



BAYADA
Diversity, Equity,
and Inclusion

2023
Progress
Report

BAYADA Diversity, Equity, and Inclusion



DEI Mission and Definitions



Diversity

Reflects the ways people are different from one another. This goes beyond the boundary of race and gender to include culture, age, sexual orientation, ethnicity, socio-economic background, religion, neurodiversity, gender identity, experiences, disability, and invisible illness.



RELIABILITY:

Building relationships and working together are critical to our success as a community of compassionate caregivers.



Equity

Creates fair treatment, access, opportunity, and advancement for individuals by establishing systems and processes that counteract social inequities and prevent the formation of barriers.



EXCELLENCE:

Be respectful, treat others the way they wish to be treated.



Inclusion

Fosters an environment where individuals feel safe to engage and participate fully because they feel respected, free to express their ideas, and valued for their unique voice, perspective, and abilities.



COMPASSION:

Demonstrate exceptional care and kindness to others. Be led by our hearts.

The **BAYADA** Way™



A NOTE ON OUR DATA:

- Metrics in this report are rounded to the nearest whole number or nearest tenth (thus some totals may not add to 100%)
- 2023 data representation is as of October 31, 2023.

BAYADA Diversity, Equity, and Inclusion 2023 Progress Report

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Message from the CEO



David Baiada

CEO, BAYADA Home Health Care

Since 1975, BAYADA has been committed to the belief that everyone deserves a safe home life with comfort, independence, and dignity. This mission of health care equity has always been a part of the foundation of this company—decades before DEI was formally articulated and accepted. To us, it is simply the right thing to do.

Today, organizations that are truly committed to diversity, equity, and inclusion principles are developing and implementing strategies to address these longstanding inequities in our health care system, in both the patient population and the workforce. At BAYADA, bridging these gaps in access to care and creating meaningful, productive careers for people of all backgrounds, abilities, and beliefs are among our highest priorities.

From increasing internal and external DEI communications aligned with The *BAYADA Way*-- our guiding statement of mission, vision, and values—to creating educational resources and employee resource councils, our efforts have touched and improved every aspect of how we work together—in spirit and in action. It has become an integral part of BAYADA's day-to-day operations and every employee and client interaction.

This year, BAYADA was named as one of America's "Greatest Workplaces for Diversity" and "Greatest Workplaces for Women" by Newsweek Magazine. The awards celebrate our progress on our DEI goals and ongoing commitment to *The BAYADA Way*.

While we are proud and humbled for the recognition, it is the individual triumphs—both big and small—that tell the greatest story: A minority woman with aspirations to become a nurse, realized through our Advance to LPN program that helps the underemployed workforce. An LGBTQIA+ client who feels comfortable being their authentic self with their nurse because she has created a judgement-free environment. An employee with hearing loss who can fully participate in BAYADA events, thanks to our commitment to invest in advanced closed captioning technology. These are just a few of the many stories that bring the impact of our DEI commitment to life at BAYADA.

Looking to *The BAYADA Way* to continue to guide us, we will build on the work we have done to innovate and advance DEI initiatives to better serve our clients, employees, health care partners, and communities.

David Baiada

Message from Chief People Officer



Jeff Knapp

Chief People Officer, BAYADA Home Health Care

As BAYADA's Chief People Officer, I take great pride in the responsibility—and honor—of helping to shape, provide, and support the best employee experiences across a diverse workforce. As always, *The BAYADA Way* guides our work, and our commitment to looking through a DEI lens brings everything into focus.

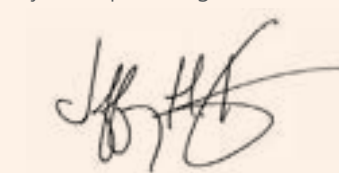
A great employee experience begins well before a person is even hired. That's why our recruiting efforts are infused with diversity, equity, and inclusion principles: so every person who is considering BAYADA as an employer knows that no matter who they are, where they're from, or what they bring to the table, they are welcome here.

From diversity sourcing and the language in our job descriptions, to a transparent hiring process, we lead with our DEI principles. Doing so creates an openness and a sense of belonging and understanding, connecting people to BAYADA who we may not otherwise reach.

An exciting new technology platform in development is the next phase in our improved candidate and employee experience. It removes barriers for everyone who applies—regardless of where they live, their education level, their native language, or their work experience. It makes the hiring experience faster and more relevant, helping us connect with different groups in ways that are important to them.

And once onboard, we tie them to employee resource councils and other affinity groups so they feel included. Like they belong. Because they do.

Each of us carries a unique story, a narrative shaped by our background, experiences, and the colorful tapestry of our identities. The richness of our differences—like *The BAYADA Way*—is what sets us apart, yet keeps us together.

A handwritten signature in black ink, appearing to read 'Jeff Knapp'.

Foreword

by Rekha Daniel-Kimani



Rekha Daniel-Kimani
Regional Director, Head of Total Rewards, Diversity, Equity, and Inclusion, and Strategic Growth Operations. BAYADA Home Health Care

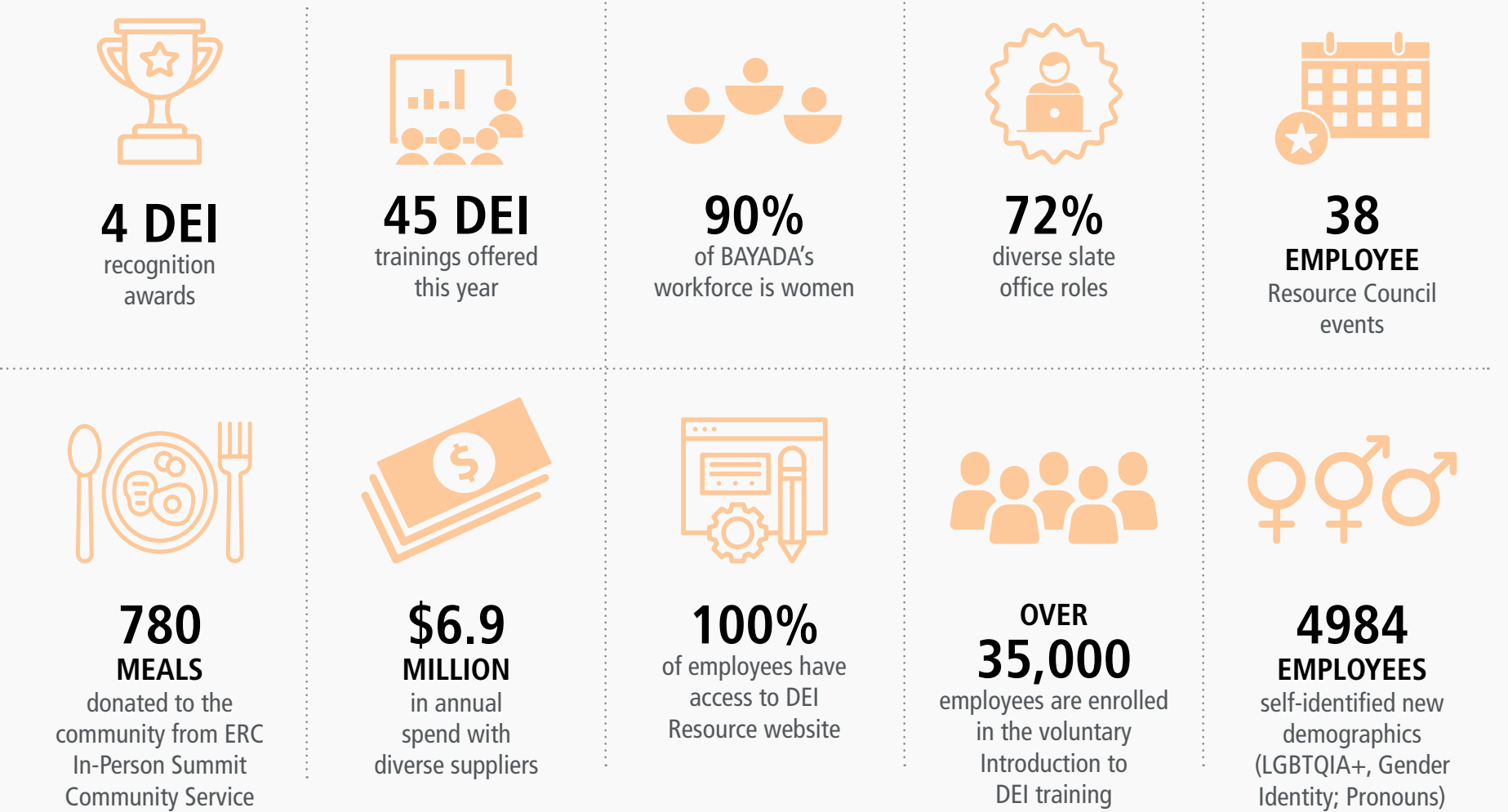
Our DEI progress in 2023 had us Telling Our Stories, leaning in to share and listen to the experiences of BAYADA employees from all walks of life. This includes observing local service office meetings, conducting DEI trainings for caregivers and clinicians, and pulling diverse voices from all parts of our organization onto webcast panels. Each interaction allowed us a brief but formative glimpse into the multifaceted lives of our colleagues.

