



2023  
ESG  
Report

# BAYADA Environmental, Social, & Governance Report



# BAYADA

## Environmental, Social, & Governance

2023 ESG Report

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# ESG



## Environmental

Our environmental credentials demonstrate the role we play in tackling the climate crisis.



## Social

We value the quality of life, health, and well-being of the communities we serve.



## Governance

Our system of governance protects our business, our employees, our clients, and our communities, and oversees our ESG performance.

# Message from the CEO



Dear friends,

I am delighted to introduce our inaugural Environmental, Social, and Governance (ESG) report. As the CEO of a health care organization, I recognize that our responsibility to provide exceptional home care services extends well beyond our clients. I believe we are entrusted with the health and well-being of the communities we serve and understand the importance of our role in creating a healthier and more sustainable world.

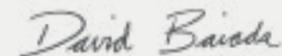
BAYADA's guiding statement of mission, vision, and values—*The BAYADA Way*—is this organization's blueprint for providing home health care services with BAYADA's core values of compassion, excellence, and reliability. Operating responsibly, sustainably, and ethically is a natural extension of *The BAYADA Way* and the high ideals we hold for ourselves.

Our stakeholders—whether they are clients, families, employees, or partners—expect more from us than just excellent health care services. They demand that we conduct our business in a manner that shows reverence for the environment, contributes positively to society, and upholds the highest standards of governance.

This inaugural ESG report is our first step towards sharing these expectations in a transparent and accountable manner. In it, we provide a detailed overview of how we determined our ESG priorities along with initiatives, achievements, and future efforts. It reflects our ongoing journey towards integrating ESG goals into every aspect of our operations.

I am excited and proud to share BAYADA's first published summary of ESG progress with all of you and am invigorated by our steadfast commitment to improving the health and well-being of people, communities, and the environment—all grounded in *The BAYADA Way*.

Onward,



**David Baiada, CEO**  
BAYADA Home Health Care

### THE BAYADA WAY

#### Our Mission

BAYADA Home Health Care has a special purpose—to help people have a safe home life with comfort, independence, and dignity.

#### Our Vision

With a strong commitment from each of us, BAYADA will make it possible for millions of people worldwide to experience a better quality of life in the comfort of their own homes. We want to build and maintain a lasting legacy as the world's most compassionate and trusted team of home health care professionals.

#### Our Beliefs

- We believe our clients come first.
- We believe our employees are our greatest asset.
- We believe building relationships and working together are critical to our success as a community of compassionate caregivers.
- We believe we must demonstrate honesty and integrity at all times.
- We believe in providing community service where we live and work.
- We believe it is our responsibility to strengthen the organization's financial foundation and to support its growth.

#### Core Values

Compassion, Excellence, and Reliability

# About BAYADA



In 1975, 27-year-old J. Mark Baiada had a dream. He believed there was a better way to deliver home health care, a way that would enable people to remain safe and live at home with independence and dignity for as long as possible. He invested his \$16,000 life savings and opened his first BAYADA office in Philadelphia, PA. It was the beginning of an almost 50-year journey that would redefine the standard of excellence in home health care—one person at a time.

Today, BAYADA has grown into a global leader in home health care, providing the highest-quality nursing, rehabilitative, therapeutic, habilitation, behavioral health, hospice, and assistive care services to children, adults, and seniors. We care for our clients 24 hours a day, 7 days a week.

## THE BAYADA WAY

At the heart of our work has always been *The BAYADA Way*: the foundational principles of our caring culture and the guiding force behind everything we do. It expresses what is most important about the work we do and the way we should do it, in spirit and in action. The core values of *The BAYADA Way*—compassion, excellence, and reliability—embody the company's mission, vision, beliefs, and values.

