

A photograph of a smiling man with a grey beard and a woman with short grey hair and sunglasses, both on bicycles. They are outdoors, likely at a beach, with a bright, sunny background. The man is wearing a striped shirt and the woman is wearing a striped tank top.

REDI

RESPECT = EQUITY = DIVERSITY = INCLUSION

2023

**RESPECT,
EQUITY,
DIVERSITY,
AND INCLUSION
(REDI)**

ANNUAL

REPORT



RESPECT = EQUITY = DIVERSITY = INCLUSION

RESPECT

The process of honoring those around us by exhibiting care, concern, or consideration for their needs or feelings.

EQUITY

The fair treatment, access, opportunity, and advancement for all people, while simultaneously striving to identify and eliminate barriers that prevent the full participation of some groups.

DIVERSITY

Socially, it refers to the wide range of identities. It broadly includes race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, gender identity, language, veteran status, physical appearance, etc. It also involves different ideas, perspectives, and values.

INCLUSION

The act of creating an environment in which any individual or group will be welcomed, respected, supported, and valued as a fully participating member.

Vi's REDI Mission:

The mission of Vi is to enrich the lives of older adults by providing quality environments, services, and programs.

Our core values of respect, integrity, compassion, and excellence are unified. We believe that diverse perspectives, experiences, and backgrounds are essential to our success, making us a strong and effective organization for our residents and employees. We are results driven, entrepreneurial, high-performing, and caring. We are also collaborative, focused on delivering healthy, engaging, and life-enriching experiences for our residents and employees.

We are REDI.

Our Diversity and Inclusion Statement expresses our commitment:

We are all connected. Respect. Equity. Diversity. Inclusion. Not just words but principles that Vi embodies to give our employees a sense of belonging, feeling valued, appreciated, and empowered to be themselves. Diverse backgrounds and perspectives foster an inclusive, collaborative, supportive, and respectful environment, leading to exceptional service and quality care for our residents.

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A LETTER FROM OUR CEO

Vi is committed to being a great place to work for ALL employees. By understanding the different backgrounds, experiences, and life challenges of every team member, regardless of their role, we benefit by creating a culture where everyone feels a sense of inclusion and belonging. By respecting one another, regardless of race, ethnicity, age, ability, gender, sexual orientation, religious or socio-economic background, we build a better and more inclusive workplace culture where we can all thrive personally and professionally while fulfilling our mission of enriching the lives of older adults.

Our commitment to respect, equity, diversity, and inclusion, also known at Vi as REDI, guides our intentional efforts to foster an inclusive culture that is characterized by diversity in background and thought, and that reflects the greater communities where we work and live.

As part of this commitment, Vi is a signatory of the CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance diversity and inclusion within the workplace. Recognizing that change starts at the executive level, more than 2,000 CEOs of the world's leading companies and business organizations are leveraging their individual and collective voices to advance diversity and inclusion in the workplace by placing individual accountability on all—leaders and employees—to create inclusive environments. I'm honored to play a role in helping Vi along this important journey.

Our rich, diverse culture at Vi continues to serve us well in delivering exceptional service and quality care to our residents. We know that this can only be accomplished by leveraging the many voices and perspectives within our organization. I'm grateful for all that our team members do to help make Vi a great place to work, and a great place for our residents to live.

Gary Smith,
President and CEO



IN A REDI STATE OF MIND

As industry leaders, we acknowledge the significant role and responsibility we have in promoting diversity, equity, and inclusivity within our workplace. Two years ago, Vi pledged to create accountability systems within our company to track our progress and share regular updates on our Respect, Equity, Diversity, and Inclusion (REDI) efforts. We believe that by sharing our progress and goals, we can live up to our values and strengthen our culture to benefit all employees and residents.

To create the REDI report, we have assessed our organization through a lens of Respect, Equity, Diversity, and Inclusion (REDI) focusing on recruitment, retention, and organizational culture. This inaugural REDI Annual Report is a look back at 2022. It is intended to convey Vi's current state of REDI and also the direction of REDI efforts by communicating continuing and future efforts. By documenting our REDI progress annually, we hope to gain an understanding amongst the Vi community of where our REDI efforts are concentrated and where we are heading.

Our REDI efforts require extensive planning and collaboration. To get the job done we have created the REDI team, consisting of a Chief Diversity Officer and a REDI manager. We have also assembled a REDI committee that consists of the REDI Team, Corporate operational leadership, and team members from HR. We also look forward to adding community representation to the committee in the coming year.

Although we are at the beginning of our journey, we have already made some wonderful accomplishments!