These have been profound, shared experiences, reflecting the beauty of diversity on our teams and reminding us how necessary and transformative it is to take a pause, get to know each other, and learn and grow together. Wonderful surprises open our eyes to different customs, beliefs, and perspectives. Exposure to “what we didn’t know we didn’t know” cultivates mutual understanding and respect. These realizations become actionable in our daily work on BAYADA’s strategic priorities of Talent, Smart Growth, and Digital and Analytics.

I am humbled to say this would NOT be possible without each BAYADA employee and the leadership they demonstrate every time they intentionally act on an opportunity to innovate, change, and learn. For our colleagues, we hope that this progress report will spark proud memories of the steps we have taken together. May it create moments of reflection and a deeper understanding of our shared journey. And may it stoke your imagination and vision of how you can stay involved as a living example of compassion, excellence, and reliability in action through the lens of diversity, equity, and inclusion. Our journey may be long, but collaborating with others with the same heartfelt desire makes every achievement truly worthwhile.

While members of our DEI Office and our five Employee Resource Councils steward this work, we know that “the whole”—the combined power of all employees and allies—“is greater than the sum of its parts” (Aristotle). Thank you for your transparency and vulnerability. Thank you for your essential commitment, participation, and contributions to DEI, and for giving us the opportunity to carry this important work forward on behalf of BAYADA Home Health Care.

2023 Diversity, Equity, & Inclusion at a Glance



DEI Goals and Initiatives

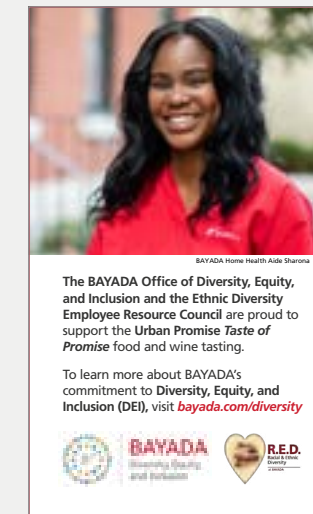


BAYADA
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Culture and Communications

In partnership with BAYADA's Culture and Communications Division (CCD) and the Marketing and Communications (MKT) Division, we embarked on new initiatives to further infuse the principles of diversity, equity, and inclusion (DEI) into the communications that influence our unique workplace culture and help to drive brand awareness. These included:

- More accessible accommodations at annual gatherings, such as closed captioning and translation services
- Partnerships with community organizations such as **Urban Promise**, a nonprofit that provides at-risk youth with educational and developmental programming.
- Public outreach and thought leadership to mass media outlets, such as **American Healthcare Leader Magazine** and **CIO Views**
- Direct communications to individuals, partners, and referral sources, such as Historically Black Colleges and Universities (HBCUs).Original content posts on BAYADA social media pages highlighting observances such as **Black History Month** and **Pride Month**.





AWARDS AND RECOGNITION

NEWSWEEK MAGAZINE NATIONAL HONORS

BAYADA's recent *Newsweek* awards—based on publicly available data, interviews, and anonymous surveys of a diverse pool of employees representing companies across the United States—reinforce our commitment to creating an inclusive environment!

- America's Greatest Workplace for Women
- America's Greatest Workplace for Diversity
- America's Greatest Workplace for Parents and Families
- America's Greatest Places to Work



FORBES BEST EMPLOYERS FOR VETERANS

This prestigious recognition shines a spotlight on companies that are creating workplaces where former and current members of the military can thrive. *Forbes* surveyed 8,500 veterans working for companies with more than 1,000 employees on criteria such as onboarding policies that help veterans transition into a civilian work life and representation of veterans in upper management.



PARTICIPATION IN AWARDS WEEKEND

BAYADA's Awards Weekend is held each year to recognize the caregivers and clinicians who are named as National Heroes of the Year, and to reconnect to the mission, vision, values, and beliefs that define *The BAYADA Way*.

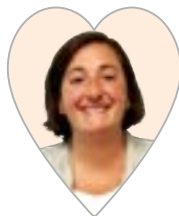
During the 2023 event—attended by more than 4,000 employees—the DEI office hosted an educational exhibit booth, engaging with employees from BAYADA locations throughout the country. The DEI office also helped support those who needed special accommodations by making the venue and program more accessible.



THE DIVERSITY CHAMPION OF THE MONTH PROGRAM

BAYADA's Diversity Champion of the Month program promotes and celebrates how employee action brings BAYADA's DEI commitment to life. Diversity Champions are nominated for achieving for achieving something extraordinary, triumphing over adversity, inspiring us to think differently, and/or being an active advocate and ally for DEI in the workplace or community.

Diversity Champions receive an ecard, a certificate, and a spotlight in the BAYADA DEI, CEO, and companywide BAYADA Bulletin newsletters.



NOVEMBER 2022

Bridget Bazarbashian

Director, Pennsylvania Media
Hospice (PMH) office

"Being recognized as a DEI Champion is truly one of my greatest achievements. DEI is not only the best approach, but the only way to build unstoppable, successful teams. Using the opinions, voices, and ideas of a diverse, inclusive group elevates our teams to excellence."



DECEMBER 2022

Lisa Weinstein

Senior Manager, Enterprise
Communication (ECM) office

"I was honored to participate in a training program on antisemitism and a panel on religious diversity. I'm so appreciative of the DEI team for giving me an opportunity to share my experiences."



MARCH 2023

Justin Booker

Director, Garden City,
NY Skilled (GCS) office

"DEI offers a safe space where we can collaborate, share experiences, and raise awareness for marginalized communities."



APRIL 2023

Megan O'Shields

Director, Strategic Talent Partner,
Skilled Nursing Strategic
Talent Partners (NST) office

"DEI is near and dear to my heart. There may be perceptions about people based on their race, without understanding their background or their struggles. We shouldn't limit someone's voice because we don't know about their experiences."



MAY 2023

Brian Molinari

Supervisor, Video, Collaboration, and
Telehealth (VCT) office.



Stefan Scherbik

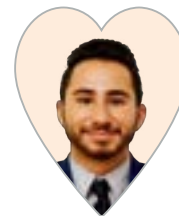
Senior Associate, Video, Collaboration and
Telehealth (VCT) office



Kevin Still

Senior Associate, Technical Producer, Video,
Collaboration, & Telehealth (VCT) office

"We have our fingers on the pulse of so much technology, such as closed captioning for the hearing impaired. We can research ways to help everyone enjoy the full benefits of every BAYADA meeting or event they attend."



JUNE 2023

David Crudele

Director, Pennsylvania Media
Hospice (PMH) office

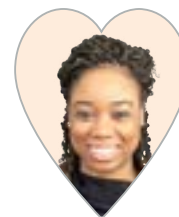
"Being able to create a sense of community in my adult life is something I wanted to do, and I'm proud that I played a role in creating that at BAYADA."



Kayla Dunn

Senior Associate,
Benefits (BEN) office

"It's important to me to help everyone have access to the same types of care and resources, regardless of their background."

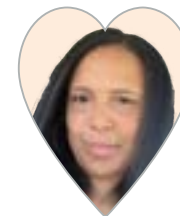


JULY 2023

Schelleda Charles

Director, Falmouth,
MA State Programs (FLS) office

"Thank you to the DEI team for the recognition. Helping others makes me happy and continues to push me to do my best every day."



AUGUST 2023

Laterese Couch

LPN, Raleigh,
NC Pediatrics (RAP) office

"I appreciate all of the support and encouragement I receive in all aspects of my career at BAYADA and look forward to continuing to grow."



Heather Mcallister, RN

Vermont Burlington
Hospice (VBH) office

"I am so proud to be a founding member of the Solutions and Accessibility for Equality (S.A.F.E.) ERC. Providing outreach and a safe space for all is a passion. Being recognized by my peers was icing on the cake."



