELLECTUAL & HUMAN

64% commitment rate – Employees survey Q3 2024
80% of employees' satisfaction vis-a-vis the autonomy in their jobs
432,609 training hours delivered in 2024

FINANCIAL

2,633 M€ consolidated revenue of which:
61.8% was redistributed to employees (payroll)
15.6% to suppliers (purchasing expenses)
11.5% to the lessors (rents)
5.0% to creditors (bank interests)

REAL ESTATE & COMMERCIAL

10 openings in 2024 (net of closures)
62 projects included in BREEAM certification process (or equivalent), of which **11** certified
91.4% occupation rate (-**0.3%** versus 2023)

SOCIETY & STAKEHOLDERS

92.8% client global satisfaction – Q4 2024 survey
 Net promoter score: **43**
 Roll-out of the National Family Council project

NATURAL

10.0% reduction in GHG emissions in revenue intensity versus 2023
1.5% reduction in consumption of energy bought per bed versus 2023¹
0.3% reduction in the average rate of waste generated per bed versus 2023¹

1. 2023 data corrected

Our governance

(As at 31/12/2024)

Our governance is the product of our enterprise culture and reflects our decentralised organisation. Flexible, operational, customer-focused and involving families, it is the assurance that our strategy is aligned with the requirements and specificities of the field. Our governance is focused on operational excellence, with the aim of achieving good financial performance and high standards of transparency, professional ethics and quality of service, for all.

Our governance enables rapid decision-making, as close as possible to the front line, with one single and same objective for all: to provide the best possible care.



AT THE LEVEL OF THE SUPERVISORY AND STRATEGIC STEERING BOARD (CSOS): STRATEGY, SUPERVISION AND CONTROL

Our Group is supervised by a **Supervisory and Strategic Orientation Board (CSOS)**, whose members are representatives of our shareholders. Supervisory and control body positioned at the level of the Group's parent company, this Board benefits from reserved matters in terms of strategy, financing and commitment. The CSOS met 15 times in 2024.

It is supported by four specialised committees:

- **The Audit Committee** (3 members¹) reviews the half-yearly and annual financial statements after hearing the statutory auditors. The Audit Committee also reviews the Group's risk mapping, the Group compliance programme and validates the internal audit plan. It reviews the resulting action plans. The Committee met four times in 2024, twice to review the accounts and twice to review risks, the compliance programme and the internal audit plan.

- **The Appointments and Remunerations Committee** (3 members²) met once in 2024 to review the company's key functions, variable remuneration for executive positions and the general remuneration policy.

- **The Acquisitions Committee** (4 members³) met twice in 2024 to review significant investment projects.

- **The Purpose & Sustainable Development Committee** (4 members⁴), created in December 2023 by the CSOS, meets in two dedicated groups:

- One on sustainable development (3 members), which met twice in 2024.
- The other on relations with our stakeholders as part of our public interest mission (3 members), which met twice in 2024.

These two groups meet independently of each other and in plenary session (*see CSR governance, p.38 and 39*).

Each committee reports on its work to the CSOS through its chair.

No directors' fees are paid to the CSOS members.

1. Sandrine Avelange (President), Thierry Béliard and Antoine Morandi.
 2. Yves Journal (President), Hadj Djemai and Thierry Béliard.
 3. Hadj Djemai (President), Yves Journal, Thierry Béliard and Antoine Morandi.
 4. SAGESSE (President), Thierry Béliard, Sylvain Rabuel (stakeholders) and Matthieu Hauw (sustainable development).

SUPERVISORY & STRATEGIC ORIENTATION BOARD

7 MEMBERS (non-executives)

1 OBSERVER

14% WOMEN

86% MEN

15 MEETINGS IN 2024



AT GROUP LEVEL: AN OPERATIONAL GOVERNANCE

Each country has its own Management Committee and its own organisation, with support functions serving the homes and their teams, common denominator of all the Group's activities, a hallmark of our enterprise culture, enabling local teams to focus on quality of care.

Each month, a business review meeting is organised by each country, attended by the President, members of the Group Finance & Performance and Sustainable Development departments, and members of the country Management Committee.

In addition, France and Spain have a Professional Ethics Committee (*see p.56 & 57*).

5. Sylvain Rabuel (President); Mathieu Fabre, Group Finance & Performance Officer; Maryline Mesiano, Development, Real Estate & New Countries Managing Director; Eric Eygasier, France Managing Director; Jose Maria Pena, Spain Managing Director.
 6. Sylvain Rabuel (President); Mathieu Fabre, Chief Finance & Performance Officer; Matthieu Hauw, Chief Sustainable Development Officer; Pedro Emmerick, Group Head of Internal Audit.



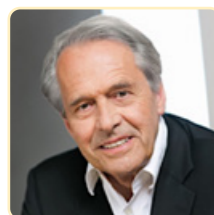
AT GROUP LEVEL:
AN OPERATIONAL GOVERNANCE

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

- the **Group Executive Committee**⁵, which meets once a month to discuss any strategic or development issues.
- the **Group Performance Committee**, which brings together members of the executive community who hold Group functions. This Committee is a forum for sharing information and discussing Group issues and is the Group Executive Committee's arm wing on cross-cutting projects.
- the **Group Risk & Compliance Committee**⁶, which reviews risk mapping, the Group compliance programme, audit plans and action plans ahead of the Audit Committee.
- The **Group Sustainable Development Committee** (*see Sustainable Development governance, p.38 & 39*).

The members of the Group Executive Committee, together with the Group executive functions, are the primary contacts for the CSOS and its committees and are responsible for the operational and for the implementation of the Group's strategy in each country, by the country teams, as close as possible to the front line.

Members of the Supervisory and Strategic Orientation Board (CSOS)



YVES JOURNAL
(75 years old)

Chairman of the Supervisory and Strategic Guidance Board (representing SAGESSE)

Yves Journal founded the DomusVi Group in 1983; he developed, managed and chaired it until 2010. Since 2010, he has been Chairman of the Supervisory and Strategic Orientation Board (representing SAGESSE) and the founding and family shareholder. Involved in the management of private healthcare and medico-social activities since 1977, Yves Journal participated in the creation and development of Compagnie Générale de Santé (taken over by Ramsay) between 1987 and 1997. He also contributed to the development of professional organisations in the private medico-social services sector in France, chairing Uneppa from 1991 to 2000 and then Synerpa from 2004 to 2009.

Yves Journal is Chairman of SAGESSE. He represents SAGESSE as Chairman of the Supervisory and Strategic Orientation Board of Colombe Holding SAS (DomusVi), SRS Holding SAS, SIDVH SAS, SI AlmaVi SAS, Almaviva Santé SAS, Sedna Santé SAS, Sedna France SAS, Arenadour Capital SAS and Apt Renaissance SAS. He is Chairman of the Board of Directors of GP Sedna Canada Sedna Santé (Canada),

SAGESSE, represented by Yves Journal, is also Chairman of the Nominations and Remunerations Committee and of the Purpose & Sustainable Development Committee and a member of the Acquisitions Committee of Colombe Holding (DomusVi).

Yves Journal is a director and member of the Synerpa executive committee.



SANDRINE AVELANGE
(55 years old)

Representing Sagesse Retraite Santé (SRS)

Sandrine Avelange joined the SAGESSE Group in 2011 after serving as Chief Financial Officer of the medical and social services division of Compagnie Générale de Santé (now Ramsay Group) and then DomusVi. A graduate of Sup de Co Marseille, holder of a D.E.S.C.A.F. and an IFA-Sciences Po Company Director Certificate, Sandrine Avelange is Chair of the Board of Directors and Audit Committee of Santé Sedna (Canada) and SRS representative on the Supervisory Board of Colombe Holding (DomusVi). She is also President of the Audit Committee of Colombe Holding (DomusVi).



THIERRY CHIGNON
(59 years old)

Representative of Mérieux Equity Partners

Thierry Chignon joined Mérieux Equity Partners in 2014 as Senior Partner. Previously, he was Managing Director of Quintiles Consulting Europe (now IQVIA) and worked at Matignon Investissement. With over 30 years' experience in the healthcare industry, particularly in the medical devices sector, as Chief Pharmacist at the Institut Mérieux (now Sanofi Pasteur) or as an expert advisor to the European Commission (medical devices), Thierry Chignon holds a bachelor's degree in pharmacy, a master's degree from IEP Paris (Political Science) and an executive MBA from HEC Paris. He is Chairman of the Supervisory Board of Plantex, of the Board of Directors of Airinspace and a director of Elsan, Biofirst and Seqens



ANTOINE MORANDI
(37 years old)

Representative of Intermediate Capital Group (ICG)

Antoine Morandi joined ICG in 2019 and is an associate director in the European Subordinated Debt and Equity team based in Paris. He joined ICG after working for eight years at Lazard in the Paris office. A graduate of HEC Paris with an MSC in International Finance, Antoine Morandi is a director of IGZ Topco (Picard) and a non-voting member of Circet Holding (Circet). He is also a member of the Audit Committee of Colombe Holding (DomusVi).



JAÏME CHROCRÓN
(41 years old)

Representative of Intermediate Capital Group (ICG)

Jaime Chrocrón joined ICG in 2008. He is currently Managing Director and Head of Iberia. Previously, he worked for four years in the Investment Banking division of JP Morgan in London, first in the Structured Finance group and then in the M&A Consumer, Retail & Healthcare group. Jaime Chrocrón began his career at Goldman Sachs and Santander Investment. Jaime Chrocrón holds a degree in Business Administration from ICADE University in Madrid and is a director of Parsina Investments S.L. (Alvinesa), Productos Sur S.L. (Prosur) and Grupo J. Uriach, S.L.U. (Uriach). He is also a director and Vice-Chairman of the Board of Directors of Kronosnet Topco S.L. (Konecta).



HADJ DJEMAÏ
(52 years old)

Representative of Intermediate Capital Group (ICG)

Hadj Djemaï joined ICG in June 2000 and is Head of Southern Europe, European Corporate and a member of the Investment Strategy Committee. He joined ICG after working in the acquisition finance group at BNP Paribas. Hadj Djemaï holds an engineering degree from the Institut national agronomique de Paris and is a member of the supervisory boards of Oak Nation SAS (Charlois Group), CMAI Holding, IGZ Topco (Picard) and Biogroup Holding. He is Chairman of the Supervisory Committee of Circet, ICG's representative on the Supervisory Board of Polaris Holding SAS (Stella) and observer of IngraGroup Bidco S.à r.l. (Luxembourg). He is also Chairman of the Acquisitions Committee and a member of the Appointments and Remuneration Committee of Colombe Holding (DomusVi).



THIERRY BÉLIARD
(49 years old)

Representative of Intermediate Capital Group (ICG)

Thierry Béliard is Director within ICG's European Subordinated Debt & Equity Team. Thierry Béliard joined ICG in 2019 after working for seven years at the Boston Consulting Group, then as a director at Chequers Capital and for five years for the Abu Dhabi Investment Authority (ADIA). A graduate of the Ecole Polytechnique de Paris with an MBA from Harvard Business School, Thierry Béliard is a member of the supervisory boards Oak Nation (Charlois Group) and a non-voting member of INFRAGROUP BIDCO S.à r.l. (Luxembourg). He is also a member of the Audit Committee, the Nomination and Remuneration Committee and the Purpose and Sustainable Development Committee of Colombe Holding (DomusVi).

Members of the Executive Committee



SYLVAIN RABUEL
(54 years old)
Group Chairman

Sylvain Rabuel joined DomusVi in 2019. After starting his career at Mondelez, he became Marketing Director at Tiscali in 2000. He joined Club Med in 2004 as Marketing Director for France before becoming Managing Director for France, Europe and New Markets in Africa, and then Managing Director for France, Europe and Africa in 2015. Sylvain Rabuel is a graduate of Sciences Po Paris and holds a Master's degree from ESCP business school.



ERIC EYGASIER
(54 years old)
Managing Director France

Eric Eygasier joined DomusVi in 2018. After starting his career at BD, a global medical technology company, as a process engineer and then production unit manager, he joined Kodak Laboratoires & Services in Annecy in 1996 as a manager, before becoming regional director. In March 2000, he joined Darty as Central Director of Services for the Ile-de-France region, then Central Sales Director for the same region. In 2011, he joined Relay France, a subsidiary of Lagardère Travel Retail, as Director of Operations, before being appointed Deputy Managing Director of Lagardère Travel Retail France in November 2015.



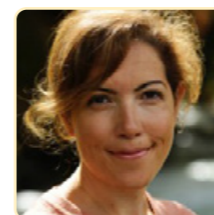
JOSÉ MARIA PENA
(59 years old)
Managing Director Spain

José Maria Pena joined DomusVi in 2021. Jose Maria Pena brings experience gained in previous roles at Prosegur and Chaxpert. Jose Maria Pena holds a degree in Telecommunications Engineering (1984-1990) from the Polytechnic University of Madrid. He has strong skills in CRM, Contact Centre, Internet Business, Telecommunications, Customer Experience and more.



MATHIEU FABRE
(54 ans)
Group Chief Financial Officer & Performance

Mathieu Fabre joined DomusVi as Group Chief Financial Officer & Performance. After starting his career at the brokerage firm Aurel Leven, then at the investment bank Close Brothers, he joined the Medica Group in 2004 as Financial Controller and then Chief Financial Officer. He joined the Colisée group in 2015 as financial manager and finally Médipôle Partenaires, a private hospital group. Mathieu Fabre holds a Master's degree from Paris IX Dauphine University.



MARYLINE MESIANO
(45 years old)
General Manager, Development, Real Estate and New Countries

Marilyne joined DomusVi in 2024. After starting her career as an analyst in the Wine & Spirits Division of LVMH, she joined Unibail-Rodamco-Westfield, the European leader in shopping centres, in 2006 and then in 2016, where she held various strategic positions: Director of Operations, Director of Retail Leasing France and Country Manager in Spain, with a stint at Club Med to oversee real estate development in Southern Europe before being promoted to Miami as VP Development Americas.



EXECUTIVE MANAGEMENT OF THE DOMUSVI GROUP*

45 MEMBERS

40% WOMEN

60% MEN

*Members of the Group Executive Committee, Country Management Committees and their immediate subordinates in key positions.

DOMUSVI GROUP MANAGEMENT**

798 MEMBERS

77% WOMEN

23% MEN

**For support functions, the immediate subordinates of the members of the Country Management Committees and, for operations, up to the third level below the country managing directors (see methodological note on page 128).



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

Commit ourselves

Our roadmap



MATTHIEU HAUW

Chief Sustainable Development Officer

Our sustainable development approach is aligned with the fundamentals of our enterprise culture – a culture of front-line, entrepreneurship, focused on the well-being of our customers and support for our employees throughout their careers.

Co-developed with our stakeholders, this approach is embodied by our commitments to ethical, sustainable and socially responsible practices. Sustainable development is therefore one of the four strategic levers of our performance¹ and an integral part of our overall strategy. Our organisation provides an enabling framework that integrates both regulatory controls and our quality standards, within which our professionals can fully exercise their autonomy.

These fundamentals, decided and implemented as closely as possible to the field, are for us the guarantee of quality of service and attention to others. They bring consistency and scope to our actions, directly connected with the needs and expectations of our residents, our teams and our ecosystem.

Our Group sustainable development roadmap defines our common commitments and objectives in response to our 16 sustainability challenges.

It is rolled out each of the countries where we operate.

The ImpAct Project, launched in 2023, is meant to aim at mobilising all our employees around the key objectives of our Group sustainable development roadmap. The proliferation of initiatives launched since then is tangible proof of what our enterprise culture can achieve.

It is an achievement of which all our employees can be legitimately proud. And it is this concrete, daily momentum, close to the field, that enables us to place sustainability at the heart of our professions, our business model and our enterprise project.

On the recommendation of the Nomination and Remuneration Committee, the CSOS decided in May 2024 to renew the conditions for awarding the variable portion of the remuneration of the members of the Group Executive Committee, the Country Management Committees (and the n-1s of the Country Executive Committees) established in 2023, namely: 15% for achieving the target NPS (group or country), 40% for achieving qualitative business and sustainable development priorities. The remaining 45% depends on quantitative economic criteria. The quantitative and qualitative sustainable development criteria are linked to the ImpAct project.

¹ The 3 other levers of our strategic plan are our professionals, women and men, real estate and digital transformation.

Our commitments

We presented our 2023-2026 sustainable development roadmap and the ImpAct project (see p.22 and 23) in our 2023 Sustainability Report.

Based on our 16 sustainability challenges (see double materiality analysis on p.30 and 31), it defines our Group commitments that derives therefrom and serves as a framework for countries to define their own action plans and for homes to develop the sustainable development component of their home projects.

SOCIETAL

- Sustainably improve the quality of the habitats, services and care we offer.
- Engage with our stakeholders to improve our local socio-economic impact, including access to employment.

SOCIAL

- Continuously improve the quality of life and safety of employees within our homes.
- Develop the skills and value the commitment of our employees.

ENVIRONMENTAL

- Reduce direct and indirect GHG emissions resulting from our activities in line with a scenario limiting global warming to 1,5°C.
- Strengthen our resilience to climate change.
- Significantly reduce our energy consumption.
- Develop our consumption of sustainable energy (supply and clean production).
- Preserve aquatic resources.
- Preserve and regenerate biodiversity of the territories where we operate.
- Reduce and better recycle the waste generated by our activities, in line with public policies in the countries where the Group operates and through an optimised management process.

GOVERNANCE

- Comply with the principles of good conduct set out in our Ethical Business Conduct Charter, in accordance with applicable regulations.
- Collaborate with our suppliers to enhance our positive impact and reduce our negative impact on our value chain.
- Involve families in country governance by creating a National Family Council in each country where we operate.
- Prevent risks of serious harm to human rights, health and safety, and the environment related to our activities.

Our sustainability challenges

As a Group wholly and exclusively committed to supporting ageing people, both at home and in our homes, social responsibility has been at the heart of our enterprise project for over 40 years. This responsibility guides our development and our actions on a daily basis. In 2020, we made sustainable development one of DomusVi's four strategic levers.

2022-2023: A double materiality analysis based on collaboration

For our 2022 report, we conducted a double materiality analysis covering the period from the 4th quarter of 2022 to the 1st first quarter of 2023 in order to prepare for the entry into force of the new European sustainability standards (Corporate Sustainability Reporting Directive - CSRD).

This analysis is based on a dual perspective and enabled us to assess:

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

At each stage, this analysis was conducted in close collaboration with and consultation with our stakeholders.

This analysis identified 16 material issues, including the 7 CSR priorities that were defined in 2019 following an initial impact analysis. The identification of these 16 issues, which are both most relevant to our financial performance and our impact on society, enables us to prioritise our sustainability challenges to ensure that sustainability risks and opportunities are considered in our business model.

2023: Presentation of the double materiality analysis

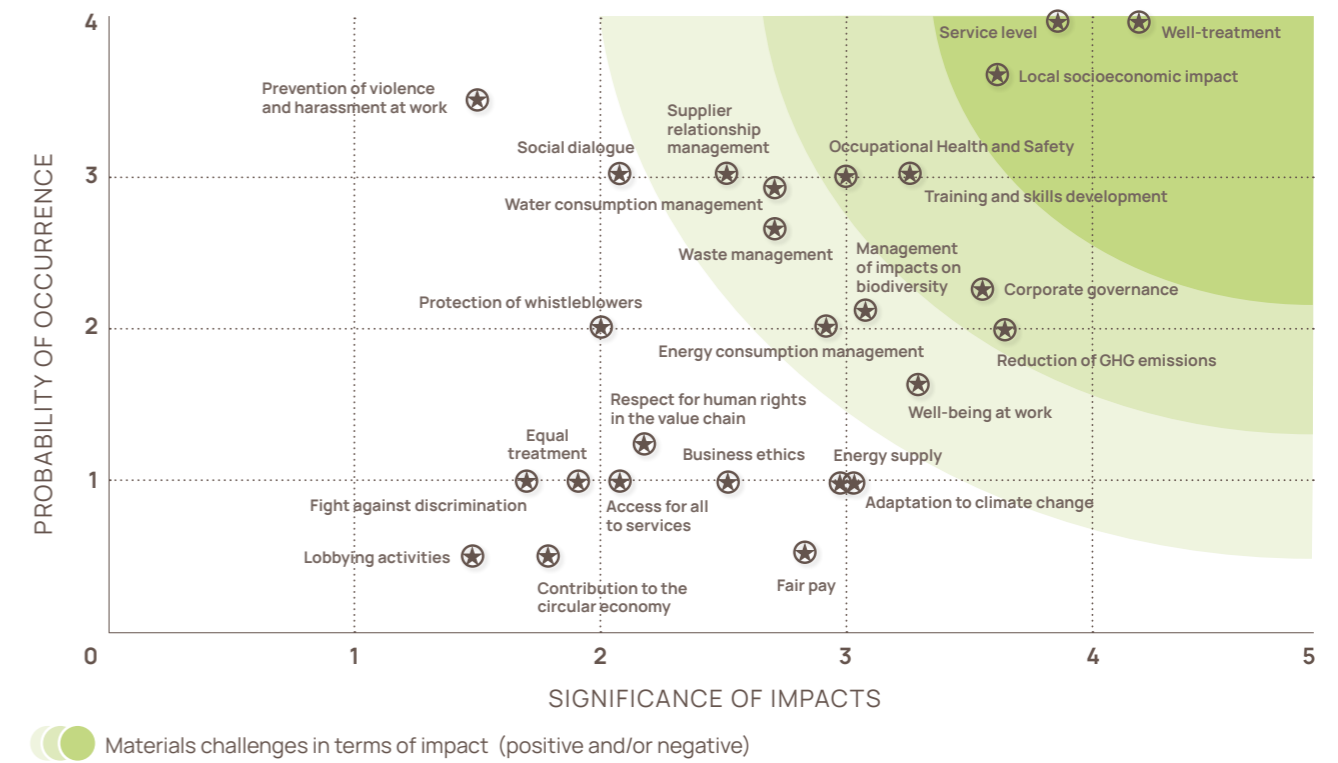
At the end of 2023, the consolidated results of this analysis were presented to our executive community at a seminar. The discussions that emerged from this seminar enabled us to confirm several key areas for integrating these sustainability challenges within DomusVi:

- The fundamental role of governance in managing these challenges.
- The essential contribution of the National Family Councils and the need to extend this initiative beyond France.
- The anchoring of our sustainable development approach in the field, as close as possible to our ecosystems and to the expectations of our residents and teams. For instance, we have chosen to integrate the issue of accessibility to employment into the local socio-economic impact challenge.

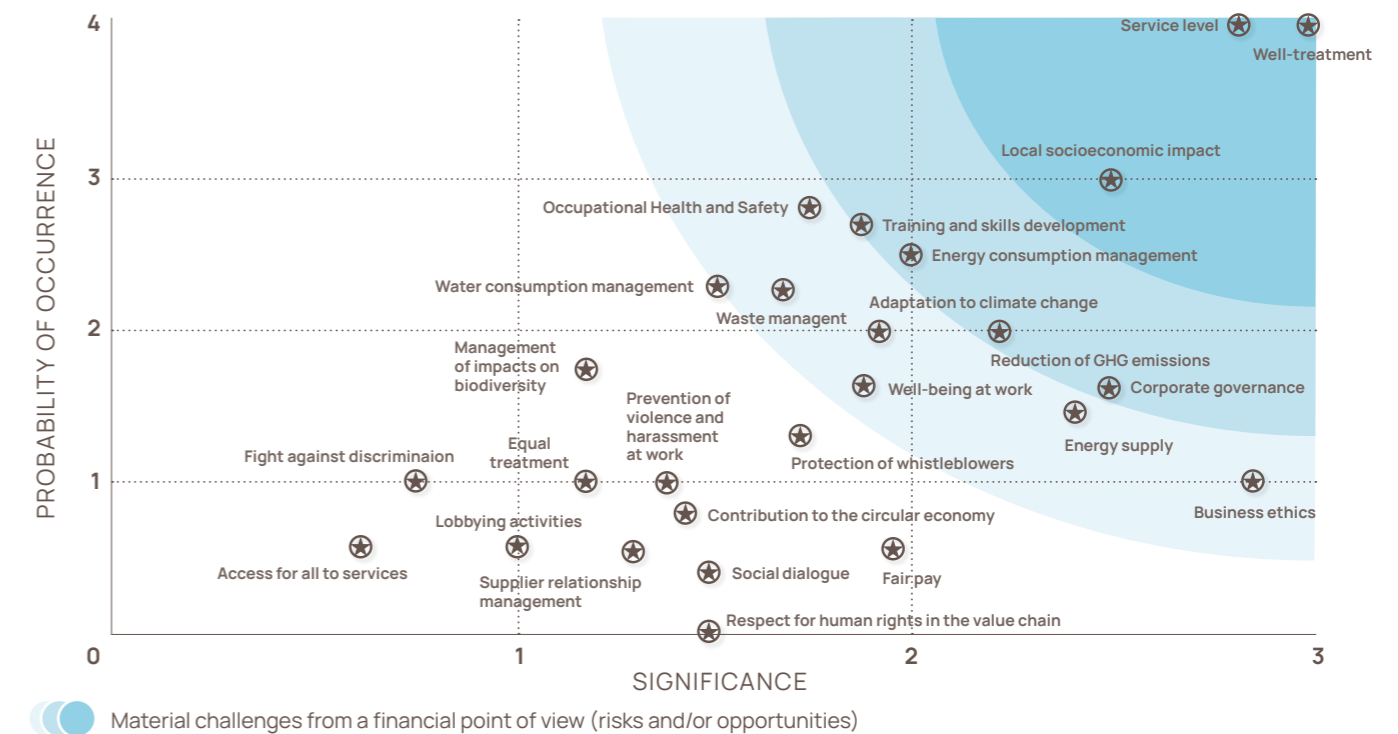
2024: Update and confirmation of the double materiality analysis

In 2024, workshops were conducted to update our double materiality analysis. These workshops did not reveal any changes in the prioritisation of our challenges.

