



CSR strategy

June 2021



CSR governance and positionning

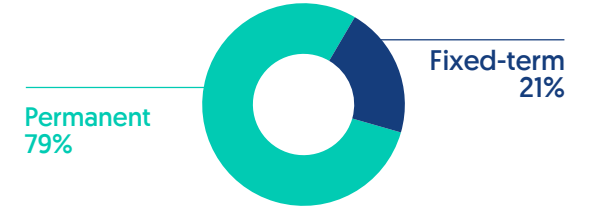
Our uniqueness



68,000
employees

83%
women

79%
on permanent
contracts



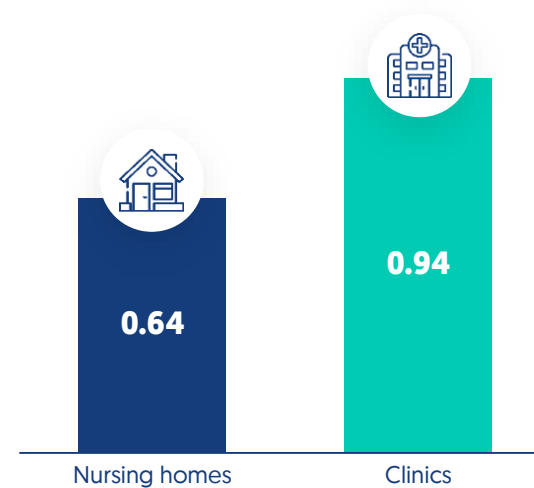
More than **250,000** residents
and patients **cared for per year in...** more than **1,114** facilities across **23** countries

Key figures

for a better
understanding
of our business



FTE PER PATIENT AND PER RESIDENT



95.1% [+1.2 pt vs. 2019]
Recommendation rate
among families and residents

92.4% [+0.2 pt vs. 2019]
Satisfaction rate
among families and residents

CSR governance

Steering and decision-making

BOARD OF DIRECTORS CSR Committee

- › Definition of strategic orientations
- › Monitoring the progress of the CSR approach

GROUP EXECUTIVE COMMITTEE

- › Policy validation
- › Monitoring the progress of policies and action plans

QUARTERLY BUSINESS REVIEW by geographical area

- › Deployment and monitoring of policies

OPERATING COMMITTEE by country

- › Deployment and monitoring of action plans



A CSR approach fully integrated into the Group's bodies

CSR positioning

Approach

TANGIBLE MARKERS

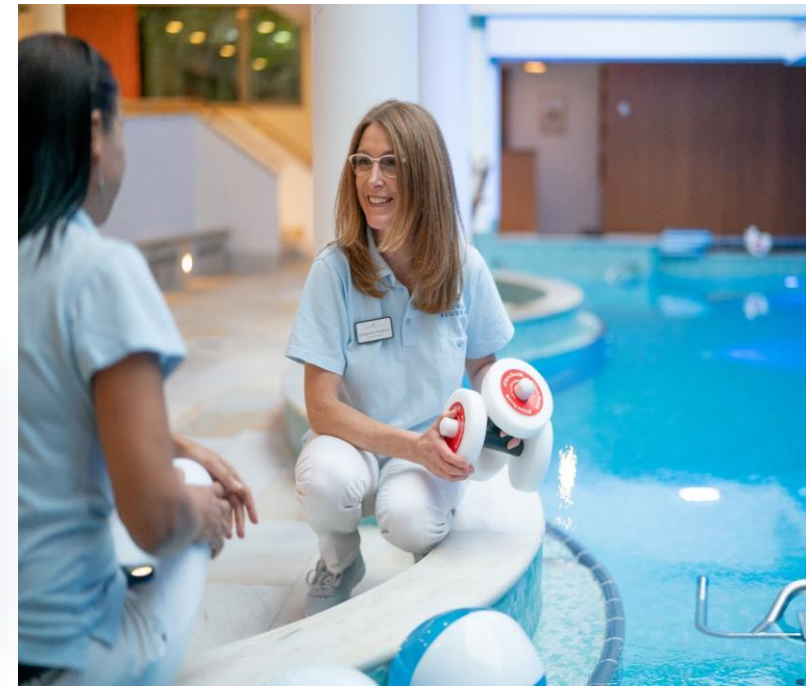
Identifying the markers of ORPEA's CSR uniqueness

