



life goes on with us

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## Analyst-day in Lisbon

## HR policy presentation

December 2019



## A Corporate HR Department

Responsible for the Group's HR Policy



### HR development

- ✦ Attractiveness & Recruitment
- ✦ Development, talent management & employee retention
- ✦ Monitoring HR projects (partnerships with care training centres, commitment surveys, quality of work life, etc.)



### Data & Processes

- ✦ Steering of social indicators
- ✦ Monitoring and implementation of HR processes
- ✦ Remuneration study



### Social affairs

- ✦ Social policy & relations: support for the various clusters
- ✦ Work contract management for Corporate teams and employees taking advantage of international mobility

## HR Departments within each cluster

Roll out & adapt Corporate HR policy to local markets

## ORPEA's growth requires:

- ✦ Strengthening of our **attractiveness**
- ✦ The identification of a pool of **talent** with **career** opportunities



- ✦ The **development** of our employees
- ✦ Greater **commitment** and improved **retention**





Attractiveness of and  
recruitment for  
professions where  
there is a shortage in  
candidates

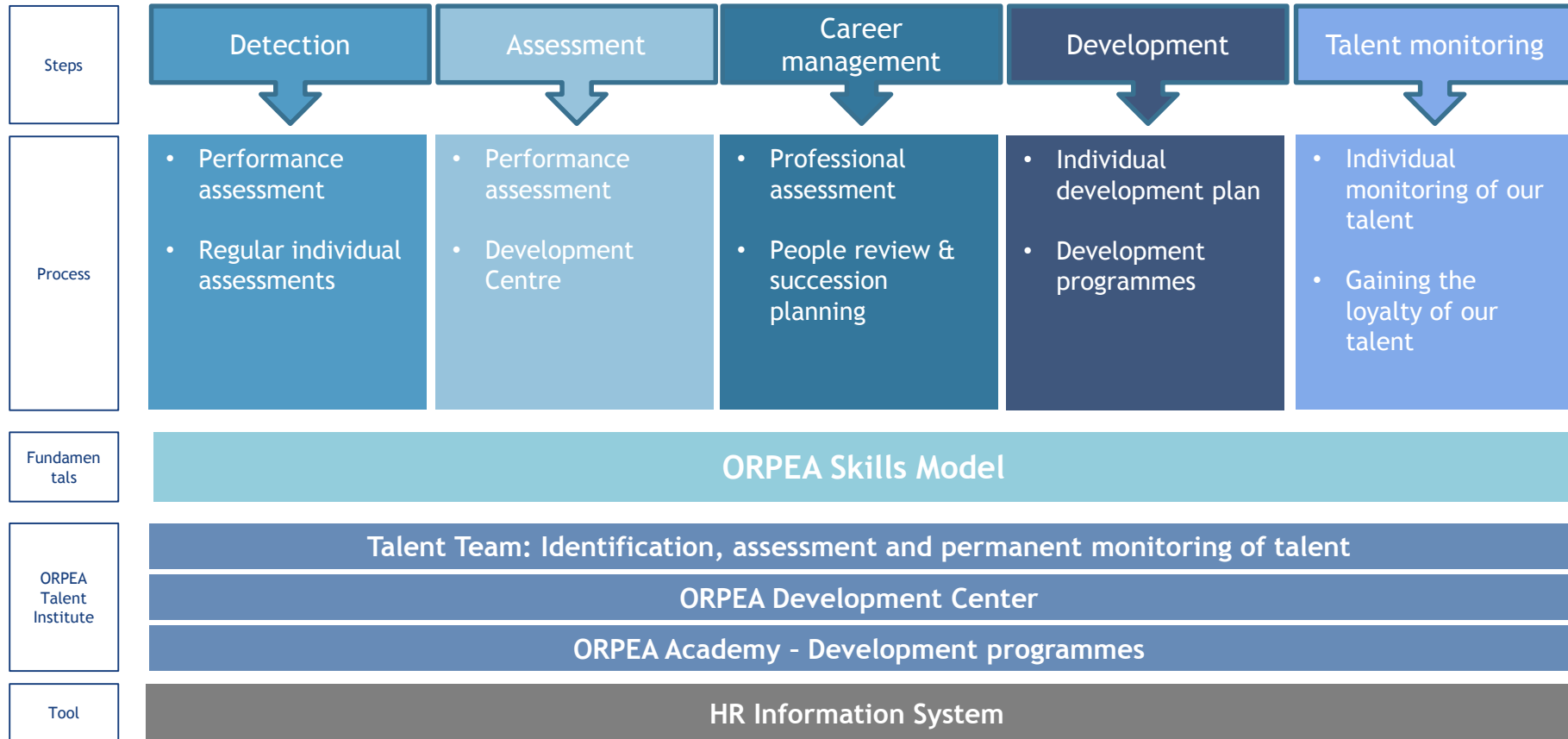


Talent  
management



Gaining the  
loyalty of  
our employees

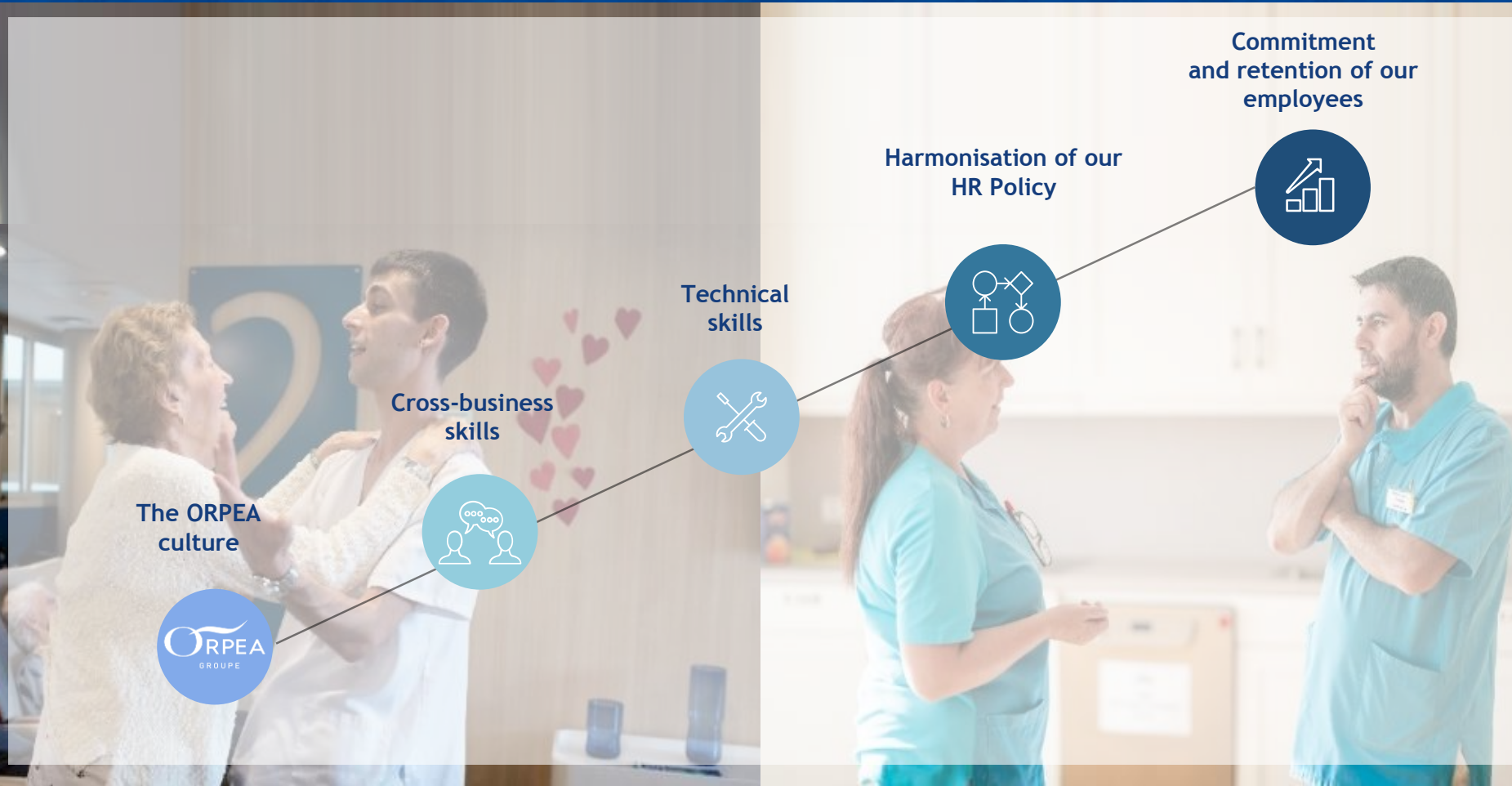
# A five-step HR development policy





**ORPEA's HR Model**

# The ORPEA Culture, a key commitment and retention driver





Showcase our values on a daily basis in all our professions, in all countries and at all levels.

