

# Introducing a new CSR ambition for *emeis*



IMPACTING  
TOGETHER



**Impacting Together**, the *emeis* CSR roadmap, is rooted in our values and developed around four major stakeholders: our employees, our residents, patients and their loved ones, the territories we serve, and the planet. It forms the fundamental basis for guiding the transformation of our Group into a 'Mission-Driven' company.

## IMPACTING TOGETHER

Impacting Together, a new collective ambition to enhance our daily commitment

### 3 levels of involvement to drive engagement and transformation

#### Our 3 impact levels

For each of our actions, we decide on its impact level. For instance, should it comply with the regulations in force? Should it strive to go one step further and help us stand out from the competition? Or greater still; should it be game-changing?

#### Compliance

This level is not up for discussion. It applies in each country, in accordance with their cultures and laws, and throughout the Group.

#### Best in class

The level of exemplarity, that of the duty of leaders.

#### Game changer

The major players, as game changers, can initiate transformations that have a positive societal impact on communities and inspire other players to act responsibly. This level represents the Company's most impactful form of commitment, through social responsibility. What's more, *emeis* was made a 'Mission-Driven' company at the end of its Annual General Meeting in June 2025.





## Elevating our employees

**Together, to be essential every day to those who find themselves in a vulnerable state and to the serenity of their loved ones.**

### **Our priorities for action:**

- Involve our employees in a group with a strong culture and values, those of a responsible company.
- Offer them a fulfilling career in an inclusive, social and learning company.
- Contribute to the fair recognition and attractiveness of our care professions.

With about 83,500 committed professionals, we see our employees as our greatest asset in supporting the most vulnerable people. At a time when the issues surrounding frailty are multiplying, the care professions are destined to play a key role in our future, embodying on a daily basis the values of empathy and solidarity that are essential to our society. Aware of the challenges that these professions present and the crucial need for recognition, we have set ourselves an ambitious objective: to take care of our employees, to enhance the value of the care professions, and to attract and retain the talents of tomorrow to provide the best possible support for our patients, residents and beneficiaries.

### **Our value: thirst to learn**



## Elevating our residents, patients, beneficiaries and their families

**Committed to ensuring that the most vulnerable people are fully involved in their own lives and in society.**

### **Our priorities for action:**

- Guaranteeing excellence in care and support.
- Responding to people's needs and wishes through a graduated and personalised care pathway.
- Working to change the way we look at the most vulnerable members of society and those close to them to ensure they are truly included.

Our frailties are moments in our lives that can and must be supported. Overcoming our own fragility means growing. Helping others to overcome theirs means growing with them. We are committed to supporting all types of frailty (physical, mental, cognitive), at all stages of life, by helping each person to continue to forge the human and social links that are essential to him or her.

### **Our value: taste for life**





## Elevating communities and society

**Actively contributing to the region's network of trustworthy, local and socially connected players.**

### **Our priorities for action:**

- Be a recognised, respected and respectful partner.
- Make the establishment a trusted local player.
- Making care for the most vulnerable a major contribution to local social cohesion.

Caring for a patient requires the involvement of a real community. Caregivers play a crucial role in providing the necessary care, and their work is supported by their relatives who accompany them, healthcare professionals who provide guidance, and local businesses and associations that facilitate access to essential needs such as work, food and leisure. All these players contribute to making our regions more dynamic. That's why we firmly anchor our activities at the heart of each local community in which we operate.

**Our value: spirit of mutual aid**



## Elevating our planet

**Making healthcare an activity with a positive impact on the planet.**

### **Our priorities for action:**

- Controlling our consumption.
- Preserving the planet's resources.
- Innovating to contribute to care that respects the planet and all living things

Climate change is contributing directly to an increase in physical and mental illness, while putting pressure on biodiversity and the availability of resources. As part of our mission, we have the opportunity to take action to help society reduce its climate footprint. We are committed to innovating in the way we care for vulnerable people and to optimising the energy performance and comfort of our establishments. Thanks to our responsible purchasing policy, we are working to preserve natural resources and are particularly committed to reducing our waste.