A CORE VALUE

Human-centric
ORPEA is at the heart of a human-centric ecosystem

A STAKEHOLDER APPROACH

- ✓ Proposing a holistic approach to CSR
- ✓ Ensuring visibility internally and externally
- ✓ Making dialogue with stakeholders a structuring principle



9 markers

for our plural CSR

**TANGIBLE
MARKERS**



A CORE
VALUE

People,
at the heart of our
ecosystem

*Our history has been shaped by
The vision of a
care expert (doctor).*

Our holistic approach: *our operating
model integrates **people in all their
dimensions**
psychological, social, cultural and
physical.*

*Our values are naturally
human-centered:*

**loyalty - humility - caring -
professionalism.**

**Our driving force for success:
human capital.**

*We want every employee to be able to
grow and develop within the company.*

*Our dynamic is nourished by
**local and field initiatives, as close as
possible to each person,**
driven and supported by all
employees.*

*We are open to the community
and at the heart of the territories. We are
developing **partnerships and strong
relationships with all local ecosystems**
to enrich the support of vulnerable
people and promote solidarity.*

**Our social responsibility:
it is human-centered and committed to
changing the way society views the frail,
reaffirming the essential and invaluable nature of our businesses by valuing their
contribution to society, and supporting the professional development of Group
employees.**



Our roadmap

Horizon 2023



Our residents, our patients, their loved ones

#Native CSR
#Holistic
#Human-centric



Our message

More than a profession, we are committed to providing personalised care and life paths that address the needs and wishes of each of our residents/patients. It is because we consider women and men as a whole, beyond their illness and loss of autonomy, that we are able to offer “active care” which combines prevention and cure, psychological and physical. A person-to-person relationship based on trust is the founding and sole basis of our mobilisation.

OUR COMMITMENTS

Ensuring the **health, safety and well-being** of people in a comprehensive well-being approach

Developing a strong ethical culture combined with business expertise to **safeguard their dignity and promote their rights**

Creating the conditions for an **ongoing dialogue** with residents, patients and their families to build a **relationship of trust**

OUR ACTIONS

OUR TRACK RECORD

- > A **culture of ethics** and commitment [Code of Conduct and quality charters],
- > More than **400 strict procedures**, checked and audited both internally and externally,
- > **Personalised life projects and care plans** drawn up for each person,
- > **Regular measurements of satisfaction** for residents and patients,
- > The **Awards programme** [care/research/innovation] which supports team brainstorming,
- > The **innovation roadmap**.

OUR GOALS TO 2023

1. **100%** of establishments certified by an outside body.
2. One trained ethics referent per institution.
3. The deployment of **3 innovative programmes** aimed at the **well-being** of residents and patients.
4. The establishment of a mechanism for enhanced dialogue with loved ones.

Our Staff

#Collaborative
#Evolutive
#Human-centric



Our message

We want to create a sense of pride in all our staff, pride in doing a job that makes the lives of residents, patients and relatives easier and above all happier, a job that fulfils a public service mission. We want to help them progress, improve their skills and obtain new qualifications, and we are committed to building stimulating and rewarding career paths that meet their professional and personal aspirations.