## A skills model that promotes our values

Our values must be showcased in our everyday actions, so that they are real and experienced. This is essential for a Group such as ours which places human values at the heart of its mission.



### PROFESSIONALISM

Coupling strong professional skills with a real sense of responsibility and continuous care to provide quality services.



### KINDNESS

Ensuring the well-being of our residents, patients and those receiving homecare by fostering a quality, trust-based relationship.



### LOYALTY

Conducting ourselves with integrity, exemplary behaviour, open and honest discussions and respecting our commitments to our various stakeholders.



### HUMILITY

Dealing with the imperfection which characterises our profoundly human business to adopt an approach based on continuous improvement and meeting daily challenges.

### AN ENTREPRENEURIAL MINDSET

Demonstrating open-mindedness, creativity and dynamism to push boundaries in the interest of our customers and our organisation



## The ORPEA skills model 6 key skills

### Demonstrate flexibility and boldness

Managing complexity by adapting, taking initiative and favouring rapid decision making and experience-based learning.



### Show commitment and achieve excellence

Investing in ORPEA's success by respecting procedures and values and demonstrating ambition, determination and humility.



### Succeed through cooperation and mutual aid

Ensuring performance through efficient interaction between employees, developing team spirit and sharing best practices to obtain lasting results.



### Take care of our customers and our employees

Demonstrating care and empathy with residents, patients, families and employees, by acting according to each individual's needs to always ensure an excellent quality of service.



### Play a part in your own development and that of others

Capitalising on your expertise and that of others to improve individual, collective and organisational performance.



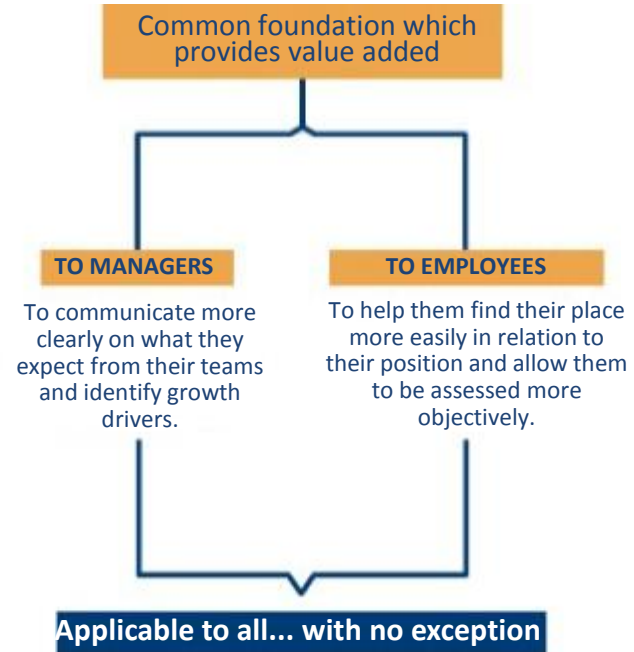
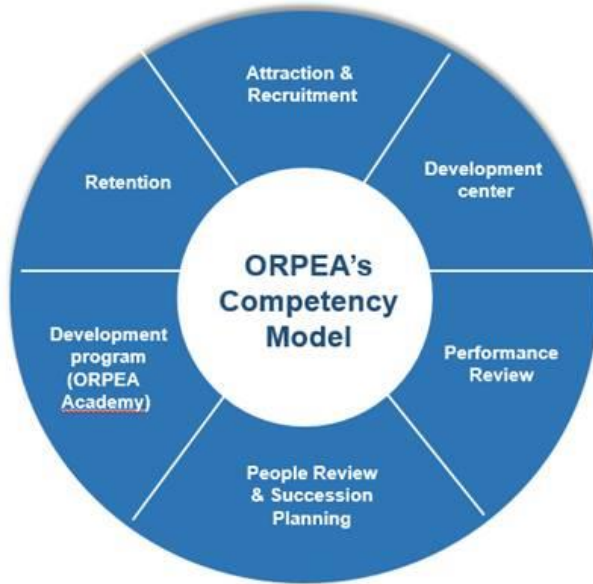
### Innovate and embody change

Driving change by questioning working methods and exploring new avenues.





This Skills model serves our entire HR process.  
It supports employees throughout their career at ORPEA.





**Attract and recruit**

**Increase our visibility**  
(Schools, universities,  
conferences)



**Promote individual  
development and  
opportunities**



**Highlight the Group's  
values and culture**



**Develop the pride  
of belonging**



A campaign launched to enhance the image of our professions, improve our attractiveness and strengthen our pride of belonging.

