2025

Domus
Humanity, shared



Shared humanity at the heart of care

2025 SUSTAINABILITY REPORT HIGHLIGHTS

Contents

Caring together	04
DomusVi at a glance	06
Our sustainable development approach	08
Our societal and social challenges	10
Our environmental challenges	12
Our governance challenges	18

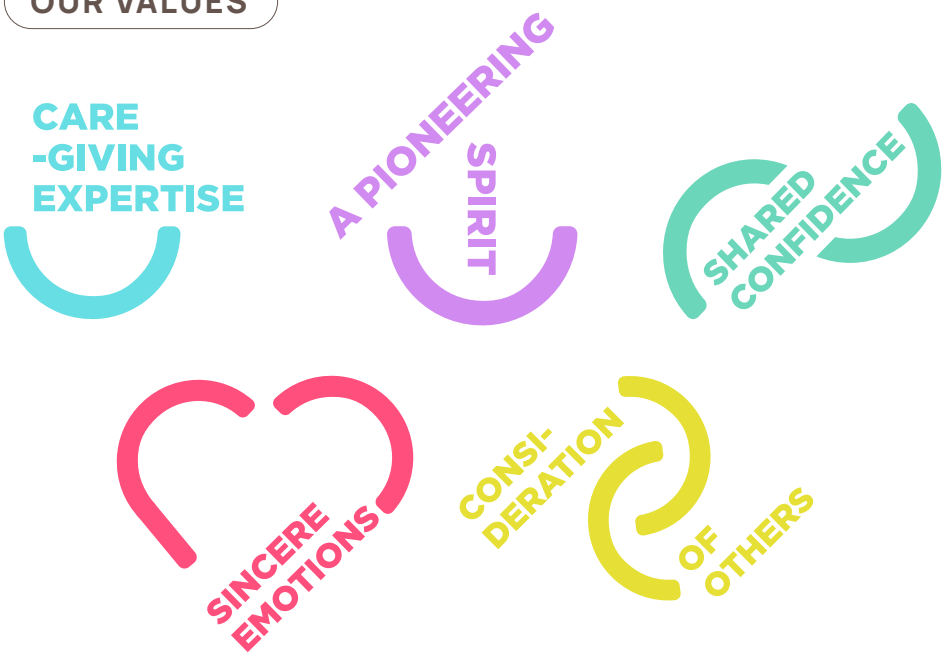
Caring together

For more than forty years, DomusVi has accompanied people through the ageing process with a simple yet powerful belief: growing older is a natural stage of life, and every individual deserves support that combines professional excellence with genuine human care.

Embraced by 53,622 employees across seven countries, this philosophy is underpinned by a **deliberately decentralized organization** that prioritizes **the autonomy of frontline teams** and the active involvement of families over broad corporate statements.

In 2025, this conviction was translated into concrete actions: **innovations** developed alongside care teams, strengthened **training programs**, measurable progress in **decarbonizing our real estate portfolio**, and stronger family involvement in the Group's governance through **National Family Councils**, now established in four countries.

OUR VALUES



OUR STRATEGY

DomusVi's strategy addresses **three major challenges:** to offer the elderly the best possible quality of life, to offer attractive jobs, and to make our homes living environments open to the outside world.

This strategy is supported by **four performance levers:** teams, digital, real estate and sustainable development.

Our ambition: To be a leading actor in the well-being of the elderly worldwide.



Yves Journel,
Founder of
DomusVi Group

"Families play an essential role as trusted partners in care. We do not simply support people made vulnerable by age or illness; we accompany women and men whose lives are shaped by unique personal stories."



Sylvain Rabuel,
Chairman of
DomusVi Group

"The ageing of populations is no longer a distant prospect but a reality unfolding across all the countries where DomusVi operates. Our responsibility is simple: to rise to this demographic challenge with humanity, solidarity and realism."

DomusVi at a Glance

7 countries

5 brands

FRANCE

SPAIN

GERMANY

IRLAND

PORTUGAL

NETHERLANDS

CHILE



53,622 employees worldwide (physical workforce)

12% men

88% women

575 facilities

51,197 beds

Net Promoter Score: **47** (2024 group survey, 2024 scope)

Overall satisfaction: **94.4%**

193,000 elderly people supported

Our Sustainability Approach

Alongside teams, digital and real estate, sustainable development is one of DomusVi's strategic levers.

