

2023
Executive
Summary



**EXECUTIVE
SUMMARY**
**2022 Extra-financial
report**

**We help each person live
an easier, more fulling
and inclusive life**

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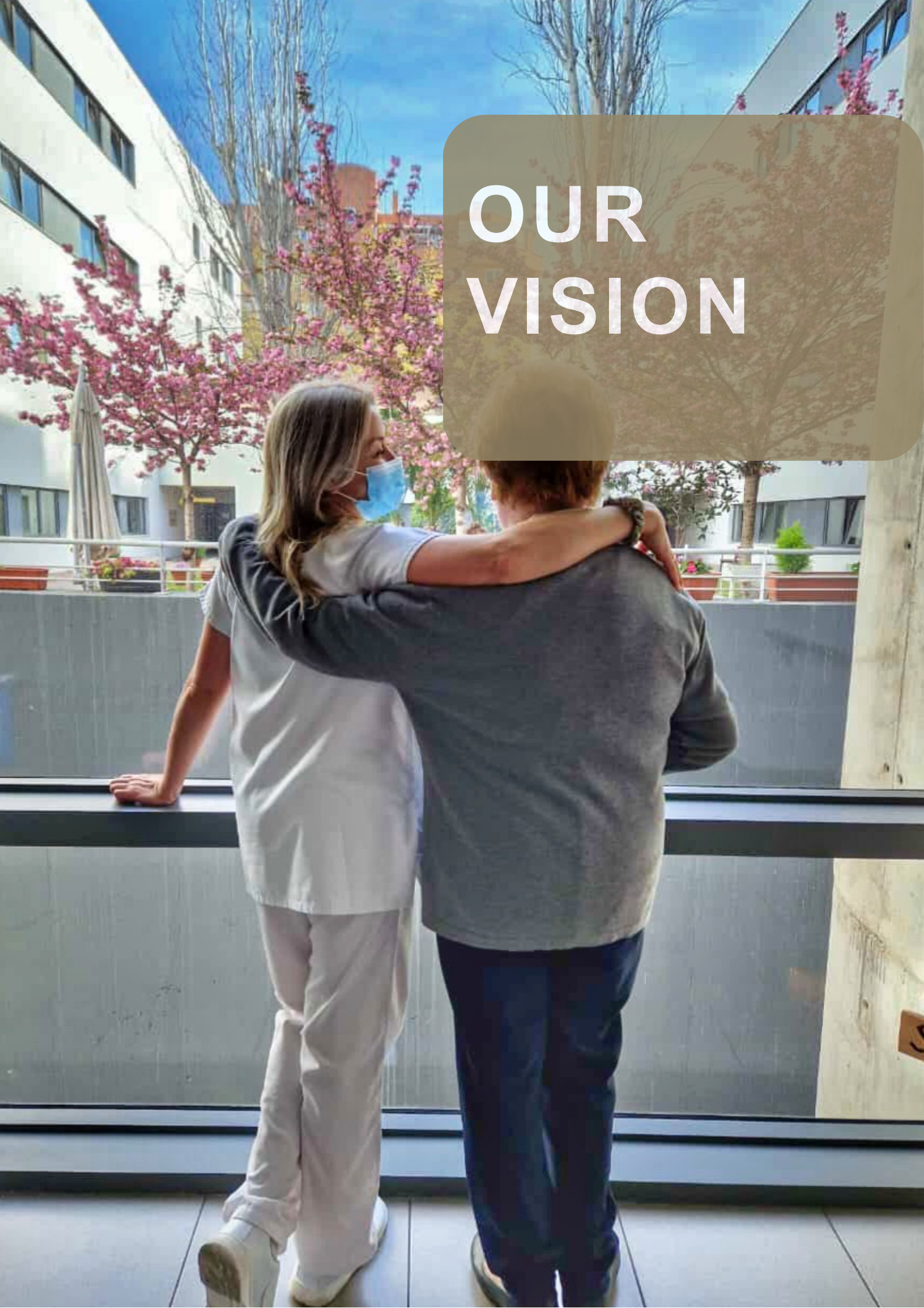
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OUR VISION





To bring the most trusted services and care solutions.