**Our value: A commitment to humanity**

1 ambition  
4 commitments  
12 objectives



# IMPACTING TOGETHER

Spotlight on Impacting Together, an ambition founded on pre-established foundations which lays out plans for the next 5 years.

The below table shows results for 2024 and ambitions out to 2030 for the Group's main CSR performance indicators.

The Mission Committee sets and monitors our "Game changer" objectives.



## 1 - EMPLOYEES

**"Compliance":  
to engage our employees  
in a Group with a strong  
culture and values, those  
of a responsible company**

Incidence of workplace accidents

Absenteeism

Staff turnover (*emeis* calculation)

Proportion of women in Group Executive and Management Committees

**"Best in class": to deliver  
a rewarding career path to  
one and all, in a learning  
and socially inclusive  
organisation designed  
for committed and  
empowered employees**

Percentage of strategic positions filled by internal promotions

Employee engagement

Percentage of employees with insurance



	2024	2030
	Group	Group
	21.19	20
	8.7%	8%
	28.4%	20%
	50% 57%	50%
	New (not available (n.a.))	Under development
	62%	Under development
	New (n.a.)	80%



## 2 - PATIENTS/RESIDENTS/RELATIVES

**“Compliance”:** to ensure the excellence of the care and support we administer

Sentinel events (SE) rate

Critical complaints rate

Satisfaction (elderly care activities)

Net Promoter Score (elderly care activities)

Proportion of countries that implemented enhanced dialogue measures with families and relatives

**“Best in class”:** to cater to people’s needs and desires by activating tiered and personalised care pathways

Satisfaction among residents, relatives and families with care and caregiver interactions

Satisfaction with care and caregiver interactions (post-acute and rehabilitation as well as mental health activities)

Satisfaction among residents, families, relatives and carers with the therapy activities and events provided

Proportion of clinics with subspecialties

Number of pioneering use cases implemented to save time for caregivers



## 3 - TERRITORIES

**“Compliance”:** to become a recognised, respected and respectful partner

Proportion of facilities within a country that established a research partnership with a university or *grande école*

Proportion of facilities that led a regionally-focused initiative

Percentage of eligible employees who received training on the anti-corruption management system

Proportion of national listed suppliers who signed the Responsible Procurement Charter

**“Best in class”:** to make each facility a trusted stakeholder within their local region

Local credibility score published by the annual network survey (Net Promoter Score)

Percentage of employees who recommend the quality of care administered by the Company (*emeis* voice).

Percentage of small businesses and SMEs among our local and national suppliers (no. of suppliers, not procurement value)

Percentage of facilities with at least one contract actively running with an ESAT (sheltered employment scheme) or a SSE (social and solidarity economy) structure to offer services within our facilities



	2024	2030
	Group	Group
	2.08	1.5
	0.54	0.3
	91.8%	97%
	35	>40
	86%	100%
	Care: 90.9% Caregivers: 90.3%	Care: 92.1% Caregivers: 91.5%
	Care: 91.2% Caregivers: 92.3%	Care: 92% Caregivers: 92.9%
	89%	91%
	New (n.a.)	100% of clinics
	New (n.a.)	3 implemented use cases

	2024	2030
	Group	Group
	87%	100%
	79%	100%
	69% 100% Group Management Committee	Under development
	96%	100%
	New (n.a.)	Under development
	61%	70%
	New (n.a.)	Under development
	New (n.a.)	Under development



## 4 - PLANET

### **“Compliance”: to manage our consumption**

Energy consumption (kWh per sq. m)

Percentage of reduced residual household waste from total household and similar waste (HSW) in each country (as a %) vs. 2024

Satisfaction with Group catering

### **“Best in class”: to conserve the planet’s resources**

Percentage of current facilities operating at ‘Petal 2’ level

Percentage of facilities in a repackaging/recycling partnership for materials (electrical and electronic devices and appliances, furniture and large-scale medical equipment) and textiles

Percentage of service staff who receive annual training on the “Hospitality by *emeis*” ethos

Percentage of employees who recognise CSR commitment to strategic issues

	2024	2030
	Group	Group
	151.8	120.9
	New (n.a.)	20%
	87%	>90%
	New (n.a.)	>80%
	New (n.a.)	100%
	New (n.a.)	100%
	54%	70%



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