6 facilities concerned in 4 clusters

Meetings with more than 68 people across 4 businesses

22 different professions identified

A dedicated team, consisting of a Head of Corporate Recruitment and a two-person reporter + photographer team.



## Video on enhancing the image of the professions

**The needs of carers and doctors in all countries...  
An ambitious and coordinated global action plan to meet these needs!**

**USJ**



**bit**schulungcenter  
member of bit group

- ✦ Partnership signed with **Saint-Joseph University in Beirut** for nurses.
- ✦ Partnership agreement currently being finalised with the **Red Cross** nursing and carer schools.
- ✦ Partnership with a care training centre in **Portugal** (carers, nurses, physiotherapists).
- ✦ Recruitment day at a physiotherapist school in **Spain, EUSES**.
- ✦ Training opportunity for nurses and carers with **KIMS College** in India.
- ✦ Planned **acquisition of a school in Austria**.





**TALENTSCOUTRY** 

## ✦ Talentscoutry and DEKRA: 2 German companies

Global service to recruit nurses and carers from Vietnam and the Philippines (visa, recognition of qualifications, certification, administrative procedures, local language, etc.)  
Pilot scheme underway in Germany for 25 nurses.



## ✦ ODEPC: Government-mandated consultancy firm

**ODEPC**

Identified opportunity: The ODEPC has a recruitment network in Kerala's healthcare schools (medicine, pharmacy, nursing and paramedical) dedicated to nursing assistants, nurses and doctors.

## ✦ NGS: Spanish recruitment agency

Opportunity identified to support the integration of carers and nurses from Mexico, Ecuador and Colombia within Spanish teams.





**Training and Development**

## An integration programme

- ✦ Designed for head office executives to discover our Group and our various activities.

## A valuable opportunity for dialogue

- ✦ To facilitate integration and favour synergies.

## Format

- ✦ Programme over 1.5 days with visits to facilities.



*“An excellent way to discover both the Group’s extraordinary history and the diversity of its professions!”*

*“Passionate and accessible leaders who get involved!”*

*“Heart-warming and moving visits that create close relationships between head office and the facilities and promote better teamwork”*







**Target population: Chief Operating Officers**



**Develop skills, share knowledge and facilitate the integration of our Officers.**



**Develop agile and digital learning**



**Optimise costs and capitalise on internal skills**







Identify  
a pool of talent  
for key positions



Map strengths and areas for  
improvement within the  
target population



Provide individual feedback  
on strengths and  
opportunities



An assessment of skills in order to define  
the best suited individual development plan





A half-day session



Between 3 and 6 participants, in front of the same number of assessors



Organised by cluster in the participant's language



Individual role play

Business game (individual & collective)

Individual interview

Individual debrief and development plan



ORPEA SKILLS



## Development Centre for Chief Operating Officers

- ✦ France
- ✦ Belgium
- ✦ Spain
- ✦ Portugal
- ✦ Germany (2 entities)
- ✦ Austria
- ✦ Switzerland



## Development Centre in 2019

- ✦ 95% of Chief Operating Officers attended the Development Centre.



ORPEA Competency Potential Profile		
This profile gives <span style="background-color: #e0e0e0; padding: 2px;">                    </span> areas of greater and lesser predicted potential against the ORPEA Competency Model, based on our extensive international database linking Saville Assessment Wave to work performance.		
Competency Description	Potential	
<b>Demonstrating agility and boldness</b> Examining Information (3); Adopting Practical Approaches (5); Making Decisions (4); Showing Composure (4); Thinking Positively (7); Taking Action (4)		<b>Low</b> higher potential than about 10% of the comparison group
<b>Being engaged and achieving excellence</b> Developing Strategies (1); Upholding Standards (6); Pursuing Goals (1); Following Procedures (7); Seizing Opportunities (4); Meeting Timescales (5)		<b>Fairly Low</b> higher potential than about 25% of the comparison group
<b>Succeed through collaboration and mutual assistance</b> Convincing People (4); Interacting with People (3); Team Working (7); Producing Output (3)		<b>Average</b> higher potential than about 40% of the comparison group
<b>Taking care of our clients and our employees</b> Establishing Rapport (5); Understanding People (10); Resolving Conflict (9); Valuing Individuals (10); Checking Things (6)		<b>Extremely High</b> higher potential than about 99% of the comparison group
<b>Develop yourself and others</b> Developing Expertise (6); Empowering Individuals (6); Conveying Self-Confidence (1); Inviting Feedback (6); Providing Insights (2)		<b>Fairly Low</b> higher potential than about 25% of the comparison group
<b>Innovating and embodying change</b> Generating Ideas (2); Challenging Ideas (3); Embracing Change (1); Exploring Possibilities (4)		<b>Very Low</b> higher potential than about 5% of the comparison group



## Top Management

- ✦ ORPEA Masters, 100% made-to-measure. 7 days face-to-face classes + an e-learning platform.
- ✦ Support the transformation and ensure ORPEA's growth.