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 négatif); (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; (0) 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; (0) 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 à 3 years ; (1) low probability / 3 à 7 years ; (0) very low probability / 10 years.

Table showing contribution to SDGs

	SDG No.	Topic	Related Group policy	Report pages
STRATEGIC SDGs	3	Access to healthcare	Health care provision	P.14 ; 18-19 ; 50-68
	4	Access to quality education	Training policy	P.56-57 ; 69-73
	5	Gender equality	Anti-discrimination policy	P.117 et sub.
	7	Use of renewable energy and energy efficiency	Policy of reducing energy consumption and green electricity	P.89-91
	8	Access to decent jobs	Work valorisation policy	P.69-77
	11	Sustainable cities and communities	Local actions of the homes	P.74-77
	RELEVANT SDGs	12	Responsible consumption	Waste reduction policy
13		Fight against climate change	GHG reduction policy	P.83-89
14		Protection of aquatic fauna and flora	Biodiversity policy	P.98-100
17		Partnerships for the Global Goals	Consultation of stakeholders & foundations	P.74-79



The ImpAct project: a sustainable development by and for the field



Our enterprise culture must embody our sustainable development commitments. To this end, we have implemented the ImpAct project, designed to mobilise all our employees around our responsible approach. A catalyst for our sustainable development roadmap, the ImpAct project focuses on 8 key objectives, selected from among our 16 sustainability challenges and linked to specific indicators.

SOCIETAL

Quality of services and well-treatment

In conformity with national regulations and our Ethics Business Conduct Charter, we are committed to ensuring well-treatment within our homes. Satisfaction surveys and the Net Promoter Score enable us to measure and deliver on this commitment, which we strive to improve every year.

SOCIAL

Health, safety and well-being at work

We are committed to the health and safety of all our teams. An online module designed to train our employees in occupational risks was introduced in France in 2024, and its content will be enriched in 2025.

From psychological support for our employees to dialogue with social partners, we continue to deepen and diversify our initiatives aimed at improving the working conditions of our teams. This approach has been recognised in the 2024 ranking of Stern magazine, where we are ranked among the 10 best employers in Germany in the healthcare sector.

Training and skills development

Through training and mentoring programmes, we support our employees throughout their career within the Group.

ENVIRONMENT

Reducing GHG emissions

Our decarbonisation trajectory follows the methodology established by the Science Based Targets initiative (SBTi). Filed with the SBTi, our targets are ambitious, with a 42% absolute reduction in direct and indirect energy-related emissions and a 25% absolute reduction in emissions related to purchasing, capital assets and waste, both upstream and downstream.

Water consumption management

Water consumption is one of the issues addressed by our Environmental Commission, with the view to sharing best practices and raise awareness among our employees on these topics.

Concrete measures (wastewater treatment and recovery, investment in new equipment) have been taken for the most water-intensive activities such as cooking and laundry.

Managing impacts on biodiversity

With the help of experts (construction professionals, ecologists, architects, etc.), we adapt our new buildings to reduce their impact on biodiversity.

The implementation of a responsible purchasing policy will enable us to improve our supply chain, notably by choosing certified products that are more environmentally friendly.

Waste management

We are focusing our efforts on two areas: reducing the amount of waste produced and contributing to the circular economy through waste sorting and recycling practices.

GOVERNANCE

National Family Councils

We are continuing to roll out the National Family Council beyond France. This innovative body enables us to strengthen our partnership with the families of our residents, while respecting their specific cultures and needs.

DomusVi's sustainable development vision – native, rooted in the field, mobilises all our employees and is designed for the well-being of our residents and customers – will thus find a new incarnation that matches our ambitions.

FOCUS - FRANCE



MY SUSTAINABLE DEVELOPMENT DIAG, A TOOL FOR EVALUATING AND IMPROVING THE SUSTAINABLE DEVELOPMENT POLICY OF OUR HOMES

My Sustainable Development Diag was created to enable our homes managers to:

- Identify concrete actions that can be implemented within their homes to contribute to the Group's sustainable development roadmap.
- Evaluate actions already implemented using a rating system based on the awarding of gold, silver or bronze medals.
- Respond to external requests from ARS authorities on action plans put in place.
- Access a list of resources available for homes.

My Sustainable Development Diag is now deployed in France and a new version is currently being developed. This new version, which will be extended to other countries within the Group, will make it easier to update and will further enhance the actions carried out by our homes.

Innovation for care and quality of life at work



Our approach to innovation is pragmatic and rooted in the real-life needs of our residents and employees. Innovation contributes to our vision for the future of our professions, with the dual ambition of improving resident care and supporting and improving the quality of life at work for our employees.

To achieve this, our innovation process is co-constructed with the various actors in the ecosystem (teams in the field, start-ups and innovation accelerators such as BPI¹ in France), within an improvement process of the solutions offered. It requires a commitment from everyone to develop, finance, test and then roll out these solutions.

This process must be based on genuine listening to the needs and strong support for change within the enterprise to ensure the buy-in of all our stakeholders.



1. Banque Public d'Investissement.

Working with stakeholders in the innovation ecosystem to co-develop solutions that meet the needs of our sector and support change.

DomusVi is part of an innovative ecosystem focused on healthcare issues. In 2024, we participated in the 'AI in Healthcare' round table during the International Research Day on Artificial Intelligence, organised by the **Excelia** school.

As part of '**PariSanté Campus**', a campus that welcomes players in innovation and digital of the healthcare sector, we also participated in the Paris&Co jury of the healthcare selection committee.

We are also leading the POSOS project, a clinical study funded by the ANS (Digital Health Agency) for which we coordinated two university hospital centers and five nursing homes. This smart prescription scanning system optimises data entry into the care monitoring tool and secures the prescription process, thereby reducing the risk of iatrogenic events, a particularly important issue in our sector given the multiple medications required by some of our residents. This solution reduces the mental workload of doctors while benefiting residents.

“ At first, I wasn't convinced by the OSO system because I'm not really into new innovations. But this system really allows us to be everywhere. (...) In my opinion, it's a system that all healthcare facilities should have. ”



MANON

Care assistant at Les Rivallières nursing home (France)

In France, several other projects are currently being studied and/or rolled out in our homes, some of which contribute significantly to our sustainable development roadmap:



- OSO AI: a smart noise sensor in residents' rooms. This technology enables better reactivity of caregivers to respond in the event of a problem, providing a greater sense of security. It also helps residents sleep better and reduces falls. (see Zoom p.59)



- Jadbot: A voice assistant for nursing assistants. This assistant saves time (work organisation and training in general), improves the quality of service (alerts about residents' requests) and is a real bonus for recruitment (use of voice as a solution to illiteracy). (see Zoom p.68)

A video competition allowing residents to try out BlinkBook technology was also organised in 2024 based on La Fontaine's Fables. (see Zoom p.60)

In 2024, DomusVi Spain worked on 4 innovation projects and 6 R&D projects with external funding, including:

- OROIPEN: a tool for early detection and cognitive stimulation in ageing (see Zoom p.59).
- PLENTYFOOD: a device that develops healthy and sustainable foods with the ability to regulate food intake (see Zoom p.88).

Our CSR Governance

Our sustainable development approach contributes to the transformation of our company by integrating our environmental, societal, social and governance issues into our business practices at all levels of the organisation: Group, country and local.

To support the Group's transition, the Group sustainable development team is responsible for structuring our sustainable development approach and steering its implementation at three levels:

AT GROUP LEVEL

The CSOS (Supervisory and Strategic Orientation Board) holds an annual meeting to review the Group's sustainable development strategy, approach and roadmap in detail and to assess their implementation.

The Purpose & Sustainable Development Committee is responsible for reviewing the Group sustainable development strategy, approach and roadmap developed by the Group sustainable development team and for overseeing stakeholder relations. After analysis, it presents the results of its work to the CSOS.

The Group Sustainable Development Committee is a key pillar of this governance structure and meets on a quarterly basis. This supervisory and steering body approves the sustainable development strategy and the corresponding roadmaps. It also ensures that they are properly implemented by the various countries. Its recommendations are then relayed by the Group Executive Committee to ensure their effective implementation.

The Group sustainable development team defines DomusVi's sustainable development commitments and objectives. Its decisions are based on an in-depth double materiality analysis, carried out in close consultation with internal and external stakeholders. Beyond this definition mission, the sustainable development team drives projects and coordinates the work of the various E, S and G committees.

FOCUS

THE E, S AND G COMMISSIONS

DomusVi's sustainable development operational structure is organised around three specialised committees. Created in 2023, their mission is to nurture and sustain our sustainable development enterprise culture at all levels.

- The Environment Commission brings together real estate and environment managers from different countries.
- The Social and Societal Commission brings together the community of country human resources directors and the community of Operations representatives.
- The Governance Commission is composed of members of the Group Executive Committee, the Family Council and Group Mediation Department, and the Group Sustainable Development Department.

The E, S and G commissions play a fundamental role as forums for the DomusVi communities to meet and exchange ideas. They act as a link between the sustainable development ambassadors within the Group and ensure consistency in the implementation of the sustainable development approach. As innovation laboratories, they enable the sharing of best practices and the identification and joint development of projects.

AT NATIONAL LEVEL

Each country implements the Group's sustainable development roadmap and develops its own strategy and specific action plans, while ensuring that all identified material challenges are covered.

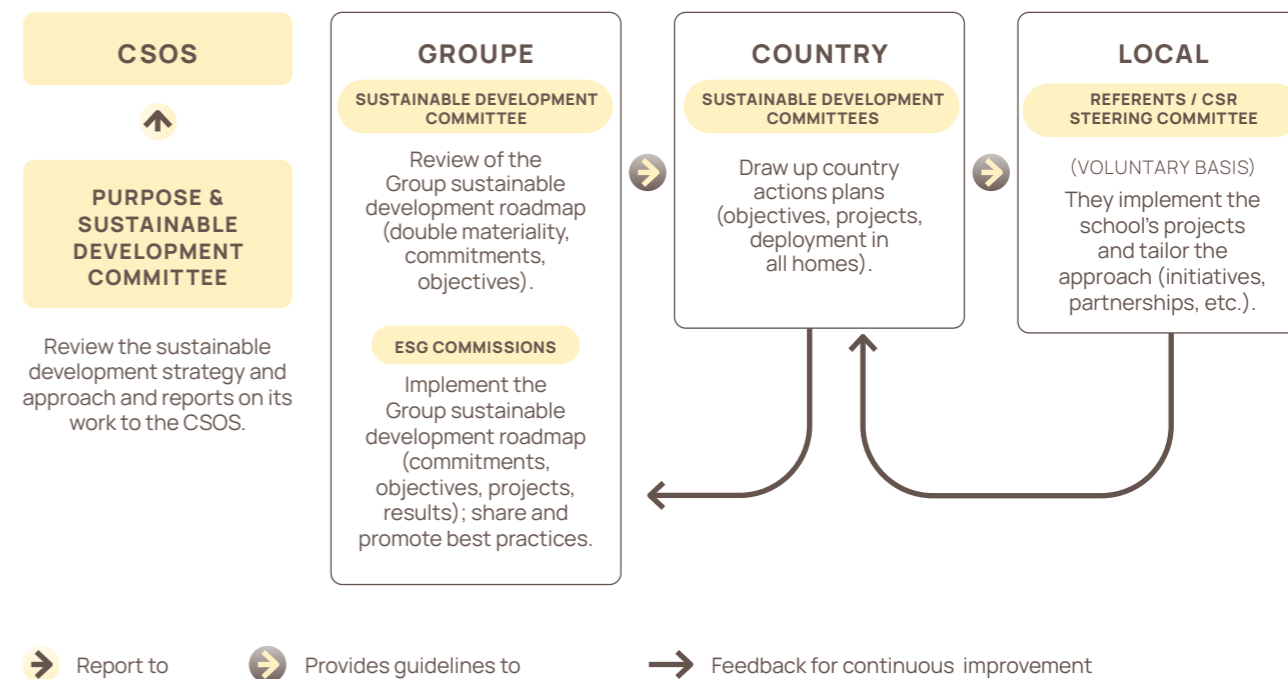
The country sustainable development Committees oversee the implementation of this roadmap. They are composed of members of the E, S and G Committees and country sustainable development managers. Collaboration on cross-functional projects and cohesion between the national and local levels are ensured by the presence of the Group sustainable development team at each meeting and by the liaison role played by the country sustainable development manager.

AT THE LOCAL LEVEL

Our homes have considerable leeway in implementing sustainable development commitments. They can implement projects proposed by the Group, draw on initiatives from country sustainable development stakeholders, or develop their own actions. These initiatives are often carried out in collaboration with local ecosystem partners.

We encourage every employee to set targets and implement sustainable development actions within their scope of work. Promoting local initiatives and autonomy in their implementation are at the heart of our sustainable development approach, thus embodying our Group's fundamental values.

SUSTAINABLE DEVELOPMENT GOVERNANCE IS BEING ROLLED OUT AT ALL LEVELS



Sustainable Development Scorecards : commitments and results

SOCIAL & SOCIETAL

Customers Commitments	Objectives 'BY 2026'	2023 Results	2024 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"> Quality of service Well-treatment 	Regularly assess our customers' satisfaction in terms of quality of service and well-treatment.	2 satisfaction surveys carried out on all operations (apart from the Netherlands). Global satisfaction: 93.5%	2 satisfaction surveys carried out on all operations. Global satisfaction: 92.8%
	Increase the Net Promoter Score by one point a year by 2026, starting in 2023.	NPS : 40	NPS : 43

Employees Commitments	Objectives 'BY 2026'	2023 Results	2024 Results
<p>DomusVi pledges to continuously improving the quality of life and working conditions of employees at work.</p> <ul style="list-style-type: none"> Health and safety at work Well-treatment 	Raise awareness of Quality of Work Life and work conditions approach (OWL) for 100% of positions or responsibility.	100% of managers in France, Spain and the Netherlands have been made aware of OWL policy, and actions planned in the other countries.	99.9% of managers have been made aware of OWL approach.
	Reduce the number of work accidents related to handling and carrying loads (2022 base).	1,253 accidents.	1,154 accidents.
	Equip and train managers in the prevention of psychosocial risks.	Consolidated data not available.	85.5% of managers trained in the prevention of psychosocial risks.

Employees Commitments	Objectives 'BY 2026'	2023 Results	2024 Results
<p>DomusVi is committed to developing 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.	373,144 hours of training ¹ .	432,609 hours of training.
	Facilitate the professional development of our employees.	107 internal promotions ² and 310 internal mobility ³ .	157 promotions and 264 internal mobility.
	Regularly measure the satisfaction of 100% of employees via an internal survey.	Commitment survey carried out in the first quarter of 2023.	Commitment survey carried out in the third quarter of 2024.
	Maintain the level of global satisfaction of our employees.	64% commitment rate.	62% commitment rate.

Employees Commitments	Objectives 'BY 2026'	2023 Results	2024 Results
<p>DomusVi is committed to working with its stakeholders to improve its local socio-economic impact.</p> <ul style="list-style-type: none"> Local socio-economic impact 	Our homes carry out initiatives on a local scale that are as close as possible to the needs of their communities.	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.	Consolidated group indicator not available: see details by country.
	Investing in projects to train people who are unemployed.	Each of our countries has projects to support professional integration (validation of prior learning VAE, e-campus, participation in local and regional programmes).	Each of our countries is carrying out projects that support professional integration.

1. Consolidated data considering perimeters restrictions in France and Germany (see section Training and skills development).
 2. The consolidated data does not include Germany or Ireland and takes into account the scope restriction applied to French operations (see section Training and skills development).
 3. The consolidated data does not include Germany and takes into account the scope restriction applied to French operations (see section Training and skills development).

ENVIRONMENT

Comments	Objectives 'BY 2026'	2023 Results	2024 Results
<p>DomusVi is committed to reducing direct and indirect GHG emissions resulting from its activities in accordance with a scenario of limiting global warming to 1,5°C.</p> <ul style="list-style-type: none"> Reduction of GHG (climate change mitigation) 	<p>Publish annually the carbon footprint resulting from DomusVi's operations (scope 1, 2 and 3) (since 2021).</p> <p>Activate and deploy our decarbonisation strategy by developing our trajectory using the SBTi methodology.</p>	<p>Market-based and location-based results communicated in the 2023 report.</p> <p>Roadmap developed in 2023, submitted in March 2024 to the SBTi and currently undergoing validation (expected in 2024).</p>	<p>Market-based results (tCO₂eq):</p> <p>Scope 1: 46,666 Scope 2: 31,955 Scope 3: 316,200 Total: 394,821 Location-based results: p.85.</p>
			<p>Decarbonisation trajectory validated by the SBTi on 30 August 2024.</p>
<p>DomusVi is committed to strengthening its resilience to climate change.</p> <ul style="list-style-type: none"> Adaptation to climate change 	<p>Define a strategy and measures to adapt to climate change.</p>	<p>Action plan for adaptation to climate change / Methodology for conducting an exposure and vulnerability assessment.</p>	<p>In 2024, an initial exposure analysis of our buildings was carried out with the support of the R4RE Bat-adapt tool developed by the Sustainable Real Estate Observatory (OID), based on the geographical location of our buildings.</p>
<p>DomusVi is committed to significantly reducing its energy consumption.</p> <ul style="list-style-type: none"> Management of energy consumption Reduction of GHG 	<p>Reduce the annual energy consumption of our homes.</p> <p>Improve the energy performance of buildings, in particular by eliminating 100% of F and C classifications.</p> <p>Obtain BREEAM (or equivalent) certification at the GOOD level or higher for 100% of construction and renovation projects for which a building permit is submitted.</p>	<p>7,639 kWh/bed (all energy combined and for all our geographies); -6.5% vs 2022. Proforma (8,170 kWh/bed).</p>	<p>7,798 kWh/bed (all energy purchased combined): -1.5% vs 2023,¹</p>
		<p>97% of homes with a classification > to F.²</p>	<p>99% of homes with a classification > F.²</p>
		<p>The BREEAM approach covers 20 homes in Spain (four of which are certified). 12 homes in Portugal, 25 homes in France, including 9 in 2024. In the Netherlands, 5 homes are certified GPR (Gemeentelijke Praktijk Richtlijn).³</p>	<p>62 homes are committed to a BREEAM approach, including 11 that are certified.</p>

1. The 2023 data has been modified to calculate the variation vs. 2024 to take into account scope differences (Spanish biomass consumption not included in the 2023 data published last year, + French RSS scope).

2. Scope: France, Spain, Ireland, Portugal, Netherlands.

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

Comments	Objectives 'BY 2026'	2023 Results	2024 Results
<p>DomusVi is committed to developing its sustainable energy consumption (clean supply and production).</p> <ul style="list-style-type: none"> Energy supply 	<p>Increase the proportion of our purchase of sustainable energy.</p> <p>Develop our sustainable energy production.</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>In Portugal, 25% of electricity purchases are certified green in Portugal.</p> <p>In Spain, 284 MWh of renewable electricity was purchased through PPAs.</p> <p>Several countries (including France and Spain) have made a contractual commitment to purchase more than 80% of their electricity from renewable sources.</p>
		<p>In Portugal, installation of photovoltaic panels at 4 news homes that cover around 30% of each home needs.</p>	<p>12,568 MWh of renewable energy produced on site.</p>
<p>DomusVi is committed to preserving water resources.</p> <ul style="list-style-type: none"> Water management consumption Management of impacts on biodiversity 	<p>Optimise water consumption management.</p> <p>Ensure vigilance in wastewater treatment.</p>	<p>Water consumption: sizing by activity underway (Sustainable development roadmap 2023-2026 objectives).</p>	<p>2,039,430 m³ of water consumed (excluding France).</p>
		<p>Processes and equipment in place to ensure wastewater treatment.</p>	<p>Processes and equipment in place to ensure wastewater treatment.</p>
<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 	<p>Develop an approach that helps to preserve and regenerate biodiversity.</p> <p>Preserve our natural resources through a responsible purchasing policy.</p>	<p>Processes and resources are implemented to ensure the preservation and regeneration of biodiversity.</p>	<p>Processes and resources implemented to ensure the preservation and regeneration of biodiversity.</p> <p>An analysis was conducted in 2024 to identify sites close to a sensitive natural area.</p>
		<p>Preference given to responsible and/or eco-labelled purchases.</p>	<p>Responsible and/or eco-labelled purchases are preferred.</p>
<p>DomusVi is committed to reducing and better recycling the waste generated by its activities, in accordance with the public policies of the countries where the Group operates and through an optimised management process.</p> <ul style="list-style-type: none"> Waste management 	<p>Annually reduce the amount of waste generated per bed (base 2022).</p> <p>Achieve 27% of waste recycled annually for all our operations!¹</p> <p>Deploy recycling channels (packaging, glass, organic waste, textiles) at 100% of our homes.</p>	<p>1,61 t/bed (all regions combined); -0.5% vs 2022 Pro forma.</p>	<p>0,6 t/bed: -0.3% vs 2023,²</p>
		<p>Consolidated data not available. See by country.</p>	<p>14% of waste recycled.</p>
		<p>Not applicable.</p>	<p>New objectives, to be measured in 2025.</p>

1. The 2023 data have been revised to correct the estimation errors identified.

2. Target updated following consultation with experts from the 'Take a Waste' sector.

GOVERNANCE

Commitments	Objectives 'BY 2026'	2023 Results	2024 Results
<p>DomusVi is committed to complying with the principles of good conduct set out in its Ethical Business Conduct Charter, in accordance with applicable regulations.</p> <ul style="list-style-type: none"> • Corporate governance • Business ethics • Supplier relationship management 	<p>Implementation of a code of conduct for the prevention of 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, Spain, and Portugal.</p>	<p>Code of Conduct, adapted to local laws and regulations, deployed across all our geographies.</p>
	<p>Extension of the Ulysse software, part of the whistleblowing system, in all countries where the Group operates, ensuring the protection of whistleblowers.</p>	<p>Software rolled out in France, Spain, Germany and Portugal. 100% of our countries will have deployed the software by 2024.</p>	<p>Ulises software deployed in 100% of our countries by 2024. This software was replaced by Witik in France in 2024. In addition, an email address is available for the entire Group.</p>
	<p>Formalisation of a Group policy on political influence and lobbying.</p>	<p>Policy in process of being formalised.</p>	<p>Formalised Group Policy/ Charter, approved by the CSOS, to be implemented locally through country-specific procedures. Published on website.</p>
<p>DomusVi is committed to working with its suppliers to enhance 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>Policy in process of being formalised.</p>	<p>A working group is being set up with the aim of formalising practices and rolling them out in 2025.</p>
	<p>Developing initiatives and partnerships with an impact with our suppliers.</p>	<p>See the highlights in last year's report (pp. 53, 57, 61, 63) and our supplier management policy.</p>	<p>See initiatives on all our other commitments.</p>

Commitments	Objectives 'BY 2026'	2023 Results	2024 Results
<p>DomusVi is committed to integrating families into its country governance by creating a National Family Council in every 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>Charter published.</p>	<p>Update scheduled for 2025.</p>
	<p>Creation of a National Family Council in each country where the Group operates by 2027.</p>	<p>Creation of the French National Family Council in May 2023.</p>	<p>First report of the CNF France published in December 2024. Launch of the CNF in Spain.</p>
<p>Domusvi is committed to preventing risks of serious harm to human rights, health and safety of individuals and the environment related to its activities.</p> <ul style="list-style-type: none"> • Health and safety at work • Well-treatment • Environmental challenges 	<p>Publish a vigilance plan covering all operations.</p>	<p>Published in the 'duty of vigilance' section of the 2023 report, p.70.</p>	<p>Vigilance plan updated in the 2024 sustainability report. See p.117.</p>
	<p>Raise awareness among 100% of senior executives (executive community) of the duty of vigilance, the issues involved and associated the responsibilities.</p>	<p>47 managers (100%) made aware through interviews conducted for the duty of vigilance.</p>	<p>The entire executive community has been made aware of its duty of vigilance, in particular by participating in dedicated workshops, either during the updating of our dual materiality in 2023, or during the development of the vigilance plan in 2023, or in 2024, when it is updated.</p>
	<p>Develop a culture of responsibility (linked to the duty of vigilance) within the enterprise.</p>	<p>Raise awareness among other managerial functions.¹</p>	<p>Raise awareness among other managerial functions!¹</p>

¹ All of our teams are regularly made aware of issues related to the environment, health and safety, and respect for human rights. Given the nature of our activities, our professionals are already trained in these issues, which are extensively covered by our quality processes. The aim here is to raise awareness of the concept of duty of care, its challenges, and the responsibilities that come with it.



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“ In societal and social 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 societal and social challenges

In societal and social 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 commitments are based on training our teams, improving working conditions and the quality of care, and having a positive impact on the communities where we operate. Through our commitments and by putting innovation at the service of our mission, we want to contribute to a society that values the well-being of elderly, nurtures social ties between generations, and is more resilient in face of the challenges of ageing.



FOCUS

THE SOCIETAL & SOCIAL RESPONSIBILITY COMMISSION

Our Societal & Social Responsibility Commission brings on one part, the community of Human Resources managers and on the other part operational staff involved in our societal and social sustainability challenges. Its role is to translate the Group's roadmap into action plans addressing the following challenges: quality of service and well-treatment, health and safety at work, well-being at work, and training and skills development for our professionals.