Our sustainability strategy is based on extensive work carried out in 2022-2023 and confirmed in 2025 through a **double materiality assessment** involving our stakeholders (residents, families, employees and partners). Two questions guided this work: **what impact do our activities have on our ecosystems? And what financial risks and opportunities are linked to sustainability challenges?**

This analysis identified 16 material topics that now structure the **Group's sustainability roadmap.** Each country and each facility build on this shared foundation to develop their own action plans, tailored to local needs and realities.

Our 16 material challenges
SOCIAL & SOCIETAL
1 • Service level
2 • Well-treatment
3 • Local socio-economic impact
4 • Health and safety at work
5 • Well-being at work
6 • Training and skills development
ENVIRONMENTAL
7 • Reducing greenhouse gas emissions
8 • Climate change adaptation
9 • Energy consumption management
10 • Energy supply
11 • Water consumption management
12 • Biodiversity impact management
13 • Waste management
GOVERNANCE
14 • Corporate governance
15 • Business ethics
16 • Supplier relationship management

"Every day, we consciously choose to put local initiatives first."

Marie Avon, Group Legal & Compliance Director.

ImpAct

THE IMPACT PROJECT

Among our 16 material challenges, **8 flagship objectives** have been grouped under the ImpAct Project and linked to specific performance indicators. Designed **as an accelerator for our sustainability journey**, ImpAct **mobilizes all employees** by facilitating **communication** around priorities and encouraging **local initiatives.**

INNOVATION SUPPORTING CARE

At DomusVi, innovation serves a dual purpose: improving the quality of care provided to residents, and improving the quality of life at work for our employees. Every innovation starts with a need identified on the ground by a resident or caregiver. Solutions are first tested on a small scale and only deployed more broadly if proven effective.

"Our approach starts in the field and returns to the field."

Diane Ledoux, Chief Customer, Digital & Technology Transformation Officer.

Our social and societal challenges

Caring for residents and supporting the teams who care for them: DomusVi views these two commitments as one shared responsibility.

42%
women in top management positions

94.7%
satisfaction with quality of care

537,083
training hours delivered in 2025

QUALITY OF SERVICES AND WELL-TREATMENT

Twice a year, DomusVi gathers feedback from residents and their families on their daily experience. In 2025, overall satisfaction reached 94.4%, and the Net Promoter Score rose to 47, compared with 43 a year earlier. Every residence uses these results to build its own improvement plan.

ON-SITE FOCUS

IN SPAIN, the "GCR Móvil" mobile application enables caregivers to record observations in real time. By the end of 2025, it had been deployed in 129 of the country's 146 facilities.

IN CHILE, a dedicated event organized with the CEUANDES School brought together caregivers and occupational therapists to discuss residents' social connections and support their adaptation to life in residential care.

IN FRANCE, the Orikio sensor, deployed in 22 facilities, analyzes sounds in residents' rooms in real time and alerts caregivers when concerning noises are detected. This technology has enhanced teams' responsiveness while respecting residents' routines and autonomy.

WORKFORCE, DIVERSITY AND INCLUSION

Diversity is shaped locally, reflecting the realities and needs of each country: attracting more men to a predominantly female sector, promoting the inclusion of people with disabilities, and creating opportunities for individuals facing barriers to employment. The underlying conviction is straightforward: teams that reflect the diversity of the people they support are better equipped to understand their needs and experiences.

ON-SITE FOCUS

IN GERMANY, the Girls' & Boys' Days initiative introduces young people to professions that are still often shaped by gender stereotypes.

IN IRELAND, Trinity Care formalized a policy aimed at preventing harassment and discrimination.

IN PORTUGAL, an internal policy framework has been established to promote equality and prevent discrimination.

HEALTH, SAFETY AND WELL-BEING AT WORK

Care professions place significant physical and emotional demands on employees. At DomusVi, the quality of care provided to residents goes hand in hand with protecting and supporting those who deliver it, through appropriate equipment, psychological support, and managers trained to recognize early signs of distress.