## Nonprofit transition: Here for good

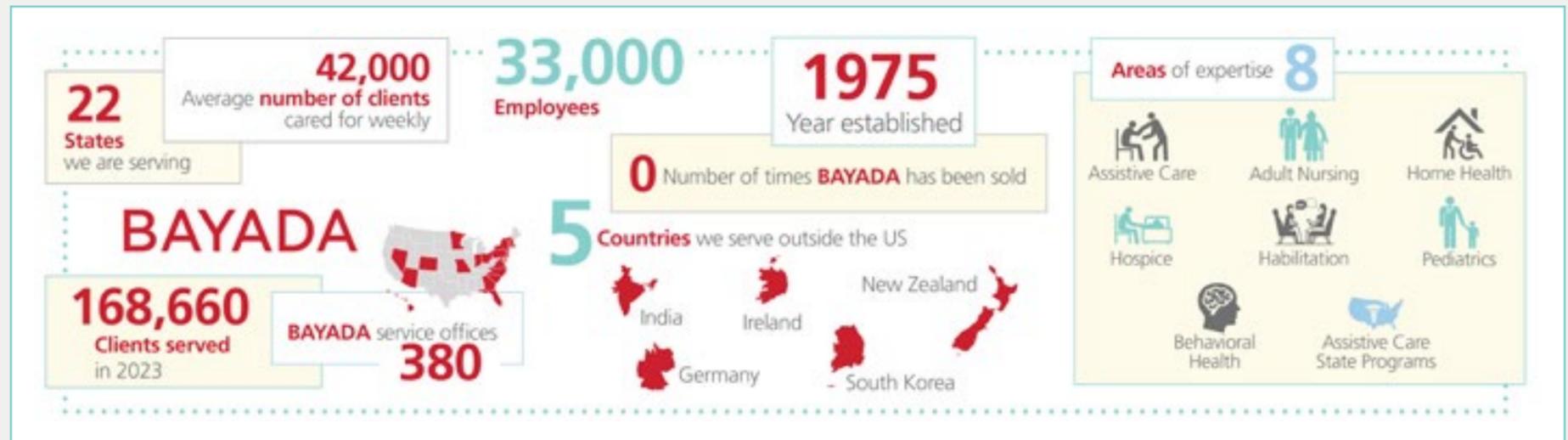
BAYADA has a proud past, but what drives us forward every day is our vision of a future in which we help millions of people worldwide experience a better quality of life at home. Realizing that our future together relies on sustaining and nurturing the commitment to our culture and each other, Mark made the decision to transition the company to a nonprofit structure in 2018.

This unprecedented move in the home health care industry helps ensure that BAYADA will not be sold and that our mission, vision, values, and beliefs will persevere for generations to come. For us, it was a natural step in our journey.

## Home is the future of health care

We believe the future of health care is in the home, and BAYADA is at the vanguard of this movement. We are continuously innovating ways of delivering care. These include embracing technology to create efficiencies, building new partnerships to serve more people, building career pathways and advancement opportunities, and leading the way in making the home an important center of health care.

# We Love What We Do



# Why ESG? Our Approach

## Our Environmental, Social, and Governance (ESG) Approach

Since our founding in 1975, BAYADA has embodied the true spirit of corporate responsibility and commitment to the highest standards of corporate citizenship.

We are now incorporating environmental, social, and governance (ESG) factors into our business practices, which is a natural extension of *The BAYADA Way* and our core values of compassion, excellence, and reliability. We believe that proactively evaluating ourselves through an ESG framework will strengthen relationships with our workforce, clients, business partners, and the community and is essential to our mission of maintaining a lasting legacy as the world's most compassionate and trusted team of home health care professionals.

### Our ESG approach to materiality assessment

We assembled an ESG Work Group comprised of a cross-functional team of senior leaders, including representatives from our People Group, Finance, Procurement, Enterprise Risk Management, Real Estate, Quality & Safety, Compliance, Legal, Information Technology, and other key functions, to plan and prepare for our inaugural ESG report. We also engaged Gartner, Inc. to help guide us as we evaluated best practices for ESG program development, management, and reporting.

The Work Group's first task was to develop a compendium of ESG-related initiatives already underway throughout the company. They engaged with internal and external

stakeholders and evaluated national, local, and industry challenges to identify areas of importance and impact for our stakeholders. The Work Group utilized those inputs in conducting a formal Materiality Assessment to prioritize key ESG issues from the perspectives of our stakeholders. From an initial result of 24 issues, we prioritized 10 material ESG topics. Each material ESG topic was assigned to a functional leader who assumed responsibility for establishing short and long-term goals, action plans, and key performance indicators to measure progress.

### Our ESG governance structure

The ESG Work Group makes its ESG strategy recommendations to our Executive Leadership Team ("ELT"). The ELT, which includes the CEO and his direct reports, is responsible for defining the final ESG strategy and KPIs (Key Performance Indicators) for recommendation to the BAYADA Board of Directors. Once approved by the Board, the ELT is responsible for driving that strategy and ensuring KPIs are met. Final approval and oversight of our ESG strategy is the responsibility of the Board of Directors and is managed through its existing committee structure.