The community of Human Resources managers also shares best practices on other HR topics and draws on working groups formed from DomusVi's international HR community. In 2024, it worked mainly on preparing and following up on the engagement survey conducted among all Group employees.

Country quality managers worked on the Group quality reference framework under the aegis of Group sustainable development team and country operations managers (see 'The Group quality reference framework' on p.54).

Our approach is governed by our ability to implement our actions in the field. It involves experts and professionals committed to our sustainability challenges, with ongoing dialogue between Group sustainable development and operations.



The contribution and work of the CNF in France

Created at the end of 2023, the French National Family Council published its first activity report in December 2024. This first full year of operation enabled the CNF to establish itself and launch three working committees, which, after conducting an assessment, worked on three topics chosen by the CNF: the attractiveness of our professions, Social Life Councils¹ and improving communication between families and professionals with and for residents.

The involvement of families in our country governance through the CNF feeds into the work of the Social and Societal Responsibility Commission and, beyond that, our thinking on the evolution and adaptation of our service offer, our processes and, therefore, our business model. We wanted this unique perspective from the families of our residents, which is deeply human and now an integral part of our approach, to be open, cross-functional and available to all. This shared humanity is an essential component of our governance and enterprise culture.



MONIQUE MAINGUENAUD

71 years old, 31 years of career. Now a volunteer at the La Marquise home (Bussy-Saint-Georges, 77 - France).

“When you do this job, you have to be human.”

I started 31 years ago as a care assistant. I first worked at the Eleusis home in Saint Thibault-des-Vignes (77, France) and for the last two years at the La Marquise home in Bussy Saint Georges. DomusVi took over our Eleusis home. DomusVi trained me and placed their trust in me. I became a nursing assistant. We have had training to learn how to better support residents and understand different conditions, innovations that help us in our work, with care professionals who are very present to support us, the carers.

Five years ago, DomusVi offered me the job of resident activities coordinator. I was 66, and they wanted me to have a less strenuous job. Activities are part of care.

We bring happiness to the residents: we see smiles, eyes light up, life... There's a family atmosphere at DomusVi, in the way we support our residents. That's what defines DomusVi: caring for the body and the mind.

I love interacting with the residents. Today, I volunteer at the La Marquise home. I remember all the residents, the moments we shared, the emotions. I used to take some of them at my home for coffee. Some have become friends. I remember their joys.

When you do this job, you have to be human. I passed on my passion to my daughter: today, she is assistant manager at La Marquise Home.

1. 'Conseil de la vie sociale' in France.



Quality of service and well-being

Why are we doing this?

We offer a complete range of care and services for people made vulnerable by age or illness: nursing homes, retirement homes, home help agencies and home nursing services.

Our challenge is to offer the best quality of services, on a human scale, adapting ourself to the specific needs of each of our residents and customers, to guarantee them a dignified life where social ties are preserved. Well-treatment is embodied on a daily basis in the field, through concrete actions and a personalised approach of our taking care.



Our 2024 results

IN TERMS OF CUSTOMER SATISFACTION

Objective	Mean / Result	FR	SP	DE	IR	PT	NL	CH	GROUP
Assess our customers' satisfaction with the quality of our services and the way they are treated.	M	SATISFACTION SCORE FOR QUALITY OF CARE (NOV. 24 VS NOV. 23)							
		91.8%	91.8%	96.7%	98.0%	97.4%	88.9%	91.6%	92.3%
		vs 2023	vs 2023	vs 2023	vs 2023	vs 2023	vs 2023	vs 2023	vs 2023
		0.0 pts	-0.7 pts	+0.9 pts	+3.6 pts	+0.8 pts	ND	0.0 pts	-0.3 pts
GLOBAL SATISFACTION SCORE (NOV. 24 VS NOV. 23)									
		93.4%	90.6%	96.9%	97.0%	96.6%	94.8%	92.8%	92.8%
		vs 2023	vs 2023	vs 2023	vs 2023	vs 2023	vs 2023	vs 2023	vs 2023
		-1.1 pts	-1.1 pts	+1.3 pts	+1.8 pts	-0.7 pts	ND	+1.9 pts	-0.7 pts

IN TERMS OF NET PROMOTER SCORE

Objective	Mean / Result	FR	SP	DE	IR	PT	NL	CH	GROUP
Increase by one point the Net Promoter Score (NPS) by 2026 from 2023.	M	NPS (WEIGHTED AVERAGE OF TWO ANNUAL SURVEYS)							
		36	43	48	66	65	50	56	43
		vs 2023	vs 2023	vs 2023	vs 2023	vs 2023	vs 2023	vs 2023	vs 2023
		-2	+4	-4	+6	+14	ND	+11	+3

Surveys conducted in two waves each year (May and November) among all residents and families (one representative per resident). In the Netherlands, only families are surveyed. Surveys conducted online, except for some families in Spain who are surveyed by telephone, and in Portugal, where families are surveyed by telephone. An independent service provider consolidates the results. For Spain, the results presented relate solely to nursing home activity. The total number of respondents in 2024 was 57,316.

How do we do it?

Well-treatment and quality of service are global approaches, led by all our teams. They are rooted in shared values and adapted to the national and local specificities of the territories where we operate, to best meet the needs of the people we take care of.

Taking customer experience into account: fundamental to sustainable development

Twice a year, each country conducts, through an external service provider, a satisfaction survey of our customers and their families to measure their level of satisfaction with the quality of service and well-treatment using several indicators, the most important being overall satisfaction, satisfaction with the quality of care and quality of life, and the NPS (Net Promoter Score).

These indicators, collected at the level of each home, are consolidated at country level and then at Group level.

This survey enables us to measure the customers' experience to assess the satisfaction and loyalty of our customers and their families, and their propensity to recommend DomusVi.

The results of these studies are analysed in depth by the relevant support functions and operational teams. They lead to the implementation of country action plans, which are rolled out at local level, with each home proposing its own improvement plan. The whole process is then reviewed by the Management Committee of the country concerned.

In accordance with the CNF charter, these satisfaction surveys are shared with the CNF in the country concerned.

The work carried out by and with the National Family Council strengthens their understanding of our professions and their challenges and are intended to help us evolve our offering to better meet the expectations of our customers and their families, thereby promoting sustainable development.

The NPS is also a sustainable development indicator used to determine part of the variable component of our operational managers' remuneration. This barometer helps us define our improvement plans by incorporating the results of the CNF's work at the level of each home.

In addition, our professionals are in direct contact with our customers, home helpers and carers, service homes and nursing homes. The personalised accompaniment plan (PAP), which is specific to each customer and developed with their family, and the home's home project contribute significantly to our understanding of the needs of customers and families in terms of care and life plans. This hands-on relationship is fundamental: each home therefore offers a specific improvement plan, even if it is part of a common framework or reference system (the PAP or the home project).



ZOOM ON...

In France, how are improvement plans developed?

Each home, even those with an overall family satisfaction rate of 90% or higher, submits an action plan to its CVS based on the results of the satisfaction survey, targeting the areas for improvement identified in the survey (i.e. those with a score of less than 80%).

In addition, Country Quality Departments conduct audits on the implementation of the action plans.

The action plans of the five lowest rated homes in each region are reviewed and approved by the Country Managing Director and the Country Operations Director.

Taking customer experience into account has led to the implementation of programmes and commitments designed to structure our initiatives to promote quality of service and well-treatment, with a focus on taking care. Various tools for diagnosing and identifying priority areas for improvement were introduced in 2024.

ZOOM ON...

The Humaniza project

In Spain, this approach took on a new dimension with the Humaniza project. Based on the principle of autonomy, Humaniza places the individual and their preferences at the heart of the care process, with a priority on quality of life and respect for the autonomy of each resident. It is based on specific processes and tools (questionnaires, personal interviews, etc.) and is accompanied by dedicated indicators. It was rolled out in 2024 in 13 existing homes, as well as in the homes that opened that same year. 383 residents were surveyed, with the participation of 163 care assistants.

In 2025, the Humaniza project will be extended to new homes and home care. Training initiatives will accompany this roll-out, one of the project's objectives being to reduce staff turnover by offering a more attractive working environment.

ZOOM ON...

Quality of care in France

In France, the quality-of-care approach materialises in a reflection on the definition of 'care commitments'. These commitments should enable DomusVi to assert its specificities in the taking care.

In 2024, this reflection was based on interviews and workshop days, bringing together field teams and support teams. In 2025, work on these commitments will continue with the formation of a working group per 'care commitment'. The aim is to enable the teams to take ownership of these commitments. Initially conducted in France, this review is intended to be extended to other countries in which the Group operates.

The Group quality reference framework: a framework for consistency

Launched in 2023, the Group quality reference framework aims to define an evolving Group standard based on themes common to all our operations, incorporating a continuous improvement approach that complies with national regulations and specificities.

The main purpose of bringing together our community of quality professionals is to provide them with a forum and an opportunity to exchange ideas, particularly on issues and best practices. The work of the National Family Councils is intended to nourish the work of our quality professionals.

Focused on our customer, resident and their living environment, the Group quality standard is a tool for structuring and ensuring consistency and is part of our response to the challenges of service quality and well-being. Supervised by the Group sustainable development department and country operations representatives, in line with our enterprise culture, this standard applies mandatorily to all our operations, with each country developing its own roadmap for its implementation.

Quality teams met in workshops starting in June 2023 to develop the project around 20 themes covering the essential aspects of resident care, 11 of which are directly related to the resident and 9 to the resident's care environment.

One sheet will be produced for each theme. The aim is to finalise the Group quality reference framework in the first half of 2025. It will be discussed regularly with our operational staff, presented to the Societal and Social Commission and then approved by the Group Executive Committee.

Home	Resident
<ul style="list-style-type: none"> Complaint procedures (2024) Risk management Residential project (2024) Crisis situations Outdoor areas Written policies and procedures (2023) Governance and management (2023) Residential facilities Rooms 	<ul style="list-style-type: none"> Hospitality: laundry Hospitality: catering (2024) Hospitality: social life (2024) End of life Medicines and pharmaceutical products Residents' rights Support for positive behaviour Infection control (2024) Quality of care Personalised support plan Admission and contract (2023)

“What a pleasure it is to discover the professionalism and commitment of these directors who are leading their teams, residents, relatives, their organisations and the resources of their local areas towards a smooth transition, towards zero a day, 7 days a week, both for the quality of life of residents and their loved ones, and for the quality of life at work.”



ANNIE DE VIVIE

Member of the jury for the best home project 2024, gerontologist and founder of Agevillage

ZOOM ON...

An innovative competition combining team commitment and quality of life

In June 2024, the first Best Home Project competition took place. DomusVi homes in France were invited to develop proposals defining strategic objectives, core values and action plans for the well-being of our residents.

This competition encourages a comprehensive approach to elderly care, covering several essential areas: medical care, social activities, staff training and continuous service improvement. Participants created detailed documents demonstrating their commitment to providing optimum care while respecting established health care standards.

Between November 2023 and June 2024, more than 200 homes participated in this first edition. The selection process was rigorous, involving initial assessments by regional juries, followed by a thorough review by a national jury. The national jury included leading experts in gerontology and elderly care, such as Annie De Vivie, gerontologist and founder of the Agevillage website, Jean-Daniel Remond, president of OLD UP, and Thierry Martin, member of the National Family Council. The jury selected two projects as joint winners, each demonstrating in its own way professionalism, attention to the individual and commitment on the part of the teams.

This competition, which will be repeated in 2025, is an important initiative to recognise and promote excellence in care homes for the elderly, with a focus on innovation, compassion and support for our residents.

Our professional ethics committees

The professional ethics committees (France & Spain) contribute to build our thinking on ethical dilemmas encountered by our teams in the provision of care, in particular:

- Stimulate ethical reflection in each home and home care service.
- Promote the Group's values throughout the organisation.
- Elaborate reference documents to guide the support provided to people.
- Developing protocols for good support practices.
- Preventing conflict situations.
- Fostering a relationship of trust between all those involved in supporting people.
- Being part of DomusVi's CSR approach.



Constitution and composition of committees

The initiative began in Spain in 2005 with the creation of the first professional ethics committee and continued in France in 2017 with the creation of the French Committee. These committees are made up of professionals representing our activities and operations and belonging to different age groups. They report to the Country Managing Committee and are chaired by Francesc Torralba, professor of philosophy at the University of Barcelona.

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

Intervention of professional ethics committees

When a situation is identified, the homes manager and his team complete a 'case reporting form' and send it to the Ethics Committee, which initiates a multidisciplinary review of the situation reported and issues an advisory opinion to the teams.

Since its creation, the professional ethics Committee (France) has issued 122 opinions on cases submitted by our professionals and has issued 5 opinions to the French Management Committee during the first wave of the Covid pandemic.

The professional ethics Committee (Spain) has analysed 127 cases since 2005 and issued the corresponding opinions, as well as guidelines for centres, particularly during the first wave of Covid.

Reference documents on professional ethics

Each professional ethics committee draws up reference documents on professional ethics. The professional ethics Committee (France) has drawn up a Charter on Well- Treatment and Ethics (updated in January 2023) and several other documents for employees, including 'My Ethics Notebook', 'Listening to choices' and 'Family and friends' relationships'. It has also produced a 'Well-treatment and Ethics Kit'. All employees can learn about the professional ethics approach through an e-learning course.

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

The work of professional ethics committees in 2024

Since their creation, the committees in Spain and France have been able to adapt to the needs of operational teams to respond to their concerns with the necessary responsiveness.

In France, for example, a telephone line has been set up to respond directly to teams, and in 2024, monthly exercise sheets were introduced to engage teams in ethical reflection. In addition, a monthly newsletter is sent to teams in homes and home care agencies to report on the Committee's work and involve them in this process of reflection on ethical issues.

In France, all of this work has resulted in the launch of an introductory programme on ethics via the training platform.



ZOOM ON...

'Te Acompañamos' : Spain at the forefront of family support

In 2024, a pilot project was launched in four DomusVi facilities in Spain as part of the Humaniza programme. Called 'Te Acompañamos' ('We're here for you'), this initiative aims to strengthen support for families when a loved one moves into a care home, a time that can be experienced as a destabilising and even difficult transition.

For each new resident, a designated contact person from the care home team is assigned to guide and support the family during the first few weeks of integration. This role can be taken on by different members of staff, selected according to the resident's profile and the specific circumstances of their admission (loss of independence, cognitive disorders, emergency, etc.). 'Te Acompañamos' thus creates a bond of trust from the outset, helping to prevent tensions or misunderstandings that may arise.

A survey was conducted to assess the impact of this scheme, comparing the feedback from families receiving support with that of a control group not receiving support. The results show a clear improvement in the satisfaction of families benefiting from this personalised support, with scores ranging from 9,2 to 10/10, compared to 6,5 to 8/10 for families without support. This highlights the importance of personalised, targeted support in the successful integration of residents into the home.



ZOOM ON...



An innovation for safety and serenity of all

As part of a research project supported by the European Regional Development Fund (ERDF) and in partnership with Vicomtech, some of our Spanish establishments have been testing an innovative device based on artificial intelligence for three years, designed to detect cognitive disorders in elderly people at an early stage. The aim is to enable earlier medical intervention in order to slow down the deterioration of health and preserve quality of life.

Called Oroipen, the system is based on the use of connected watches worn by residents, which record data such as physical activity, sleep, oxygen saturation and heart rate. This data is collected when the person passes near a single central terminal installed in the facility.

The project, carried out with the participation of 25 volunteers from DomusVi homes in Spain, has collected more than 311,000 measurements. The algorithm achieved an accuracy rate of 97.5% ($\pm 4,34\%$) for early detection, with an anticipation capacity of up to 140 days. The results, which were deemed highly conclusive, pave the way for proactive and personalised care, although the terms of a possible larger-scale rollout remain to be defined.

ZOOM ON...



An innovation for safety and serenity of all



As part of its policy of innovation for the well-being of residents and the quality of life at work for our employees,

and in response to a call for projects from the ARS Paca to obtain non-renewable funding, we deployed the OSO AI solution in 2024 in four DomusVi homes in the Alpes-Maritimes (20 rooms per home).

This acoustic sensor, installed in bedrooms, detects unusual noises and triggers alerts in real time. It improves the responsiveness of teams, helps prevent falls, improves residents' sleep quality, reassures families and promotes a more peaceful working environment for caregivers.

This project has received funding as part of the CNR call for projects - Quality of Life at Work, led by the ARS Paca in the Alpes-Maritimes department. The system is set to be rolled out to all facilities in the region in 2025.

ZOOM ON...



**'Colours and Animations':
fables by La Fontaine
and intergenerational
exchanges**

As part of our cultural and intergenerational initiatives, in 2024 we organised the 'Colours and Entertainment' competition, open to all our homes in France. The jury, reflecting DomusVi's open and inclusive vision of innovation, was composed of six members of the National Council of Families (CNF), three external figures, and three members of the France Managing Committee.

Each participating home received a booklet entitled 'Animated Editions - La Fontaine's Fables', allowing residents to colour in a fable and then transform it into an animated video of about four minutes using a QR code (BlinkBook technology).

The soundtrack for each video could be personalised, with some establishments choosing to include the voices of residents and children as part of joint workshops. This competition, in which more than 70 homes took part, was a highlight of creativity, social bonding and intergenerational sharing, the results of which can be seen here.



ZOOM ON...

EAPAs to encourage physical activity for all

In order to encourage physical activity, adapted physical activity instructors (EAPA) are present in our DomusVi France homes. Their role is to support and encourage residents to engage in physical activity for both therapeutic and social purposes. Outings and sports-related activities are organised, whether residents participate or watch.

On the therapeutic side, APE teachers assist or take over some of the support provided by physiotherapists. With or without a medical prescription, they work to address the specific needs of residents:

- Muscle strengthening;
- Balance work, and therefore fall prevention;
- Body image and body awareness;
- Positioning in space.

In addition, their role goes far beyond this specific support, as they promote physical activity for everyone within the homes. In homes with several rehabilitation professions, therapeutic activities adapted to personal pathologies and difficulties can thus be offered to all residents.

Within our homes, EAPAs also often act as physical activity advisors, as provided for by Decree No. 2023-621 of 17 July 2023 on physical and sporting activity advisors in social and medico-social homes. At DomusVi, these advisors play an expanded role by promoting physical activity among residents, but also among staff, and are responsible for communicating on this subject with families.

In 2024, recruitment accelerated: around 100 EAPAs, mostly full-time, are now working in our homes, compared with around 40 in 2023, and new recruits are planned for 2025.

Workforce & breakdown

As at 31,24	FR	SP	DE	IR	PT	NL	CH	GROUP
Women under 30	3,078	3,017	350	165	118	112	195	7,035
Men under 30	519	465	122	38	25	12	48	1,229
Other under 30 (not communicated)	0	0	0	0	0	0	0	0
TOTAL UNDER 30 YEARS	3,597	3,482	472	203	143	124	243	8,264
Women aged 30 to 50	8,351	12,241	1,183	429	223	155	424	23,006
Men aged 30 to 50	1,348	1,298	301	190	44	12	111	3,304
Other aged 30 to 50 (not communicated)	0	0	0	0	0	0	0	0
TOTAL AGED 30 TO 50	9,699	13,539	1,484	619	267	167	535	26,310
Women over 50	5,215	10,960	836	187	112	349	234	17,893
Men over 50	989	785	186	60	12	32	26	2,090
Other over 30 (not communicated)	0	0	0	0	0	0	0	0
TOTAL OVER 50	6,204	11,745	1,022	247	124	381	260	19,983
TOTAL HEADCOUNTS	19,500	28,766	2,978	1,069	534	672	1,038	54,557

FTE by contracts and gender as at 31,24	FR	SP	DE	IR	PT	NL	CH	GROUP
Full time contract								
Women permanent FTEs	10,217	8,892	774	623	433	28	700	21,667
Men permanent FTEs	1,925	1,329	286	227	75	6	146	3,994
Other permanent FTEs (not communicated)	0	0	0	0	0	0	0	0
Total permanent FTEs	12,142	10,221	1,060	850	508	34	846	25,661
Women temporary FTEs	2,268	4,358	3	12	14	8	107	6,770
Men temporary FTEs	380	459	2	1	6	3	28	879
Other temporary FTEs (not communicated)	0	0	0	0	0	0	0	0
Total temporary FTEs	2,648	4,817	5	13	20	11	135	7,649
TOTAL FTE FULL TIME	14,790	15,038	1,065	863	528	45	981	33,310
Part time contract								
Women permanent FTEs	2,314	7,177	1,157	75	3	234	20	10,979
Men permanent FTEs	264	432	214	33	0	11	4	958
Other permanent FTEs (not communicated)	0	0	0	0	0	0	0	0
Total permanent FTEs	2,578	7,609	1,371	108	3	244	23	11,937
Women temporary FTEs	201	2,897	16	6	1	113	3	3,236
Men temporary FTEs	26	138	6	2	0	17	1	191
Other temporary FTEs (not communicated)	0	0	0	0	0	0	0	0
Total temporary FTEs	228	3,036	21	8	1	130	4	3,427
TOTAL FTE PART TIME	2,806	10,644	1,392	116	4	374	27	15,364
TOTAL FTE	17,596	25,682	2,457	979	532	419	1,008	48,674



Health, safety and well-being at work

Why are we doing this?

Care professions require a high level of commitment, especially when they involve elderly people who are often physically and psychologically impaired. The demands are high and require many qualities: attention, empathy, listening skills, patience, etc. These demands can have an impact on the physical and mental health of our employees.



As a responsible employer, aware that the value of our services depends on the quality of the services provided by our teams, we are committed to continuously improving the quality of life and working conditions within our facilities. Several levers in this area have been identified and implemented.

Our 2026 objectives, our 2024 results

The implementation of these measures is coupled with 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 described above, but they nevertheless enable us to monitor trends related to health, safety and well-being at work.

Objectives	Means / Results	FR	SP	DE	IR	PT	NL	CH	GROUP
Raise awareness among 100% of management positions about the quality of work life (QWL) approach.	M	PERCENTAGE OF MANAGERS AWARE OF THE INITIATIVE QUALITY OF LIFE AT WORK QWL							
		100.0% vs 2023 0.0 pts	100.0% vs 2023 0.0 pts	100.0% vs 2023 100.0 pts	100.0% vs 2023 ND	100.0% vs 2023 100.0 pts	83.0% vs 2023 -17.0 pts	100.0% vs 2023 100.0 pts	99.9% vs 2023 9.7 pts
Reduce the number of workplace accidents related to handling and carrying loads (base 2022).	M	735 vs 2023 -135	403 vs 2023 32	5 vs 2023 -1	3 vs 2023 ND	8 vs 2023 2	0 vs 2023 0	0 vs 2023 -25	1,154 vs 2023 -127
Equip and train managers in the prevention of psychosocial risks.	M	PERCENTAGE OF MANAGERS TRAINED IN PSYCHOSOCIAL RISK PREVENTION							
		78.8% vs 2023 ¹ 0.0 pts	94.2% vs 2023 40.3 pts	55.8% vs 2023 -3.8 pts	54.5% vs 2023 ND	100.0% vs 2023 9.5 pts	100.0% vs 2023 30.0 pts	67.8% vs 2023 17.8 pts	85.5% vs 2023 23.0 pts

At 31/12	FR	SP	DE	IR	PT	NL	CH	GROUP
Frequency rate	51,4 vs 2023 ² -12,6	46,1 vs 2023 1,1	6,2 vs 2023 -3,7	12,7 vs 2023 -0,1	45,2 vs 2023 12,3	1,8 vs 2023 ND	18,9 vs 2023 ² -23,4	44,5 vs 2023 -4,3
Severity rate	5,5 vs 2023 0,0	2,3 vs 2023 0,8	1,5 vs 2023 1,1	2,1 vs 2023 2,0	0,9 vs 2023 -0,1	0,2 vs 2023 ND	0,2 vs 2023 0,1	3,4 vs 2023 0,7
Absenteeism rate	14.1% vs 2023 0.3 pts	15.5% vs 2023 1.9 pts	17.0% vs 2023 -1.5 pts	9.3% vs 2023 ND	10.0% vs 2023 0.6 pts	14.0% vs 2023 3.7 pts	14.1% vs 2023 -3.9 pts	14.8% vs 2023 1.4 pts
Average length of service of permanent employees	6,1 vs 2023 ¹ 0,8	8,0 vs 2023 ¹ -0,4	3,7 vs 2023 0,3	3,7 vs 2023 0,6	3,6 vs 2023 0,5	2,6 vs 2023 -1,2	3,5 vs 2023 0,3	6,8 vs 2023 -0,2
Staff turnover	33.1% vs 2023 1.3 pts	19.3% vs 2023 ¹ 2.1 pts	39.5% vs 2023 ¹ -4.2 pts	29.6% vs 2023 ³ -16.0 pts	57.6% vs 2023 ⁴ 20.6 pts	45.9% vs 2023 34.2 pts	54.8% vs 2023 -8.1 pts	27.5% vs 2023 -0.3 pts

1. The 2023 data for France has been corrected.
 2. Reduction in the frequency rate in France due to a decrease in the number of absences following workplace accidents in nursing homes and an improvement in the quality of data for home care. Reduction in the frequency rate in Chile due to a decrease in the number of absences following workplace accidents.
 3. In Ireland, reduction in the turnover rate in 2024 linked to an increase in the employee engagement rate and also to recruitment restrictions in public hospitals.
 4. In Portugal and the Netherlands, increase in the turnover rate due in particular to new openings (recruitment and stabilisation of teams in new establishments opened or ramping up in 2024: Leira, Lisbon and Amersfoort).