Ruben Trevino

Chief Diversity Officer



We are REDI

Vi has always strived to be an inclusive workplace and has prided itself on being diverse and having an equitable work environment. This is evidenced by our current diversity numbers for the organization.

Did you know, that as of April 2023:



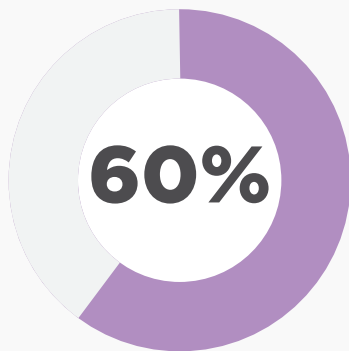
Female
employee headcount
2,004



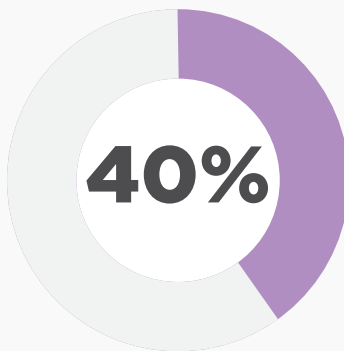
Male
employee headcount
897



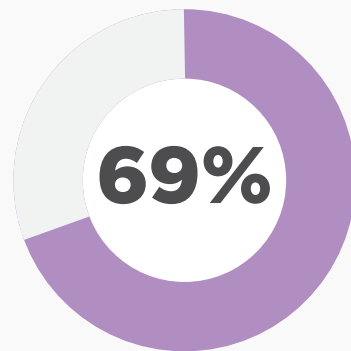
N
employee headcount
14



Women in leadership
238 employees /
393 total



Percentage of
employees of color



Percentage of employees
of color in leadership
compared to all leaders

The REDI team has achieved remarkable milestones in the past year. In March 2022, we initiated the relaunch of our formal program, showcasing our revised vision, objectives, strategies, and logo. We also began promoting our REDI program in April 2022 on ViHive, our internal communications platform. Since then, we have implemented various initiatives to promote equity and inclusion within the organization, including facilitating unconscious bias training for managers and other employees, providing resources for underrepresented groups, and supporting a culture of inclusivity.

Did you know???

Relaunched RDEI Program as:



The team created a new acronym and logo to showcase the new goal and strategy-focused program.

98%

Vi provided 98% of managers, supervisors, senior executives, and board members with unconscious bias training!

1,800

Jobs sent to community organizations through our partnership with Circa Jobs.

30+

Educational awareness campaigns were created to spread awareness on inequality.

400+

Holiday cards were created and sent to senior facilities, those living with cancer, and ICU patients.

3

Panels on youth workforces' development

2

Panels engaging the Senior Living industry on DEI through Argentum

2

Panels on the LGBTQ+ professional community

7

Panels total supporting marginalized communities and identities

EVALUATIONS



EVALUATION: HIRING AND RECRUITMENT

Our Intent.

Diverse teams contribute to the establishment of innovative, imaginative, and thriving organizations. In our recruitment initiatives, our objective is to identify the most qualified candidate while providing equal opportunities to underrepresented applicants.

Regrettably, unintended prejudices can sometimes impact the screening of candidates, leading to an underrepresentation of diverse employees in specific roles. To eliminate unintentional biases from our recruitment and hiring procedures, it is essential to assess candidate pools and hiring processes to ensure impartiality and attain our desired outcomes.

Our objective to enhance the diversity of our prospective employee pool will be supported by providing ongoing unconscious bias training to all our leaders, evaluating our candidate pipelines, and reviewing our hiring policies to ensure inclusivity and equality.



EVALUATION: HIRING AND RECRUITMENT

How are we doing?

- In 2022, we launched unconscious bias training for leadership and recruiters working with the BiasSync training program. We had a 98% completion rate for our first cohort of managers, supervisors, senior executives, and board members and received positive feedback from participants. We also implemented an unconscious bias training program for non-managerial employees in 2022, with 901 employees completing this training.
- Additionally, in 2022 our Recruitment Team began focused efforts to diversify our candidate pipeline by identifying partners for broader dissemination of job openings at Vi within diverse communities. These partnerships led to the hiring of 708 candidates from diverse backgrounds. Here's how we did it:
 - **Job Corps:** We connected last year with Job Corps which is the nation's largest, residential career training and education program for low-income young adults ages 16 to 24.
 - **Circa Jobs:** This is our diversity job boards partner that reaches over 15,000 local community organizations and posts our jobs on over 600 unique domains and 200 diversity sites.
 - **myGwork:** A global platform dedicated to LGBTQ+ professional and student outreach. All Vi jobs are posted with myGwork, and we also participate in online hiring events they host.
 - **AARP:** We have been a partner with AARP for many years and signed their Employer Pledge where we affirm the value of experienced workers and are committed to developing a diverse, high-performing organization leveraging workers of all ages.
- Another focus for diverse recruiting efforts in 2022 was further developing our use of apprenticeship programs. Vi sponsored apprenticeships at our corporate office in Chicago by partnering with the City Colleges of Chicago and Chicago Apprenticeship Network. We also sponsored apprenticeships at our Highlands Ranch community by partnering with Hamilton-Ryker.