Reannon Webb

Physical Therapy Assistant,
North Boston, MA Home
Health (NBV) office

"I was pleasantly surprised that my journey with DEI has satisfied a missing piece of myself I had yet to realize I needed in my career path as a clinician. Being a champion meets the challenging, yet rewarding personal growth of listening more actively, learning from team feedback, and making plans to celebrate diversity."



SEPTEMBER 2023

Kristen Kilburn

Director, Downtown Boston
Assistive Care (DBA) office

"How lucky am I that I get to be recognized for being myself! I'm incredibly grateful that BAYADA has the beautiful culture that truly celebrates our differences."



OCTOBER 2023

Mandy Tilton

Chief Nursing Officer

"It is my pleasure to serve the DEI team, our ERCs, and all of the important people we impact every day. When we take good care of our people, they take good care of our clients. Thank you to the DEI team for creating an environment where we can do that."



Cris Toscano

Skilled Nursing Unit
Practice President

"It is my pleasure to be a part of this work and if my leadership helps others recognize that it is all part of just being a good human and a good leader, and that it will continue to strengthen our organization and support one another, then I feel like our clients and employees are winning!"

DEI CAMPAIGN HIGHLIGHTS

REKHA DANIEL-KIMANI FEATURED IN CIO VIEWS MAGAZINE

Head of Total Rewards, DEI, and Strategic HR Growth Rekha Daniel-Kimani shared her passion for purpose-driven work in an article for *CIO Magazine*. In the story, Rekha explained how growing up in Canada as a child of first-generation immigrant parents shaped who she has become today. She also provided details on the inception, growth, and future of BAYADA’s DEI initiatives as well as a message of encouragement for aspiring DEI leaders.



[Read Rekha’s feature story by clicking here >>](#)

“

I am so proud to support our DEI efforts to create an environment that is inclusive—where our employees feel they can bring their authentic selves to work every day, where impacted groups can have a place at the decision-making table, and feel they have a sense of belonging.

Heather Helle, President and Chief Operating Officer

DEI RULES OF THE ROAD

In collaboration with the BAYADA Marketing Division, the DEI office posted short, public service announcement videos on Instagram featuring “knowledge bites” of information on a variety of topics, including:

[Leading with Curiosity and Empathy >>](#)

[Language has a perception when shaping our perspective on mental health >>](#)



THE DIVERSITY MOVEMENT ASK THE EXPERT WEBSITE

The Diversity Movement (TDM)—a full-service company that helps organizations operationalize diversity, equity, and inclusion as a growth strategy—featured DEI Director Joe Wendover and DEI Senior Manager Bridgett “BT” Tabor on their new content series called “Ask the Expert”.

In this Q&A style article, Joe spoke about amplifying unheard voices and fighting for greater equality, while BT shared real-world advice and inspiration for people at various stages of their DEI journey.

The Ask the Expert articles appeared across TDM’s publications and distribution channels, including a blog, social media outreach, and within their high-profile guidebooks.



[View BT’s Ask the Expert here >>](#)



[View Joe’s Ask the Expert here >>](#)

EXECUTIVE LEADERS RADIO SPECIAL



DEI Director Joe Wendover joined three Philadelphia, PA area DEI executives on a radio program to speak about the importance of BAYADA’s DEI program and how our initiatives to create a more inclusive environment have contributed to the company’s growth and success.

[Listen to the radio program by clicking here >>](#)

MONTHLY CONVERSATIONS ON DEI WEBCASTS: TELLING OUR STORIES

This year we continued leaning into the annual DEI theme of listening to our employees and their stories. Our monthly webcasts focused on a variety of DEI topics that are relevant in the world today and the impact those topics have on our employees.

We shared the voices of our employees from different parts of the organization, as well as diverse parts of the country. Each story gave us unique opportunities to connect to, engage with, and learn more about each other. Below are examples of some of these webcasts:

- [Caring Across Differences: Culturally Competent Caregiving](#) (January 2023)
- [Religious Diversity in the Workplace](#) (September 2023)
- [Exploring Generational Diversity in the Workplace](#) (July 2023)



BAYADA
Diversity, Equity,
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Competency and Education

In 2023, we continued to provide the foundational elements of DEI to new employees, while further building cultural competency with our current caregivers, clinicians, and office staff. Through our partnership with TDM, we offered trainings on a wide range of topics and issues that impact our organization and the communities we serve.

These included:

- Accessibility
- Disability Etiquette
- Gender Equity
- Generational diversity
- LGBTQ+ inclusion
- Racial Equity
- Religious Diversity

Unconscious Bias: Diversity, Equity and Inclusion - This course, which is required for all employees, is not available in BAYADA University.

Employees can access trainings in a variety of ways:

- Monthly Conversations on DEI webcasts
- Virtual and in-person workshops
- Self-paced digital learning courses through BAYADA University
- On demand through BAYADA's DEI resource portal, which includes a host of content, including articles and videos

“The DEI webinars and trainings are wonderful! I joined BAYADA without much knowledge around DEI and these trainings have opened my eyes to what it means to work for an organization that is making big strides to hire, retain and engage a diverse workforce. These discussions have made me feel more comfortable engaging in conversations around the DEI topics, and understanding how large the DEI umbrella really is.”

Lauren Vella, Alstromeria Division (ALA) Director of Total Rewards, Change Management, and Learning

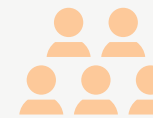
“The BAYADA University Intro to DEI training did a really good job packaging DEI into a nice quick training. It was a great way to help me feel welcome in the company and feel like I belong”

Skilled Nursing Unit Strategic Talent Partners (NST)
Director Strategic Talent Partner Regina Tendayi, who relocated to the United States from Zimbabwe earlier this year.

TRAINING BY THE NUMBERS



45 DEI trainings
offered this year



2682 employees who
attended trainings

All trainings include a pre-assessment test to measure the employee's knowledge of the topic, as well as a post-assessment test to measure knowledge gained during the session. On average, there was a 10% knowledge increase when comparing scores on the pre-assessment and post-assessment tests.



Recruiting and Career Progression

BAYADA is committed to making its workforce more diverse and inclusive not only to reflect the communities and clients we serve, but also to drive innovation, creativity, and success. Our DEI work on Recruiting and Career Progression strives to create an attractive work environment where every individual feels valued and respected, and every employee has equal opportunities to grow and thrive in their career.

RECRUITING

To attract more diverse talent pools, we are enhancing our recruiting and hiring processes by:

- Expanding recruitment networks to engage candidates from a broader range of backgrounds and communities
- Forming new partnerships with community organizations, colleges, and universities to engage a wider range of entry-level candidates through early career development and education programs
- Training BAYADA hiring managers to recognize and address unconscious biases
- Equipping BAYADA recruitment teams with the tools and knowledge to promote fair and transparent recruiting and hiring processes



DIVERSIFYING TALENT POOLS AT THE ASSOCIATE DIRECTOR LEVEL AND ABOVE

We are proud to report that our efforts to increase diversity in BAYADA's recruiting and hiring practices at the associate director level and above are yielding positive results. In the past year, we attracted a significantly higher number of individuals from underrepresented groups, as both candidates and new hires in higher-level leadership positions.

Of course, our journey towards achieving optimal diversity and inclusion is ongoing. We see this as a process of continuous improvement, striving to create an environment where every candidate and employee feels empowered to succeed and to move up the career ladder at BAYADA.

The following information delves deeper into specific DEI initiatives, metrics, and outcomes of the past year—highlighting the progress we have made, the challenges we have faced, and the strategies we will implement moving forward.










FINDING INSIGHTS

We are proud to report that BAYADA has successfully implemented its new Talent Dashboard. DEI data provided by this invaluable tool has enabled comprehensive insights and identified opportunities to diversify and improve BAYADA recruiting and hiring processes.

As an outcome, the DEI Office helped to conduct targeted outreach and establish new community connections in seven critical hiring markets. DEI’s partnership with recruiting leaders has led to notable progress in attracting candidates from underrepresented backgrounds, and we are excited about the continued growth and impact of our outreach efforts.

DEI TALENT GOALS

 GOAL	2022	 2023 (end of 3Q’23)	 COMMENTS
 DIVERSE SLATE (Office roles)	58%	72%	Based on job postings
 INTERVIEW (leadership: associate director and above)	72%	29%	Based on interview with the hiring manager and job postings
 HIRES (office non-leadership)	31%	29%	Actual hire count
 HIRES (leadership: associate director and above)	80%	72%	Actual hire count

As of 10.31.23

Underrepresented definition: (Women, Racial/Ethnic, Veteran, Disability); due to data limitations we lack the ability to track LGBTQIA+ data. More intentionality around hiring activities has led to lower requisition volume year over year.