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

Groupe Maisons de Famille is a family-owned company created in 2003 with a long-term perspective focus. The Group has proven its strong expertise for the last twenty years and is now one of the leading European providers of care, accommodation and support for Elderly people, particularly those in a dependent position.

Groupe Maisons de Famille currently consists of four companies in France, Italy, Spain and Germany that operate long-term care nursing homes, day care centers, senior services residences, rehabilitation centers, outpatient services, centers specializing in the care of disabled people and patients suffering from psychiatric illnesses, providing them with social and health care.

At Groupe Maisons de Famille, our purpose is to help each person live an easier, more fulfilling and inclusive life.



MESSAGE FROM THE CEO



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

Julien Samson,
Chief Executive Officer



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

CSR at the heart of our social mission

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

That is why in 2022, we have conducted an ambitious evaluation of our global carbon footprint by assessing the emission of all of our homes and headquarters. The results of this action constitute one of the cornerstones of our environmental strategy for the year to come.

Our sector is also facing arduous challenges with a shortage of healthcare personnel, rising energy prices, pandemics, etc. Most importantly, in regards of the unethical organized malpractices revelations in our sector, we are bound, more than ever, to uphold the higher ethical standards. In this sense, we have this year, in concertation with our stakeholders, updated our vision, ambition and main sets of values that will nourish our strategy and daily activities. These upheavals are changing our paradigms. In order to support longevity and sustainable development, we want to apply our strategy by taking into account durability criteria in our activities (environmental, social and governance).

The strength of our uniqueness

Groupe Maisons de Famille has demonstrated its uniqueness by establishing “quality first” as a guiding principle. This ambition is based on our humanist values of positivity, ethics, optimism and exigency. To foster this principle, the Group have established this year the first consolidated dashboard aggregating its main quality indicators in order to regularly monitor our performance in this field and improve constantly. Quality is managed and monitored through two main lenses: quality of service for the residents and quality of life at work for our employees.

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



ABOUT US



Our fundamentals

Our pillars

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

VISION, MISSION, STRATEGY & VALUES of the Group



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



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



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



VALUES
People, Ethics, Positivity, Exigency (PEPE)

The world in which we operate

Demographic changes

A rapidly ageing population, with the number of people aged 85 and above assumed to be multiplied by 2.1 in Europe between 2020 and 2050.

Public health

Demographic changes lead to more people in need of care, while mental health problems continue to increase.

Digital transformation

The exponential rise of softwares and IoT will make it easier to support and treat elderly people.

Public finances

Uncertainty in the global economy and stretched public finances.

Our strengths

Quality care

High quality of service for our customers and excellent working conditions for our employees.

Diversification of services

Diverse offerings and activities to meet a wide range of customer expectations.

Innovation in care services

Continuous reinvention in the way we work, with more integration within the Group and innovative HR and quality policies.

Long-term view

Stability in the financial structure to support our development thanks to a trustful family ownership.

Our fundamentals

Quality first

Our vocation is “**Quality first**” for residents. The Group places particular importance on the satisfaction of residents and families, who trust the Group’s workforce to take care of their loved ones. The Group strives every day to provide the best possible care for its residents so that they can continue to live as actively and independently as possible, with care that is always person-centered, respectful of their dignity and individuality and adapted to each of their medical needs.



People: Human centered care

We are committed to respecting the individuality of each person and reflect it in our daily services.

We strive every day to provide the best possible care for our residents so that they can continue to live as actively and independently as possible, with care that is always person-centered, respectful of their dignity and individuality and adapted to each of their medical needs.



Ethics: Evidence-based practices

We act responsibly every day

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

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



Positivity: Resident & employees satisfaction

We give the best of ourselves, every day, with enthusiasm and positivity.

Residents are our primary focus. Thus, we communicate with them and their families through various communication channels in order to provide them with the best possible care and support. The satisfaction of residents and their loved ones is at the heart of our concerns, Maisons de famille, La Villa, Amavir and Dorea Famille continuously deploy tools to improve the quality of care and services, promoting constant listening to residents’ needs. This also includes the evaluation of our commitments, and a strong transparent interaction.