How do we do it?

When it comes to health, safety and well-being at work, our actions are developed in collaboration with the relevant stakeholders, wherever possible. New tools and processes, training, support, partnerships... These measures are rolled out nationally or locally, depending on needs and situations, and focus mainly on three areas. Prevention is at the heart of our approach.

Musculoskeletal risks

Musculoskeletal risk assessments are conducted regularly in all countries where we operate. They have led to the implementation of various prevention measures: training platforms on risky movements and ergonomics, for example, or the installation of appropriate equipment such as patient lifts or transfer rails.

Psychosocial risks

Our professionals may be confronted with difficult situations (aggression, end-of-life care, etc.), which can potentially cause stress and suffering at work.

To support our teams daily, we provide psychological support in all our countries, as well as training for our managers.

Well-being at work

We believe that well-being at work depends on a multitude of factors: suitable workspaces, conditions that promote employee autonomy, management methods that encourage listening and kindness, and opportunities for team bonding.

From yoga classes to extra days off (Portugal), ongoing dialogue with social partners (France), and the presence of a 'trusted person' to facilitate communication (Germany), our homes are rolling out a range of initiatives to ensure a fulfilling working environment for everyone.

ZOOM ON...



GCR Movil, a mobile solution to facilitate administrative task management by healthcare workers

In Spain, the 'GCR Movil' project aims to equip nursing assistants and nurses with a mobile device that allows them to record all work-related tasks directly on their phones and receive useful information for patient care in real time. The goal is to free up time for our teams by making it easier to manage administrative tasks and improve service quality. The software installed on the mobile phones was developed in-house to best meet user expectations.

Between 12 and 20 devices are deployed in each facility, depending on its size.

By the end of 2024, the 'GCR Movil' project had already been rolled out in 42 homes, and by the end of 2025, all our Spanish homes should be equipped with it.

“The training courses I run are places for sharing, across all job roles, which transform our practices for the physical and mental well-being of carers, by promoting the independence of those we support, in a Zero Carry approach.”



BÉNÉDICTE

PRAP2S trainer and independence care provider, nurse SSIAD/ESA coordinator, Clamart Home Nursing Service Agency (92, France)

ZOOM ON...

With its 'Care and Independence' approach, DomusVi combines good treatment and prevention of occupational risks

For the past three years, we have been rolling out the 'Care and Independence' approach in France, an ambitious programme that meets four requirements: preserving residents' independence, ensuring that our care teams treat them with dignity, reducing occupational risks and, lastly, continuously innovating in the care we provide to elderly people.

This approach is based on three fundamental pillars of our care practices:

- considering mobilisation as an integral part of care.
- controlling spontaneous movements by residents.
- completely eliminating physical constraints for care staff through the 'zero carrying' principle.

The rollout of this approach is supported by a network of nearly 70 dedicated trainers, enabling 220 nursing homes and 56 home care agencies to be involved in this virtuous movement. Over the past three years, 2,833 employees have benefited from this training (2,525 in nursing homes and 308 in home care), representing a total investment of 34,160 hours of training in 2024.

This educational effort is accompanied by significant material investments to improve the equipment rate in our facilities. In addition to reducing the risk of workplace accidents, the impact of this initiative on staff retention has been particularly convincing: data from 2024 shows that the turnover rate among trained employees is 8 points lower than the overall rate for the company in the nursing home sector, with an even more marked difference for home care workers. This approach perfectly illustrates our commitment to quality care, the well-being of our residents and the professional development of our employees.

As part of the work of the Social and Societal Commission, some countries have decided to adopt the French approach to autonomy. Spain, in particular, has incorporated these fundamentals into its Humaniza project.

ZOOM ON...

Improving laundry ergonomics

In order to improve working conditions and reduce accidents and musculoskeletal disorders, DomusVi France has focused on modernising and adapting its laundries. Washing, drying, folding and ironing are physically demanding tasks that require special attention.

The laundries have therefore been adapted by:

- Equipping them with ErgoCert-certified washing machines and dryers, the first internationally recognised body for the ergonomic certification of products, processes and services. This equipment, which focuses on ergonomics, allows work to be carried out at the correct height. It is also designed to consume as little water and energy as possible.
- The installation of ironing stations that can be adjusted to the height of the staff and equipment that supports the iron during ironing.
- Purchase of laundry bins with movable bottoms to maintain a constant height, automatic detergent dispensers based on washing programmes and, as an option, folding tables with variable heights.
- Where possible, choose laundry that does not require ironing.

ZOOM ON...

**JADBOT, the voice assistant for healthcare assistants**

This voice assistant is designed to support and facilitate the tasks of healthcare assistants, including distributing breakfast by eliminating paper forms. It improves service quality, facilitates integration when starting a new job and organising work, relays alerts (resident requests, technical problems, etc.) and is proving to be a useful engagement tool. In addition, the voice assistant helps to overcome reading difficulties encountered by some employees.

In 2024, the assistant was rolled out for testing in five residences, with extremely positive feedback on its relevance, usage rate by healthcare assistants and the increase in quality. The aim is now to roll it out more widely and to different profiles.



Training and skills development

Why are we doing it?

As part of our commitment to improving quality of life at work and to ensuring optimal service quality, we actively invest in training and skills development.

Our goal is to enable our professionals to acquire the skills and attitudes essential to the performance of their jobs and their professional development.

Training also plays a key role in the rollout of our sustainable development roadmap by raising awareness and training our employees on a wide range of social, environmental and governance issues.



Our 2026 objectives, our 2024 results

Objectives	Means / Results		FR	SP	DE	IR	PT	NL	CH	GROUP
Train and develop the skills of our employees	M	TOTAL TRAINING HOURS								
		Women	131,567	175,294	30,841	12,622	7,318	13,650	1,648	373,200
		Men	19,691	25,598	6,066	4,451	1,695	1,350	565	59,409
		TOTAL	151,258	200,892	36,907	17,073	9,012	15,000	2,213	432,609
Facilitate the professional development of our employees	R	TOTAL INTERNAL PROMOTIONS								
			12	44	32	12	3	33	21	157
		TOTAL INTERNAL MOBILITY								
			165	50	0	8	1	9	31	264
Measure the satisfaction of 100% of employees via an internal survey	M	Survey conducted in the third quarter of 2024. 2024 engagement survey conducted among 33,566 employees with a participation rate of 63%.								
Increase the overall employee satisfaction rate	R	EMPLOYEES SATISFACTION RATE								
			66.0% vs 2023 0.0 pts	55.0% vs 2023 1.0 pts	52.0% vs 2023 -12.0 pts	70.0% vs 2023 14.0 pts	59.0% vs 2023 -4.0 pts	69.0% vs 2023 ND	57.0% vs 2023 0.0 pts	62.0% vs 2023 -2.0 pts

ZOOM ON...

The 'Unifying Manager' programme continues to roll out

In 2024, 282 managers from the network and head office completed the 'Unifying Manager' programme in France. For the second year of this programme, two training sessions were organised, still structured around six key attitudes (Recognition, High Standards, Trust, Consistency, Meaning and Competence) and practical case studies based on real-life situations, specifically designed to meet the challenges of our sector. This enables managers to identify best practices, anticipate recurring difficulties and develop managerial reflexes tailored to the specific needs of supporting elderly people.

A third session is planned for 2025: thanks to this significant investment in training, we are continuing to help managers consolidate their daily practices and support them in implementing a proactive management approach, which is essential for maintaining the quality of care provided to our residents and the well-being of our employees.

How do we do it?

We offer our employees various opportunities to train and develop their technical and personal skills, including:

- the roll-out of online training centres ('Academy' and 'E-campus');
- innovative training programmes in partnership with public, academic and private organisations;
- recognition of prior learning;
- the 'Care Autonomy' approach;
- the development of training grids by profession;
- training modules related to organisation, techniques and behaviour.

In 2024, we further developed and consolidated this offer.

This range of tools enables us to develop customised training programmes based on the knowledge and experience of our employees, using a variety of media and communication channels, including on-site training. This allows us to take into account changes in business practices and the regulatory framework. Some of these training courses are assessed and can lead to certification.

Training is also offered in leadership to promote good managerial and cultural practices.

Detailed job descriptions, listing the skills and responsibilities associated with each position, have been put in place. At the same time, regular assessments enable each employee to take stock of their career and personal development.

ZOOM ON...

Pass'Afest: pour répondre aux enjeux de recrutement, une formation en situation de travail

Pass'Afest: responding to recruitment challenges with on-the-job training Since October 2021, DomusVi France has been participating in the DEFFINUM (Dispositif France Formation Innovative Digital Training Scheme) launched by the Ministry of Labour and co-financed by the Caisse des Dépôts. This ambitious project aims to train 1,200 employees by 2025 in the professions of ADVF (Family Life Assistant) and ASMS (Medical and Social Services Assistant), providing a concrete response to recruitment pressures in our sector.

The originality of Pass'Afest (Afest stands for Action de formation en situation de travail, or on-the-job training) lies in its large-scale, hands-on learning methodology: involving 1,500 employees (1,200 learners and 300 mentors), it makes DomusVi a truly learning organisation.

Led by a consortium comprising AFPA and the start-up Daylindo, which specialises in the digitalisation of skills monitoring, the project became operational in 2023. The ASMS programme is already showing very encouraging results, with a success rate of 94.5% and 141 mentors trained. The ADVF programme, rolled out in 2024, has a partial success rate of 71.4%: organisational adjustments are underway, and new avenues for external recruitment are being explored.

In addition to other internal training programmes, Pass'Afest offers a personalised, progressive programme for our employees, enabling them to take full control of their careers. The programme enhances the professionalism, development and loyalty of our employees, as well as the quality of the services provided in our homes.

ZOOM ON...

The Advita Academy: 10 years of training and support for our employees

Our employees and their professional development remain at the heart of our priorities. In Germany, the Advita Academy, which opened in 2015, has enabled us to consolidate our position in the field of digital training to offer holistic, high-quality support to all our teams. 2024 was a particularly fruitful year, with the development of a comprehensive leadership development programme, which will be fully rolled out in 2025. Our commitment to continuing education is reflected in the figures:

- nearly 10,000 enrolments in Advita Akademie's online learning modules, spread across 52 separate courses.
- around 1,000 participants in face-to-face training courses.
- 45 webinars attended by 750 employees.

These initiatives demonstrate our determination to cultivate excellence and adaptability within our organisation.



ZOOM ON...

Cutting-edge training to strengthen the skills of our managers

In Spain, management training aims to support the managers of our homes in strengthening their skills so that they can effectively meet the demands of their role.

This Master's-level training provides the essential foundations of business management, develops leadership and team management skills, and teaches financial data management and key indicator monitoring. It also provides an understanding of market trends and new economic realities, as well as their impact on managerial decisions. The focus is on innovation, digitalisation and customer focus, which are essential levers for building a differentiated value proposition in each DomusVi home.

The programme is divided into several modules: economic and financial management, leadership and management skills, marketing and sales management, human resources management (since May 2025), care and accommodation centre management, strategic management and innovation. The training is rounded off with workshops and a final dissertation. In 2024, 300 hours of training were delivered (total hours of classroom-based, online and personal study).

ZOOM ON...

In Spain, an individual development plan to strengthen each employee's skills

Our Spanish employees have access to a performance evaluation system (EVD, evaluación del desempeño), which allows them to measure and analyse their progress, responsibilities and skills. Once strengths, areas for improvement and opportunities for development have been identified, a personalised individual development plan is defined and implemented: support, online training, workshops, team-building activities, etc. This process enables us to support our professionals throughout their careers, while optimising strategic decision-making in human resources.

In 2024, 2,013 people completed their EVD (661 more than in 2023), with a variety of profiles (technical, management, cooking, etc.).

Local socio-economic impact

Why do we do it?

Our regional roots shape our governance, our strategy and our actions. Our decentralised organisation encourages local initiatives that promote social and economic development in the regions where DomusVi is present.

As a local employer and consumer, we contribute to the regional economy by favouring local suppliers, generating numerous jobs and collaborating with stakeholders committed to solidarity and local development. Our homes are open to the outside world and maintain close ties with their communities.

Finally, in response to recruitment pressures in certain areas, we invest in training people who are distant from the labour market (disabled workers, those without qualifications, seniors and young people). Our ambition is to support them in obtaining their first qualification and, where possible, offer them long-term employment.



A DEVELOPMENT THAT CREATES JOBS FOR TERRITORIES

Our Group is growing, and its expansion actively contributes to job creation, communities' development and local economic vitality.

As a result, in 2024, 10 new DomusVi facilities opened:

5 IN GERMANY
(+ EXTENSION OF AN EXISTING HOME)

2 IN FRANCE

1 IN THE NETHERLANDS

2 IN SPAIN

These openings have created **250 new jobs**.

Our 2026 objectives, our 2024 results

2026 Objectives	Means/ Results	2024 Results
Our homes carry out at least one initiative at the local level that is closely aligned with the needs of their ecosystem.	R	<p>The formalisation of evidence related to local projects is currently being implemented to calculate the group indicator for institutions with at least one project involving local communities.</p> <p>The numerous comments received from countries on local projects illustrate the many existing initiatives, such as:</p> <ul style="list-style-type: none"> • partnerships with schools or nurseries to organise intergenerational days, • coordination with local partners who can support the people we work with or their families (local associations, carers' cafés, etc.), • partnerships with associations that help people get back into work (ESAT, etc.) • or other local associations, whether sports (tennis clubs, etc.), animal (dog training schools, etc.) or other associations. <p>Our local impact is also measured by our local recruitment, with its indirect effects such as the need for housing, as well as our local purchases (bakery, florist, butchers, fruit and vegetables depending on the country, etc.). Some of our establishments are in isolated areas and, as places of residence, contribute significantly to the local economic and social life (participation in or visits to local markets, organisation of exhibitions, etc.).</p>
Investing in projects for people who are far from employment.	M	In France and Spain: participation in integration programmes for people who are distant from the labour market (see boxes below).

How do we do it?

Our initiatives in terms of socio-economic impact and accessibility to employment reflect the diversity of the regions where DomusVi operates. Our facilities and teams work closely with local stakeholders, integrating their expectations to carry out tailored projects. We value local initiative and encourage a high degree of autonomy in its implementation.

Several initiatives were launched in 2024, and key projects were identified, ranging from training for care assistants to various intergenerational initiatives. Numerous partnerships with associations, schools and businesses have enabled us to set up a wide range of enriching activities for our residents, which contribute to the life of the five communities where we operate.

ZOOM ON...

Promoting intergenerational ties through shared activities and places for exchange

DomusVi is committed to maintaining ties between generations by implementing initiatives and activities that enable all generations to interact and share experiences. Several notable initiatives took place in 2024.

In France, the DomusVi Le Soleil du Roucas Blanc home actively supports the AIM Art Centre (Art Intergénérationnel Marseille). This centre aims to use artistic creation to promote care, communication and well-being among older people. AIM combines dance, music, theatre, photography, video, resident podcasts and painting to create a space for meeting and transformation, and to change perceptions of residential care. Numerous exhibitions of works of art have already been organised within the home, and intergenerational artistic mediation workshops will be launched in 2025 to bring generations together around creativity.

In Spain, in May 2024, the Spanish home DomusVi Azalea, the Casa Ángeles centre for young people with disabilities and the Deportivo Voleibol San Pedro volleyball club signed a partnership agreement. This formalises and strengthens a collaboration that began in August 2023. The aim is to promote intergenerational ties and social inclusion through the organisation of joint activities. These activities combine cognitive stimulation, games and sports. These shared moments allow the residents of the DomusVi centre and the young people of Casa Ángeles to forge enriching bonds that promote human values.

In Spain, the Condes de Corbull home once again took part in the Ecotalent Fest in Jaén, a craft market organised in collaboration with the Santo Tomás school. The event was an opportunity to sell Christmas decorations and handicrafts made during the year by the residents of Condes de Corbull. It was an opportunity for different generations to exchange ideas about craftsmanship.



ZOOM ON...

Local sourcing

In Île-de-France, to strengthen the local roots of our residences and support the local economy, DomusVi has established partnerships with local suppliers for the supply of fresh produce for catering since 2023. Now, four producers supply 80 residences with lettuce, potatoes, apples and tomatoes.



ZOOM ON...

Commitment to professional inclusion: innovative integration pathways into care professions

In 2024, DomusVi France strengthened its social commitment through professional integration programmes aimed at people who are distant from the labour market, thereby helping to combat exclusion while contributing to addressing recruitment challenges in our sector. Two flagship initiatives illustrate this inclusive approach:

- Our active participation in the Vocation.s programme, developed by the Red Cross Insertion in the Yvelines. This scheme, created in 2020, provides 10 months of preparation for people facing difficulties in finding employment to enrol in a nursing assistant training programme (IFAS). Since its launch, 22 people have been supported within our establishments, including four in 2024, with a 75% success rate in entering training institutes.
- We have also rolled out a 455-hour Operational Employment Preparation (POE) programme in the PACA region, in partnership with the Generation France and France Travail associations, combining theoretical training and Work-Based Training (AFEST). This programme, which benefits 13 job seekers, offers a concrete pathway to careers as care assistants and hotel service agents, which are particularly sought after in our sector.

These initiatives demonstrate our commitment to creating sustainable pathways to employment for vulnerable groups, while developing skills that are essential to the well-being of our residents. By combining skills training, professional immersion and personalised support, these programmes embody our vision of social responsibility that reconciles inclusion, skills development and the recruitment needs of the elderly care sector.

French and Spanish Foundations

The DomusVi France Foundation

Established in January 2022, the DomusVi France Foundation is committed to supporting those who work with our senior citizens.

It echoes the Group's mission: to contribute to the well-being of older people by maintaining and developing an active social life in complete safety. It is at the heart of the Group's sponsorship policy and its social responsibility policy.

The DomusVi Foundation Spain

The DomusVi Foundation Spain has a dual purpose. On the one hand, it aims to promote knowledge about ageing among the widest possible audience, which it does through dedicated training programmes, study days and publications.

On the other hand, it carries out numerous social, environmental and innovation projects through programmes set up from scratch or by supporting projects run by associations, schools or institutions within the Group by awarding the 'Premios Fundacion DomusVi'.

ZOOM ON...

The actions of the DomusVi Spain Foundation in 2024

In order to enrich and enhance the lives and experiences of residents and clients, the Foundation has proposed various initiatives, including:

- The University for Seniors: in collaboration with the IL3 Institute for Continuing Education at the University of Barcelona, two-semester university programmes are offered to DomusVi residents.
- Lives with History: any resident who wishes to do so can have a book written and published about their life and experiences.
- EAPS (Psychosocial Care Teams) Programme: this initiative by the La Caixa Foundation aims to help improve the quality of life of people at the end of their lives, paying attention to emotional, social and spiritual aspects. Its rollout in DomusVi residences is currently underway.

In addition, the Foundation has worked to promote the inclusion of older people in society through several initiatives:

- Encouraging volunteering in all residences.
- Awarding the annual DomusVi Foundation prizes to highlight the social commitment of professionals and institutions that contribute to improving the quality of life of elderly people and/or people in situations of dependency.
- Through the new chair in good treatment created in collaboration with the San Pablo-CEU University, raising awareness in society about good treatment of the elderly and related issues.

ZOOM ON...

In 2024: DomusVi and the Alzheimer's Research Foundation join forces in the fight against Alzheimer's

In 2024, DomusVi and the Alzheimer's Research Foundation have sealed an ambitious partnership aimed at supporting medical research and raising public awareness of Alzheimer's disease. With nearly one million people affected in France, representing 8% of the French population over the age of 65, and 225,000 new cases diagnosed each year, this partnership marks a strong commitment to improving the health and well-being of older people.

Awareness and training for teams and carers

For DomusVi, this partnership represents a valuable opportunity to deepen its teams' understanding of Alzheimer's disease. Through internal educational workshops, staff can strengthen their skills and expertise on the latest advances in caring for residents with the disease. This partnership also provides better support for carers, who are often overwhelmed by the daily challenges posed by the disease.

The Alzheimer's Research Foundation, for its part, has found a powerful ally in DomusVi, not only for financial support for research, but also for practical support in the field. With 280 residences and agencies throughout France, DomusVi offers an ideal platform for raising awareness and providing information.

A concrete impact: the Alzheimer's Talks

The first concrete impact of this partnership was seen on 8 October 2024, during the third edition of the Alzheimer's Talks in Toulouse. This conference in Occitanie brought together researchers, professionals, carers and the general public to discuss research progress, demystify the disease and improve patient care. These meetings fostered essential dialogue between all those involved in the fight against the disease.

Communication and support for research

'Alzheimer's disease raises many questions and concerns. It is crucial to be able to talk about it to demystify it and facilitate care,' emphasises Dr Olivier de Ladoucette, President and Founder of the Alzheimer's Research Foundation. 'This partnership with DomusVi is an important step. It allows us not only to communicate about the disease, but also to support research to offer better solutions to those affected.'

DomusVi, working on the front line with its residents and medical and non-medical teams, sees this partnership as an opportunity to better understand and comprehend the disease. 'With everyone working together, our generation can defeat Alzheimer's!' says DomusVi, which is determined to support carers and families by providing them with better help and advice.

This dynamic and committed partnership perfectly illustrates the ambition of DomusVi and the Alzheimer's Research Foundation to advance research and improve the quality of life of people affected by this disease. Together, we are working towards a future where Alzheimer's is no longer a fatality.



REDUCING GREENHOUSE GAS EMISSIONS **83**

ENERGY EFFICIENCY **89**

CLIMATE CHANGE ADAPTATION **92**

WATER CONSUMPTION MANAGEMENT **96**

MANAGING IMPACT ON BIODIVERSITY **98**

WASTE MANAGEMENT **101**

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

Our environmental challenges

When it comes to the environment, the impacts that our facilities may have are linked to our day-to-day activities. We act at our own level to preserve our ecosystems, minimise our negative impact and promote the positive impact of our activities.

We always act with the same essential objective: the well-being and quality of life of the elderly people we care for and our employees. The action plans we develop in response to our environmental challenges also aim to evolve our practices to make them compatible with planetary boundaries.

As part of the exchange committees set up to manage our rented property portfolio, we discuss these action plans with our landlords. Our landlords position themselves as partners in addressing the challenges of energy efficiency, water management, waste management and decarbonisation. This collaboration is part of each stakeholder's environmental strategy and thus contributes positively to the development and financing of action plans for the homes concerned.

FOCUS

THE ENVIRONMENTAL TOME AND BREEAM CERTIFICATION, DRIVERS OF ENVIRONMENTAL EXCELLENCE

BREEAM (Building Research Establishment Environmental Assessment Method) certification is an international standard for assessing the environmental performance of buildings. This assessment method, recognised in more than 89 countries, covers ten sustainability categories, including energy, materials, water, waste, pollution, health and well-being.

To translate these requirements into concrete terms, we have developed, in collaboration with Bureau Veritas¹, an 'Environmental Tome - New DomusVi Project'. This document constitutes our internal reference framework for environmental technical specifications, applicable to our future construction, renovation or extension projects for existing buildings.

These specifications incorporate the regulatory requirements of the countries in which we operate, based on a BREEAM certification model. The Environmental Tome (BREEAM-based) constitutes the technical specifications for the construction of new buildings. These specifications incorporate the regulatory requirements of the countries in which we operate, based on a BREEAM certification model.

The Environmental Tome (BREEAM-based) constitutes the specifications for the DomusVi Group's environmental requirements and forms the basis of our policy on environmental challenges.



Reduction of greenhouse gas emissions

Why are we doing this?

As a responsible company specialising in supporting aging, we have a dual responsibility: to reduce our environmental footprint to help mitigate climate change, and to protect the health of the people we care for every day, as well as that of our employees.

Climate change, caused by the increase and accumulation of greenhouse gas (GHG) emissions, is leading to a deterioration in living conditions. Heat waves are becoming more frequent, longer and more intense, as are droughts, fires, heavy rainfall, storms and floods. It also affects the availability of fresh water and our health. There has been an increase in climate change-related mortality and disease, particularly among vulnerable populations, and the emergence of new disease vectors.

We are fully aware that our activities generate greenhouse gas emissions, particularly through our purchases, waste, travel, the construction and renovation of our facilities, and the energy consumption required for our operations.

Our challenge is therefore to reduce these emissions by implementing decarbonisation strategy and thus contribute to mitigating climate change.

Our GHG emissions

Our operations generated, directly and indirectly, 394,821 tCO₂eq in 2024 compared to 414,804 tCO₂eq in 2023 (market-based methodology), representing a 4.8% decrease in absolute terms in 2024 compared to 2023. The decrease in our carbon emissions is mainly due to a significant reduction in emissions related to our waste (reduction in the quantities of waste and improvements in data quality); And a reduction in emissions related to our fixed assets (in particular the reduction in our construction).

Our Scope 1 and 2 emissions decreased by 6.0% in absolute terms between 2023 and 2024.