Office roles include enterprise support, practice support, and service office.

UNDERREPRESENTED CANDIDATE POOL (DIVERSE SLATE)

INSIGHTS: The diverse slate of underrepresented candidates is trending upward, reaching 77% for Q3’23, up from 59% Q3’22. While our target goal is to achieve a 100% diverse slate, we are pleased to acknowledge significant progress and substantial improvements from our Talent Acquisition team in support of this goal.

THE DIVERSE SLATE OF UNDERREPRESENTED CANDIDATES



ASSOCIATE DIRECTOR AND ABOVE LEADERSHIP INTERVIEWS

INSIGHTS: Interviews have been trending down, as job postings advertising open positions have been significantly lower in 2023. This is due in part to an increase in internal promotions to fill leadership roles. In addition, because of a reduction in the number of candidates who interviewed, there is a reduction in equal employment opportunity data such as race, veterans status, disability, gender, and citizenship.”

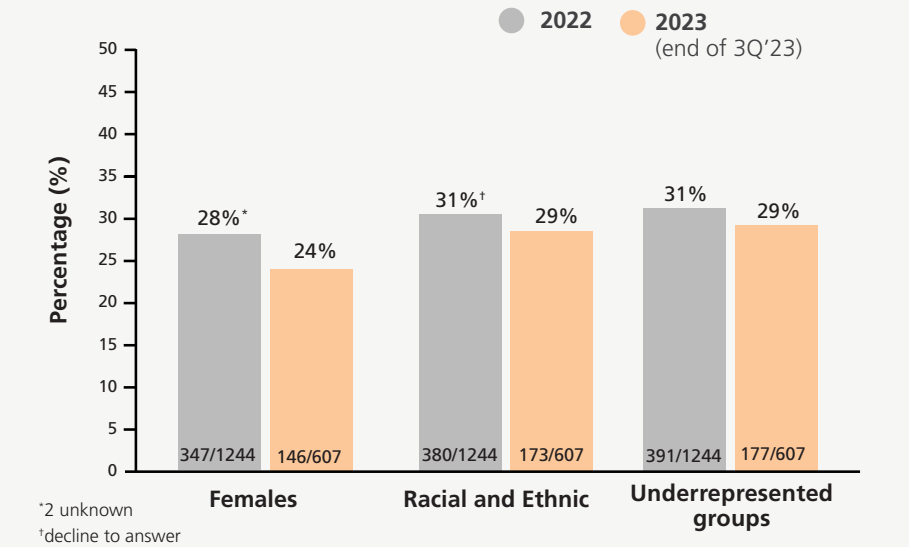
OFFICE STAFF HIRES

INSIGHTS: The hiring of office staff has remained relatively consistent with last year’s numbers, but it is important to note that we have yet to achieve our goal of reaching a 40% diversity target in our office workforce.

Our workforce includes a high percentage of women. However, the majority of the women in office roles are not representative of racial diversity.

We continue making strides to attract more diverse candidates, as in the last three years, there has been a positive shift towards greater racial diversity in non-leadership office roles.

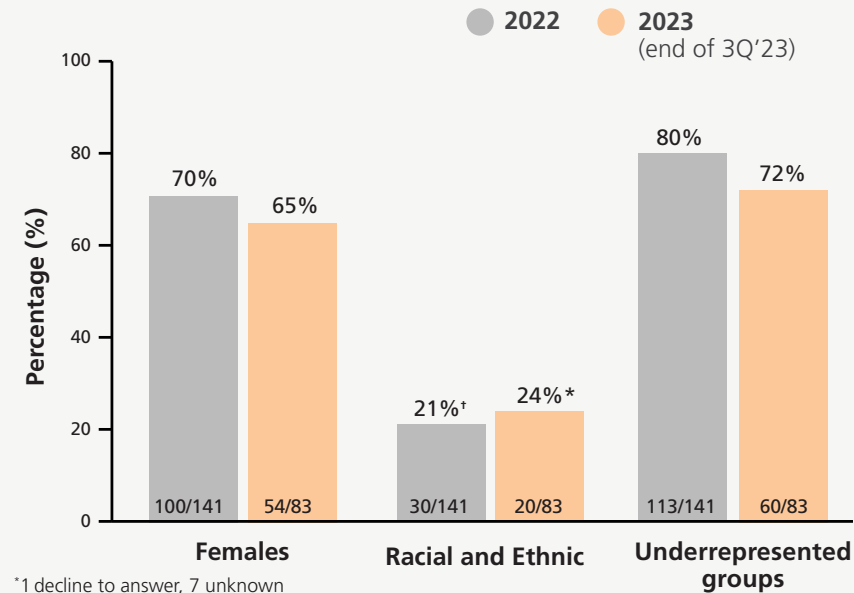
2022/2023 OFFICE STAFF HIRES



ASSOCIATE DIRECTOR AND ABOVE HIRES

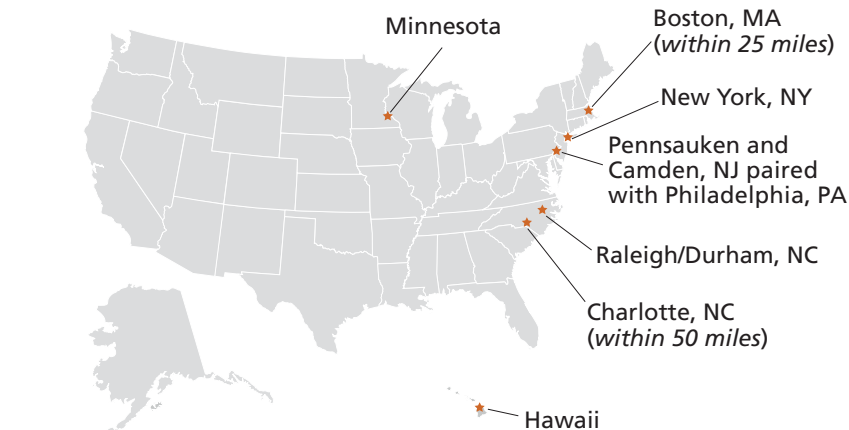
INSIGHTS: Associate director and above leadership positions continue to surpass targeted percentages. While our company remains a frontrunner in hiring women and boasts a strong presence of women in leadership roles, we recognize the need to develop strategies for recruiting diversity within other identified underrepresented demographics.

2022/2023 ASSOCIATE DIRECTOR AND ABOVE HIRES



TARGET HIRING MARKETS WITH DIVERSIFIED OUTREACH

Part of our strategic initiative to advance DEI is to proactively target specific hiring markets. Through purposeful partnership and relationships with DEI-focused organizations, we aim to cultivate a diverse talent pipeline. This will help contribute to an inclusive workforce reflective of the communities we serve.



“The BAYADA Way states that it is our responsibility to strengthen the organization’s financial foundation and to support its growth. When designed and executed properly, a DEI program can play a vital role in these efforts by attracting, retaining, and engaging a workforce with diversity in perspectives, experiences, and background to stimulate creativity and connectivity to the communities we serve. As history has shown us, when we focus on our employees and provide quality service to our clients, we experience growth in our mission of helping more people have a safe home life with comfort, independence, and dignity.”

Brian Pressler, Chief Financial Officer

NEW COMMUNITY PARTNERSHIPS TO ENHANCE THE CANDIDATE POOL

American Cancer Society (Greater Philadelphia Chapter)

Alzheimer’s Association

Easter Seals

Food Bank of South Jersey

HITOPS (A nonprofit that provides LGBTQ+ support for young people throughout NJ.)

LUCY Outreach (A nonprofit that offers cultural, educational, and leadership programs for underserved youth in Camden, NJ.)

Massachusetts Rehabilitation Commission (MRC)

Raleigh City Farms (A nonprofit urban farm connecting and nourishing the community through regenerative agriculture.)

Veterans Multiservice Center



NEW HIGHER EDUCATION PARTNERSHIPS TO ENHANCE THE CANDIDATE POOL

- Central Piedmont Community College
- Kean University
- Montclair State University
- Seton Hall University
- St. Cloud University
- Temple University
- University of Minnesota



CAREER DEVELOPMENT

To retain the best talent and maximize their valuable contributions to our organization, the DEI Office helps to foster a safe, inclusive work environment full of robust career development and advancement opportunities. In support of BAYADA's talent function, our DEI team partners with the People Group to introduce and provide specialized programming aimed at developing a robust pipeline of diverse talent and future leaders.