#### Our ESG material topics

- Environmental Sustainability
- Diversity, Equity, and Inclusion
- Quality Care and Health Equity
- Charitable Giving
- Workforce Development
- Employee Experience and Wellness
- Compliance
- Corporate Governance
- Data Trust
- *The BAYADA Way*

## ESG Governance Structure: Roles & Responsibilities

	<b>Full Board</b>	<ul style="list-style-type: none"> <li>• Ensures ESG considerations and risks are embedded in long-term strategy and goals</li> <li>• Final approval of ESG strategy</li> </ul>
	<b>Board Committees</b>	<p>Provides stewardship of key issues delegated to them:</p> <ul style="list-style-type: none"> <li>• <i>The BAYADA Way</i></li> <li>• People &amp; Leadership</li> <li>• Safety &amp; Quality</li> <li>• Compliance &amp; Audit</li> <li>• Finance &amp; Audit</li> <li>• Governance</li> </ul>
	<b>Executive Leadership Team</b>	Establishes corporate-wide ESG strategy
	<b>ESG Working Group</b>	Cross-functional team including representatives from People Group, Finance, Procurement, Enterprise Risk Management, Real Estate, Quality & Safety, Compliance, Legal, Information Technology, and other key functions responsible for ESG program management
	<b>Operational &amp; Functional Leads</b>	Responsible for implementing initiatives within the practices and functions



# Environmental



## Environmental

Our environmental material topic is focused on improving the sustainability of our workplaces.

### Environmental Sustainability: Our workplaces

While our primary focus has always been on delivering top-notch home health care services to those in need, we recognize that our responsibilities extend beyond offering care and comfort from our clients' homes. Accordingly, our commitment to environmental consciousness seamlessly aligns with *The BAYADA Way*, representing an expanded sense of duty underpinned by the belief that we can and should positively impact the world we live in—including safeguarding the well-being of our planet.

#### Here are a few steps we've taken to serve our communities sustainably

BAYADA's Global Support Center, a 15-acre campus nestled in Pennsauken, NJ, is comprised of two 3-story structures constructed in 1983 and 1987. Prior to BAYADA's acquisition in 2016, these buildings were classified as Class C properties, serving various tenants. Over the span of two years, BAYADA's extensive renovation elevated these structures to a Class A classification.

Class A classification in the real estate industry is an informal but vital measure of a building's quality and aesthetics. While this classification doesn't directly impact environmental ratings, it's generally inferred that higher-class facilities are more environmentally friendly. Currently, roughly a third or fewer of the buildings in New Jersey have a Class A classification.

The renovation project included significant upgrades to lighting and HVAC systems aimed at enhancing the overall employee experience and minimizing our environmental footprint. Additionally, to adapt to the challenges posed by the pandemic and provide our employees with the utmost reassurance, we undertook comprehensive ductwork cleaning and installed bi-polar ionization filters in each of the ten rooftop units. This advanced filtration system is incredibly effective, removing up to 99% of contaminants from the air.

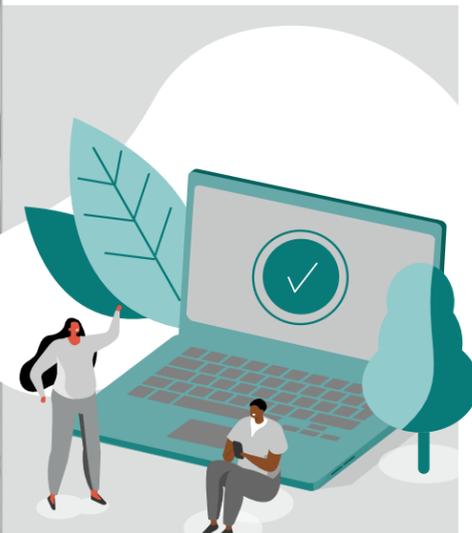
As a result of these efforts, our campus is proudly **LEED (Leadership in Energy and Environmental Design) Silver certified by GBCI (Green Building Certification Institute)**. LEED certification, a globally recognized green building rating system, demonstrates that our facilities meet stringent criteria for energy efficiency, resource conservation, and environmentally responsible practices, contributing to a greener and healthier future for our community. Currently, 816 commercial buildings in New Jersey have some level of LEED certification.

#### Working toward a healthier future

BAYADA is also piloting the WELL Health certification, which is a holistic approach to building design and operations, emphasizing human health and well-being. It evaluates various factors such as air quality, lighting, fitness facilities, and mental health support. In addition to our Global Support Center buildings, BAYADA has approximately 380 smaller service office locations, nine of which have achieved WELL Health certification. Our intent is to evaluate the possibility of companywide certification.