## Regional Directors

- ✦ 100% made-to-measure Management programme. 3 days face-to-face classes + individual and group coaching.
- ✦ Develop skills to be shared, unite, empower and give & receive feedback.



## Chief Operating Officers

- ✦ 100% made-to-measure training. "Training in Action", with interactive exercises.
- ✦ Embody and permanently promote our Skills model.



## Chief Operating Officers

- ✦ ESCP programme, 100% made-to-measure. Around 20 training days, international reach, in English.
- ✦ Accelerate their development to help them successfully integrate into their new positions.



- ✦ **“VAE 300” 2019 programme:** Carers’ diploma for around 300 nursing assistants.
- ✦ **Over 1,000 apprentices / work-study students** in Germany, France, Austria and Switzerland.
- ✦ **SeneCura Online Campus**, in Austria. Various training programmes to improve integration, technical skills and cross-business skills.
- ✦ **Creation of diplomas and partnerships with universities and prestigious schools:** “Health and Social Care Facilities Management” University Diploma (DU) in partnership with the University of Nice.
- ✦ **Training programme for head chefs in partnership with Ducasse Conseil** for our chefs.



**Gaining and retaining loyalty**

- 1 | A competitive remuneration policy
- 2 | A proactive approach to well-being and quality of life in the workplace
- 3 | Diversified career and development paths
- 4 | Strengthening commitment and pride of belonging



Valuing our employees and providing meaning to their commitment





## Managers' remuneration

- ✦ **Variable: 15% to 20% of fixed remuneration based on the Quality assessment process and on Financial Objectives.**
  - If Quality rating > 90%: entitlement for half-yearly bonus
  - If Quality rating > 90% for two consecutive half-years + achievement of organic growth objective: bonus
- ✦ **Bonus shares**



## Non Managers' remuneration

- ✦ **Range of bonuses (Macron bonus, anniversary bonus, etc.)**
- ✦ **Application of a mechanism for a variable portion of remuneration for all French employees via compulsory and discretionary profit sharing**



### CHILDCARE FACILITIES FOR EMPLOYEES

In France, partnership with Babilou group to facilitate access to childcare facilities



### RECOGNITION AND REWARDS FOR TEAMS

through various prizes and awards

Internal: Culinary award, ORPEA Excellence Award, Prize for quality

External: FHP awards, Silver show, SilverEco



### QUALITY OF LIFE AT WORK

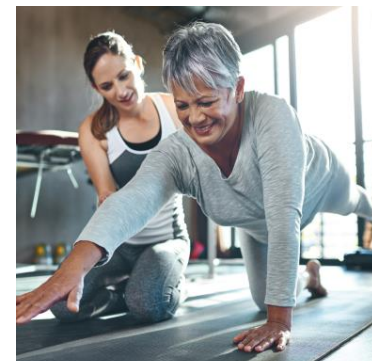
“Quality of life at work” agreement signed in 2018 (measures to fight discrimination, promote gender equality, work-life balance)



### INTERVENTION UNIT DEDICATED TO SUPPORTING TEAMS IN THE EVENT OF A TRAUMATIC EVENT WITHIN A FACILITY

30 psychologists, discussion groups, individual and group support available to handle symptoms of post-traumatic stress disorder

- ✦ A high rate of **internal promotion**: 42% of current directors and 83% of Regional Directors were promoted internally
- ✦ National and international **career and development paths**
- ✦ Numerous **changes in function** between the various activities
- ✦ Major investment in **training** to help support and develop our employees' skills at all levels



- ✦ **Imagine for Margo charity** - More than 650 employees took part in the “*Enfants sans cancer*” race.
- ✦ **ORPEA Foundation** - Communicating and creating bonds to support social projects.
- ✦ **Unifying events at our facilities** - Day against pain, culinary awards, conferences, Alzheimer’s days.





THE BELIEFS THAT BRING US SUCCESS



Corporate culture

Enhancing the image of our professions

Openness of our ecosystems