KEY HIGHLIGHTS

- **Nurse Development:** A newly launched webinar series—Navigating Your Career and Skill Development—provides BAYADA caregivers and clinicians an opportunity to learn about the programs, partnerships, and resources they can take advantage of to advance their careers. These sessions include:
 - Talent Workforce Development Programs
 - College/University Partnerships
 - Clinical Career Website



- **Employee Resource Councils (ERCs):** Joining a BAYADA ERC is a powerful opportunity for employees to contribute to the growth and development of BAYADA's talent and leadership pipeline. The DEI Office plays a pivotal role in that empowerment by helping to facilitate ERC activities and implement Career Action Plans. We work with ERC members to set their individual career goals, then track their professional development progress. In addition, we enhance their journey by providing invaluable career development sessions, offering ERC leadership opportunities, and conducting trainings that align with BAYADA's leadership core competencies.
- **People Leader DEI Sessions:** These sessions are the heart of our commitment to promote inclusive and empathic leaders within our organization. By equipping our leaders with the necessary tools and knowledge, our DEI team enables them to create an environment where every employee feels valued and empowered. This has a profound impact on the overall employee experience and can result in enhanced employee retention. Sessions include:
 - Understanding DEI Core Services
 - DEI and The Employee Experience
 - Recruiting, Retention, and Management of Diverse Employees



“

Through intentional talent development initiatives, we empower our diverse workforce, fostering an inclusive culture that propels career progression, and reflects the richness of perspectives within our organization.

Mike LaRosa, Division Director, Workforce Development



DEI SUMMER INTERN PROGRAM

We take pride in the successful launch of our Diversity, Equity, and Inclusion (DEI) Summer Intern Program this year. Over three months, two college interns attended DEI team and ERC meetings and participated in a thoughtfully designed, immersive learning experience that included weekly programming on:

- Professional development and skill-building
- Career development and exploration
- The significance of DEI in organizational culture and health care

With responsibilities matched to their personal interests, interns collaborated on cornerstone DEI projects with teams across the organization. Their fresh perspectives and innovative ideas contributed to our organization’s growth and left a lasting impact on our colleagues, reinforcing our commitment to nurture the next generation of inclusive leaders in health care.



Naomi Mathew
University of Connecticut, Class of 2026



Spencer Hart-Thompson
Boston University, Class of 2024

“

As a DEI Intern at BAYADA, I had the privilege to see how embracing unique perspectives and talents among teams and clients enhances quality of care and The BAYADA Way community. Collaborating with the ERCs and DEI team left me with a deep sense of pride, purpose, and commitment to my future career and education goals.

“

Immersed with DEI colleagues, I gained valuable insights into the intricate workings of our offices, our home care services, and the business world beyond the college classroom. I learned the art of cross-departmental teamwork and collaborated on impactful projects that filled me with a sense of accomplishment and pride.

Environment of Inclusion and Social Responsibility

BAYADA highly values the employee experience and making a positive impact in the communities we serve. Our work to create an environment of inclusion and social responsibility strives to enhance a caring and inclusive work culture, to foster employee engagement with DEI and *The BAYADA Way*, and to encourage company involvement and support in diverse communities.

This year, the DEI Office prioritized our efforts to inform BAYADA employees about the comprehensive range of services we offer and how they can get actively involved in DEI programs, initiatives, and community outreach.

INCLUSION

WELCOME TO DEI

This year’s Welcome to DEI initiatives focused on DEI education and awareness to ensure that all employees have a baseline understanding of BAYADA’s DEI goals and the DEI office’s core services.

Activity highlights:

- Hosting quarterly DEI new hire orientations.
- Sharing DEI content with 568 new employees who attended the BAYADA Welcome Experience, a training and orientation program that focuses the BAYADA culture.
- Educating 113 newly hired directors about DEI initiatives and resources.
- Adding an Introduction to DEI learning module for all new employees to BAYADA’s online learning platform—BAYADA University.
- Creating and sharing DEI communications and resources for 206 employees who became a part of BAYADA through joint ventures partnerships with hospitals and health care systems and through mergers and acquisitions.
- Distributing informative DEI flyers to more than 370 BAYADA service offices.
- Presenting DEI information as part of BAYADA’s service office employee onboarding program.



EMPLOYEE RESOURCE COUNCILS

Employee Resource Councils (ERCs) are employee-led groups that play a pivotal role in supporting DEI initiatives within our organization. Aligned with five distinct demographics, these councils enhance the employee experience through a multifaceted approach.

Our ERCs organize enriching events that celebrate diversity, foster inclusion, and promote cross-cultural understanding. They also provide valuable leadership development opportunities and mentorship, empowering employees to reach their full potential within the organization.

In 2023, our ERCs embarked on a remarkable journey, ushering in a new cohort of dedicated employees holding the torch high for old and new initiatives alike. Throughout the year, their efforts culminated in a series of impactful events and initiatives that left a lasting impression on our organization and the communities we serve.



The **MILCOM ERC's** support group sessions gave our employees who are military veterans a safe place for sharing and support.



The **PRIDE ERC's** creation of a "Pride Guide" included LGBTQIA+ terminology along with a timeline history of hardships and milestones for the LGBTQIA+ community since 1952.



The **R.E.D. ERC's** Seasoned with Love giveaway campaign focused on recognition and celebration of our BAYADA caregivers and clinicians who provide direct client care.



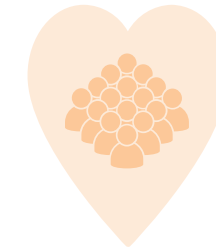
The **W.I.L.L. ERC's** EmpoweringHER webcast series and in-person networking and education event brought employees together to celebrate and uplift women in leadership roles.



The **S.A.F.E. ERC's** partnership with the BAYADA social media team to highlight employee stories during disability awareness observances.

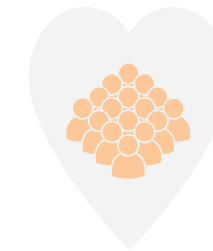
- ERC member participation in the third annual two-day, in-person summit at the BAYADA Global Support Center in Pennsauken, NJ, which featured training, mentoring, networking, and team-building activities.

ERCs BY THE NUMBERS



85
CORE
MEMBERS

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



133
GENERAL
MEMBERS

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

429
DEI AND
ERC ALLIES



87.5%
ERC CORE TEAM BAYADA
EMPLOYMENT RETENTION RATE



38 TOTAL EVENTS
IN 2023



A 216%
increase
from 2022

~ 4,000 TOTAL COMBINED
EVENT PARTICIPANTS

ERC EXECUTIVE SPONSORS

The ERC program has thrived thanks to the support, guidance, and mentorship from BAYADA's senior leadership. We extend our deepest appreciation to the executive sponsors who have shared their expertise, encouragement, and compassion to help our ERC team members to spread their wings, tackle new challenges, and exceed their goals.

Rekha Daniel-Kimani, Regional Director, Head of Total Rewards, DEI, and Strategic HR Growth

Donna Heatherly, Behavioral Health and Habilitation Practice President

Tanya Holcomb, General Counsel and Corporate Secretary

Matt Kroll, Assistive Care and Assistive Care State Programs Practice President

Jaya Kumar, Chief Digital and Experience Officer

Jocelyn Lincoln, Chief Marketing Officer

Mandy Tilton, Chief Nursing Officer

Cris Toscano, Skilled Nursing Unit Practice President

“

Diversity promotes growth and innovation by ensuring a wide range of ideas and approaches are woven into our mission to serve millions of clients from every conceivable background. BAYADA's Employee Resource Councils (ERCs) provide the critical platforms for those voices to be heard.

Tanya Holcomb, General Counsel



BAYADA
Diversity, Equity,
and Inclusion

ERC COMMUNITY SERVICE

THE EMPLOYEE RESOURCE COUNCIL COMMITMENT TO COMMUNITY SERVICE

Our 2023-appointed ERC members are proudly upholding the BAYADA tradition of providing community service where we live and work by reaching out and partnering with community groups that align with DEI and BAYADA values.

This year's community partnerships and events included:

- **R.E.D. ERC** participation in Urban Promise Back to School Drive
- **S.A.F.E. ERC** support for the BAYADA Regatta, the nation's oldest and largest all-adaptive rowing competition for athletes with disabilities
- **MILCOM ERC** coordination of a heartfelt wreath-laying ceremony at Arlington National Cemetery, which honored a BAYADA client who served in the military during World War II.
- **W.I.L.L. ERC** participation in the Suited for Change on-site personalized styling session to help under-served women get back into the workforce through this readiness opportunity.
- **PRIDE ERC** sponsorship of the *Philadelphia Gay News* annual Healthcare Issue and the Community Guide.