Exigency: Committed professionals

We pay attention to the smallest detail to meet all expectations.

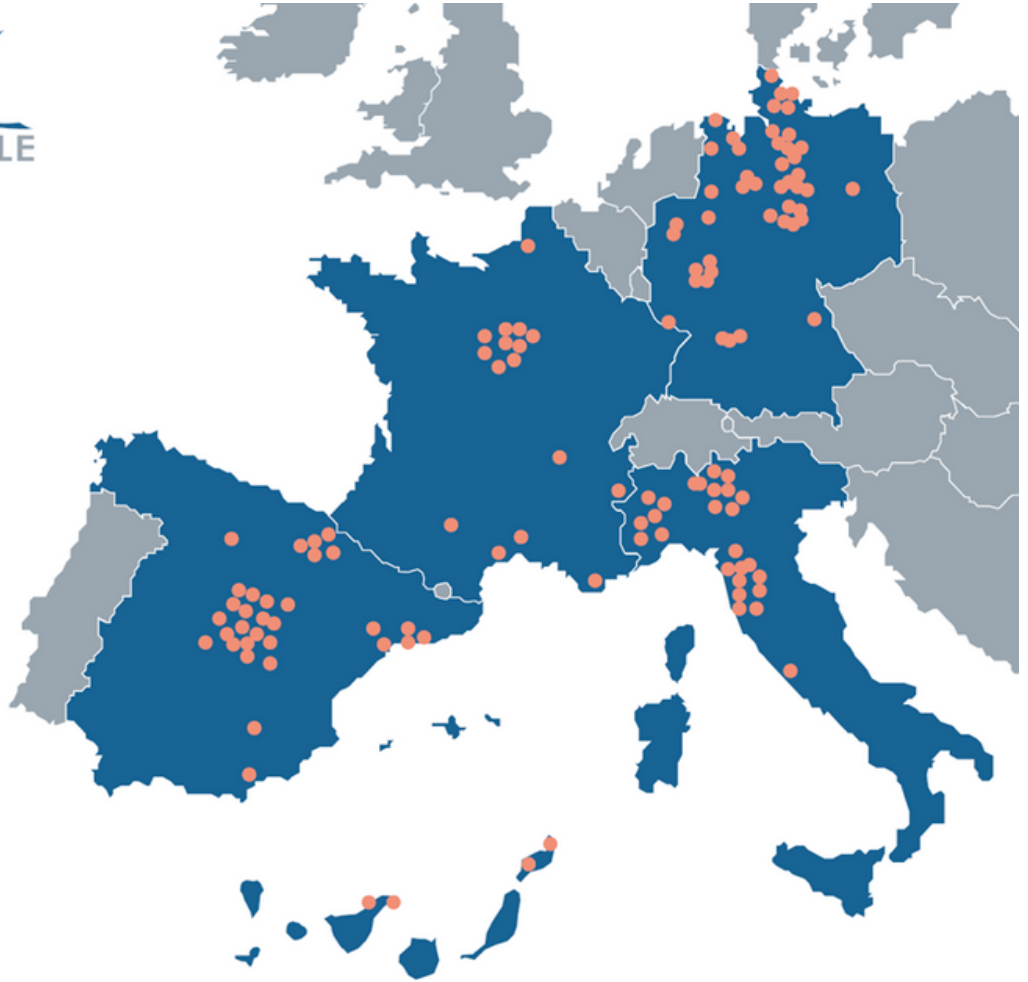
We are aware that quality must constantly be demonstrated and challenged. The best way to do so is to rely on quality and Human Resources experts of each country. The Quality and Human Resources Committee created in 2022 is in charge of continuing the strengthening of the quality strategy, assess and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



Our decentralized organization

based on strong local brands

Decentralization and autonomy are our founding organizational principles. Since the beginning, we have encouraged personalized and person centered decision-making. Decentralization and autonomy allow each company of the Group to respond to their local specificities offering quality and personalized care.