These initiatives are emblematic of our commitment to making a positive impact on the world we live in and our dedication to the well-being of our communities and employees. As we look forward, we are excited to continue our efforts to improve human health and environmental well-being, uphold our core values, and live *The BAYADA Way* in all that we do.

**Adopting environmentally conscientious practices is directly aligned with BAYADA's vision of building a Lasting Legacy to help people have a safe home life with comfort, independence, and dignity.**



# Social



## Social

Our social material topics include:

**Diversity, Equity, & Inclusion, Quality Care and Health Equity, Charitable Giving, Workforce Development, and Employee Experience and Wellness**

### Diversity, Equity, and Inclusion

Our diversity, equity, and inclusion (DEI) initiative has made tremendous strides toward creating an inclusive environment where all employees can thrive, and all clients can receive high-quality, personalized care with a sense of well-being, dignity, and trust.

First, we focused on listening and learning: the DEI office hosted monthly webcasts on timely and relevant topics, giving employees the chance to share their challenges, concerns, sentiments, and experiences in a safe, respectful environment. In time, BAYADA's partnership with The Diversity Movement—a full-service company that helps businesses operationalize diversity, equity, and inclusion as a growth strategy—led to the creation of a comprehensive, online resource center featuring a wide range of content.

The DEI office also partnered with The Diversity Movement on employee trainings, which covered issues such as accessibility, racial equity, LGBTQIA+ inclusion, religious diversity, unconscious bias, gender equity, and disability etiquette.

### Employee voices are heard

BAYADA's Employee Resource Councils (ERC) represent the military, LGBTQIA+, racial and ethnic diversity, women in leadership, and those with disabilities. We continually create new ERCs to give a platform and voice to employees who are connected by common interests. Members have lent their expertise to several projects, including a support group for military veterans, a Pride Guide to explain LGBTQIA+ terminology, partnerships with local nonprofits to collect food and school supplies for underserved communities, and volunteer support for the BAYADA Regatta, the nation's largest and oldest adaptive rowing competition for athletes with disabilities.

### BAYADA = Belonging

Diversity, equity, and inclusion are also infused into BAYADA's commitment to hiring more diverse talent at the associate director level and above. We have implemented a tool that has enabled comprehensive insights and identified opportunities to diversify and improve BAYADA's recruiting and hiring processes, particularly among underrepresented backgrounds.

At its core, BAYADA's culture of diversity, equity, and inclusion means no matter who you are, where you're from, or what your beliefs are, you belong here.

To learn more, read the 2023 DEI Progress Report [2023 DEI Progress Report](#)

### ERC by the Numbers



Each ERC includes 16 core members who support the DEI strategy during a paid, two-year commitment.



General ERC members have no time commitment, optional participation, and are not paid.



### The Diverse Slate of Underrepresented Candidates



### ERCs' Charitable Work



## Quality Care and Health Equity

As stated in *The BAYADA Way*, under our core value of excellence, our goal at BAYADA is to provide the highest-quality home health care services available. Our commitment to doing so encompasses every specialty and discipline—from nursing to personal care—and is demonstrated by every employee, whether at the bedside or in a support role.

BAYADA's care services meet or exceed the industry's highest standards. Our innovative care delivery systems help ensure fewer days in the hospital and more at home—where people recover best and most want to be.

Our comprehensive training programs include high-fidelity simulation labs for hands-on learning and practice in a safe setting, virtual and in-person classes, complex care offerings such as tracheostomy and ventilator management, diagnosis-specific training, annual conferences for nursing leadership, dementia certifications for home health aides, and more. Clinical managers oversee each client's plan of care and care team with on-call availability 24/7.

All these efforts have earned BAYADA distinguished accreditations from Community Health Accreditation Partner (CHAP) and the Joint Commission—national, independent accrediting bodies for quality in community-based health care—for many years. BAYADA also outperforms other home health care organizations on quality, based on national Star Ratings.

### What are Star ratings?

A Star Rating is a summary measure assigned by the Centers for Medicare and Medicaid (CMS) of a company's home health services based on how well it provides patient care. The rating, between 1 to 5 stars, is calculated using each home health agency's scores on seven individual quality measures, which are based on home health agency patient assessments and Medicare claims. BAYADA's Home Health practice's 2023 overall rating is 4.

## Health equity through a DEI lens

We deliver this quality care to every client, regardless of their socioeconomic status, race, ethnicity, gender, and other features that make each person unique. We are constantly looking to expand our service areas by opening new offices—including rural areas—and partnering with health care systems to increase access to quality home care within their communities. To date, we have joint venture partnerships with nine health systems across the US, in addition to more than 380 service offices.