We Wear Our Scrubs with PRIDE

At **BAYADA Home Health Care**, we are proud to support the LGBTQIA+ community. We are committed to creating a culture and environment of diversity, equity, and inclusion where all employees can thrive, and all clients can receive high-quality, personalized care with a sense of well-being, dignity, and trust.

To learn more about home care services for you or a loved one, call **800-305-3000** or visit [bayada.com](https://www.bayada.com).

For information about job opportunities, visit jobs.bayada.com or scan the QR code.



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and Inclusion

FOOD BANK DONATION

ERC members from across the country coordinated a food drive that resulted in a donation of 650 pounds of food for the Food Bank of South Jersey, equating to approximately 780 meals for the community. Team members packaged the food during the ERC in-person summit.



650 Lbs
DONATED FOOD



780
MEALS



COMMUNITY SERVICE AT-A-GLANCE

- Approximately \$6,000 in charitable donations, including sponsorships, food drives, and back to school supplies collections.
- 2023 Community Partnerships:
 - MILCOM
 - Hiring our Heroes (HOH)
 - Military Spouse Employment Partnership (MSEP)
 - VFW Post 320
 - Veterans Haven Run
 - PRIDE
 - *Philadelphia Gay News*
 - South Jersey Pride
 - LUCY, a Camden, NJ nonprofit dedicated to fostering positive change among under-served youth
 - R.E.D.
 - Urban Promise
 - S.A.F.E.
 - Rowan University
 - W.I.L.L.
 - Suited for Change



SUPPLIER DIVERSITY

In alignment with the principles of DEI and our core values of compassion, excellence, and reliability, we believe that our procurement practices should support diverse communities and underrepresented business partners that reflect our clients and employees. BAYADA has made a commitment to increase the diversity of our suppliers and foster meaningful relationships by upholding inclusive purchasing processes. With gradual and steady progress, we expect this important work to yield a return on investment (ROI) and return on mission (ROM).

Criteria for diverse suppliers: Businesses owned by women, racial or ethnic minorities, people with disabilities, veterans, or individuals who identify as LGBTQIA+.

Goal: Our goal is to increase diversity within our suppliers by achieving a target of 7.5% managed supplier diversity spend* by end of 2024.

Progress (Q3 2023): Halfway there at 2.5 percent, with potential pathways to a stretch goal of 8 percent

Our BAYADA DEI and Procurement collaborations have included:

Diversity and Minority-Owned Business Directory

We launched a Supplier Recommendation Form for internal use. This tool empowers our ERC members to source and register diverse suppliers into the BAYADA Procurement Office's list of preferred vendors.

*Managed spend is any transaction/purchase where the procurement team has been involved in sourcing and negotiating the terms

Diverse Supplier Development Program pilot

This successful pilot program focuses on assisting diverse small business owners by providing them with tools and resources to help them grow their businesses.

In collaboration with BAYADA's promotional vendor, Artcraft and their owner Judy Zimmerman, we have created a mentorship and growth opportunity for a small, Black, and woman-owned business called Bitter Crops Scrub Wear.

Bitter Crops Scrub Wear is a featured supplier on the BAYADA webstore and has been highlighted via the following:

- Social media, including Facebook, Instagram, and LinkedIn
- The BAYADA White Shoes annual symposium for office clinicians
- The BAYADA Global Support Center



“

My business came out of my frustration trying to find affordable scrub wear. It comes with huge responsibilities and challenges, but working with BAYADA has made my journey equally rewarding. BAYADA's DEI program is narrowing opportunity gaps and giving my brand exposure on a larger scale.

Chikira Williams, RN
Founder, Bitter Crops Scrub Wear

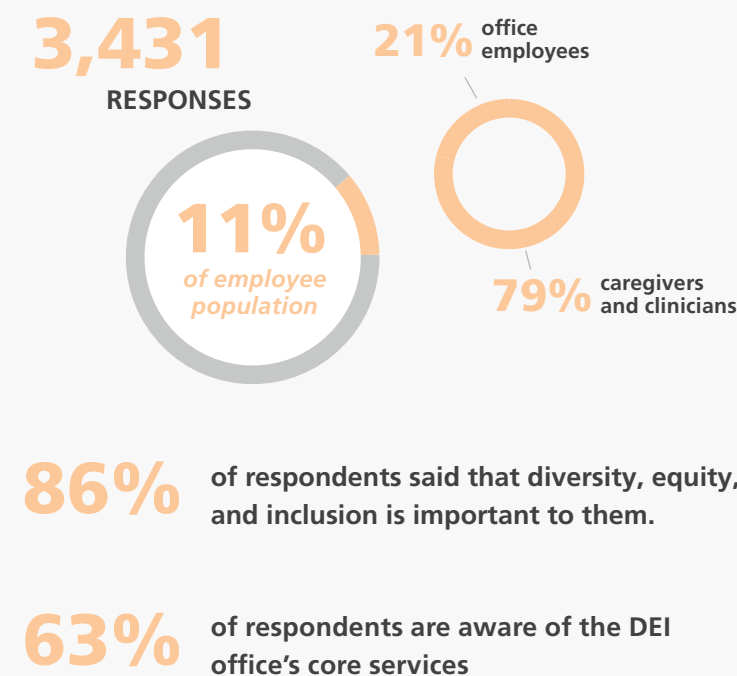


EMPLOYEE EXPERIENCE SURVEYS

- At BAYADA, we began our DEI journey by learning, listening, and sharing, which continues to be a focus as we move forward. A key component of understanding employee sentiments is incorporating DEI questions into the Employee Experience Survey (EEX) sent quarterly to all BAYADA employees.
- In addition, in 2023 we partnered with The Diversity Movement (TDM) to launch a DEI-specific employee survey to establish baseline data for our DEI initiatives.
- In 2024, we'll continue to use feedback from the BAYADA EEX and TDM surveys to adapt our DEI strategy, with a focus on strengthening our outreach to the caregivers and clinicians who provide direct client care in the home.



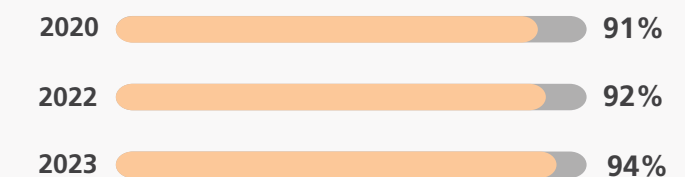
THE DIVERSITY MOVEMENT SURVEY



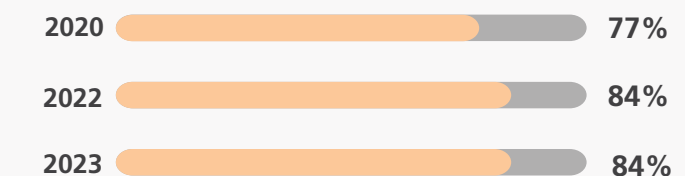
BAYADA EEX SURVEY

Since 2020, the majority of DEI questions have increased quarter over quarter, with DEI sentiment often being the top scoring item.

I am comfortable bringing my authentic self to work.



I feel like I belong.



SOCIAL RESPONSIBILITY

A COMMITMENT TO OUR ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) IMPACT

BAYADA’s ESG impact includes a focus on sustainability and the environment; corporate compliance, transparency and accountability; and a social commitment to workplace culture— including diversity, equity, and inclusion.

Our DEI initiatives help to create a workplace where everyone feels valued and respected, leaving the path free for employees be their authentic selves and perform at their very best.

This celebration of inclusivity leads to diverse perspectives, an increase in employee satisfaction and retention, a renewed focus on innovation, and ultimately, improved client care.

The BAYADA ESG report provides comprehensive details on our environmental, governance, and social impact including our infusion of DEI in our business.

To read the BAYADA ESG report, **click here** or scan the QR code.

“

BAYADA’s commitment to social responsibility and good governance practices is evident through our various diversity, equity, and inclusion initiatives. These include the establishment of employee resource councils, community outreach efforts, training and education programs, and a focus on supplier diversity. These initiatives underscore our vision to build and maintain a lasting legacy as the work’s most compassionate and trusted team of home health care professionals.

Jocelyn Lincoln, Chief Marketing Officer



Workforce and Digital Analytics

BAYADA’S WORKFORCE

The collection of self-identification data is a central part of BAYADA’s commitment to DEI. This data provides valuable information on our organization and identifies opportunities to increase the number of employees from underrepresented communities. This information helps monitor the progress of our current DEI programs, recognize and remove barriers, and design new measures to achieve greater DEI practices throughout the organization.