OUR COMMITMENTS

Safeguarding the **well-being, health and safety of employees**

Encouraging **staff growth and development** through a proactive training policy

Making **diversity and inclusion** a performance factor by giving everyone, whatever their origin, **a chance to develop**

Maintaining an open, high-quality **social dialogue**



OUR ACTIONS

OUR TRACK RECORD

- > The **internal training** policy [846,108 hours of training provided in 2019]
- > The **rate of internal promotion** to management positions [46% in 2019 in France]
- > Partnerships with training schools and the **development of our own training schools**
- > **Job placement** schemes
- > The occupational **accident prevention** programme.
- > **QWL programmes** [crèche places, well-being activities for teams, etc.]
- > The **Elle's programme** [ongoing]

OUR GOALS TO 2023

1. **15% reduction** in work-related accidents.
2. **10% of employees** have obtained a **diploma**.
3. **50% internal promotion** [to DR, Dir and Head Nurse positions].
4. **Increasing the rate of employee commitment.**

Our partners

#Collaborative
#Open
#Legitimate



Our message

We are an open and outward-looking Group, working closely with all the players in our economic, health and social environment. We aim to establish sustainable, responsible and innovative relationships, in line with our principles and values, which are human-centric. We require our partners to adopt the same ambitions in order to ensure that our humanist values radiate beyond our walls.

OUR COMMITMENTS

Rigorously selecting partners according to their ethics, territorial anchorage and respect for people and their environment

Creating the right conditions for the development of innovative partnerships

OUR ACTIONS

OUR TRACK RECORD

- > CSR rating of suppliers
- > Signing a responsible procurement charter
- > Long-term relationships with suppliers (> 10 years).
- > Numerous agreements with local partners.
- > A policy of open innovation and partnerships with start-ups.

OUR GOALS TO 2023

1. 100% of tenders include a CSR evaluation.
2. 100% of suppliers have signed the responsible procurement charter.

Our natural environment

#Open



Our message

By controlling the environmental impact of our facilities at all levels, we make them welcoming, safe and sustainable places to work, care and live for our staff, residents and patients. Places where everyone is listened to, heard and valued, and can grow in a stimulating environment. Places that provide the conditions for well-being. Wherever we operate, we strive to design facilities that are structured and adapted to the characteristics and needs of each country, and that respect the environment in which they are located.

OUR COMMITMENTS

Building facilities that promote quality of life, care and work

Controlling the environmental impact of establishments from their design to their daily management

- ✓ Reducing the carbon footprint
- ✓ Preserving natural resources (water, food waste)
- ✓ Limiting pollution (waste)

OUR ACTIONS

OUR TRACK RECORD

- > Designing living spaces that promote the well-being of residents/patients/employees (natural lighting, key role of green spaces, etc.).
- > Developing renewable energy installations (solar panels, cogeneration, etc.).
- > Managing energy performance.
- > Fighting food waste.
- > Operating a waste management programme (France).

OUR GOALS TO 2023

1. 100% of new buildings certified HQE, LEED, BREEAM
2. Achieving a 5% reduction in energy consumption.

Our local communities

#Glocal
#Inclusive
#Open
#Collaborative



Our message

By opening up to all the local players in our territories, we are choosing to favour human interactions that are sources of mutual enrichment. Such cooperation encourages creativity, innovation and our ability to question our practices in order to constantly improve the care of vulnerable people. A human dynamic at the service of the community.

OUR COMMITMENTS

Helping to **optimise health systems** [public/private collaboration, scientific research]

Making **territories more supportive and inclusive** [actions geared to the most fragile populations, prevention and education of carers and loved ones].

Promoting the **economic dynamism of the regions** [creation of local jobs that cannot be relocated]

OUR ACTIONS

OUR TRACK RECORD

- > Encouraging systematic **cooperation** of institutions **with local healthcare actors**, including public-private partnerships.
- > **Solidarity projects** carried out by each institution with local associations.
- > **Preventive actions** in favour of carers and relatives.
- > Publication of **scientific articles**.