EVALUATION: HIRING AND RECRUITMENT

What's next?

The REDI team will be partnering with our Recruitment Team to support the following recruiting and hiring initiatives:

Inclusive Hiring Policies & Processes

- Review and update company policies that address hiring and recruiting.
- Create processes to implement best practices and remove barriers to employment for underrepresented candidates, while also ensuring that we are hiring the best candidate for the job. We plan to do this by:
 - Creating a standard interviewing process structure for leadership roles.
 - Utilizing interview panels.
 - Standardizing interview questions.
 - Having interviewers rate each candidate based on standardized criteria.

Metrics and Data

- Expand data collection in the recruiting process to allow us to assess the candidate pool and the experience of candidates in underrepresented groups.
- Use the data to help inform future REDI initiatives.

Training

- With the understanding that unconscious bias training is fundamental in creating awareness of one's potentially discriminatory behavior during the recruitment process, we will continue to develop bias and other REDI training specifically geared towards recruitment.



EVALUATION: RETENTION

Our Intent.

Retaining talent from underrepresented backgrounds is as important as recruiting to build a culture of inclusion. Retention serves as a key metric to evaluate the level of inclusivity and equity within our organization. Although retaining employees has always been an important objective to Vi, as a part of our REDI efforts we must make intentional efforts to retain our diverse talent. To do so, we will incorporate a multi-faceted approach of monitoring our employee satisfaction survey engagement and inclusivity scores, reviewing our transfer and promotion policies, and further supporting a culture of openness by creating, supporting, and contributing to employee centered communication platforms.



EVALUATION: RETENTION

How are we doing?

In 2022, in connection with the unconscious bias training, we surveyed approximately 350 employees about diversity in the workplace. Those survey responses showed that overwhelmingly, our team members from underrepresented backgrounds have high levels of trust and feel respected and supported. In addition, our data from the 2022 'Great Place to Work' employee satisfaction survey revealed that underrepresented employees felt more trust and respect in some locations and departments than other groups. Over 85% of Vi employees from underrepresented groups would endorse our company as a Great Place to Work, this compares well to same overall score of 87% for all Vi employees.

Predictive Index for Leadership and Cabinet Team Development

After a successful pilot in 2022, we have expanded our use of The Predictive Index Behavioral Assessment ("PI") and associated tools for leadership, manager, and team development. PI provides practical tools for employees, managers, and teams to use to increase understanding of self and others and understand how to interact and/or manage others in the way that will yield the best results.

- The Predictive Index Behavioral Assessment and tools will be used in our Leadership Development programs and also for functional team and/or Cabinet development.
- In March 2023, the HR Directors from each community and the corporate office successfully completed a two-day live training to become a certified practitioner of the Predictive Index Behavioral Assessment and tools. This was an investment in their professional development and supports our goals of expanded use of PI.

EVALUATION: RETENTION

Vi's Leadership Development Programs

In March 2023 we relaunched an updated version of our flagship leadership development program, Management Development Program: Leadership Essentials. This program offers foundational leadership skills training to a cohort of selected employees who are identified as having potential to move into a position of greater responsibility. We have 75 participants from 10 locations, including the corporate office. In 2023 we plan to launch a new Management Development Program entitled, Leading Others at Vi. This program will focus on developing skills to be an effective manager of others. This program will use a hybrid of e-learning courses in eCampus and live web-based sessions led by our Learning and Development team. All people managers at Vi will be invited to participate.

What's next?

The REDI team is partnering with our leadership team members to support the following initiatives:

- Continue to monitor employee engagement and inclusion metrics for underrepresented employees in the 2023 employee satisfaction survey.
- Relaunch our Management Training Program that looks to develop and train employees interested in leadership positions at Vi.
- Review promotion and transfer policies to remove any potential barriers to career advancement opportunities.
 - Specifically, Vi's policies and procedures should support employees looking to advance their careers into leadership positions or transfer to departments that better suit their own interests. For instance, we want to support employees looking to transfer into high demand clinical positions or leadership positions.
- Partner with our Total Rewards team to review pay data to ensure equitable and competitive wages are accessible for all employees.