The BAYADA employee portal self-identification data covered six dimensions:

<div>Required fields:</div> <div> <div></div> <ul style="list-style-type: none"> Age Gender Race/ethnicity </div>	<div>Optional fields:</div> <div> <div></div> <ul style="list-style-type: none"> Disability Veteran Military service </div>	<div>In 2023, three additional optional fields were added:</div> <div> <div></div> <ul style="list-style-type: none"> LGBTQIA+ Gender identity Pronoun </div>
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BAYADA FY2023 US WORKFORCE REPRESENTATION ACROSS SELF-IDENTIFIED DIMENSIONS

ORIGINAL SELF-IDENTIFICATION OPTIONS

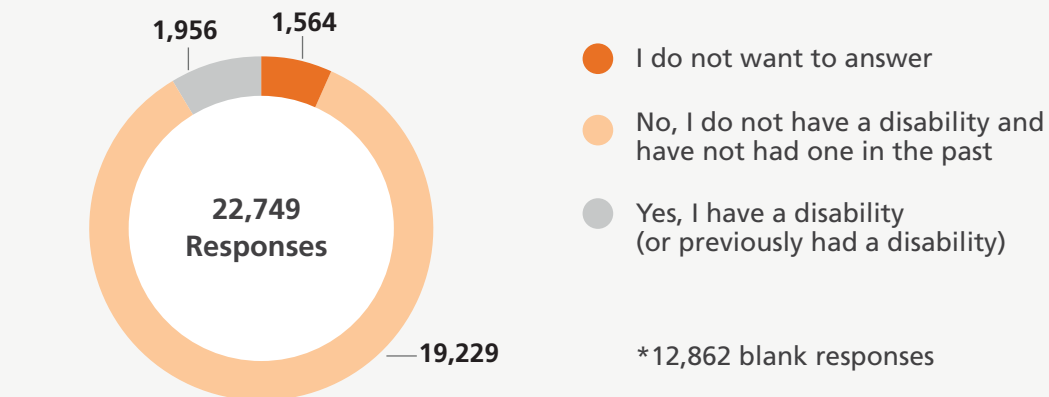
PROFESSIONALS IDENTIFY AS
A PERSON WITH A DISABILITY



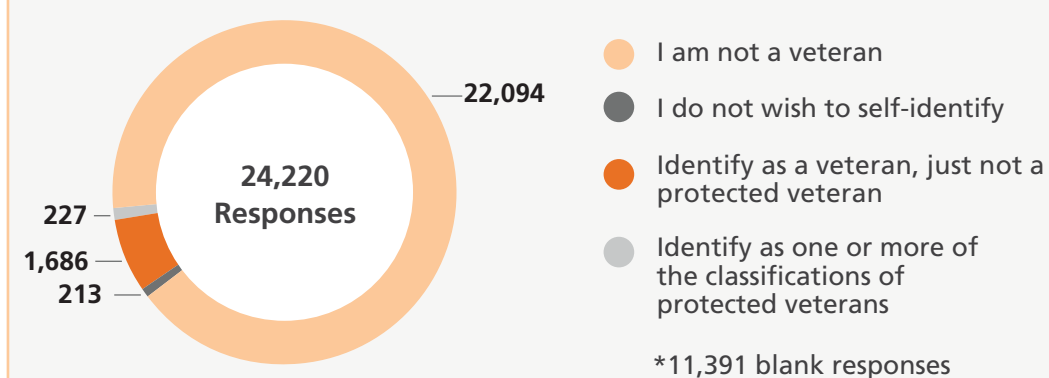
PROFESSIONALS IDENTIFY
AS A VETERAN



DISABILITY STATUS



VETERAN STATUS



EXPANDED SELF-IDENTIFICATION OPTIONS

0.88%

PROFESSIONALS IDENTIFY
AS LGBTQIA+

12.05%

PROFESSIONALS WHO
LISTED GENDER IDENTITY

9.42%

PROFESSIONALS WHO
LISTED PRONOUNS

Please note that the numbers in the charts above represent employees who voluntarily self-identified in the optional fields.

2023 GOAL:

Increase total use of these new demographic reporting fields by 10%.
(LGBTQIA+; Gender Identity; Pronouns)

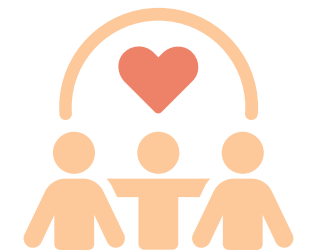
- January 2023 baseline number for total employees who responded: **1,426**
- Total employees who responded as of October 31, 2023: **4,984**
- 249.51%** increase in employees who responded to new demographic fields

VISION FOR 2024:

We intend to broaden our spectrum of identity choices, guided by the evolving needs of our community. These choices will be accessible year-round, allowing employees to update their profiles at their own pace.

As we foster a culture of inclusion, we anticipate that participation in these identity categories will increase. These statistics—though important—are not the sole narrative of our employees' multifaceted identities, which often intersect. They serve as vital markers of our progress and remind us of the work still ahead. The more information individuals entrust us with, the better equipped we are to develop systems and solutions that align with their unique needs.