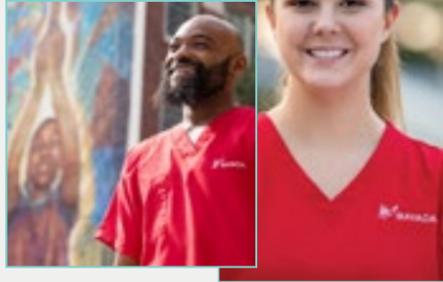
Home care is unique in its up-close connection to someone's life. Being able to “lift the roof off” and look inside and see how people live, what they are struggling with, and how those needs can be met gives BAYADA a holistic perspective on a person's life.

This view enables us to tailor each plan of care to not only that person's health needs but also to the social, financial, and psychological factors that keep people safe, healthy, and happy.

## Charitable Giving & Philanthropic Priorities

BAYADA provides high-quality health care despite significant challenges, such as an increasingly competitive labor market and relatively tighter finances compared with those in hospitals and facilities. Consequently, home health care organizations broadly—and BAYADA specifically—experience higher than desired clinician attrition, widening the supply and demand gap between clinicians and clients.

Unfortunately, these challenges are difficult to address, primarily with regular operating budgets. As a nonprofit organization, we pursue charitable giving to help expand home care for all.



## Four key philanthropic priorities

### 1. Expand access:

Start and expand home care service in markets with health care shortages

### 2. Develop workforce:

Train and elevate tens of thousands of health care workers annually

### 3. Spark innovations:

Implement new home care delivery models that expand access, improve quality, and reduce costs

### 4. Relieve emergencies:

Care for our caregivers and their communities by alleviating the financial impact of emergencies

In 2018, BAYADA transitioned from one of the largest for-profit home health care companies in the United States to a nonprofit home health care provider. Due to our 501(c)(3) status, BAYADA can now encourage and galvanize charitable giving to advance the above four priorities so that more of our families and communities may access the high-quality home health care that they desire and deserve.

## Charitable giving through community benefit programs

Programs include but are not limited to the following:

### Government-sponsored health care

The community benefit program may feature activities that satisfy one or more of the following criteria:

- Generate a low or negative margin
- Respond to the needs of special populations (eg, children, disenfranchised physically or mentally disabled individuals, people afflicted with particular diseases or diagnoses)
- Provide services that would likely be discontinued or need to be provided by another less qualified provider if the program was dissolved
- Relieve or reduce the burden of government or other community efforts

To make a donation or for more information, go to [bayada.com/donate](https://bayada.com/donate) or email [philanthropy@bayada.org](mailto:philanthropy@bayada.org)

## Uncompensated care

As part of its charitable mission, BAYADA offers home health care services to those individuals who may not be covered under a third-party insurer or government program or who do not have the resources to pay all or a portion of their bills for service.

## Community services

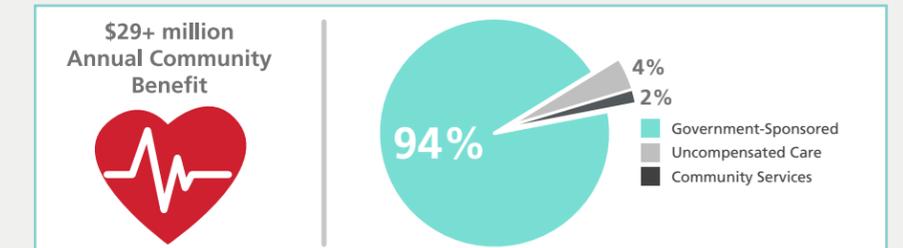
As a nonprofit organization, BAYADA actively engages in public health initiatives (eg, blood pressure screenings at a community health fair), outreach/educational programs (eg, nutritional seminars for senior citizens), and clinical care provided in partnership with other local agencies to meet an unmet systemic need (eg, health screenings for the homeless).

Community services also include financial donations to individuals or groups not affiliated with BAYADA (eg, community groups or other not-for-profit organizations), as well as goods, overhead expenses of physical space donated for community meetings and events, BAYADA employee volunteer hours, and the donation of food, equipment, and supplies.

## By the numbers

BAYADA annually compiles its community benefit figures. Uncompensated care, subsidized care for government programs, and other community benefit programs are all community benefit expenditures highlighted by the IRS.