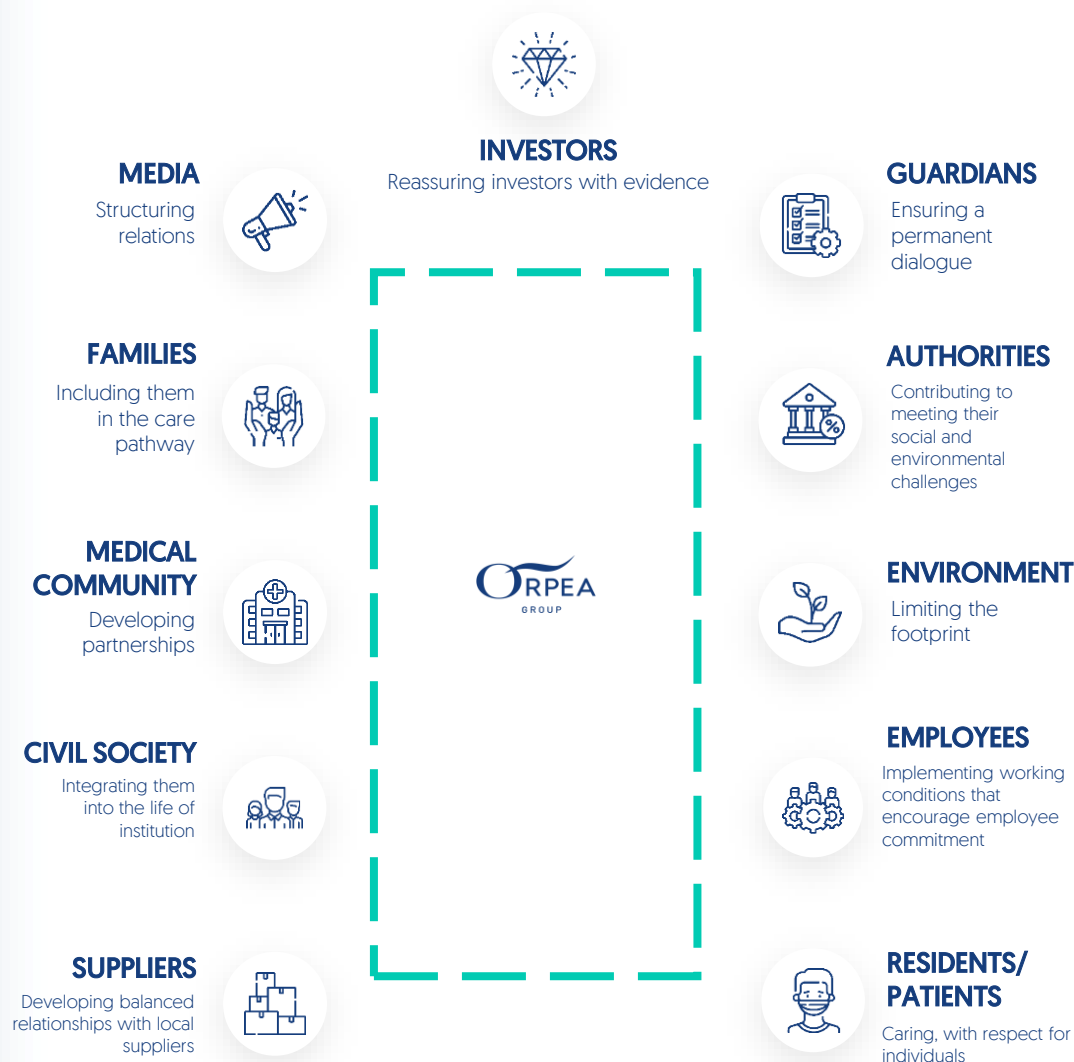
OUR GOALS TO 2023

1. **100% of the establishments** implement a **local solidarity** action
2. **100% of countries** sign a **partnership with a renowned university** [research, scientific study]

ORPEA's CSR strategy

A CSR strategy based on the expectations of all of ORPEA's stakeholders

A « GLOCAL » approach: Think global, Act local



Contribution to the United Nations Sustainable Development Goals [UN SDGs]