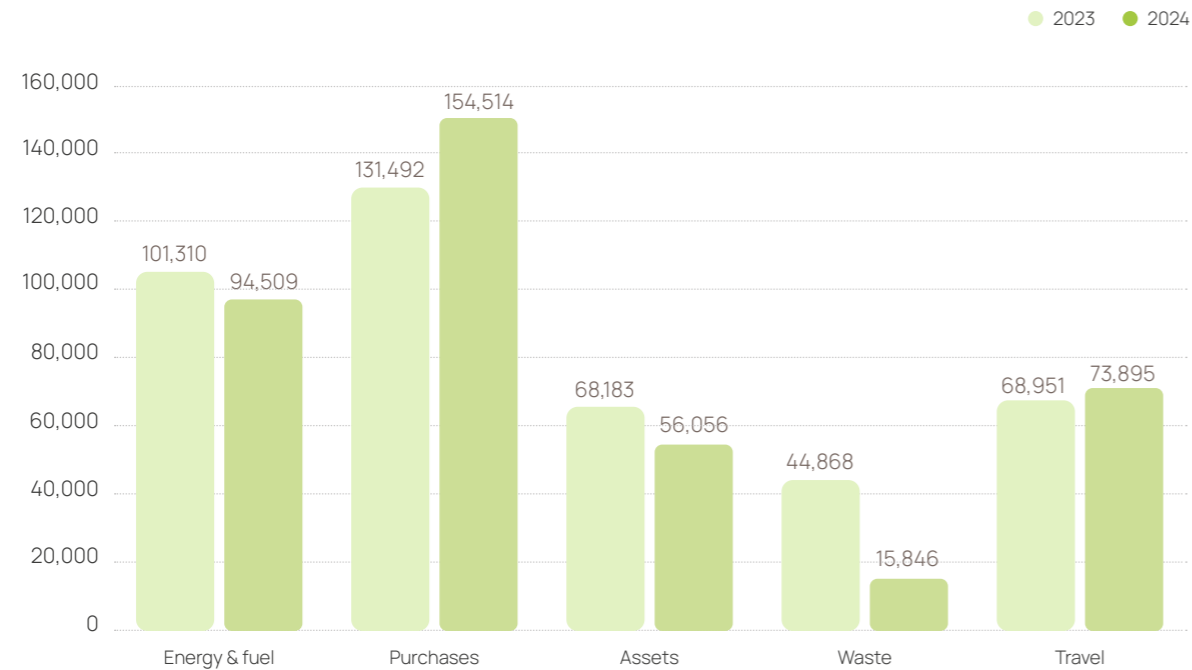
Our carbon intensity fell from 167 tCO₂eq/ M€ or 8,1 tCO₂eq/litre in 2023 to 150 tCO₂eq/M€ or 7,6 tCO₂eq/litre in 2024, representing a 10% decrease in intensity per million euros of sales and a 6% decrease in intensity per bed.

Most of our emissions are generated in Scope 3 (80%), upstream or downstream of our activities. They are mainly linked to purchases (food, medical devices, etc.), transport for their delivery, and the waste they generate. Our emissions are also linked to commuting by our employees and visitors to our residents, and finally to the construction of new facilities or the renovation of existing facilities.

Our efforts to decarbonise our purchases are part of a broader approach. The formalisation of this responsible purchasing approach continued in 2024 (see the Business Ethics section, p.106).

1. Bureau Veritas is a company specialising in testing, inspection, auditing and certification.

Breakdown of GHG emissions by category in tCO₂ eq



The increase in emissions linked to purchases is mainly due to more comprehensive information in 2024 on food purchases in Spain, thanks to the implementation of software enabling the centralisation of purchases, and also to more comprehensive information on services purchased in France. On this basis, the 2023 figure would be around the same as in 2024.

The reduction in emissions related to fixed assets is linked to the reduction in the number of square metres built in Spain.

The reduction in emissions related to waste is due to improvements in data quality and a significant reduction in the quantity of waste.

Our 2026 objectives, our 2024 results

2026 Objectives	2024 Results			
Publish the annual carbon footprint resulting from DomusVi's operations (scope 1, 2 and 3).	MARKET-BASED RESULTS IN TCO ₂ EQ			
	SCOPE 1 46,666 -2.3% vs 2023	SCOPE 2 31,955 -10.8% vs 2023	SCOPE 3 316,200 -4.5% vs 2023	TOTAL 394,821 -4.8% vs 2023
By the end of 2023, activate and deploy our decarbonisation strategy by developing our roadmap in accordance with the Science Based Target Initiative (SBTi) methodology.	LOCATION-BASED RESULTS IN TCO ₂ EQ			
	SCOPE 1 46,666 -2.3% vs 2023	SCOPE 2 23,157 +18.6% vs 2023 ¹	SCOPE 3 316,200 -4.5% vs 2023	TOTAL 386,022 -3.1% vs 2023
	Our decarbonisation trajectory was validated by the SBTi in August 2024. Our GHG emission reduction targets are divided into two trajectories: <ul style="list-style-type: none"> • 42% absolute reduction by 2030 on a 2022 basis for scope 1 & 2 • 25% absolute reduction by 2030 compared to 2022 for Scope 3 emissions related to the purchase of goods and services, investments and waste generated by our operations. 			

How are we doing it?

To achieve our decarbonisation ambitions, we have structured our approach in recent years while promoting local initiatives.

Our Group has structured its environmental impact measurement on a carbon footprint, in accordance with the international GHG Protocol standard, identifying our greenhouse gas emissions across all three scopes. Based on this carbon footprint, we have developed our decarbonisation roadmap, which was validated by the SBTi¹ in August 2024.

Structuring our decarbonisation strategy

Our carbon footprint is based on an approach that covers all our operations (apart from our single facility in Uruguay, whose impact is therefore insignificant) over a 12-month period. Since our first assessment in 2021, we have significantly improved the accuracy of our measurements. The year 2023 marked a turning point with an in-depth analysis of our historical data.

In collaboration with Bureau Veritas and its Net Zero Centre of Excellence dedicated to decarbonisation, we were able to refine our results and establish a pro forma 2022 assessment, ensuring the comparability of our measurements.

In 2024, this methodological consolidation provided a solid foundation for monitoring the evolution of our carbon footprint and effectively steering our decarbonisation trajectory through the implementation of targeted emission reduction action plans.

¹ The increase in Scope 2 emissions from rental-based activities is mainly due to the increase in electricity emission factors for France and Spain (+17% and +11% respectively).

THE SCIENCE BASED TARGET INITIATIVE (SBTI), GUIDING OUR DECARBONISATION POLICY

The SBTi is the leading international organisation, recognised for its high standards, which supports companies in their decarbonisation plans. It provides them with the tools they need to follow a trajectory aligned with scientific recommendations aimed at limiting global warming to 1,5°C by the end of this century. Within this framework, DomusVi has committed to significantly and rapidly reducing its greenhouse gas emissions, in line with the Paris Agreement. Our targets, set in early 2024 by our Environment Commission, position us among the pioneers in the healthcare and services sector in Europe in terms of decarbonisation.

Deploy operational action plans in the field

Starting in the second quarter of 2024, the members of the Environment Commission translated the Group's decarbonisation trajectory into operational action plans, which were then adapted to local contexts by the country teams. The country Sustainable Development Committees oversee their implementation and encourage the sharing of experiences between our homes.

Our decarbonisation strategy is articulated around several levers to impact each of the three scopes.

With regard to direct and indirect energy-related emissions (Scopes 1 and 2), we are focusing our efforts on reducing our energy consumption (operational management, investments in the performance of our buildings) and decarbonising our energy sources (renewable electricity supply, investments in heat pumps -- PAC -- or biomass boilers, installation of photovoltaic solar panels). These actions are coordinated with our landlords when they concern our leased property portfolio.

With regard to upstream and downstream emissions (Scope 3), we are working to reduce emissions linked to our purchases, fixed assets and waste by developing some of our key partnerships within our value chain and by sharing best practices: reduce, reuse, recycle.

We are working to reflect our commitments in contracts with our key suppliers and landlords by including specific clauses or appendices; renewing certain equipment through rental or leasing rather than purchasing it (IT equipment and medical equipment in particular); optimising certain logistics flows; and working with our suppliers on operational improvements that have a real impact (reducing the quantity and volume of packaging, installing water fountains to drastically reduce our purchases of small plastic bottles, and rolling out waste management systems).

We are also working to identify and share best practices: awareness campaign on eco-friendly behaviour in all our homes, improvement of our food offering to reduce its carbon impact while respecting the tastes and nutritional needs of our residents, etc. We have begun looking into solutions to reduce emissions linked to travel by our employees and visitors, with tangible results such as the installation of electric charging stations and bike racks, as well as spaces reserved for carpooling.

This dual approach has encouraged the emergence of a variety of initiatives, such as connecting to district heating networks, replacing energy-intensive equipment and installing renewable energy generation systems. These projects, which are tailored to the constraints and opportunities of each region, collectively contribute to reducing our carbon footprint while maintaining the comfort of our residents.

FOCUS

WITH ANAPLAN, A DATABASE TO TRACK SUSTAINABLE ACTIONS ACROSS THE GROUP

In 2024, collaboration between our Group Sustainable Development team, our Group Finance team and real estate managers in different countries led to the development of a model integrated into **Anaplan** (a planning, analysis and reporting platform) enabling us to project greenhouse gas emissions (Scopes 1 and 2) per home until 2030. This model allows us to list national action plans, understand and measure their unit and cumulative impact, and thus verify the achievement of our decarbonisation targets validated by the Science-Based Targets initiative (SBTi).

The integration of these action plans into our real estate plan and the monitoring of our real estate leases strengthens the control and overall impact of the approach. The model will be enhanced in 2025-2026 with the incorporation of elements from our climate risk analysis (see the *Climate Risk Analysis* section on p.92-95). We aim to add monitoring of water consumption and waste, as well as analysis of biodiversity impacts. The aim of this holistic approach is to provide a comprehensive dashboard of key environmental performance indicators for each property, enabling sustainable management of our real estate portfolio.



FOCUS

6 NEW BUILDINGS LESS DEPENDENT ON FOSSIL FUELS, HEATED BY HEAT PUMPS OR CONNECTED TO DISTRICT HEATING NETWORKS

In 2024, six of DomusVi's ten 10 new homes were equipped with low-carbon heating systems. Designed from the outset with a low-carbon approach (Environmental Tome), the buildings in Terrassa Ciutat (Spain), Amersfoort (Netherlands), Kreischa, Wiesloch and Ehrenfriedersdorf (Germany) have heating systems that run on heat pumps, which can be supplemented by photovoltaic installations. The Haus Friedrichstadt site in Dresden (Germany), also opened in 2024, is connected to a district heating network. These sites, which will be followed by others in 2025, embody our commitment to prioritising innovative and responsible solutions when choosing the buildings in which we operate.



ZOOM ON...

Implementing more sustainable energy solutions in existing buildings

In Spain, reducing CO₂ emissions involves choosing more sustainable energy solutions. The DomusVi home in Monte Jara has adopted a combined solution, combining aerothermal equipment for heat production and photovoltaic panels for electricity. This system was implemented as part of a Power Purchase Agreement (PPA), securing long-term energy costs while offsetting the increase in electricity consumption associated with the new heating systems.

Two other homes, DomusVi Coruña-Oleiros and DomusVi Narón, have also been equipped with aerothermal systems. These renovations were carried out by DomusVi with the support of public subsidies aimed at promoting energy efficiency in social infrastructure.

ZOOM ON...



With Plentyfood, fighting malnutrition while reducing waste

As part of our commitment to innovation for the well-being of older people, DomusVi Spain is actively participating in the Plentyfood project, an initiative funded by the Government of Navarre and the European Regional Development Fund (ERDF). This 30-month project (until December 2026) aims to develop a range of healthy and sustainable foods to prevent and treat malnutrition among vulnerable groups. Regulating hunger and satiety is crucial, especially in older people.

Plentyfood brings together eight companies from complementary sectors (ingredients, food development, processing) and three research centres specialising in nutrition and healthy eating. Focused on sustainable development, the project is developing products based on unsold fruit and vegetables. At the same time, it incorporates advanced technological and methodological innovations to modulate the satiety potential of ingredients such as proteins and fibres, and studies the influence of factors such as texture on the perception of satiety.

DomusVi contributes its expertise in gerontological nutrition and plays a key role in assessing the acceptability of the products developed, providing its kitchens and offering residents the opportunity to participate in the evaluation of new foods.

This initiative is part of DomusVi's broader innovation strategy: through this approach, we are reaffirming our commitment to actively contributing to the sustainable transformation of the medical-social sector, as well as the agri-food sector, while maintaining the concepts of taste and pleasure for our residents.

Energy consumption management

Why are we doing it?

Energy supply and consumption represent a significant cost for our facilities and can have a significant impact on our accounts. Optimising our energy supply and consumption is therefore an important lever for generating financial leeway for investment and improving the quality of the service we offer.

Our energy and fuel consumption accounts for 24% of our total carbon footprint, according to our 2024 carbon assessment: this makes it a crucial lever in our strategy to decarbonise and mitigate our impact on climate change.

The temperature in our homes is an essential factor in the comfort of our residents. It depends on heating in winter and, increasingly, on temperature control in summer. It is therefore crucial to act on this lever, which has both financial and service quality implications.

Our 2026 targets, our 2024 results

2026 Targets	Means / Results	FR	SP	DE	IR	PT	NL	CH	GROUP
TOTAL ANNUAL ENERGY CONSUMPTION BY NUMBER OF BEDS / AVERAGE (KWH/BED)									
Reduce annual energy consumption in our facilities.	R	8,220 vs 2023 ¹ -0.5%	7,625 vs 2023 ¹ -1.8%	5,743 vs 2023 0.4%	10,607 vs 2023 -12.0%	5,278 vs 2023 -6.2%	6,148 vs 2023 3.2%	9,218 vs 2023 7.2%	7,798 vs 2023 -1.5%
PERCENTAGE OF BUILDINGS WITH A CLASSIFICATION HIGHER THAN F AND G. ²									
Improve the energy performance of our facilities, by eliminating 100% of F and G classifications.	R	100% vs 2023 4.0 pts	98% vs 2023 0.0 pts	ND vs 2023 ND	100% vs 2023 0.0 pts	100% vs 2023 0.0 pts	100% vs 2023 0.0 pts	NA vs 2023 NA	99% vs 2023 2.4 pts
NUMBER OF BUILDINGS INVOLVED IN A BREEAM CERTIFICATION PROCESS. ³									
Obtain BREEAM GOOD certification or higher for 100% of construction and renovation projects for which a building permit has been submitted.	R	24	21	0	0	12	5	0	62
NUMBER OF BREEAM-CERTIFIED BUILDINGS. ³									
		0	6	0	0	0	5	0	11

1. Consumption figures for 2023 for France, the Netherlands and Spain have been adjusted (considering the RSS scope and correction of fuel oil consumption for France, correction for the Netherlands, taking into account biomass consumption for Spain).
 2. In Chile, these classifications do not apply. In Germany, we do not have up-to-date information.
 3. In the Netherlands, the certification used is GPR (Gemeentelijke Praktijk Richtlijn).

How are we doing it?

Our energy efficiency strategy is structured around three areas: improving the energy performance of our real estate portfolio, optimising our daily consumption and developing our renewable energy supplies. We strive to implement the requirements of the Environmental Tome while maintaining the economic balance of our investments and the sustainability of our service offering.

Improving the energy performance of our real estate portfolio

Energy audits, building life cycle analysis and adaptation to climate change are the main tools we use to develop our multi-year plans to improve the energy performance of our existing and under-construction real estate portfolio.

For our existing real estate portfolio, our technical teams prioritise thermal insulation work (floors, attics, specific areas, openings), the replacement of energy-intensive equipment and the optimisation of heating and hot water production networks. In Spain, energy audit reports are accompanied by the configuration of improvement measure results in six chapters: lighting, air conditioning, renewable energies, equipment, billing and buildings.

Optimising daily energy consumption

We optimise daily energy consumption thanks to the technical expertise of our homes in the field. Raising awareness of eco-friendly practices, providing technical training to our field experts, installing energy management tools and installing low-consumption equipment all play a fundamental role.

In 2024, we launched an eco-friendly behaviour awareness campaign in all our homes. Our 'right temperature at the right time' policy, implemented in France, enables precise monitoring of room temperatures in bedrooms and common areas, with all homes equipped with an energy consumption monitoring system. In Ireland, energy meters (gas, electricity and water) were also installed in seven sites in 2024.

Developing our renewable energy supply

We are developing our renewable energy supply by equipping our homes with photovoltaic panels, as in Spain, Holland, Portugal and soon in Ireland, or by connecting our homes to district heating networks. We are also doing this by selecting our suppliers.

As a result, in 2024, Portugal already purchases 25% of its electricity with green certificates. In the same year, several countries signed renewable electricity supply contracts that will come into effect in 2025 (see *Focus below*). Several homes are also considering installing photovoltaic solar panels by 2025.

These coordinated efforts have led to a significant reduction in our energy consumption. The Group's average energy intensity has thus fallen to 7,767 kWh/litre in 2024, a decrease of 1.7% compared to 2023 (7,902 kWh/litre) and 4.9% compared to 2022 (8,170 kWh/litre).



1. The 2023 data has been updated (taking into account the RSS scope for France, taking into account biomass consumption for Spain, correction for the Netherlands).

ENERGY AT THE HEART OF OUR CRITERIA FOR EXCELLENCE

BREEAM certification plays an important role in our energy efficiency strategy, as energy is one of the most heavily weighted categories in the standard, which assesses energy consumption reduction, system efficiency, bioclimatic building design and the use of renewable energy.

In 2023, 62 of our projects were committed to BREEAM (or equivalent) certification, including nine that were already certified. This momentum continued in 2024 with two new projects certified. Although we systematically aim for Very Good certification or higher, the specific characteristics of the facilities do not always allow this.

Our goal is to obtain Good level certification or higher for 100% of our new projects requiring planning permission, confirming our ambition to have an energy-efficient property portfolio.

It should be noted that in the Netherlands, our facilities comply with the GPR (Gemeentelijke Praktijk Richtlijn) standard, recognised by the Dutch government as equivalent to BREEAM. This local certification, which is perfectly suited to the specific characteristics of the Dutch market, also assesses the energy performance of buildings according to rigorous criteria.

ZOOM ON...

France: Rollout of LED lighting

In 2024, our French teams began a relamping project involving 71 sites, which is due to be completed in June 2025. The operation involves replacing all lighting fixtures in circulation areas and common areas with LED solutions, including the replacement of suspended fixtures. The expected savings at these sites are significant, with a reduction in electricity consumption of between 25% and 45%.

FOCUS

GREEN ELECTRICITY SUPPLY, A PROJECT WELL UNDERWAY

In 2024, several green electricity supply contracts were signed, with effective implementation starting in 2025. In Spain, our homes will benefit from 100% renewable electricity, guaranteed by certificates of origin (REC). Portugal will also achieve 100% green electricity, up from 25% in 2024, as will the Netherlands and Ireland, marking a significant step forward in its energy transition. In France, 80% of the electricity supply for our facilities will come from renewable sources by 2025. The implementation of these contracts reflects a strong commitment to reducing the carbon footprint of facilities across Europe. At the same time, DomusVi Germany plans to join this initiative from 2026.



Adapting to climate change

Why are we doing this?

The increasing frequency and intensity of extreme weather events is affecting all the regions where DomusVi operates. Due to their location or specific construction features, our facilities could be exposed to climate risks such as heat waves, storms, floods, fires and water stress. Our climate risk adaptation strategy aims to strengthen the resilience of our facilities and protect our residents and employees.

This climate change adaptation approach complements our decarbonisation strategy, which aims to reduce our impact on climate change. Our sustainability approach combines climate change mitigation and adaptation to improve our contribution to these two environmental objectives (material issues).

Our 2026 targets, our 2024 results

2026 Targets	Means / Results	2024 Results
Define a climate change adaptation strategy and measures.	M	<p>In 2024, an initial exposure analysis of our buildings was carried out with the support of the R4RE Bat-adapt tool developed by the Sustainable Real Estate Observatory (OID), based on the geographical location of our buildings. Le scénario climatique utilisé pour cette analyse d'exposition est le scénario 'Business-As-Usual' (RCP 8,5) et l'horizon de temps visé est 2050.</p> <p>This analysis will be completed in 2025 with the collection of specific data relating to the buildings to establish their vulnerability.</p> <p>Action plans associated with each risk have been consolidated (each comprising three components: the building's external envelope, interior layout and organisation of operations) and will be rolled out by the Environment Committee in 2025.</p> <p>The climate change adaptation strategy is being developed in close coordination with the asset management plan.</p>

How do we do it?

Our climate change adaptation strategy is implemented through the adoption of a methodology designed to take into account local realities and integrate requirements for climate change mitigation and adaptation, and compliance with our sustainable challenges relating to the protection of water resources (water consumption management), biodiversity preservation and regeneration, responsible purchasing.

Developing a methodology tailored to our specific characteristics

Under the aegis of the Group Sustainable Development team, in 2023 we set up a working group bringing together different areas of expertise (risk management, security, real estate) and initially representing our two main countries of operation, France and Spain. In 2024, this working group joined the Environment Commission, enabling us to bring in experts from other countries where DomusVi operates. This expanded group defined the diagnostic methodology we use, incorporating the requirements of European regulations (CSRD and Taxonomy).

Our methodology is based on a process consisting of an exposure assessment that identifies the climate risks that each facility is potentially exposed based on its geographical location (heat, drought, clay shrinkage and swelling (CSR), heavy rainfall and flooding, coastal dynamics, storms and strong winds, fires, extreme cold, and ground movements), and a vulnerability assessment that evaluates the potential impacts on our infrastructure and residents based on their specific characteristics.

Assessing the exposure and vulnerability of our facilities

Using this methodology, a representative sample of homes was selected, and, in 2024, we were able to develop a more sophisticated risk mapping model. This model combines two types of essential information:

- the specific characteristics of each building (year of construction, materials, air conditioning systems, etc.).
- climate risks specific to the geographical area where the facility is located.



BAT-ADAPT, A TOOL TO ENABLE BUILDINGS TO ADAPT TO CLIMATE CHANGE



To conduct our climate resilience analysis, we use the Bat-Adapt tool, which is integrated into the **R4RE** (Resilience for Real Estate) platform and developed by the **Observatoire de l'immobilier durable** (France). This tool aims to assess, at European level, the climate risks to which buildings are exposed, in order to help real estate players adapt to the growing impacts of climate change. We will also apply this methodology to our facilities located outside Europe.

According to the **Bat-Adapt scientific reference framework**:

- The selection of climate hazards taken into account in the tool is based on the European taxonomy, the Task Force on Climate-related Financial Disclosures (TCFD) and the French Energy-Climate Law.
- The main data sources are the IPCC Interactive Atlas, the DRIAS Les futurs du climat (Climate Futures) and DRIAS Les futurs de l'eau (Water Futures) platforms.

- R4RE was developed specifically to address the challenges of the European taxonomy.

The climate exposure analysis model used meets the three criteria of the European taxonomy:

- (a) climate exposure analysis must be based on the most advanced climate projections available at the highest resolution;
- (b) risk assessment must be forward-looking, consistent and proportionate to the duration of the activity, i.e. a minimum of 50 years for buildings: exposure analysis is carried out until 2090;
- (c) the scenarios used must be multiple and consistent with the work of the IPCC, based on free or paid models: the models used are prospective climate data (IPCC scenarios) and not prospective (historical data).

Development of the adaptation plan by identifying priorities

Following the climate risk analysis, the Bat-Adapt platform proposes recommendations for adaptive actions for each climate hazard to reduce the identified risks.

This analysis and these recommendations have enabled us to prioritise adaptive actions as part of a multi-risk strategy, favouring adaptation actions that can simultaneously address several hazards or offer advantages linked to other co-benefits, such as health and safety, well-being and/or biodiversity preservation.

These contributions are considered in the construction of new buildings and in renovation projects for existing buildings.

Priority homes have been identified using a risk analysis matrix for each building, enabling the deployment of actions tailored to each local context, some of which reduce several climate-related risks simultaneously.

ZOOM ON...

In Valencia, resilience to extreme weather events

The devastating floods that hit Valencia and the Valencian Community in October 2024, caused by the DANA weather phenomenon (depresión atmosférica aislada en niveles altos, isolated high-altitude depression), illustrate the intensification of climate risks that our facilities may face. In the face of this exceptional event, which caused tragic loss of life and considerable material damage, our homes in the Valencia region demonstrated our ability to adapt and be resilient.

Thanks to the effectiveness of our crisis management protocols and the exemplary mobilisation of our teams on site, the safety of all our residents and employees was ensured. Essential care and services were maintained despite disruption to access and traffic, demonstrating the robustness of our organisation in the face of adverse weather conditions. This ordeal also revealed the strength of the bonds of solidarity between the Group's homes: donations of hygiene equipment and clothing from the Monte Arse home (Valencia, Spain), the provision of places in homes in the region that were spared by the storm, fundraising, and a message of support from the residents and staff of the Jardins de Sormiou home (Marseille, France).

This solidarity, spontaneously demonstrated by other Spanish homes and beyond the Pyrenees, is exemplary of the humanity we share.

ZOOM ON...

A solar film to combat rising temperatures

In the Netherlands, our approach to climate change adaptation is based on innovation. In 2024, the Twello and Gouda homes experimented with the installation of an invisible solar film on their windows, in partnership with the company Reflect Glasfilm. This cutting-edge technology combines UV protection and thermal insulation, responding to the growing challenges associated with rising temperatures.

The film applied to glass surfaces acts as a selective barrier that filters solar radiation while preserving the natural brightness of living spaces. Its thermal insulation capacity helps maintain a more stable ambient temperature, keeping rooms cool and delaying the build-up of heat during the summer months.

This experiment is part of our strategy to improve energy efficiency and resident comfort. By naturally reducing the heat load, this solution helps to reduce the demand on air conditioning systems, generating substantial energy savings and reducing greenhouse gas emissions. Initial results show a significant improvement in thermal comfort, which is particularly appreciated by our customers during hot spells.



