



REDI

RESPECT = EQUITY = DIVERSITY = INCLUSION

2024

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, socio-economic 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:

Respect. Diversity. Equity. 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 which leads to exceptional service and quality care for our residents.

We are REDI.

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.

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A LETTER FROM OUR CEO

Vi is committed to being a great place to work for ALL employees. By recognizing and valuing the different backgrounds, experiences, and life challenges of every team member, regardless of their role, we foster 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 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, known at Vi as REDI, drives our intentional efforts to cultivate an inclusive culture that is characterized by diversity in background and thought, and reflects the broader communities in which we work and live.

The rich, diverse culture at Vi continues to serve us well in delivering exceptional service and quality care to our residents. We know that this success can only be accomplished by leveraging the many voices and perspectives within our organization. I am deeply grateful for the contributions of each team member in making 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

Vi has always focused on being a great place to work, as well as an inclusive and equitable employer. DEI (diversity, equity, and inclusion) has always been a driving force at Vi, although we started our formalized DEI program, REDI, in 2021. As industry leaders, we acknowledge the significant role and responsibility we have in promoting diversity, equity, and inclusivity within our workplace.

For this reason, Vi's commitment to REDI remains determined. We continue to believe that a diverse, equitable, and inclusive workplace benefits everyone, employees and residents alike. Our REDI efforts are dedicated to improving the workplace for all, regardless of their background. An integral part of these efforts includes the REDI report.

The REDI report is published annually to track our progress and share regular updates on our REDI efforts. Please take the time to read it, and you will see our efforts to make Vi a great place to work continue. 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.

Although we are early in our journey, we continue to achieve wonderful accomplishments!

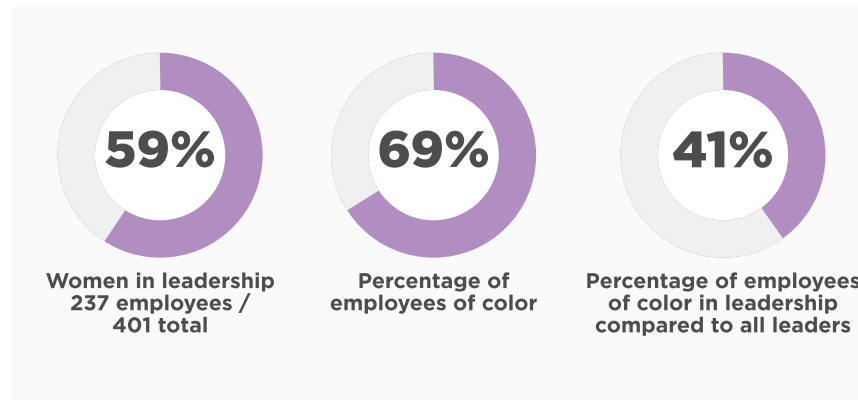
Ruben Trevino
Chief Diversity Officer



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 2024:



¹N = No answer given

Relaunched RDEI Program as:



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

96%

Vi provided 96% of leaders with unconscious bias training



4,000+

Applicants from diverse backgrounds through our partnerships with Circa, myGwork and AARP



35+

Educational awareness campaigns.



50+

Decorated goodie bags for seniors through Little Brothers Friends of the Elderly



5200+

Packed meals through Greater Food Depository



EVALUATIONS



EVALUATION: HIRING AND RECRUITMENT

Our Intent.

Our recruitment strategies at Vi aim to find the best candidates while ensuring equal opportunities for underrepresented applicants.



EVALUATION: HIRING AND RECRUITMENT

How are we doing?

- In 2023, we continued unconscious bias training working with the BiasSync training program. We had a 96% completion rate and received positive feedback from participants.
- In partnership with myGwork, we provided Inclusive Interviewing Skills training to those in HR, Recruiting, and hiring managers as well.
- Additionally, in 2023 our Recruitment Team continued efforts to diversify our candidate pipeline by working with our partners for broader dissemination of job openings at Vi within diverse communities. These partnerships led to over 4,000 applications from candidates of diverse backgrounds. Here's how we did it:

- **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. We received a total of 880 applications through Circa.
- **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. We received a total of 698 applications through myGwork.
- **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. We received a total of 2,423 applications through AARP.

An additional focus for our diversity recruiting efforts is our commitment to hiring refugees over the next 3 years. Working with the Tent Partnership for Refugees, we are establishing relationships with local resettlement agencies to meet this goal.

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

- Rollout of updated recruitment and hiring policies with a focus on removing bias in the process.
- Rollout of REDI recruiting best practices guide. The guide, which is currently being piloted for select leadership openings, will provide for the following:
 - Guidance on evaluating education requirements in job descriptions and removing ones that are unnecessary.
 - Education requirements have already been removed or modified for 31 positions.
 - Use of interview panels and standardized interview questions.
 - Rating candidates based on standardized criteria.

Metrics and Data

- Expand data collection from the recruiting process to allow us to assess the candidate pools.
 - We will use the data to help form future REDI initiatives.

Training

- We will continue to develop REDI training specifically geared towards recruitment.



EVALUATION: RETENTION

Our Intent.

Although retaining employees has always been an important objective for Vi, with REDI we are making intentional efforts to retain our diverse talent.

How are we doing?

Our data from the April 2024 'Great Place to Work' employee engagement survey revealed that more than 87% of Vi employees from underrepresented groups would endorse our company as a Great Place to Work, which compares well to the same overall score of 87% for all Vi employees.