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

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

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

Maisons De Famille 12.97%
12th operator in France



Dorea Famille 43.51%
12th operator in Germany



La Villa 16.13%
4th operator in Italy



Amavir 27.36%
6th operator in Spain



Strong local brands

To create and support sustainability growth

MAISONS DE FAMILLE, IN FRANCE

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

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



AMAVIR, IN SPAIN

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



LA VILLA, IN ITALY



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

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

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

DOREA FAMILIE, IN GERMANY



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

A diverse range of *care services*

Groupe Maisons de Famille's affiliates offers a diverse range of care services meeting the needs of the Elderly people needs in each country.

We want to be the provider of choice for customers, clients, contractors and the best employer for our employees.



The percentage hereby refers to the Group's capacities (beds and places).

	Nursing homes	Day care	Ambulatory care	Post-acute & rehabilitation	Psychiatric care clinics, palliative care	Assisted living	Home care
France	●	●		●		●	●
Germany	●	●	●		●	●	●
Italy	●	●		●	●	●	●
Spain	●	●				●	

● Operating facilities.
● Facilities/ activities under development (pipeline).

Key figures



645
million
TURNOVER



88%
EMPLOYEES WITH A PERMANENT CONTRACT



#5
FRENCH OPERATOR IN EUROPE



75%
WOMEN DIRECTORS OF NURSING HOMES



100%
RATE OF PERSONAL CARE PLAN FOR RESIDENTS

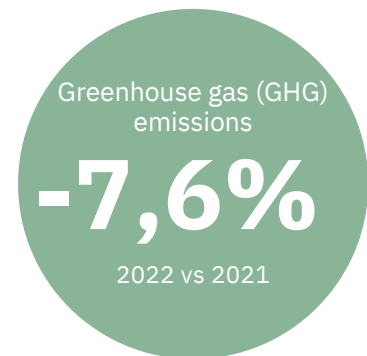
Groupe Maisons de Famille

In 2022

2022 has been a year rich in progress, and we are proud of the progress we have made in environmental, social and governance terms.

Reducing energy consumption and carbon footprint

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



Guaranteeing well-being of residents & employees

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



Responsible governance

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



A young woman with curly hair is smiling and supporting an elderly woman on a walkway. The elderly woman is wearing a blue patterned sweater and has her hand on the young woman's shoulder. They are both looking towards the right. The background is a blurred outdoor setting with greenery.

OUR IMPACT

A sustainable business model driven by *a sustainable management*

Sustainability is at the heart of our social mission.

We create sustainable value for all our stakeholders, based on balanced development, responsible performance and shared trust.

1. Social Responsibility: Quality first

- **Sustainable high quality care** for residents
- **Be the preferred employer.** A focus on long-term quality of life at work for employees to drive employee engagement, trust and satisfaction.

4. Economic viability

- **Long-Term Planning:** Incorporate sustainability into strategic planning, risk assessment, and long-term business goals.
- **Financial Performance:**
 - **Innovation and service development:** Encourage innovation to develop sustainable products and services that meet customer needs while reducing environmental impacts.
 - **Responsible Governance:** Effective governance structures, including a sustainability committee and integration of sustainability into the corporate strategy.



2. Environmental sustainability: be a environmental sustainable & responsible care provider

- **Resource Efficiency:** Implementation of measures to optimize resource use.
- **Energy Conservation:** Fostering adoption of energy-efficient technologies, encourage renewable energy use, and promote energy conservation practices.
- **Carbon Footprint Reduction:** Assessment and foster the setting up of targets to reduce greenhouse gas emissions, implement emission reduction strategies, and consider carbon offset initiatives.

3. Reporting and accountability

- **Sustainability Reporting:** Publication of an annual sustainability reports to communicate the company's performance, progress, and goals related to environmental, social, and economic aspects..
- **External Assurance:** External verification or assurance of sustainability performance and reporting to enhance credibility and transparency.