Water consumption management

Why are we doing this?

As climate change increases pressure on water resources, with more frequent and intense periods of drought in some of the regions where we operate, responsible water management is an issue we take very seriously. Our business involves water-intensive activities (particularly laundry and kitchens) and specific bacterial and chemical water quality requirements (quality control, legionella prevention, etc.).

Our 2026 targets, our 2024 results

2026 Targets	Means / Results	FR	SP	DE	IR	PT	NL	CH	GROUP
Optimise water consumption management	R	TOTAL WATER CONSUMPTION (m³)							
		ND	1,497,971	219,238	109,976	54,257	16,000	141,988	2,039,430
		TOTAL WATER CONSUMPTION PER BED (m³/BED)							
		ND	72	54	114	70	39	114	ND
Ensure vigilance in wastewater treatment	M	At Group level: <ul style="list-style-type: none"> • Installation of equipment and facilities to prevent any pollution generated by wastewater and to reduce production. • Provision of drainage and special tanks to collect wastewater from the kitchen and laundry. • Equipping generators with a concrete structure with a retention basin that prevents the discharge of wastewater, with specialist companies responsible for their maintenance. • Purchase of high-end washing machines with low-temperature programmes and water self-consumption, with an impact on water consumption. Choice of polycotton linen, washable at low temperatures and more resistant. 							

How do we do it?

Our goal is to optimise our water consumption through monitoring, reduction and reuse measures, and by monitoring the quality of the water used and discharged by our homes. As part of our duty of care at Group level, specific work on water use has identified potential risks and strengthened preventive measures and best practices across all our operations (see *Environmental Tome*, p.82).

Measuring and managing our consumption

Each home monitors its water consumption and implements optimisation measures locally. In Spain, to support this approach, our teams have developed a dashboard model that has been distributed to all homes via the intranet. This tool enables accurate monitoring and comparative analysis, encouraging competition between homes and the sharing of best practices. We are looking into the possibility of extending this approach to other countries.

Reducing our consumption

In our homes, we are gradually rolling out water-saving equipment such as water filters, tap aerators and dual-flush toilets. Depending on the equipment, these devices can significantly reduce water consumption, in some cases by up to 70%.

Our technical teams, who are experts in their buildings, also work to optimise existing systems: programming automatic watering of green spaces, adjusting plumbing, training maintenance staff to detect leaks, etc.

Treating wastewater

All our homes are equipped with appropriate systems to prevent pollution from wastewater and reduce its production. This includes special drains and tanks to collect wastewater from kitchens and laundry rooms, as well as retention structures for generators.





Managing impacts on biodiversity

Why do we do it?

Our business involves both the construction and renovation of homes and the maintenance of adjacent green spaces. We are aware of the importance of preserving, restoring and regenerating biodiversity and natural resources.

Land artificialisation and the choice of construction materials during construction, extension or renovation work, the necessary use of maintenance products and the selection of plant species for our outdoor spaces can all affect local biodiversity. Landscaping a garden for our residents can either contribute to further fragmenting natural habitats or, on the contrary, create islands of biodiversity in urban or peri-urban areas.

For our residents, contact with nature is also an essential element of well-being. Scientific studies demonstrate the therapeutic effects of natural spaces on older people: stress reduction, improved motor skills and cognitive stimulation.

Our main challenge and objective are to identify and minimise our negative impacts on biodiversity, while developing actions that actively contribute to its regeneration across all our sites.

Our 2026 targets, our 2024 results

2026 Targets	Means/ Results	2024 Results
Build an approach that helps preserve and regenerate biodiversity	M	<p>An analysis was conducted in 2024 to identify sites close to a sensitive natural area (see focus below).</p> <p>Prior to any new residential construction projects, we consult professionals who are committed to preserving and regenerating biodiversity (Environment section / BREEAM requirement).</p>
Preserve our natural resources through a responsible purchasing policy	M	<p>At Group level:</p> <ul style="list-style-type: none"> Choice of medical protective equipment made from eco-labelled materials (cotton wool), as part of a Group contract with a supplier that has a sustainable development policy. Food procurement (meat, vegetables, fruit, fish) from partners who prioritise local products, all sourced from the European Union and, where possible, with organic certification and/or a label supporting environmental protection and preserving biodiversity and animal welfare.

How do we do it?

Our approach to preserving and regenerating biodiversity reflects DomusVi's decentralised organisation, combining a consistent Group strategy with local initiatives tailored to the specific characteristics of each territory.

An integrated approach

Prior to each construction project, we systematically call on specialised professionals who ensure the preservation and regeneration of biodiversity. The purpose of this external expertise is to take ecological issues into account from the design stage onwards.

The Environmental Tome (see p.82) is, once again, the technical reference document that governs all our construction and renovation projects. In France, this approach involves systematically consulting an ecologist who carries out an assessment in accordance with BREEAM requirements (see Focus p.82), analyses the existing biodiversity and makes appropriate recommendations.

In Portugal, this is achieved through the systematic preservation of existing trees during new construction and the design of gardens that require less water.

The installation of vegetable gardens and beehives, the multiplication of plant strata (lichens, grasses, bushes, trees) and the multiplication of habitat types on the plot (unmanaged natural areas, clumps of trees, hedges, etc.) are all sustainable development measures that have been implemented. The choice of species planted in gardens considers criteria such as diversity, the local character of the species proposed and consistency with the local fauna.

The biotope coefficient per surface area (the proportion of the surface area of an eco-developed plot used to determine its environmental quality) is assessed for new construction projects and aims to exceed 30%.

The sites chosen are primarily sites previously occupied by human activities. The project teams take every care to minimise the consumption of green space and maximise the revegetation of previously impervious areas.

FOCUS

IDENTIFYING SITES CLOSE TO BIODIVERSITY-SENSITIVE AREAS: THE FIRST STEP IN A BIODIVERSITY PRESERVATION AND REGENERATION POLICY

DomusVi is committed to developing an approach that helps preserve and regenerate biodiversity. To this end, in 2024, DomusVi identified all its homes located near biodiversity-sensitive areas (including the Natura 2000 network of protected areas, UNESCO World Heritage sites and key biodiversity areas).

None of our homes are in a protected area. 40% of our homes have been identified as being located less than two kilometres from a sensitive area. In the Netherlands and Germany in particular, more than 80% of our sites are close to a sensitive area. As such, interactions with the environment may pose a risk to these areas. For each of these sites, an ecological assessment must be carried out prior to any work that alters the initial state of the plot.

Emissions that may affect the environment include light, noise and atmospheric emissions. Excessive water consumption, poor waste management and the use of chemicals for the maintenance of green spaces are factors that can disrupt biodiversity. Our operations can fragment natural habitats, disrupting ecological corridors and the movement of wildlife. For each home, the nearest protected area is identified to assess the risks.



Responsible purchasing to preserve natural resources

Our purchasing and supply policy is an important lever for reducing our impact on biodiversity beyond our operating sites. At Group level, we have established specific environmental criteria that guide our choices:

- Selection of medical protective equipment made from eco-labelled materials (cotton wool), under a Group contract with a supplier committed to sustainable development.

- Food procurement favouring local products, all sourced from the European Union, with a preference for organic labels and those guaranteeing animal welfare.
- Use of more effective and less environmentally harmful cleaning products, as illustrated by our Group-wide choice of Diversey as our supplier, whose products include ecological and eco-responsible components.

ZOOM ON...

Eco-grazing: in Fouras, an original and locally rooted sustainable approach

In December 2023, our home in Fouras, France, launched an eco-grazing initiative that is fully in line with our commitment to biodiversity. In partnership with Jérôme Tropini (Berger Maritime), a farmer specialising in eco-grazing, a flock of sheep has been introduced to naturally maintain the green spaces in our home's grounds.

Beyond the environmental aspect, which allows us to halve our mechanical lawn mowing operations while promoting local biodiversity, this project is a real differentiator for DomusVi, strengthening our roots in the local community and our contribution to the local economy.

The sheep, a species well suited to the local environment, were quickly adopted as 'mascots' by our residents. They have become the focus of a variety of enriching activities, such as wool shearing and watching the lambs being born, creating special moments of sharing. Eco-grazing also promotes intergenerational ties, particularly during visits by our residents' grandchildren and great-grandchildren, who are attracted by the presence of the animals.

This initiative extends beyond the walls of the facility thanks to external communication about the project. For example, an explanatory display raises awareness among the local community and helps to forge new links with it. This initiative thus combines ecological, economic and social benefits, embodying DomusVi's commitment to sustainable development daily.



Waste management

Why do we do it?

As places of living and care, our homes generate several major categories of waste:

- waste from everyday life (catering, accommodation, packaging, maintenance, etc.), - known as ordinary waste.
- waste related to care activities, which, when it poses an infectious risk, is treated separately.
- and waste produced during the construction, extension or renovation of our facilities.

Optimised waste management helps reduce our carbon footprint, improve waste recovery, preserve natural resources and limit our potential impact on biodiversity. Such management also reduces our operating costs and promotes the circular economy.

Beyond essential compliance with national and European regulatory requirements, we want to reflect on the value chain of our waste, integrating our responsible purchasing approach.

The optimisation of our waste management already meets two objectives:

- (a) to contribute positively to climate change mitigation and adaptation while limiting our impact (do no harm approach).
- (b) improving our operational efficiency by optimising processes and rising costs related to waste collection, transport, recovery and treatment.



Our 2026 targets, our 2024 results

2026 Targets	Means / Results	FR	SP	DE	IR	PT	NL	CH	GROUP
Reduce the amount of waste generated per bed each year (based on 2022 figures)	R	TONNES OF WASTE GENERATED BY AVERAGE BEDS (T / BED)							
		0.7 vs 2023 ¹ 0.5%	0.6 vs 2023 ¹ -1.1%	0.4 vs 2023 ¹ -2.2%	0.8 vs 2023 ¹ 13.1%	0.5 vs 2023 ¹ 0.0%	0.5 vs 2023 ¹ 0.0%	0.3 vs 2023 ¹ 0.0%	0.6 vs 2023 ¹ -0.3%
Achieve 27% of waste recovered each year for all operations ²	R	PERCENTAGE OF WASTE RECYCLED OUT OF THE TOTAL AMOUNT OF WASTE GENERATED DURING THE YEAR (%)							
		14% vs 2023 9.6 pts	11% vs 2023 5.3 pts	32% vs 2023 -7.6 pts	24% vs 2023 4.1 pts	12% vs 2023 6.6 pts	12% vs 2023 2.7 pts	2% vs 2023 1.8 pts	14% vs 2023 2.7 pts
Establish recycling channels (packaging, glass, organic waste, textiles) at 100% of our sites	M	New target set in 2024, to be assessed in 2025.							
		We are introducing this additional target, which is a medium-term target, to measure the implementation of waste sorting at our sites.							

How are we doing it?

Our approach is based on two priorities: reducing the amount of waste produced and optimising the sorting and recovery of the remaining waste. Implementing these objectives is complex in practice, as we are to adapt to the regulatory and operational contexts specific to each geographical area where we operate.

Our eco-friendly behaviour awareness campaign, launched in 2024 in all our homes, is helping to raise awareness of the importance of sorting and proper waste management.

Structuring our approach

Our main day-to-day constraint is logistical. In our homes, waste is processed locally with collection policies and systems that vary from one geographical area to another, sometimes even from one municipality to another within the same country. Working on our waste value chain will enable us to

implement processes for optimising waste management at national level and in each of our homes.

In France, this ambition was achieved at the end of 2024 with the rollout of a waste management system at 170 sites in partnership with a specialist service provider. This standardised approach facilitates the monitoring and traceability of our waste, thereby improving our ability to measure and reduce our environmental footprint.

Reducing volumes at source

One of our priorities is to reduce waste production at source as part of our responsible purchasing policy. This is achieved through targeted actions on our main purchases, which are sources of waste: construction, food, medical devices, cleaning and laundry products. These include working with our supplier Groupe Diversey to reduce packaging, replacing water bottles with water fountains in France, studying food waste and reducing it, renting rather than purchasing IT and medical equipment, etc.

We engage in dialogue with our suppliers to purchase products whose containers are mostly or entirely recyclable, or to reduce their volume. The work on our waste value chain aims to meet our requirements and to incorporate them into our contracts with our suppliers.

Developing sorting and recovery

Alongside our efforts to reduce the volume of our waste, we are developing recycling channels tailored to local contexts. Infectious healthcare waste (DASRI)

is treated separately via a dedicated collection, transport and treatment channel, and recycled where possible. In most of the countries where we operate, the chain is organised and this waste is reported to the public authorities.

In Spain, our collaboration with INSERTEGA, a social integration company specialising in the processing of used textiles, enabled the recycling of 36,1 tonnes of textiles in 2024, an increase of 40% compared to 2023.

ZOOM ON...

In Chile, educational modules to integrate waste management into everyday practices

As part of a broader environmental policy, Acalis, a DomusVi subsidiary in Chile, has strengthened its waste management system within its facilities. Between May and September 2024, this programme enabled 25 tonnes of waste to be recycled, thanks to the mobilisation of teams and the structuring of appropriate channels.

In addition to this operational action, a large-scale awareness programme was rolled out among teams. Educational capsules on sorting and recycling were introduced in 100% of Acalis homes. Three separate modules were offered, covering the principles of selective sorting, recycling channels and eco-responsible behaviour. The programme brought together more than 650 employees, helping to build collective skills and raise awareness of environmental issues among teams.

ZOOM ON...

In France, optimising logistics and reducing protective packaging

In France, we have launched a project to reduce protective packaging, moving from five5 packages to a single package, with standardised shuttle bins for the supply chain. This initiative simplifies logistics while significantly reducing our packaging waste and costs.

1. The 2023 data has been corrected (except for Ireland) to show the actual change in waste quantities per bed in this table. The data published in 2023 was overestimated in several countries due to less accurate calculation methodologies than in 2024 or errors in the estimates.

2. Target updated after review with experts from the recycling sector (previously 30 to 40%).



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“ Acting in an exemplary manner. Anchor our sustainable development challenges at the heart of our strategy, roadmaps and daily practices. ”

Our governance challenges

Our approach to governance is based on compliance with laws and regulations, strong business ethics in our relationships with all our stakeholders, the involvement of families through national CNFs and our country governance.

Business ethics

Why do we do it?

DomusVi is committed to offering the highest quality services to its customers while strictly adhering to the ethical principles and rules of good conduct applicable to our activities. Our approach favours sustainable and socially responsible behaviour and practices towards all our stakeholders, residents, families, employees, contractors and suppliers.

To ensure that everyone complies with this ethical framework, we have chosen to adopt a preventive and proactive approach based on based on an Ethical Business Conduct Charter, a whistleblowing mechanism, a responsible purchasing policy, a quality approach and a general anti-corruption policy.



Our 2026 targets, our 2024 results

Preventing corruption and money laundering

2026 Targets	Means/ Results	2024 Results
Implementation of a code of conduct to prevent corruption and money laundering, including regarding gifts, in all countries where the group operates, and roll-out of awareness-raising initiatives.	R	Code of conduct, adapted to local laws and regulations, implemented across all our locations.
Deployment of software, a component of the whistleblowing system, in all countries where the Group operates to ensure the protection of whistleblowers.	R	Ulises software deployed in 100% of our countries by 2024. This software was replaced by Witik in France in 2024.
Formalisation of a policy Group policy on influence and lobbying.	R	Formalised Group Policy/Charter, approved by the CSOS and to be implemented locally through country-specific procedures. Published on the website.

In 2024, we did not record any confirmed cases of corruption, influence peddling or money laundering.

Supplier relationship management

2026 Targets	Means/ Results	2024 Results
Formalisation of a responsible purchasing policy at Group level	R	A working group has been set up with the aim of formalising practices and rolling them out in 2025.
Developing initiatives and partnerships with an impact with our suppliers.	M	See initiatives on all our other commitments.

How do we do it?

Our Ethical Business Conduct Charter

Our Ethical Business Conduct Charter is designed to provide an ethical framework for all our practices. It is a valuable tool for facilitating the adoption of ethical behaviour that accurately reflects our values and commitments. With this Charter, each of our employees undertakes to act responsibly in the performance of their duties.

Reinforced by our **Manifesto** (see p. 12 of this report), which truly reflects our core values, this Charter embodies our corporate culture.

Our Charter is available in all languages of the countries where we operate and can be accessed **on the Group's website**.

Fight against corruption

Our Ethical Business Conduct Charter is reinforced by the adoption of a specific code for the prevention of corruption and money laundering in each of the countries where we operate, adapted to local legislation.

Responsible lobbying

In accordance with the regulations in force and the 2024 OECD recommendations¹, the DomusVi Group's Responsible Lobbying Charter², formalised in 2024, was approved by the Supervisory and Strategic Steering Committee (CSOS) on the recommendation of the Purpose & Sustainable Development Committee.

This Charter is intended to apply to all our operations and to be implemented through ad hoc procedures in each of the countries where we operate.

Whistleblower protection

all our operations. In France, we have been using Witik software since 2024. This solution will be gradually rolled out in other countries to replace the previous solution. This whistleblowing channel is accessible to both internal and external stakeholders. A whistleblower guide is available on the home page of each country's website in the local language. The protection of whistleblowers and their anonymity are guaranteed by this system and appropriate governance.

Responsible purchasing policy

The DomusVi Group's activities rely on products and services from various suppliers. Our challenge is to ensure that these suppliers comply with the law, maintain relationships of trust and collaborate with them to achieve our CSR objectives, particularly in terms of our duty of care.

In all the countries where we operate, we apply responsible purchasing principles, which will be formalised in 2025 at Group level through our responsible purchasing policy.

In addition, as part of our CSR approach, we work closely with our suppliers to achieve our CSR objectives and respect human rights at every level of our interactions with stakeholders.



National Family Councils

Why do we do it?

We have long been convinced that the well-being of elderly people depends on the quality of care provided by our professionals, but also on maintaining strong ties with their families and loved ones.

We believe that dialogue and a strong partnership with the families, loved ones and representatives of the elderly people we care for play a fundamental role in meeting the need for care that is tailored to the individual and preserves their social ties.

Our 2026 targets, our 2024 results

2026 Targets	Means/ Results	2024 Results
Establishment of a Charter for the National Council for Families.	R	Update scheduled for 2025.
Creation of a National Family Council in each country where the Group operates.	R	First report of the CNF France published in December 2024 ¹ . Launch of the CNF in Spain.

1. Recommendation OCDE C/MIN (2024)/14.

1. See the link on the DomusVI France website.

How do we do it?

National Family Councils, advisory bodies to strengthen communication between families and DomusVi

In 2022, the DomusVi Group decided to create a National Family Council (NFC) in all countries where it operates, to respond to this fundamental aspect of the quality of our services and the well-being of our residents. In each country, this advisory body involves families in our governance.

We have also dedicated a Group function to this initiative: the Family Councils and Group Mediation Department.

This organisation allows us to implement the principle of a representative advisory body for families in each country, while respecting local specificities and challenges. The functioning of these advisory bodies is governed by:

- At Group level, by the Family Council Charter¹, which sets out the main principles and specifies our commitments.
- At country level, by the internal rules drawn up by each National Family Council with the help of the Family Council and Group Mediation Department.

Responsibilities of the National Family Council

In accordance with the Family Council Charter, each CNF operates at several levels:

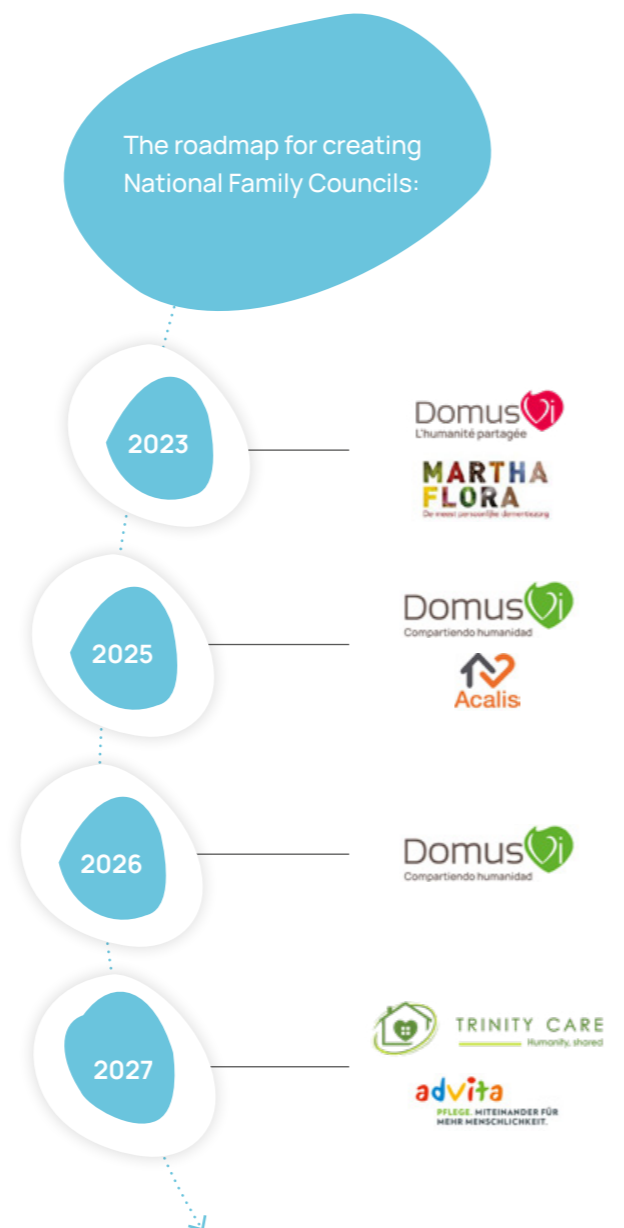
- Nationally: through its representativeness, it aims to express the expectations of 20,000 families regarding improvements to DomusVi's services in France.
- At the local level: it aims to strengthen the participation of elderly people and their loved ones in the life and improvement of the quality of the facilities that support them.

- At the individual level: it will help develop tools and services that facilitate relationships between older people, their loved ones and professionals.

Each CNF is composed of representatives of residents' families and loved ones, selected for two years by random draw.

The rollout of CNFs in the countries where we operate follows a roadmap led by the Family Advice and Mediation Department.

Rollout of National Family Councils



1. Please refer to www.domusvigroup.com

Discussions on the establishment of this body, its scope, its missions and its functioning began in France in 2022 with a consultation involving all stakeholders: the France Management Committee, Group and country directors, employees in home, families and residents. This collaborative work made it possible to define the role of this body and led, in March 2023, to the adoption of the Charter of the National Family Council, applicable to all countries in which DomusVi operates.

France is the first country to have set up a CNF following DomusVi's decision to extend this body to all countries where the Group is present.

In France, the CNF met for the first time in May 2023. Spain is the second country to have set up a CNF in 2025.

ZOOM ON...

The Dutch Cliëntenraad

From 2021 onwards, in accordance with Dutch law of 2018¹, the Netherlands established a Central Client Council (Cliëntenraad, with a maximum of 9 members, each representing one or more homes) and a local council at each institution. The Central Client Council represents the common interests of all Martha Flora clients. These councils, which are independent and autonomous bodies, encourage client involvement to ensure that clients, their families and their legal representatives are involved as much as possible in the daily life of their home and the care and services provided to them. First point of contact, the Local Council (2 to 5 members) represents the common interests of the clients of the home concerned. Where necessary, the Local Council informs the Central Council if the issue exceeds the local level. In accordance with Dutch law of 2018, the Central Client Council gives its opinion and approval on proposed decisions that go beyond the scope of a home. Each Local Council gives its opinion and approval on proposed decisions that concern only its own home.



1. The 2018 Act on Client Participation in Institutions (Wmcz 2018).

ZOOM ON...

The National Council of Families in France: review after two years

The members of the CNF France selected three themes that they considered to be priorities for their work, which now form their roadmap for the next two years. These themes gave rise to three dedicated committees:

- The 'Attractiveness of the professions' commission, which is considering the levers involving all stakeholders that can be activated to facilitate the recruitment and retention of professionals in nursing homes.
- The 'Social life advice' commission (CVS), which aims to make these bodies, which are mandatory in every establishment, more visible, more attractive and give them more meaning.
- The 'Communication' commission, which aims to improve communication between families and teams, with and for residents.

The committees meet every month and follow their own working methodology, organised around two phases: the assessment of the current situation, which was the focus of their work in 2023, followed by proposals. On 3 October 2024, the members of the CNF met with the members of the DomusVi France Management Committee. This working session allowed, after sharing the current situation, observations and ideas, to identify areas for work, including the priorities chosen by the CNF.

In 2024, the committees worked with the DomusVi France teams to formulate and explore proposals in line with their respective roadmaps. The results of these discussions are presented in **the 2024 Activity Report** of the DomusVi France National Family Council.

The link with families and the CNF is also maintained through the publication of a newsletter addressed to residents' relatives three times a year. This newsletter enables the CNF to communicate about its work and to consult families on certain topics. In March 2024, for example, the first newsletter included a 'family survey' to learn more about the relatives represented by the CNF and ask them about two topics: the CVS and the involvement of families in developing personalised support plans (PAPs) for residents.

THE NATIONAL COUNCIL OF FAMILIES IN FRANCE IS:

(as at 2024/12/31)

11 MEMBERS

10 MEETINGS CIRCA PER COMMISSION

6 COLLEGIATES MEETINGS, OF WHICH 2 WITH THE FRANCE MANAGEMENT COMMITTEE

3 EXTRAORDINARY MEETINGS

6 MEETINGS ON CROSS-CUTTING ISSUES (WORK ON FAMILY INVOLVEMENT IN THE PAP, CO-CONSTRUCTION WORKSHOPS ON HOW TO USE THE EHPAD, ETC.)