## 2022 Community Benefit by Category



## Workforce Development

BAYADA's Workforce Development vision is to build a financially sustainable talent development platform by inducting and training tens of thousands of health care workers per year, benefiting BAYADA, our employees, and the public.

### Reducing the clinician-client gap

Despite a growing need for home care, organizations like BAYADA are faced with many obstacles in assembling a workforce to meet the demand. Among the challenges are persistent national clinician shortages and increasing attrition rates among home health care clinicians. BAYADA's Workforce Development programming is an integrated solution designed to alleviate these challenges by investing in the education, training, and elevation of our workforce.

#### BAYADA's Workforce Development programming:

- Trains and maximizes the success of new caregivers and clinicians (eg, nurse residency programs, Registered Behavior Technician Academy, home health aide training, habilitation technician training)
- Grows tenured caregivers and clinicians (eg, aide-to-nurse career advancement program)
- Retains clinicians and caregivers longer (eg, support of peer mentors)

BAYADA introduces aspiring health care workers to entry-level positions by offering a variety of access points to health care career tracks. We then quickly elevate and upskill clinicians to mid-career positions—all while minimizing the need for individuals to assume student debt or change multiple employers to accelerate their career.



**BAYADA's Workforce Development programming expands economic and educational opportunities through health care career pathways and improved health care access, measurably improving the lives of our health care workers and our communities.**

### A multi-benefit solution

As BAYADA continues to grow and adapt this programming, we will expand health care access, improve quality of care, and reduce health care costs. To date, employees prepared through Workforce Development training programs demonstrate retention rates at least twice as high as traditional pathways. Positive outcomes also include greater care coverage for clients, reductions in waitlists for care, and increased efficiency in staffing. BAYADA employees also reflect a higher representation of Black, Indigenous, and People of Color (BIPOC) staff relative to nursing industry averages.

### Investing in our people

BAYADA's goal is to source half of our future clinicians by "growing our own" talent. BAYADA is reinvesting our resources to expand health care access, upward career opportunities, and new ways to provide care. By "growing our own" talent through Workforce Development programming, BAYADA has a distinct opportunity for positive social impact and business growth.

## Employee Experience and Wellness

Written in *The BAYADA Way* is the fundamental belief that our employees are our greatest asset. They are the heart of home care and the embodiment of the core values that guide our work.

That's why creating a culture where employees are supported, rewarded, and empowered to be their best selves—personally and professionally—is key to a great employee experience and their overall well-being. Whether that be financial, mental, physical, vocational, spiritual, relational, intellectual, or environmental, we know taking care of the whole self is essential to ensuring we can continue to provide our very best to our clients.



### We care for our employees with the same level of concern and support we show our clients

Employee feedback has revealed multiple different dimensions of wellness that they are struggling with: Coping with job stress, looking for manager support with work-life balance, or meeting the needs of their families are just some of the everyday—yet vitally important—areas in which our employees have asked for support.

We have developed a suite of tools and resources to meet the holistic needs of our employees. These free programmatic elements—including mental health therapy, mindfulness audios and tips, financial guides and tools, exercise videos, and nutritional advice—are available to all employees, regardless of whether they are enrolled in benefits. Families are encouraged to take advantage of these resources as well.

### When our employees love their jobs, we know we're doing ours

Providing well-being tools and resources has both positive personal and business impacts: A better work-life balance with reduced anxiety and depression correlates to lower rates of sick leave and job attrition.

As we look forward to 2024, we will continue to listen and keep a pulse on what ALL employees hope and dream for as we all contribute to making the BAYADA mission and vision come to life.



**BAYADA's Compliance Program plays a key role in ensuring our ability to continue providing quality care to clients in their homes. We want to ensure we are recognized as an industry leader in home health care who does not compromise our ethics as we grow the business and collaborate with payors, regulatory bodies, and our community health care partners.**

### Our Compliance Program

At BAYADA, we believe in doing the right thing, every time. We hold ourselves to the highest standards of personal and professional ethics and always strive for compliance with all regulations that govern our work.

Our Compliance Program is built to provide the framework for setting clear standards for our employees, to continuously educate our employees, and to identify and proactively mitigate or avoid compliance risks we face in the work we do.

BAYADA's Chief Compliance Officer reports directly to the Board of Directors through regular meetings of the Compliance & Audit Committee of the Board. The Board has oversight responsibility for the Compliance Program, which is developed and implemented to ensure BAYADA's compliance with all legal requirements, including federal and state health care laws and regulations, fraud and abuse laws, and Medicare program requirements. The Board helps set the standards for compliant and ethical behavior and supports the management team in maintaining a culture of compliance throughout the company.