We added four new questions to the April 2024 employee engagement survey to help us better understand employee sentiment and direct further REDI efforts:

- “I believe that diversity is valued and respected here”: 86% of individuals from underrepresented groups responded positively, compared with 87% of all Vi employees.
- “I feel a sense of belonging within my team”: 83% of individuals from underrepresented groups responded positively, compared with 84% of all Vi employees.
- “Our REDI initiatives are effective in fostering a more equitable and inclusive workplace”: 82% of individuals from underrepresented groups responded positively, compared with 81% of all Vi employees.
- “What suggestions do you have to improve Vi’s REDI efforts?”: No suggestions were made.

The positive response rates are a great sign of REDI’s success. Overall, employees expressed satisfaction with Vi’s REDI efforts, although we are always working to improve.

EVALUATION: RETENTION

Vi's Leadership Development Programs

The 2023 cohort of Vi's Management Development Program concluded in December 2023 with 64 graduates. A common theme among many participants was that the program helped them understand and collaborate with colleagues across different departments.

- “This program did help me learn how to work differently with others.”
- “I was given the opportunity to work with other departments in a way I had not previously.”
- “The PI assessment results were very interesting and beneficial to understand your co-workers.”

We have continued to expand our use of The Predictive Index Behavioral Assessment (“PI”) and associated tools for leadership, manager, and team development, with a focus on the importance of belonging and developing emotional intelligence. 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. As of February 1, 2024, 350 employees and leaders have completed the PI behavioral assessment.

In 2024, we also launched a new series of facilitated leadership courses titled “Leading Well at Vi”, with a focus on developing skills to be an effective manager of others. This program uses a combination of live webinar and e-learning courses to enhance and improve the skills of managers on such topics as:

- Building Engagement
- Inclusive Hiring
- Goal Setting
- Performance Management and Feedback
- Importance of Onboarding New Employees

EVALUATION: RETENTION

What's next?

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

- Creating a learning page in eCampus focused on resources managers and employees can use to support their REDI initiatives within their communities.
- Offering learning programs that integrate REDI objectives for leadership to help them create supportive and inclusive work environments.
- Partnering with the HRIS Team to include demographic information in turnover reporting to provide valuable insights into turnover trends across different demographic groups, enabling us to identify potential retention challenges.
- Continuing to monitor employee engagement and inclusion metrics for underrepresented employees in the 2024 employee satisfaction survey.
- Rollout of updated promotion and transfer policies that remove any potential barriers to career advancement opportunities.
- Introducing a structured job shadowing program to provide employees with firsthand exposure to diverse career paths and experiences, which aims to inspire career development, promote internal mobility, and foster a culture of continuous learning and growth.
 - The updated promotion and transfer policies, as well as the job shadowing program, are meant to support employees looking to advance their careers into leadership positions or transfer to departments that better suit their own interests.



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.



EVALUATION: ORGANIZATIONAL CULTURE, MISSION, AND VALUES

How are we doing?

Vi has policies, such as our Equal Employment Opportunity policy and our Open Door Policy, which express our intentional commitment to respect, equity, diversity, and inclusion. We also have our Employee Relations Policy which focuses on our commitment to being fair, consistent, and transparent when handling employee relations issues.

Additionally, goals of advancing REDI have been incorporated into internal organizational goals and work plans in 2024, making the work of advancing respect, equity, diversity, and inclusion a goal and objective for every leader at Vi.

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 employee participation. In the past we have volunteered with multiple non-profit organizations across Chicago including the Greater Chicago Food Depository, Heartland Alliance, Pacific Garden Mission, and Little Brothers Friends of the Elderly. We are also a proud sponsor of the Alzheimer's Association. Volunteering has been fun and is a great way for employees to bond with colleagues, all while making a difference in the community. In 2023, we participated in our 20th annual holiday gift giving drive for underserved children.

Our Vi communities are also dedicated to giving back to their local communities and have participated in the following events:

- Giving Tree (collected names and ages of youth to purchase gifts for the holidays).
- Lee National Denim Day (collected donations for Breast Cancer Research).
- Collected and donated to the Northfield Township Food Pantry.
- Donated to and participated in the Village of Glenview July 4th Parade.
- Collected donations for Alzheimer's to wear purple ribbons.
- Feeding San Diego (packaged 7,000 pounds of produce to distribute to 1900 families in need).
- Participated in The Longest Day Walk (a symbolic gesture designed to clear the darkness of Alzheimer's on the brightest day of the year).
- Participated in and donated to NAMI Walks for NAMI Palm Beach County.
- Participated in and donated to their local Walk to End Alzheimer's.
- Participated in the Hadassah Walk for Breast Cancer.

EVALUATION: ORGANIZATIONAL CULTURE, MISSION, AND VALUES

What's next?

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

Awareness Campaigns

- Continue efforts to organize awareness campaigns of heritage and history months.
- Implement a company-wide Diversity Calendar highlighting important cultural observances, events, and initiatives to enhance employee interaction and understanding of REDI topics.

Unconscious Bias Training

- In 2024, we will implement REDI training for leadership through University of Phoenix.

Vi Cares Initiatives

- Create Vi Cares for the communities by formalizing existing community charitable and outreach 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).
- We are planning to have the following in-person volunteer events in 2024 per quarter:
 - **Q1** – Greater Chicago Food Depository (sort/pack food)
 - **Q2** – Little Brothers Friends of the Elderly, Chicago Pride Parade
 - **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 our annual employee engagement survey and in our recognition as one of fewer than 5% of companies with every location individually certified as a “Great Place to Work” for 2024.

Our commitment to respect, equity, diversity, and inclusion is not only integral to our identity at Vi but also the foundation upon which our success is built. By fostering an environment where every individual feels valued and empowered, we are able to deliver exceptional service and quality care to our residents. Our core values of respect, integrity, compassion, and excellence guide us in creating a workplace where diverse perspectives are not just welcomed but celebrated. As we continue to uphold these principles, we strengthen our ability to innovate, collaborate, and succeed, ensuring that we remain a leader in our industry and a place where everyone can thrive.



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