Feedback on two years of the CNF France

AURÉLIE GIRARDOT

Director of the Champ de Course residential home

'Working with relatives gives us a better understanding of the life history, habits and specific needs of each elderly person we care for. This enables us to offer more personalised and compassionate care.'

Together with the CNF, we have considered how to better integrate families into our homes. This begins with the development of the establishment's project and continues throughout the residents' stay, through the personalised welcome project. That is why we wanted to work on various topics such as the attractiveness of care professions, communication between families, residents and staff, and finally, the CVS to make it more visible and involve families more.

I hope that through all the actions carried out by the CNF, we will be able to make families true partners in the care of their loved ones. For my part, I am convinced that this is a major professional lever for the well-being of our residents.'

BRUNO VALDEVIT

Member of the CNF

'I joined the CNF in 2023 because I wanted to take advantage of the opportunity to express myself freely about how the home operates and make suggestions to improve the living conditions of residents. My experience has been very positive, because I feel that I have been listened to and heard.'

CHRISTINE TOUROUMIRE

Member of the CNF

'After a negative first experience, I wanted to get involved to understand how things worked from the inside and help improve residents' stays. After all this time attending meetings, participating in workshops, meeting directors and various stakeholders, both remotely and in person, I feel like I'm part of the DomusVi family and that we're moving forward.'

PATRICIA GOUBET

Member of the CNF

'It was curiosity that prompted me to apply. I wanted to find out how the Group and a nursing home operate, so that I could get answers to my questions and then try to contribute ideas to improve certain things. In one year, I have learned a lot about how a nursing home operates. I must mention the commitment of the majority of the staff.'

PASCALE SAUNIER

Member of the CNF

'It's a challenge, both for the residents and for the family. I've learned that you have to let go, trust and know how to pass the baton. I've discovered what goes on behind the scenes, with lots of people, big and small, who take their work to heart and are committed to the well-being of the residents.'



TOWARDS THE ESTABLISHMENT OF A NEW COUNCIL IN 2025

In parallel with this work, a new call for applications was launched in March 2025 to form a new Council, which will take over in May 2025. To ensure continuity in the Council's work, the members of the CNF France suggested an amendment to the Charter of the National Family Council to allow four volunteer members to continue their term for one year, in support of the new members. These replacement members were selected in early 2025. We will amend the CNF Charter accordingly.

Testimonials: what about the future?

'I would say to future CNF members: Don't hesitate, just come!'

PASCALE SAUNIER
member of the CNF

'Let's be active participants and stakeholders in the new lives of our loved ones.'

CHRISTINE TOUROMIRE
member of the CNF

'For the coming months, I am looking forward to the completion of our work and I am confident. I would like to continue working with the CNF after my term of office.'

BRUNO VALDEVIT
member of the CNF

'For the coming months, the priority is to continue our work and achieve something concrete. Personally, if I can help, I am ready.'

PATRICIA GOUBET
member of the CNF

ZOOM ON...

The National Family Council Spain: launch

After establishing and setting up Local Councils (one per home), DomusVi Spain issued a call for applications for the CNF Spain in 2023. Fifty-five applications were received from 194 people who requested the application form.

On 31 December 2024, the CNF Spain was created with 22 members, including 12 men and 10 women. The CNF Spain met for the first time in January 2025 in Madrid and pre-selected the topics for study, including two committees, one on the attractiveness of the professions and the other on communication between families and teams.

The next plenary meeting of the CNF Spain will take place on 27 June in Barcelona.

ZOOM ON...

The National Family Council in Chile: launch

Like Spain, the roadmap for the National Family Council in Chile begins with the establishment of Family Councils at the local level, before launching the creation of a national CNF. The preparatory phase for the creation of local councils, the launch with home directors and the training of future local council members are scheduled for the first half of 2025. The first meeting is scheduled for the beginning of the second half of 2025.

Feedback on the CNF Spain

MIGUEL ÁNGEL LÓPEZ MENOR

Member of the CNF Spain

'Supporting my brother during his first months in the home led me to ask myself the following question: 'How can I contribute to improving the living conditions of our elderly?'. The opportunity arose with the launch of the National Council of Families of DomusVI in Spain. I applied, I was selected, and we began this reflection.

From the very first meeting, I felt a huge emotion listening to the motivations and personal stories of each of those who wanted to be part of the Council. The feeling of being in front of a group of deeply humane people motivated by this project encouraged me and convinced me of the importance and relevance of this initiative.

This impression grew stronger as the meetings progressed. I have heard and seen work proposals being put in place. At every moment, I feel that the main objective is to ensure that the collaboration between DomusVI, professionals, families and, where appropriate, local authorities and communities, improves the situation of all residents and, of course, the teams that support them.'

Duty of vigilance

Why are we doing this?

The French law of 27 March 2017 on the duty of vigilance and the European directive on the duty of vigilance of companies in terms of sustainability (CS3D) adopted in 2024 define the duty of vigilance: (a) the obligation for companies to assess the actual or potential adverse impacts on human rights and the environment of their own activities, the activities of their subsidiaries and the operations carried out by their business partners in company's supply chains, (b) the responsibility of the company in the event of a breach of these obligations, and (c) the obligation for companies to adopt and implement a transition plan for climate change mitigation, as part of a transition to a sustainable economy and with the limitation of global warming to 1,5° Celsius in accordance with the Paris Agreement.

Our sustainable development approach, caring for our ecosystems, our sustainable development roadmap, our commitments to respect human rights (Ethical Business Conduct Charter published in 2018), respect and preservation of the environment, including the adoption of a decarbonisation trajectory are tangible responses to this duty of vigilance.



Our 2026 targets, our 2024 results

2026 Objectives	Means/ Results	2024 Results
Publish a vigilance plan covering all operations.	R	Update of the plan published in 2023.
Raise awareness among 100% of management positions.	M	The entire executive community has been made aware of its duty of vigilance, in particular by participating in dedicated workshops, either during the update of our double materiality in 2023, or during the development of the vigilance plan in 2023, or in 2024, when it is updated.
Developing a culture of responsibility within the company.	M	Mandatory e-learning courses on business ethics.

How do we do it?

Governance and stakeholder involvement

The development and implementation of the duty of care is led by the Group Ethics, Legal & CSR Department with the involvement of the entire DomusVi executive community (see p.25), key functions (sustainable development, Quality, Human Resources, Operations, Accommodation & Real Estate, Digital Transformation) and our teams and stakeholders. This consultation process has enabled us to identify the main risks and challenges relating to three areas: the environment, health & safety, and respect for human rights.

The plan and its implementation procedures are presented to the Group Risk and Compliance Committee, then to the Supervisory and Strategic Orientation Committee (CSOS). Its implementation relies on the involvement of the executive community and the bodies of the Group's subsidiaries, through their compliance officers. Each subsidiary reports on the deployment of its system and its effectiveness to the country's governance body responsible for compliance, in which the Group Ethics, Legal & CSR Department participates.

Perimeter

We have developed a risk map covering all our activities, including within our value chain. The mapping process was accompanied by interviews with company executives, business experts and stakeholders (including members of the French National Family Council) and is also based on the results of our double materiality analysis (including feedback from our stakeholders), our Group risk mapping, reports from our various alert mechanisms (HR, quality, whistleblowers), the personal data protection system, etc.

Issues and risks

Each risk map has been established based on (a) a comprehensive 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 likelihood of occurrence and severity.



Challenges of the duty of care	Identified risks	Risks description
Human rights & fundamental freedoms.	Non-compliance with the eight fundamental ILO conventions.	Failure to respect freedom and protection of trade union rights, the right to organise and collective bargaining, forced labour, lack of minimum age, child labour, unequal pay and discrimination.
	Violation of customer dignity.	Abuse: violence, harassment, abuse of coercive measures, discrimination, failure to respect free will.
Health & Security	Quality of care.	Accident, unexpected discharge, medication error, malnutrition/undernourishment.
	Staff shortage.	The occurrence of a new pandemic or epidemic.
	Epidemic/pandemic	Food contamination, water or air quality.
	Food contamination, water or air quality.	Contamination of customers, employees or visitors.
	Failure to ensure safety in establishments.	Deterioration of facilities and safety equipment: exposure of customers, employees and visitors.
	Breach of personal data protection regulations.	Loss or unauthorised disclosure of personal or confidential data (including health data).
	Cyber-attack	Malicious intrusion by third parties into infrastructure and information systems: disruption of activities, unavailability of IT systems that could result in the loss, theft or disclosure of personal (and health) data, risk of ransomware (loss of employment, partial or total unemployment), identity theft, blackmail and financial loss.
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, evaluation).
	Occupational risks	Health and safety risks associated with poor working conditions for professionals: accidents at work/while travelling, psychosocial risks, musculoskeletal disorders, burnout.
Environment	Environmental impact of the company's activities, its subsidiaries and its partners in its business chain	Purchasing products and/or foodstuffs produced using methods that do not respect animal welfare. Overconsumption of resources (energy, water), food waste, and overproduction of waste. Pollution of water, soil or air.
	Climate risk mitigation	Global warming (no reduction in the company's carbon footprint), risk to homes (exposure and vulnerability).

Assessment procedures

To ensure compliance with applicable regulations and DomusVi standards, regular and unannounced checks are carried out in our facilities. These checks enable us to identify any malfunctions and put corrective action plans in place.

Several levels of checks, both internal and external, are planned:

- **Self-assessment:** the management committees of the establishments (or agencies) carry out self-assessments under the supervision of the Country Quality Departments. These assessments cover regulatory obligations and DomusVi standards on the following topics: quality of service and care, human resources, health & safety (staff, buildings, food) and accommodation. The results are systematically analysed by the country's Quality Departments.
- **Quality audits:** in the event of non-compliance with regulations, norms or DomusVi standards, and at least once a year, the Country Quality Departments conduct quality audits to determine, in collaboration with the management committees of the establishments (or agencies), the regional directors and the directors of operations, the action plans to be implemented. A quality audit is systematically triggered when a facility is taken over, following a complaint or material claim, or after a satisfaction survey whose results are insufficient in relation to the Group's standards.
- **Specific internal audits:** the Group may also conduct an internal audit on specific topics based on the Group's risk mapping or at the request of the management of a country. In 2024, four internal audits were conducted on cross-functional operational topics.

In addition, in every country where we operate, public authorities regularly carry out their own checks.

- In **France**, the evaluation framework of the Haute Autorité de Santé (HAS) defines a five-year evaluation cycle, aligned, where applicable, with the evaluation schedule set out in the

objectives and means contracts (CPOM) of establishments. In 2024, 79 external evaluations were carried out, 66% of which demonstrated compliance with the mandatory criteria (compared with 25% at sector level, 2023 figure). The overall score for these evaluations was 3,91/4 (compared to 3,68 at the sector level in 2023), with increasingly stringent requirements from evaluators in 2024. As part of the government's EHPAD control plan launched in 2022, the Regional Health Authorities (ARS) and Departmental Councils (CD) found that no Domusvi establishments were among the approximately 11% of establishments considered to be in a deteriorated state, and none were among the 40 establishments that were reported to the Public Prosecutor. ISO certification is not mandatory in France.

- In **Spain**, establishments are required to be ISO 9001 certified, an international standard defining the principles of quality management (customer focus, management commitment, process approach and continuous improvement). Inspections by public authorities mainly focus on issues relating to social welfare, health and work. During 2024, 886 inspections (837 in 2023) were carried out by the Spanish public authorities. The audits carried out by the Quality & Environment Department respond to non-compliance identified either by the Department or following inspections and include (in addition to compliance with regulations and our internal procedures) verification of compliance with the requirements of ISO 9001 and ISO 14001 environmental standards.
- In **Germany**, the medical service ('Medizinischer Dienst'), an independent assessment body for health and long-term care insurance, carries out annual inspections of the care facilities managed by advita.

These inspections mainly focus on the quality of care and its compliance with professional standards. Inspection reports are published and made available to clients and their families. In some Länder (autonomous regions or cities), a supervisory authority for accommodation facilities ('Heimaufsicht') is responsible for monitoring

day care services and retirement homes. These two bodies ensure that the dignity and rights of those in care are respected, paying particular attention to their independence and ability to participate in decisions that affect their lives. In 2024, these bodies carried out 148 inspections in advita establishments, resulting in recommendations which, where necessary, were the subject of an ad hoc remedial plan.

- In **Chile**, the Regional Ministerial Secretariat (SEREMI), under the supervision of the Ministry of Health, carries out inspections to ensure compliance with health standards to verify that facilities and operations comply with Supreme Decree No. 14 (DS No. 20 of October 2025) on long-term care facilities for the elderly.

The internal audit plans carried out by the Quality Department of Acalis cover critical care processes and good manufacturing practices in food processing plants, in accordance with internal control processes and audit requirements set by the Chilean Safety Association (ACHS) and the Mutual de Seguridad (Sociedad Mutual de Seguridad).

- In the **Netherlands**, the General Inspectorate of Health and Youth (IGJ), a department of the Ministry of Health, Welfare and Sport, is responsible for monitoring the quality, safety and accessibility of health and youth care services in the Netherlands. The IGJ carries out announced and unannounced visits to healthcare institutions. During these inspections, it assesses whether the care provided meets legal and professional standards. Inspectors may interview staff and clients, examine files and observe practices on site.
- In **Ireland**, the Health Information and Quality Authority (HIQA) conducts at least one general inspection per year and, in some cases, half-yearly inspections of regulations and standards, or thematic inspections in the area of coercive practices. In 2024, inspections specific to infection control were carried out. Compliance plans are submitted to the Authority for all significant non-compliant areas, within timeframes prescribed by the Authority.

- In **Portugal**, public authorities, social security regional health administration, food safety, etc., carry out checks at a frequency ranging from one to six visits per year, or whenever there is a complaint or request for a visit by any of the authorities. An internal audit is carried out at a frequency linked to the identification of internal needs and the annual audit plan, either quarterly or monthly, focusing on the areas of compliance assessment targeted by the public authorities. This ensures a comprehensive audit every six months.



Risk mitigation and prevention measures

Our Ethical Business Conduct Charter¹ clearly defines the fundamental principles that each of our employees must adhere to, establishing clear and expected behaviours for each principle. These guidelines ensure that our practices are aligned with our ethical values and strategic objectives.

The DomusVi Group has set up a whistleblowing system common to all Group entities, enabling all our stakeholders, both internal and external, employees, candidates, our partners' employees, shareholders, customers and their relatives, to submit a report. The purpose of the whistleblowing system is to identify any situations that may be abnormal at all levels of the company, so that they can be remedied and prevented. Awareness campaigns are organised at country headquarters and in establishments to raise awareness of the whistleblowing system. This system guarantees the anonymity of the person making the report and the confidentiality of each case. For employees, the whistleblowing system includes the following means of alerting: (a) the line management; (b) the Human Resources Department; (c) the Country Compliance Departments, (d) the Group Ethics, Legal & CSR Department and (e) a whistleblowing platform. This system is outlined on the Group's websites and intranet, in the Corporate Ethics Charter and in the Country Code of Conduct.

Similarly, risk prevention is a fundamental part of our corporate culture, closely linked to our quality approach and our social and responsible commitment (CSR). Each identified risk is addressed by an action plan. These action plans, combined with various levels of control and audit, contribute to the continuous improvement of our organizational and operational practices and to risk prevention. Based on the systems in place within the Group, DomusVi has implemented a policy for assessing third parties (suppliers, service providers, consultants, brokers, intermediaries, beneficiaries of sponsorship or patronage, etc. that are significant or acquisition targets) in order to assess the level

of risk they represent in terms of corruption and duty of care.

These assessments are carried out before entering into a contractual or commercial relationship and during the relationship. Where appropriate, an assessment may lead to the implementation of action plans to reduce the risks identified. Compliance checks must also be carried out before any merger, acquisition or disposal. The relevant country departments work together to ensure and monitor these assessments and their follow-up throughout the commercial relationship or acquisition process, and report to the Ethics, Legal & CSR Department.



Risks identified	Risk mitigation and prevention measures
Non-compliance with the eight fundamental ILO conventions	<p>Maintaining high-quality social dialogue is a priority. We do this through employee representative bodies, employee representatives and/or trade union representatives, in accordance with national regulations. We expect our business partners (suppliers) to comply with applicable laws, including those relating to their own suppliers.</p> <p>We are committed to complying with labour law in all our practices. This compliance is ensured by the Human Resources teams in each country.</p> <p>All discrimination is prohibited. Our countries implement measures to combat all forms of discrimination in accordance with our Corporate Code of Ethics and their national regulations.</p>
Violation of customer dignity	<p>Our Code of Ethics commits each of our employees to respecting the dignity of our clients and complying with quality standards and vigilance procedures (DomusVi regulations and standards).</p> <p>The customer complaint and grievance management systems put in place by each country are designed to prevent any risk of dignity being compromised.</p> <p>The personalised support plan (PAP) put in place shortly after the resident's arrival defines the care appropriate to their age, needs and condition. This plan, developed with the resident and their family, is based on respect for the resident's free will. It is adapted to the changing needs of the resident. The PAP contributes to the quality of care, facilitates dialogue with the resident's family and helps prevent any risky situations.</p> <p>Targeted actions are put in place to minimise measures that restrict freedom or could impair the resident's physical or cognitive abilities that may be required by their condition and to preserve their health (limitation of physical restraint, reduction of psychoactive medication).</p> <p>All our professionals are trained in good treatment practices.</p>
Quality of care	<p>In each country, software tools ensure the traceability of care and medication dispensing; all medical information is recorded (medical records, PAP, nutrition plan).</p> <p>Our medical directors and country quality directors work together to ensure the proper implementation of our quality and medical policies. The teams at the residences (director, doctors and healthcare managers), with the support of regional directors and country support services, are responsible for ensuring the quality of care. All our professionals are trained in quality and medical policies, including nutrition and the prevention of malnutrition.</p>
Staff shortage	<p>Training our employees is a priority, enabling them to develop their skills, promote them and contribute to the attractiveness of our professions and the quality of care. Depending on the context and national regulations, each country develops employee training programmes, including certified or diploma courses.</p> <p>Our teams diversify recruitment channels as much as possible, with initiatives at national and local levels. They offer training to people who are distant from the job market and, where possible, invite them to join us.</p> <p>Each country has a continuity of care policy, including, where necessary, mobile teams and an intervention plan to deal with any deterioration in the situation.</p>

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

Risks identified	Risk mitigation and prevention measures
Epidemic/pandemic	<p>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.</p> <p>Vaccination campaign aimed at both our residents and employees are designed to protect them and limit the risk of epidemics and/or pandemics or their spread.</p> <p>Each site has a stock of personal protective equipment (PPE), which it manages independently.</p> <p>Awareness raising campaign 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.</p>
Food contamination, water or air quality	<p>We are subject to multiple health and safety regulations. Each home has a health and safety plan, the proper implementation of which is ensured by quality audits and external controls (laboratories and regulatory authorities).</p> <p>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.</p> <p>Any anomalies are dealt with immediately, via the required processes, supervised by the crisis unit if necessary. A follow-up visit confirms that everything is back to normal.</p>
Failure to ensure safety in establishments	<p>Our establishments are inspected in accordance with national regulations by our internal safety and/or maintenance teams. Our establishments are also subject to external inspections, for example by safety commissions and technical auditors. Any non-compliance findings trigger a remediation plan, which is supervised by the national crisis unit where necessary.</p> <p>A maintenance agent is present in each establishment.</p> <p>They oversee the safety of the establishment with the help of external service providers to ensure an optimal level of safety (boilers, air conditioning, lifts, fire extinguishers, etc.).</p> <p>Each establishment has an evacuation plan in case of fire or any event that could endanger the building or residents (<i>see climate risk prevention</i>).</p>
Breach of personal data protection regulations	<p>Each country has implemented a policy to enforce applicable regulations on personal data protection and has appointed a Data Protection Officer (DPO) (either internal or external).</p> <p>A dedicated governance structure has been put in place: the Group Ethics, Legal & CSR Director and the Group DPO ensure the independence of the country DPOs and their access to the highest level of management in each country. A data governance committee supervises their work. The country DPO manages requests and reports on their activities (including data breaches) to the national data controller and the Group DPO.</p> <p>Each employee signs the IT charter applicable in their country; this charter incorporates the requirements of the GDPR.</p> <p>Compliance with personal data protection regulations also applies to our stakeholders, primarily our suppliers. All our suppliers who may have access to personal data (collection, processing or storage) undertake to comply with the GDPR.</p> <p>Our data is stored with service providers offering security guarantees, and health data is stored by entities certified as 'health data authorised'.</p>
Cyber-security	<p>The Group has appointed a Chief Information Security Officer (CISO), who reports to the Director of Digital Transformation, assuming Group functions, and functionally to the Group Ethics, Legal & CSR Director.</p> <p>A Cyber Security Policy (<i>see Directive NIS2 2022/2555 of 16 January 2023</i>) has been issued by the Group, applicable in all geographical areas, setting out the technical measures to be implemented, password change policies, incident review and cyber-attack simulation, and requirements for our partners. Four projects have been integrated: (a) mapping cyber risks, (b) evaluating the value chain, (c) developing appropriate action plans, and (d) implementing measures to evaluate their effectiveness, identifying key performance indicators monitored by the Group Data Governance Committee.</p>

Risk identified	Risk mitigation and prevention measures
Integrity	<p>Our Code of Ethics applicable in all our territories stipulates zero tolerance for corruption. It describes our values and the fundamental principles that guide our employees and stakeholders in the fight against corruption and influence peddling and provides rules and tools to determine the behaviour to adopt to preserve DomusVi's values, image, assets and reputation.</p> <p>A code of corruption prevention is incorporated into the internal regulations applicable to the country and establishments. Countries implement awareness campaigns and report back to the Group.</p>
Occupational risks	<p>Each country implements policies and processes 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 topic is included in the social dialogue.</p> <p>Country teams develop training programmes on the prevention of psychological risks (RPS) and musculoskeletal disorders (MSDs) and offer psychological support measures (PsyFrance in France). Innovations are implemented to reduce the risk of MSDs.</p> <p>The employee engagement survey and social dialogue enable us to raise at country and Group level the questions our employees are asking and the issues they are facing (first survey in 2023) and to put action plans in place.</p>
Environmental impact of the company's activities, its subsidiaries and its partners in its business chain	<p>DomusVi is committed to an SBTi decarbonisation pathway, aligned with the Paris Agreement, by 2030. The completion of an annual carbon footprint assessment (since 2021) has enabled us to define action plans to reduce our GHG emissions in scopes 1, 2 and 3.</p> <p>The main sources of emissions are our purchases, real estate, energy consumption, waste production and mobility. Our decarbonisation action plans, combined with our field actions aimed at optimising our energy consumption, reducing and recycling our waste and strengthening our short supply chain purchases (responsible purchasing policy), are designed to reduce the environmental impact of our activities.</p> <p>At the same time, our action plans for water management, effluent reduction, responsible purchasing (short supply chains, biodegradable products, food labels, etc.) and the preservation and regeneration of biodiversity contribute to reducing this impact.</p> <p>We pass on these strategies and policies to our suppliers by entering into partnerships that help reduce our respective impacts and/or by incorporating them into the contracts we sign with them.</p>
Climate risk mitigation	<p>We have launched an assessment of the exposure and vulnerability of our facilities to the consequences of climate change (climate change adaptation) and have committed to a decarbonisation trajectory (climate change mitigation, <i>see 'Environmental impact'</i>).</p>
<p>Our alert system allows anyone to raise an alert, in accordance with the applicable rules on whistleblower protection.</p>	



Measure

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

Methodological note

Data collection & European and national reference framework

The data were collected from the support functions in each country where DomusVi operates, via the Reporting21 platform. Reporting21 was rolled out across the DomusVi Group in the first half of 2022. A Group reporting protocol specifies the definition, unit of measurement and entities targeted by each indicator. In 2023, the indicators were updated to consider the requirements of the ESRS standards and to work towards compliance with the Corporate Sustainability Reporting Directive (CSRD). The data are entered manually into the platform by contributors. They are reviewed and validated by a different user (validator role). In Spain, we address the EINF standard applicable to DomusVi Spain and publish a correspondence table to meet the requirements of Spanish law (section EINF correspondence table & additional information on Spanish operations).

Scope of reporting

The data collected relate to the 2024 financial year, ending on 31 December. Quantitative data was collected from France, Spain, Germany, Portugal, Ireland, Chile and the Netherlands. These entities in 2024 represent 100% of DomusVi Group's turnover. Employees of Réside Etude, Arcade and Auxilia are included in the scope for France.

Data audit

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

Indicators

SOCIAL

Physical workforce: employees with an employment contract as at N.12,31, including those whose contract ended on 31 December. The indicator includes permanent and temporary employment contracts and excludes internships, apprentices and workers in the value chain (upstream and downstream, such as subcontractors), or non-salaried workers such as self-employed workers or persons made available by companies engaged in salaried activities¹. All employees on long-term leave (sick leave, maternity leave, etc.) are included provided they have an employment contract as at N.12,31. The indicator is supplemented with a breakdown by gender (W/M) and age (under 30, 30 to 50 and over 50).

FTE: number of employees (permanent and temporary) in full-time equivalents with an employment contract as at N.12,31 (35 hours per week in France; 40 hours in Spain, Germany (38 hours in Saxony) and Portugal; 39 hours in Ireland). Internships, apprentices and value chain workers are not included.