EVALUATION: ORGANIZATIONAL CULTURE, MISSION, AND VALUES

Our intent.

Our objective in evaluating the cultural landscape at Vi is to ensure that our working environment fosters respect, inclusion, and equity for all team members. Vi has always strived to have a respectful, inclusive, and equitable culture. To further these efforts, we must work to eliminate disparities within our company in terms of how people are treated. Our success will be measured by the attainment of equitable outcomes for all underrepresented groups.



EVALUATION: ORGANIZATIONAL CULTURE, MISSION, AND VALUES

How are we doing?

In 2020, Vi, along with over 2,200 other CEOs, pledged publicly to rally the business community in order to advance diversity and inclusion within the workplace. This commitment is expressed clearly on our REDI program page located on our careers site.

In 2021, Vi developed a formal DE&I program (REDI) and a separate diversity and inclusion statement to demonstrate our commitment to building an inclusive, diverse, and equitable workplace. Much like a general mission and values statement, the diversity and inclusion statement is a guide to workplace culture and a clear statement of Vi's internal and external commitment to these principles.

Our diversity and inclusion statement provides:

We are all connected.

Respect. Equity. Diversity. Inclusion.

Not just words but principles that Vi embodies to give our employees a sense of belonging, feeling valued, appreciated, and empowered to be themselves. Diverse backgrounds and perspectives foster an inclusive, collaborative, supportive, and respectful environment, leading to exceptional service and quality care for our residents.

Also, Vi has policies such as our Equal Employment Opportunity policy, Open Door Policy, and our Employee Relations Policy which all express our intentional commitment to respect, diversity, inclusion, and equity.

Additionally, goals of advancing REDI have been incorporated into internal organizational goals and work plans in 2023, making the work of advancing respect, diversity, equity, and inclusion a goal and objective for every leader at Vi.

EVALUATION: ORGANIZATIONAL CULTURE, MISSION, AND VALUES



Giving Back with Vi Cares

Vi Cares is our corporate office community outreach program that was established in 2015. Vi Cares plans volunteer events for corporate employees to participate in. In the past we have volunteered with multiple non-profit organizations across Chicago including the Heartland Alliance, Pacific Garden Mission, Little Brothers, and Ronald McDonalds. Volunteering has been fun and is great way for employees to bond with colleagues, all while making a difference in the community. In 2022, we participated in a holiday gift giving drive for underserved children and the Cards for Care Drive creating holiday cards for cancer patients, seniors, and those in critical care. Vi Communities also participated in the card drives.

EVALUATION: ORGANIZATIONAL CULTURE, MISSION, AND VALUES

What's next?

The REDI team will be partnering with our leadership team members to support the following initiatives:

Awareness Campaigns

- Continue efforts to organize awareness campaigns of heritage and history months (e.g., Black History Month).
- Implement plans for specific awareness campaigns to occur on an annual basis.

Unconscious Bias Training

- Continue unconscious bias training for managers.
- In 2023, we will continue to work with BiasSync to offer training on the impacts of unconscious bias faced by the LGBTQ+ community.

Vi Cares Initiatives

- Continue working with philanthropic organizations that provide volunteer opportunities that give back to local communities in which our facilities reside.
 - Employee Gift Giving Program (purchase holiday gifts for underserved children).
 - Cards for Care Drive (create cards for cancer patients, seniors, and those in critical care)
- With the pandemic winding down, we also look forward to planning more in person activities in 2023. We are planning to have the following in-person volunteer events per quarter:
 - **Q1** – Greater Chicago Food Depository (sort/pack food)
 - **Q2** – Little Brothers Friends of the Elderly, Open Books-Book Drive (in-office)
 - **Q3** – Cheer on walkers at the Susan G. Komen 3-day Walk for Breast Cancer
 - **Q4** – Alzheimer's Association Walk

CONCLUSION



Vi has consistently demonstrated a commitment to creating an inclusive workplace environment. This is reflected in the positive ratings received in employee satisfaction surveys and recognition as a “Great Place to Work.” According to our 2022 employee satisfaction survey, 86% of Vi employees reported it as an exceptional workplace, compared to the 57% reported by employees at other U.S. companies.

Our commitment to excellence means we continually seek opportunities for growth and improvement, and assess our performance to find opportunities to progress. To drive meaningful progress, we will undertake intentional measures to support diversity within our organization, while continuing to support a respectful, inclusive, and equitable workplace for all employees.

REDI

RESPECT - EQUITY - DIVERSITY - INCLUSION