### Living out our commitment

Our commitment to compliance is built on the values of *The BAYADA Way* and supported by our Standards of Honesty and Confidentiality, as well as numerous policies and procedures. These values and standards promote and support the fundamental responsibilities that each BAYADA employee is expected to maintain.

#### Specific areas of focus for BAYADA's Compliance Program include:

- Culture of Compliance: The Compliance team works to ensure all new leaders understand the key role they play as stewards of the Compliance Program. The expectation is that every individual exhibits respect for and adherence to *The BAYADA Way* and our commitment to compliance, and that leaders are held accountable to ensure their teams understand the rules and regulations that govern their work.
- Employee education: All employees receive compliance education and training at hire, annually, and as regulations change to ensure everyone is working with a focus on doing the right thing. The Compliance team also uses a risk-based approach to develop and roll out role-based training to leaders and employees, focusing on areas of high-risk in the industry such as marketing and billing compliance.
- Compliance with all relevant regulations and laws: The Compliance team is responsible to ensure we have effective policies, trainings, monitoring, and auditing to manage and mitigate risks related to Anti-Kickback and Stark Law compliance, Federal and State False Claims Act compliance, and Antitrust regulatory compliance. Preventing fraud, waste, and abuse is a core tenet of the Compliance Program.
- Maintaining a 24/7 Compliance Hotline: There are several ways to anonymously and/or confidentially report any ethical, compliance, or quality and safety concerns via a third-party hotline, direct reporting, or submitting a form to the compliance office.
- Monthly exclusion screenings for all employees, contractors, and vendors: Compliance ensures we verify all required credentials of our workforce, including pre-hire and ongoing regular exclusion monitoring to ensure we do not employ individuals who are excluded from government funded programs.
- Review of any actual or potential Conflicts of Interest: Compliance collaborates with the Legal Services office to ensure no Board member or key employee's personal interest conflicts with our ability to conduct business in a fair and honest manner.

# Governance



## Governance

**Our governance topics include:**

**Our Compliance Program, Corporate Governance, and Data Trust**

## Corporate Governance

As a nonprofit organization, our ownership and governance structure enables BAYADA to remain uniquely mission-driven and people-focused for the next 100 years and beyond. The Board of Directors is BAYADA's governing body tasked with upholding *The BAYADA Way* and ensuring that BAYADA's mission, purpose, and business model will thrive for generations to come.

The Board is entrusted with setting our strategic direction, including rigorous oversight of our Compliance Program, ensuring adherence to all applicable laws and regulations, and maintaining the robust Quality Assurance and Performance Improvement (QAPI) program required by Medicare Conditions of Participation (CoPs). Financial oversight is a cornerstone of the Board's responsibilities, safeguarding BAYADA's assets, ensuring their alignment with our mission, and maintaining our financial well-being and sustainability.

### Our board architecture

BAYADA's governance structure is intentionally designed to drive effectiveness, foster diversity of thought, and promote the innovative, strategic thinking necessary to support BAYADA's lasting legacy. The majority of BAYADA's 10-member board are independent outside directors who bring new ideas and fresh approaches from within and outside of the home health care industry. Non-independent directors contribute valuable industry knowledge, and the Board's commitment to diversity is reflected in its composition, with 30% representing gender or racial diversity.

Three of the Board's six Standing Committees have one non-Board member who is also gender or racially diverse and serves as a developmental opportunity for diverse candidates seeking Board membership. Board membership is subject to term limits to ensure it is continually refreshed to bring new insights and guidance.

BAYADA's Board and governance structure are key to delivering our strategic vision: to make it possible for millions of people worldwide to experience a better quality of life in the comfort of their own homes by building and maintaining a legacy as the world's most compassionate and trusted team of health care professionals.

Meet our Board members at [www.bayada.com/board.asp](http://www.bayada.com/board.asp)



## Data Trust

At BAYADA, our fundamental values of compassion, excellence, and reliability are integral to our approach to protecting the privacy, security, and confidentiality of data.

- Compassion: Clear understanding of the importance of protecting the sensitive information of our clients and employees.
- Excellence: Continuously striving to improve our security and privacy protocols as well as foster a security-conscious culture.
- Reliability: Consistently applying reliable safeguards and privacy protocols to ensure the safety and integrity of all data entrusted to us.

### Our commitment

We are fully committed to upholding the highest standards of privacy and security in safeguarding the data entrusted to us by our clients, employees, partners, and other stakeholders. We are committed to employing, enhancing, and strengthening our technology, security, and privacy protocols to ensure that all data is protected and managed in a manner that is secure, responsible, and complies with applicable laws, regulations, and industry best practices.