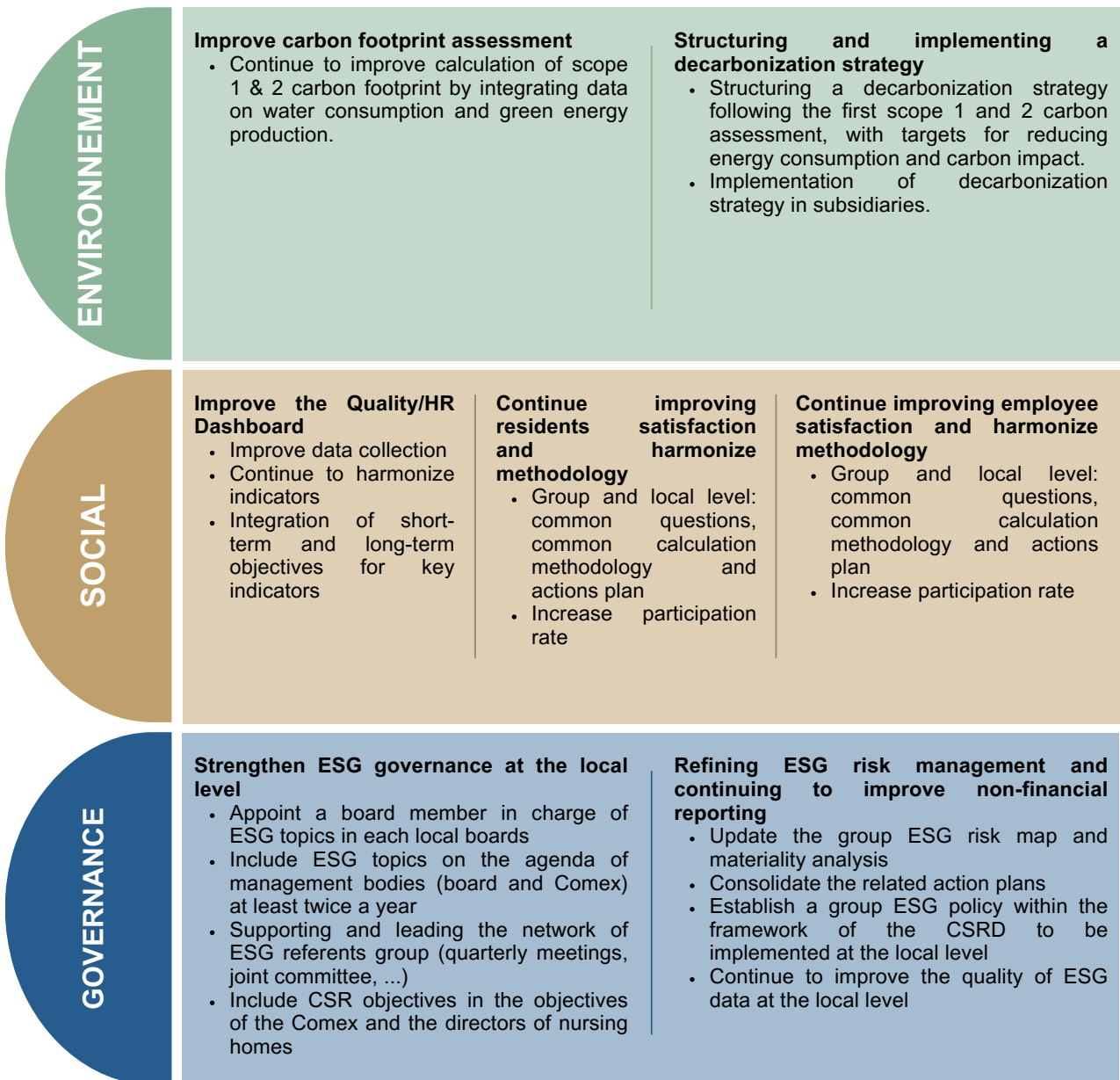
Act Now

Our 2023 ESG roadmap

Our ESG roadmap is our steering tool, is based on the three pillars of non-financial performance: social, environmental and governance.

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

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



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Share capital: €70 077 528
Siret: 493 488 571