Proportion of women among employees: number of women in headcounts in the reporting scope for France, Spain, Germany, Ireland, Portugal and the Netherlands, relative to the total number of employees in FTE in the same scope as at N.12,31. Internships, apprentices and value chain workers are not included.

Number of female top managers: number of women in headcounts members of the Group Executive Committee, of the Countries Management Committees or 'N-1' of the Group Executive Committee or Countries Management Committees with key functions.

Number of female managers: number of women in headcounts who are top managers, or support functions N-1 to members of the Country Management Committee and women in operations who are 'N-1, N-2 and N-3' of the Chief Operating Officer (this includes operations directors, regional directors and facility managers).

Frequency rate: number of workplace accidents resulting in lost time (excluding commuting accidents) in year N / Number of hours of employee exposure to risk (actual hours worked) * 1,000,000. Internships, apprentices and value chain workers are not included.

Severity rate: number of calendar days of absence due to workplace accidents / total number of hours of risk exposure for employees (actual hours worked) * 1,000. Internships, apprentices and value chain workers are not included.

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

Absenteeism rate: number of hours of absence accumulated during the reporting period, including all types of absence, except for paid leave, maternity leave (including parental leave) and training leave / Number of hours actually worked. Internships, apprentices and value chain workers are not included.

Percentage of permanent FTEs: number of employees on permanent contracts (permanent employment contracts or equivalent) as a percentage of the total number of FTEs as at N.12,31.

Turnover rate: number of permanent hires plus the number of departures of employees on permanent contracts over year N divided by 2 and reported in relation to the number of employees on permanent contracts as at N-1/12/31. Internships, apprentices and value chain workers are not included.

Training hours: number of training hours completed over year N by employees present on N.12,31. Internships, apprentices and value chain workers are not included. Germany is excluded from the audit perimeter in 2024.

Actual hours worked: sum of the contractual hours worked during the year N by all employees working during this period (from 1 day to 365 days) excluding paid leave. Internships, apprentices and value chain workers are not included.

Net Promoter Score (NPS): The NPS is calculated via a half-yearly survey based on a specific question asked to customers regarding their intention to recommend the company, namely: 'Would you recommend DomusVi to your friends and family?' The question is answered on a scale of 0 (not at all likely) to 10 (very likely). Customers who give a score of 0 to 6 are considered 'detractors'. 'Passive' customers give a score of 7 or 8 and 'promoters' give 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 all the responses obtained on the recommendation question for all countries, activities (except in Spain, where only the score for the retirement home activity is counted), respondent type (residents, customers, patients, relatives) and for the two half-yearly surveys (one response = one vote).

¹ Hereinafter, we will refer to these categories of workers as 'value chain workers'.

ENVIRONMENTAL

Energy consumption per bed:

- **Gas:** Total natural gas consumption in the country divided by the average number of beds in year N. We make extrapolations based on a gas consumption ratio per square metre for sites that opened in year N for which no data is available. Gas data for our operations in Germany corresponds to actual consumption data for N-1 if actual data for year N cannot be obtained.
- **Electricity:** Total electricity consumption in the country, divided by the average number of beds in year N.

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

Water consumption: Water consumption was obtained from invoices, providing actual consumption figures for Portugal, Chile and Ireland. For Spain, some missing data was estimated based on historical data. For Germany and the Netherlands, missing data was estimated based on consumption at certain sites (2 in Germany, 5 in the Netherlands). For France, data could not be consolidated this year; a collection process is being put in place to obtain the information in 2025.

Infectious healthcare waste (DASRI): total annual quantity of infectious medical waste generated by our activities. These quantities are reported by our collection service providers.

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

- **Electricity:**
 - Location Based :
 - France : ADEME CARBON FOOTPRINT (2023)
 - Other countries: CARBON FOOTPRINT LTD (2024)

Market Based :

- Europe: Association of Issuing Bodies (AIB) – 2023
- Chile: CaDI
- **Other emissions:** ADEME FOOTPRINT DATABASE; AGRIBALYSE or ECOINVENT

The Group calculates its emissions on a market-based basis, in accordance with the methodology chosen for the SBTi decarbonisation targets. Rental-based emissions are presented for information purposes in the 'GHG reduction' section.

For French food emissions, we have very accurate information on the quantity of food consumed in year N, broken down in detail (by meat subtype, vegetable, etc.). We used nearly 1,000 emission factors from the Agribalyse database (v3,1,1) to calculate the associated emissions. For Spanish, German, Chilean and Portuguese food emissions, we collected data on the quantities purchased for the main food categories and applied the average emission factor to the main categories based on emission factors for France. For other countries, we calculated the number of meals served in N and estimated the proportion of vegetarian meals.

For 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 determine which means of transport is used, we use the reimbursement of public transport and sustainable mobility passes, with other employees being assigned to cars. We consider each car to be a combustion engine car. Commuting by employees using company cars is already included in scope 1. For other countries, a survey was conducted among employees.

To calculate the indicators related to the number of beds (energy consumption, amount of waste), the average number of beds in use during year N, including acquisitions from the date of acquisition, was used so that the ratios would not be distorted.

Perimeter Indicators	FR	SP	DE	IR	PT	NL	CH	GROUP
Social								
Headcounts	19,500	28,766	2,978	1,069	534	672	1,038	54,557
FTE	17,596	25,682	2,457	979	532	419	1,008	48,674
Percentage of women among employees	85.4%	91.1%	79.6%	73.1%	84.8%	91.7%	82.2%	87.9%
Percentage of women top managers	79%	77%	68%	76%	83%	100%	69%	77%
Percentage of women managers	40%	25%	33%	33%	0%	67%	50%	40%
Frequency rate	51.4	46.1	6.2	12.7	45.2	1.8	18.9	44.5
Severity rate	5.5	2.3	1.5	2.1	0.9	0.2	0.2	3.4
Average length of permanent contracts	6.1 years	8.0 years	3.7 years	3.7 years	3.6 years	2.6 years	3.5 years	6.8 years
Absenteeism rate	14.1%	15.5%	17.0%	9.3%	10.0%	14.0%	14.1%	14.8%
Proportion of permanent FTEs	83.7%	69.4%	98.9%	97.9%	96.1%	66.4%	86.2%	77.2%
Turnover rate	33.1%	19.3%	39.5%	29.6%	57.6%	45.9%	54.8%	27.5%
Training hours	151,258	200,892	36,907	17,073	9,012	15,000	2,466	432,609
Actual hours worked	33,540,702	40,385,054	4,533,573	1,657,356	1,106,088	557,008	1,746,260	83,526,041
Net Promoter Score (NPS)	36	43	48	66	65	50	56	43

● Audited by ITP.

Perimeter Indicators	FR	SP	DE	IR	PT	NL	CH	GROUP
Environmental								
Purchased electricity consumption (MWh)	89,919	61,385	3,454	3,574	2,657	1,401	3,001	165,390
Natural gas consumption (MWh)	95,606	70,257	6,762	5,026	1,098	1,102	8,507	188,357
Electricity consumption per bed (kWh/bed)	3,779	2,945	855	3,712	3,433	3,442	2,401	3,176
Gas consumption per bed (kWh/bed)	4,018	3,370	1,673	5,219	1,418	2,707	6,806	3,617
Water consumption (m ³)	ND	1,497,971	219,238	109,976	54,257	16,000	141,88	2,039,430
Quantity of infectious medical waste generated (kg)	32,510	6,035	ND	0	9,640	ND	621	48,806

Audited by ITP.

Perimeter Indicators	FR	SP	DE	IR	PT	NL	CH	GROUP
Governance								
Number of establishments (end of period)	302	158	85	12	8	16	12	593
Average number of beds used for intensity ratios (energy, GHG, waste)	23,792	20,845	4,041	963	774	407	1,250	52,072

Audited by ITP.

GOVERNANCE

Number of homes: The report indicator corresponds to the total number of establishments operated by the Group as at 31 December N, including recent acquisitions.

Number of beds: The section entitled 'DomusVi at a glance' indicates the total number of beds operated by the Group as at 31 December N, including recent acquisitions.

Rapport de l'OTI



Colombe Holding

Simplified joint stock company with share capital of €745,880,284,00

Registered office: 46-48 Rue Carnot, 92150 Suresnes
RCS Nanterre 900 236 522

Limited assurance report by one of the Statutory Auditors on the quantitative non-financial information included in the 2024 Sustainability Report

Financial year ended 31 December 2024

To the president,

At your request, we have conducted work to express a reasoned opinion with a limited assurance conclusion on selected quantitative non-financial information, prepared in accordance with the entity's procedures (hereinafter the 'Framework'), for the financial year ended 31 December 2024 (hereinafter referred to as the 'Information'), presented in the 2024 Sustainability Report.

Our assurance report does not extend to information relating to prior or subsequent periods or to any other information included in the 2024 Sustainability Report.

Our limited assurance conclusion

Based on our work, as described in the section 'Summary of the work performed to formulate our assurance conclusion', and the evidence we collected, nothing has come to our attention that causes us to believe that the quantitative non-financial information listed in Appendix 1 and published in the 2024 Sustainability Report, taken as a whole, is not presented fairly in accordance with the reporting framework used.

Comment

Without modifying the conclusion expressed above, we have the following comment:

- As specified in the methodology note, certain indicators for specific areas (in particular water consumption, training hours and natural gas consumption) are subject to different estimates as provided for in the Group's reporting framework.

Preparation of Information

The lack of a commonly used framework or established practices on which to base the assessment and measurement of the Information allows for the use of alternative accepted methodologies, which may affect comparability between entities and over time.

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

Restrictions due to the preparation of the Information

The Information may contain inherent uncertainty about the state of scientific or economic knowledge and the quality of the external data used. Some of the information is dependent on the methodological choices, assumptions and/or estimates used in its preparation and presented in the Sustainability Report.

Company responsibility

Colombe Holding's management is responsible for:

- Selecting or developing appropriate criteria for the preparation of non-financial information;
- Preparing non-financial information in accordance with the Framework;
- Designing, implementing and maintaining internal control procedures relevant to the preparation of non-financial information that is free from material misstatement, whether due to fraud or error.

Responsibility of the Statutory Auditor

We are responsible for:

- Planning and performing the engagement to obtain moderate assurance that the non-financial information is free from material misstatement, whether due to fraud or error;
- Expressing an independent conclusion based on the procedures we have performed and the evidence we have obtained; and
- Communicating our conclusion to the Company's Sustainable Development Department.

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

This is not our responsibility to express an opinion on:

- The entity's compliance with other applicable legal and regulatory requirements (in particular those relating to anti-corruption and tax evasion);
- The compliance of products and services with applicable regulations.

Applicable professional standards

The work described below was carried out in accordance with the professional guidance of the Compagnie nationale des commissaires aux comptes (French Institute of Statutory Auditors) relating to this engagement, which serves as an audit program, and with International Standard on Assurance Engagements ISAE 3000 (revised).

Our independence and quality control

Our independence is defined by the requirements of Article L. 822-11 of the French Commercial Code and the Code of Ethics for the profession of Statutory Auditor. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and the professional standards of the Compagnie Nationale des Commissaires aux Comptes (French Institute of Statutory Auditors) relating to this engagement.

Our work was carried out by an independent, multidisciplinary team comprising specialists in sustainable development and social responsibility. We are solely responsible for our assurance conclusion.

Nature and scope of the work

We planned and performed our work taking into account the risk of material misstatements in the Information.

It is our responsibility to plan and perform our work to cover non-financial information that may contain material misstatements. The work performed is based on our professional judgement.

As part of our limited assurance engagement on non-financial information, we have:

- Obtained an understanding of the entity's business and the disclosure of the main risks;
- Assessed the appropriateness of Colombe Holding's use of the Framework as a methodology for preparing non-financial information, in terms of its relevance, completeness, reliability, neutrality and understandability, taking into account, where applicable, industry best practices;
- Reviewed the internal control and risk management procedures implemented by the entity and assessed the process for collecting information to ensure its completeness and accuracy;

- We have assessed whether the methods used by Colombe Holding to prepare estimates are appropriate and have been applied consistently, but our procedures did not include testing the data on which the estimates are based or preparing our own separate estimates to evaluate those of Colombe Holding;
- We implemented:
 - analytical procedures to verify the correct consolidation of the data collected and the consistency of changes in the data;
 - tests of details, using sampling techniques or other selection methods, in order to verify the proper application of the definitions and procedures and reconcile the data with supporting documents. This work was carried out in a selection of countries (*see Appendix 1*).
- We reviewed the presentation and notes relating to non-financial information.

We are convinced that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

This report is prepared for your information in the context described above and should not be used, distributed or quoted for any other purpose.

One of the Statutory Auditors,

Forvis Mazars,

La Défense, 21 July 2025

Julien Madile,

Partner

Edwige Rey,

Partner, Sustainability Development

Appendix 1: List of selected information

Indicators	Country
Gas consumption per average bed.	
Electricity consumption per average bed.	
Electricity consumption (including electricity from renewable sources).	
FTEs as at 31/12/2024 (permanent and temporary, men and women).	
Headcount as at 31/12/2024 (permanent and temporary, men and women).	
Absenteeism rate (hours absent, actual hours worked).	
Severity rate (days absent due to workplace accidents, actual hours worked).	
Frequency rate (number of workplace accidents resulting in lost time, actual hours worked).	Spain, France, Germany
Average length of permanent contracts.	
% of women in management positions.	
% of women in top management positions.	
Permanent contract turnover rate (number of permanent hires, number of permanent contract departures).	
Net Promoter Score (G).	
Number of training hours.	
Number of complaints	
Number of beds as at 31/12 and average number of beds over the period.	
Water consumption.	Spain, Germany
Quantity of infectious healthcare waste.	France, Spain
Number of accidents related to load handling (musculoskeletal disorders).	France, Spain
% of residents with an updated personalised support plan.	France, Spain
Carbon footprint (Scope 1 and Scope 2).	Group
Carbon footprint (Scope 3): Home-to-work travel of employees and product purchases.	Group

Indicators	Country
IPMVP (G).	France
Number of residences initiated in a care programme (G).	France
Biogas consumption.	Spain
Fuel oil consumption.	Spain
Renewable energy production (without distinction between solar, wind, etc.).	Spain
Number of reported cases of occupational diseases.	Spain
Number of part-time/full-time contracts.	Spain
Gender pay gap, pay for equal work .	Spain
Average remuneration of directors and senior executives, including variable remuneration, allowances, benefits, payments to long-term savings schemes and any other payments, broken down by gender.	Spain
Number of employees with disabilities.	Spain
Percentage of employees covered by collective agreements.	Spain
Contributions to foundations and non-profit organisations.	Spain
Average annual number of permanent, temporary and part-time contracts by gender, age and occupational category.	Spain
Profit generated .	Spain
Taxes paid on profits.	Spain
Government grants received.	Spain

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

ESRS standards correspondence table

In 2024, we continued our work to prepare for the requirements of the new European sustainability standards (European Sustainability Reporting Standards). Based on the results of our double materiality analysis, we identified the ESRS indicators that we needed to report on. Below, we provide a correlation between the contents of our CSR report and the topics covered in the ESRS standards.

ESRS reference	Themes	Pages of the report
General information		
ESRS 2 BP-1	Preparation of the CSR report	P.128-132
ESRS 2 GOV-1	Role of governance bodies	P.20-21 ; P. 38-39
ESRS 2 GOV-2	Sustainability issues addressed by governance bodies	P.20-21 ; P. 38-39
ESRS 2 GOV-3	CSR criteria in remuneration	P.28
ESRS 2 GOV-4	Due diligence in relation to sustainable development	P.28-31 ; 117-125
ESRS 2 GOV-5	Risk management and internal controls related to the sustainability report	P.20-21 ; 38-39 ; 117-125 ; 128-132
ESRS 2 SBM-1	Business model, strategy and sustainable development	P.6-9 ; 16-17 ; 18-19
ESRS 2 SBM-2	Stakeholder interests and perspectives	P.28-31 ; 46-79 ; 109-116
ESRS 2 SBM-3	Impacts, opportunities and risks related to sustainable development and interactions with the business model and strategy	P.30-31 ; 34-35
ESRS 2 IRO-1	Identification and assessment of impacts, risks and opportunities related to sustainable development	P.30-31
ESRS 2 IRO-2	ESRS content included in the CSR report	P.136-138
ESRS 2 DC-P	Policies adopted to manage sustainability issues	P.34-35 ; 40-45
ESRS 2 DC-A	Actions and resources related to sustainability issues	P.28-29 ; 34-35 ; 38-45
ESRS 2 DC-M	Metrics related to sustainability issues	P.40-45
ESRS 2 DC-T	Measuring the effectiveness of policies and actions	P.40-45

ESRS reference	Themes	Pages of the report
Environment		
ESRS E1-1	Transition plan for climate change mitigation	P.83-85
ESRS E1-2	Climate change mitigation policy	P.34-35 ; 83-88
ESRS E1-3	Actions and resources to mitigate climate change	P.28-29 ; 34-35 ; 42-43
ESRS E1-4	Climate change mitigation targets	P.42-43
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ESRS reference	Themes	Pages of the report
Social		
ESRS S1-1	Policies relating to employees	P.40-41 ; 48-49 ; 64-77 ; 117-125
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ESRS S1-5	Targets set for material social issues	P.34-35 ; 40-41
ESRS S1-6	Information on employees	P.62-63
ESRS S1-13	Training and skills development	P.69-73 ; 74-77
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ESRS S3-1	Policy on affected communities	P.74-79
ESRS S3-4	Actions relating to affected communities	P.69-79
ESRS S4-1	Customer policies	P.50-54 ; 109-116 ; 117-125
ESRS S4-2	Consultation and dialogue with customers	P.30-31 ; 50-55 ; 58-61 ; 109-116
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ESRS reference	Themes	Pages of the report
Governance		
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Correspondence table – EINF & additional information on Spanish operations

Regulatory requirements EINF	Section or data	Page
General information about the company		
Description of the business model	Our business model	P.18-19
Competitive environment		
Organisation and structure		
Markets in which the company operates		
Objectives and strategies	Our strategy, Sustainable Development Scorecards: Commitments and Results	P.16-17 ; 40-45
Key factors, trends and developments	Our business model	P.18-19
Reporting framework used	Methodological note	P.128-132
Description of company policies	Sustainable development scorecards: commitments and results	P.40-45
Due diligence process and identification, assessment, prevention and mitigation of significant impacts and risks	Our sustainability challenges: impacts, risks and opportunities, duty of vigilance	P.30-31 ; P.117-125
Risk and impact matrix	Identification and assessment of impacts, risks and opportunities related to sustainable development	P.30-31
Results of company policies	Sustainable development scorecard: commitments and results (consolidated results), all sections (DomusVi Spain results)	P.40-45
Key performance indicators	Our sustainability challenges: impacts, risks and opportunities	P.30-31
National, European and international framework		
Main risks and impacts		
Trade relations, services with negative consequences	Our sustainability challenges: impacts, risks and opportunities	P.30-31
Risk management (identification and assessment process)		
Main GRI standards	We take into account ESRS standards	P.136-138

EINF regulatory requirements	Section or data	Page
General information about the company		
Main ESRS standards	ESRS standards correspondence table	P.136-138
Number of complaints	353	/
Profits	-4 4616 000 €	/
Public subsidies received	1 002 886 €	/

Regulatory requirements EINF	Section or data	Page
Environmental information		
Impact of activities on the environment	Our sustainability challenges: impacts, risks and opportunities	P.30-31
Impact of activities on health and safety		
Environmental assessment or certification procedure		
Resources dedicated to environmental risk prevention	Decree ARM/1783/2011 of 22 June does not include our activity in the list of activities for which this information is required	/
Provisions and guarantees for environmental risks		
Measures to prevent, reduce or repair GHG emissions	Reduction of GHG emissions	P. 83-87
Measures to prevent, reduce or remedy other forms of pollution	Water consumption management (wastewater treatment)	P.96-97
Waste	Waste management	P. 101-103
Prevention measures, recycling, reuse and other forms of waste recovery		
Food waste and actions to combat it		
Water consumption and supply	Water consumption management	P. 96-97
Raw material consumption and resource efficiency	Business ethics (responsible purchasing policy)	P.106-108
Direct and indirect energy consumption and energy efficiency measures	Energy consumption management	P.89-91

Regulatory requirements EINF	Section or data	Page
Environmental information		
Use of renewable energy	Electricity consumption from renewable sources: 284,422 kWh	/
Domestic fuel oil consumption (in kWh)	7,112,972	/
Biogas consumption (in kWh)	0	/
GHG emissions, targets and associated measures	Reduction in GHG emissions	P.83-87
Climate change adaptation measures	Climate change adaptation	P.92-95
Measures to preserve and restore biodiversity	Management of impacts on biodiversity	P.98-100
Impacts caused by the company's activities on protected areas		

EINF regulatory requirements	Section or data	Page
Social information		
Total number and breakdown of employees by gender, age and professional categories	Staff numbers and breakdown+ table below	P.62-63
Workforce broken down by contract type	Workforce and breakdown	P.62-63
Annual average number of permanent, temporary and part-time contracts, broken down by gender, age and occupational category	(see table below for breakdown)	/
Number of departures broken down by gender, age and occupational categories	(see table below for breakdown)	/
Number of permanent hires	3,488	/
Average remuneration and changes broken down by gender, age and job classification	Not available	/
Gender pay gap	Not available	/
Average remuneration of directors and senior executives, including variable remuneration, allowances, indemnities, payments to long-term savings plans and any other payments, broken down by gender	Not available	/

Regulatory requirements EINF	Section or data	Page
Social information		
Disconnection policy	Practices promoting disconnection (email and call schedules, rest periods, flexible hours, teleworking, etc.) / currently being formalised in a country policy.	/
Employees with disabilities	474	/
Number of hours of absence	6,267,252 hours	/
Measures to promote parental responsibility	Policy promoting gender equality focused on promoting work-life balance and / shared parental responsibility. (See details at the end of the table)	/
Health and safety conditions at work	Health, safety and well-being at work	P.64-98
Workplace accidents, by gender	1,743 (women), 106 (men)	/
Number of work accidents related to musculoskeletal disorders	403	/
Accident frequency rate, by gender	47,4 (women), 31,5 (men) / 46,1 (consolidated weighted by gender)	/
Accident severity rate, by gender	2,3 (women), 1,5 (men) / 2,3 (consolidated weighted by gender)	/
Occupational diseases, by gender	29 (women), 3 (men)	/
Number of days not worked due to accidents at work or occupational diseases, by gender	86,653 (women), 5,034 (men)	/
	Non-material issue at Group level.	
Social dialogue, organisation of social dialogue, information procedures, consultation, negotiation, collective bargaining	In compliance with applicable legislation (fundamental rights of associations and collective bargaining). Elections of employee representatives every 4 years. The results of union elections determine the composition of the various company committees and staff representatives. Representatives are granted union time off to carry out their duties. Meetings are held at least once a quarter. The internal communication system is PeopleVi.	/
Percentage of employees covered by collective agreements	100%	/

EINF regulatory requirements	Section or data	Page
Social information		
Training policy	Training and skills development	P.69-73
Training hours by professional category	(see table below for breakdown)	/
	Non-material issue at Group level.	
Measures to promote equal treatment and opportunities for women and men in the workplace, protocol in cases of sexual harassment, disability, anti-discrimination and diversity management	Measures applied: non-discriminatory selection and recruitment procedures, reduction of barriers to employment, guarantee of equal access to internal promotion based on objective, quantifiable, public, transparent and non-discriminatory criteria, principle of effective equality of / remuneration 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, guidelines for action against violence in the workplace and guidelines for action in the case of pregnant workers, etc.	/
Equality plans	Implementation 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).	/

Regulatory requirements EINF	Section or data	Page
Governance (human rights, anti-corruption and anti-bribery)		
Human rights due diligence	Duty of vigilance	P.117-125
Measures to prevent corruption and bribery	Business ethics	P.106-108
Measures to prevent money laundering	Business ethics	P.106-108
Contributions to foundations and non-profit organisations (including the DomusVi Foundation Spain)	26 500 €	/

Breakdown of the workforce in Spain by professional category (in permanent and temporary FTEs as at 31/12/2024)	
SSHH	3,146
Care team	3,401
Technical team	17,539
Administration	1,365
Management	232
Total	25,682

Annual average number of contracts by contract type, age group and gender (in FTE as at 31/12/2024)			
	Permanent	Temporary	Part-time
Under 30	1,464	1,657	994
30 to 50	8,054	3,994	5,025
Over 50	8,312	2,202	4,626
Total	17,830	7,853	10,644
Women	16,069	7,255	10,074
Men	1,761	597	570

Annual average number of contracts per professional category (in FTE as at 31/12/2024)			
	Permanent	Temporary	Part-time
Care team	11,720	5,820	8,385
Technical team	2,551	849	1,003
Resident team	2,248	898	934
Management (centre or department managers)	232	0	6
Administration	1,079	286	317
Total	17,830	7,853	10,644

Number of departures by age group (permanent contracts - 2024)	
Under 30	833
30 to 50	2,113
Over 50	1,716
Total	4,662

Number of departures by gender* (permanent contracts - 2024)	
Female	4,011
Male	651

*Only people who wished to disclose their gender were included.

Number of departures by professional category (permanent contracts - 2024)	
Care team	1,286
Technical team	2,608
Residential team	518
Management (centre or department manager)	68
Administration	182
Total	4,662

Number of training hours by professional category (2024)		
	Training	Including specific training on psychosocial risks
Care team	28,955	1,719
Technical team	113,175	1,138
Resident team	16,049	44
Management (manager centres or department)	21,281	45
Administration	21,32	130
Total	200,892	3,076



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