ON-SITE FOCUS

IN FRANCE, the "Soin Autonomie" program aims to avoid physical strain for both residents and caregivers. In 2025, 800 transfer rails and 500 lifting motors were installed, supported by a network of 70 internal trainers.

SPAIN has developed its own program, "Humaniza", designed to further promote person-centred care and enhance the care experience for both residents and professionals.

TRAINING AND SKILLS DEVELOPMENT

Training supports employees throughout their career journey, from developing core professional skills to advancing into management positions or exploring new career opportunities.

ON-SITE FOCUS

IN FRANCE, the "Pass'Afest" program provides on-the-job training for medico-social service assistants, achieving a 96.5% qualification success rate. In 2025, the "Reverse VAE" program (Validation of Prior Experience) created 50 additional places to train nursing assistants.

IN GERMANY, the Advita Akademie has been offering online training courses since 2015, accessible at any time, enabling employees to learn at their own pace.

LOCAL SOCIO-ECONOMIC IMPACT

Each facility plays an active role in local life, serving as an employer, a customer of local businesses, and a community hub open to its neighborhood. This local footprint is reinforced through partnerships with schools, community organizations, and employment support services.

ON-SITE FOCUS

IN SPAIN, two public service contracts in Madrid enable home care support for nearly 30,000 elderly people, delivered by a workforce of more than 6,700 professionals. In Galicia, a program developed in partnership with the Xunta de Galicia provided training in care professions for 100 vulnerable individuals, helping 62 participants return to employment.

IN THE NETHERLANDS, the Martha Flora facility in Hilversum inaugurated a "Forget-Me-Not Trail" in May 2025, designed to foster greater awareness and understanding of Alzheimer's disease.

FRENCH AND SPANISH FOUNDATIONS

Two foundations, in France and Spain, provide long-term support for the Group's societal commitment: advancing research on ageing, combating social isolation, and fostering connections between generations.

ON-SITE FOCUS

IN FRANCE, the Foundation launched the third edition of the Yves Journel Prize in 2025, recognizing academic research on intergenerational relationships, and renewed its support for Alzheimer's disease research.

IN SPAIN, the University for Seniors awarded diplomas to 137 residents in 2025, bringing the total number of graduates to 442 since 2021.



Our environmental challenges

Our facilities operate around the clock, providing essential services such as heating, meals, or lighting at all times. DomusVi is committed to reducing its environmental footprint while maintaining the highest standards of care and support.

362,064
tCO_2eq emitted in 2025, representing an 11% reduction[1] year-on-year

100%
renewable electricity in Spain, Portugal, the Netherlands, and Ireland

33
buildings certified under the BREEAM[2] standard or the equivalent Dutch certification scheme (+35 currently undergoing certification)

REDUCING GREENHOUSE GAS EMISSIONS

Validated by an independent scientific third party[3], DomusVi's decarbonization pathway is aligned with the objective of limiting global warming to 1.5°C. In 2025, key initiatives focused on the implementation of green electricity contracts, reducing energy consumption, and replacing equipment powered by fossil fuels.

ON-SITE FOCUS

IN SPAIN, 24 electric vehicle charging stations were installed across 21 facilities for employees and visitors' families.

ENERGY EFFICIENCY

To reduce the energy impact of facilities that operate around the clock, DomusVi acts on two fronts simultaneously: reducing consumption through better-insulated buildings and more energy-efficient equipment, while progressively increasing the use of renewable electricity to make its energy mix greener.

ON-SITE FOCUS

The installation of photovoltaic and solar thermal panels, as well as heat pumps and biomass systems, has improved the energy efficiency of our facilities while reducing our dependence on fossil fuels. In 2025, several countries also entered into renewable electricity supply agreements.

CLIMATE CHANGE ADAPTATION

In response to heatwaves and other climate-related risks, DomusVi is adapting its facilities to protect particularly vulnerable residents, while proactively identifying and addressing the specific risks associated with each site.

ON-SITE FOCUS

DomusVi uses the "Bat-Adapt" tool for its buildings, drawing on IPCC data to project infrastructure exposure to climate risks through to 2090.