### Governance

Our Security and Privacy programs are governed through a structured framework, including regular communication with our Compliance & Audit Committee and Board of Directors, providing them with updates on our current posture, initiatives, and the threat landscape. This process helps our leaders make informed decisions and aligns our approach with the evolving digital and regulatory landscape.

### Policies and procedures

Our policies and procedures are designed to be compliant with the Health Insurance Portability and Accountability Act (HIPAA) and aligned with the National Institute of Standards and Technology Security and Privacy Controls (NIST).

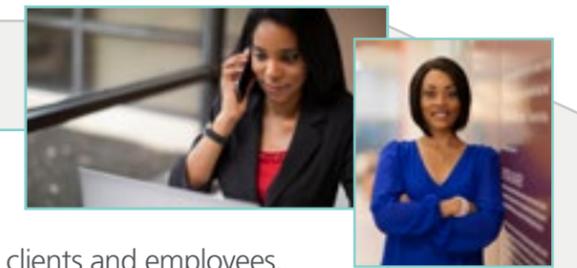
### Privacy

We have policies and procedures designed to protect the confidentiality and integrity of Protected Health Information (PHI) and adhere to requirements for use and disclosure of PHI.

### Training and awareness

We understand that a well-informed workforce is our first line of defense against privacy breaches. Our security awareness initiatives, which include training, simulations, notices, and newsletters, are designed to empower BAYADA employees with the knowledge and tools necessary to identify, prevent, and respond to security threats.

As we move into 2024 and beyond, BAYADA remains committed to data protection, security, and privacy.



# The BAYADA Way

BAYADA Home Health Care’s journey is rooted in maintaining a standard of compassion, excellence, and reliability that reflects a commitment to providing exceptional home health care services and embracing environmental, social, and governance principles to better our communities. Our founder and chairman, J. Mark Baiada, envisioned a world where everyone could enjoy a safe home filled with comfort, independence, and dignity when he opened BAYADA’s first office in Philadelphia, PA, in 1975. This vision extends beyond our daily operations and shapes our approach to ESG.

In 2002, Mark Baiada formalized our mission, vision, and values, naming it “*The BAYADA Way*,” a collaborative expression of what is meaningful to our employees, clients, and their families. Compassion, excellence, and reliability emerged as the core values shaping our work as home health care professionals, and they serve as a powerful connection point between our principles and commitment to making the world a better place.

***The BAYADA Way expresses what matters most about the work we do and the way we should work, in spirit and in action.***

*The BAYADA Way* is much more than a philosophy; it is the compass guiding our actions. The core values of compassion, excellence, and reliability are not just words but a standard and the essence of our shared “true north.” These values inspire and shape our approach to environmental sustainability, social impact, and governance practices. Ultimately, *The BAYADA Way* is our way of ensuring that we remain at the forefront of responsible and ethical business practices.

***Purpose-filled work—and being connected to others engaged in it—creates that unique magic that happens when valued employees feel aligned. That’s the difference that defines BAYADA.***

Our singular purpose of helping people, reflected in our company philosophy, stands at the heart of every action we take. As we aspire for *The BAYADA Way* to become a lasting legacy, we also believe our commitment to ESG principles will become a driving force in shaping a better quality of life at home worldwide. We believe that through the unwavering dedication to our values, BAYADA will continue to set the standard not only for our industry but for the broader landscape of responsible corporate citizenship.

To learn more about *The BAYADA Way*, visit [bayada.com/the-bayada-way.asp](http://bayada.com/the-bayada-way.asp).



***“The BAYADA Way expresses the values and beliefs that have been the foundation of our work since 1975. The words of The BAYADA Way come directly from the hearts of our clients and their families, and our employees. We believe that our clients come first. We also believe that our employees are our greatest asset because they are the heart of home care. They have compassion, strive for excellence, provide reliable service, and most importantly, they show love.”***

*J. Mark Baiada  
Founder and President*

# Our Journey Continues

While our formalized environmental, social, and governance journey has just begun, BAYADA has always been driven to serve our clients, employees, business partners, and the common good by embracing new ways of thinking, working, and advancing ESG principles. Now that we have set in motion our annual commitment to transparent reporting of our work and progress, we are more energized than ever to evolve and refine the material priorities that are most important to our stakeholders. Doing so brings us one step closer to achieving our vision of helping millions of people worldwide live a better quality of life at home.