1 In absolute terms, using the market-based methodology. 2 BREEAM (Building Research Establishment Environmental Assessment Method): an internationally recognized building environmental assessment standard, used in more than 89 countries. It evaluates performance across areas including energy, water, waste management, and occupant well-being. 3 The Science Based Targets initiative (SBTi), the leading international organization in this field, assesses whether companies' greenhouse gas reduction pathways are aligned with the scientific recommendations of the Paris Agreement. DomusVi's decarbonization pathway was validated by the SBTi in August 2024.

WATER CONSUMPTION MANAGEMENT

Water is essential for hygiene, food services, and the maintenance of green spaces. To better manage consumption, water use is monitored at each facility.

ON-SITE FOCUS

IN FRANCE, a remote monitoring and leak detection platform was tested in 2025 ahead of its planned rollout in 2026.

IN SPAIN, a shared digital dashboard enables facilities to compare their water consumption and exchange best practices.

MANAGING IMPACTS ON BIODIVERSITY

During construction and renovation projects, DomusVi works with specialist experts to protect trees, soils, and local biodiversity. This commitment extends to its purchasing practices, from medical supplies to food procurement.

ON-SITE FOCUS

IN FRANCE, every construction project is subject to an environmental assessment conducted by an ecologist.

IN PORTUGAL, existing trees on development sites are systematically preserved, and gardens are designed to minimize water consumption.

WASTE MANAGEMENT

Reducing waste, improving sorting practices, and increasing recycling and recovery efforts: waste management involves employees, residents, and their families alike. Through everyday actions, DomusVi also seeks to encourage and share these responsible habits with all stakeholders.

ON-SITE FOCUS

IN SPAIN, DomusVi joined the "Seniors First to Recycle" initiative in 2025. Rolled out across 148 facilities, the program encourages residents to actively participate in recycling and waste-sorting efforts.

IN CHILE, 141 electronic devices were collected in Santiago in 2025, refurbished, and donated to local schools.



Our governance challenges

DomusVi's governance is built around three priorities: ethics, family engagement, and oversight across the value chain.

1
Responsible purchasing policy developed in 2025

4
countries with National Family Councils

10
meetings of the Supervisory and Strategic Guidance Board in 2025

BUSINESS ETHICS

Operating across seven countries with diverse regulatory frameworks, DomusVi relies on a shared set of principles to ensure that its ethical standards are applied consistently throughout the Group. These include an ethical business conduct charter, a whistle-blowing mechanism, and systematic oversight of business partners. In 2025, DomusVi also developed a Responsible Procurement Policy. Approved in early 2026, the policy will be rolled out across the Group's countries during 2026 and 2027.

ON-SITE FOCUS

IN FRANCE, the secure Witik platform enables any stakeholder, whether internal or external, to report misconduct anonymously. The tool is gradually being rolled out across the Group's other countries.

NATIONAL FAMILY COUNCILS

National Family Councils give relatives a genuine role in governance, enabling them to contribute to the improvement of care practices and services. **The Netherlands** pioneered this approach in 2021. In France, the National Family Council was established in 2023, and its working groups developed a series of practical recommendations, presented in a second activity report published in October 2025. In the same year, **Spain** established its own National Family Council, complementing the local councils in place in 70% of its facilities. **Chile** launched its first local family councils, while **Portugal** is set to follow in 2026.

"These improvements can sometimes be as simple as adjusting the dinner schedule, but they make a meaningful difference to the satisfaction of residents, their families, and our teams."
Anna Kuhn Lafont, Director of Family Councils and Mediation.

DUTY OF VIGILANCE

DomusVi's duty of vigilance extends its responsibility to suppliers and business partners. To support this commitment, the Group has developed a risk mapping framework covering environmental issues, health and safety, and respect for human rights. The associated vigilance plan was updated in 2025 and subsequently reviewed by the Risk & Compliance Committee and the Supervisory Board.



DomusVi
Humanity, shared

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 who 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.

DomusVi — Group Manifesto

TO LEARN MORE

Read the full 2025 Sustainability Report.

Editorial and graphic design
THE EDITORIALIST