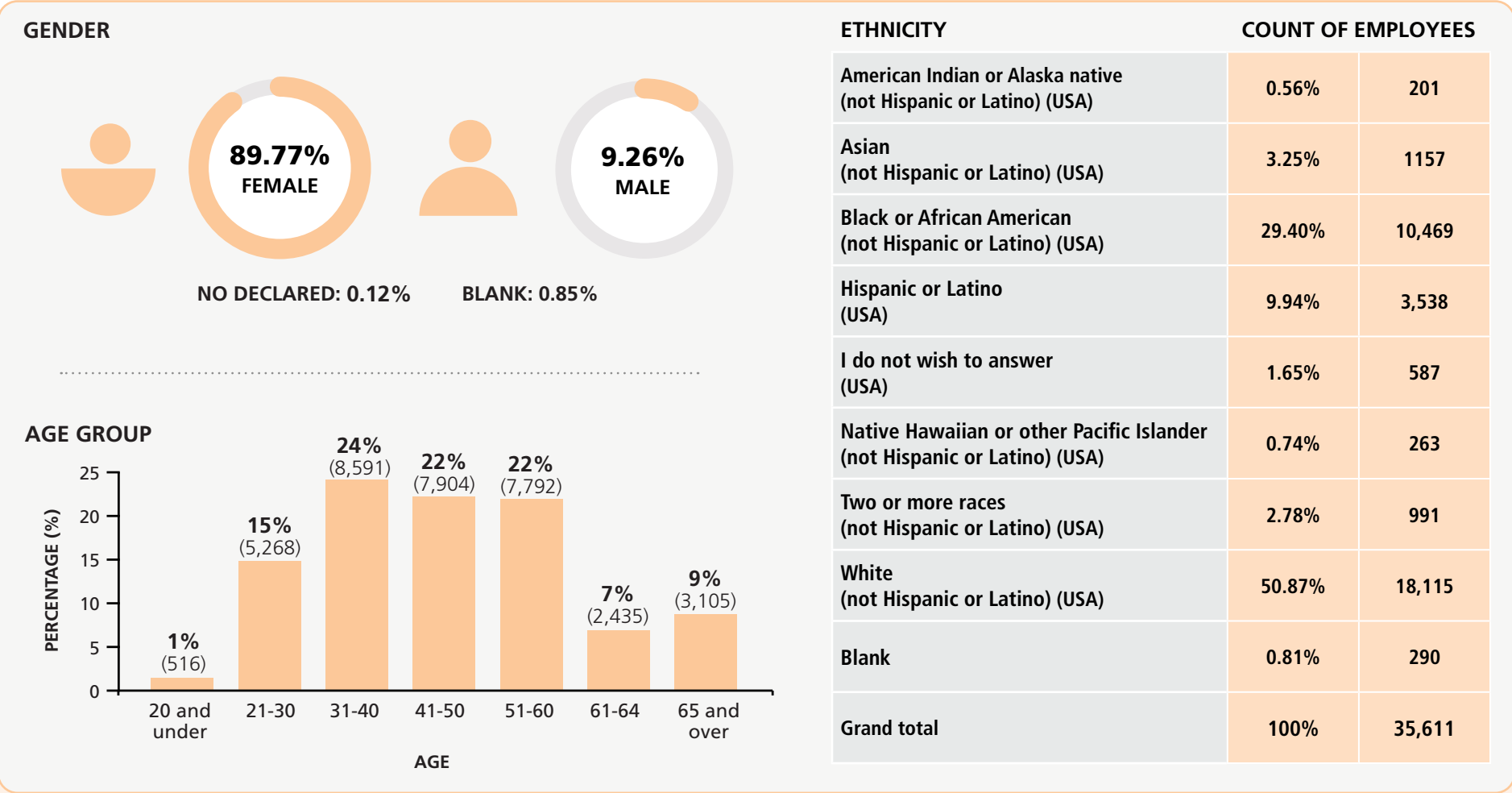
2023 GOAL



Increase total use of these
new demographic reporting
fields by 10%

CURRENT WORKFORCE DATA

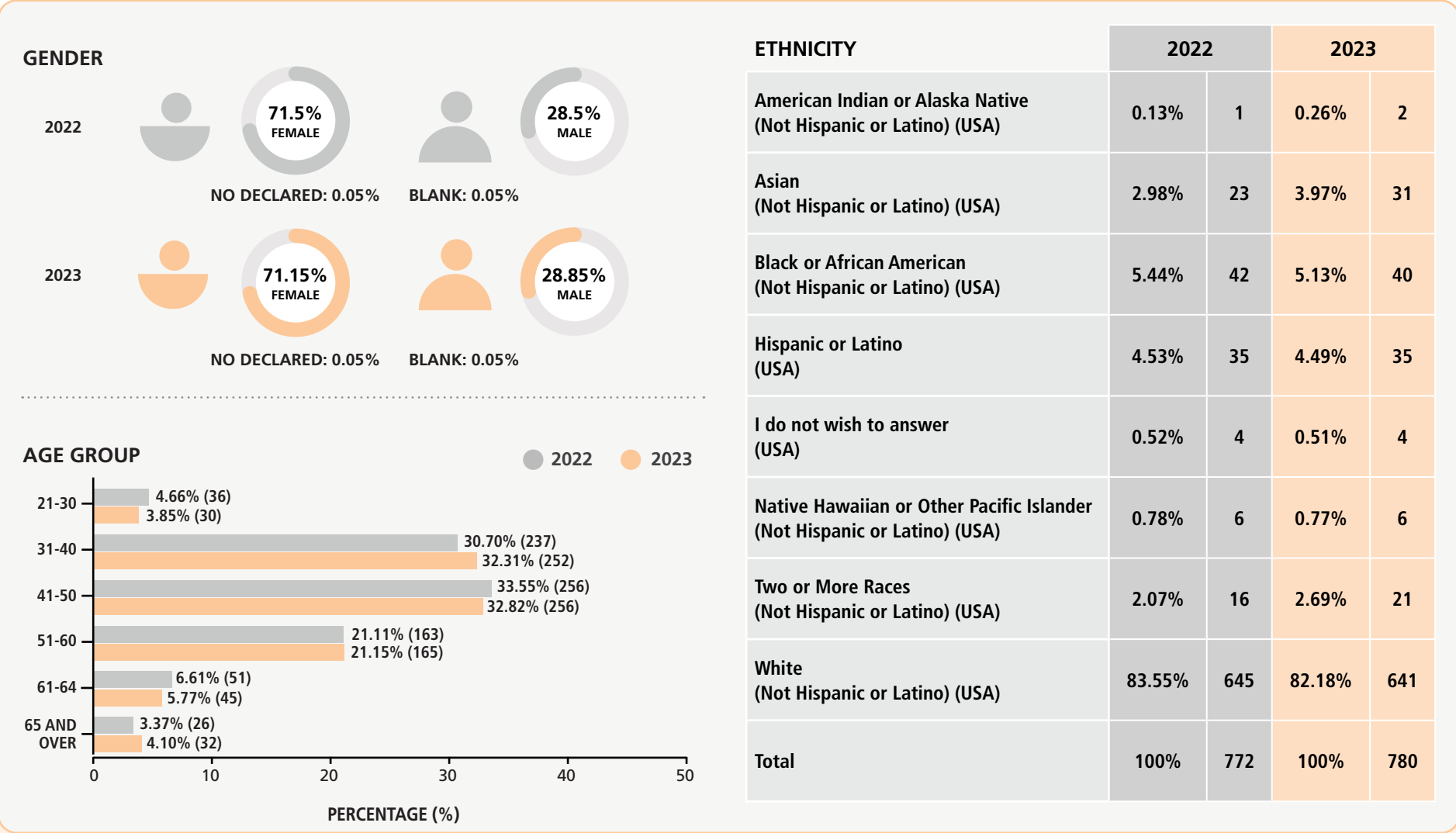
OUR 2023 US WORKFORCE COMPOSITION



NOTE: Gender is representative of an employee's birth sex or legal sex.

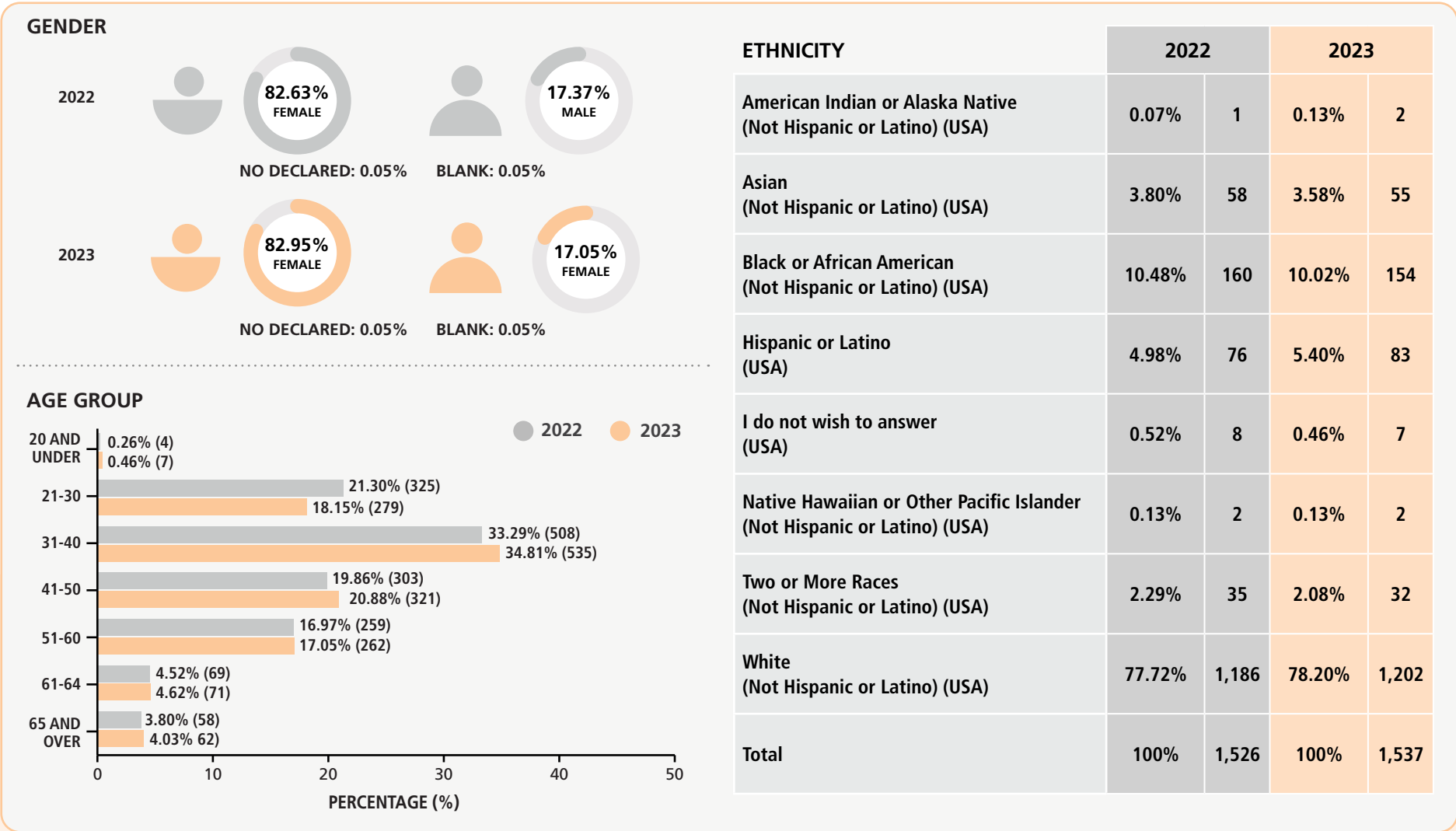
LEADERSHIP

(Includes area directors, associate directors, chief officers, directors, division directors, practice presidents, and regional directors.)



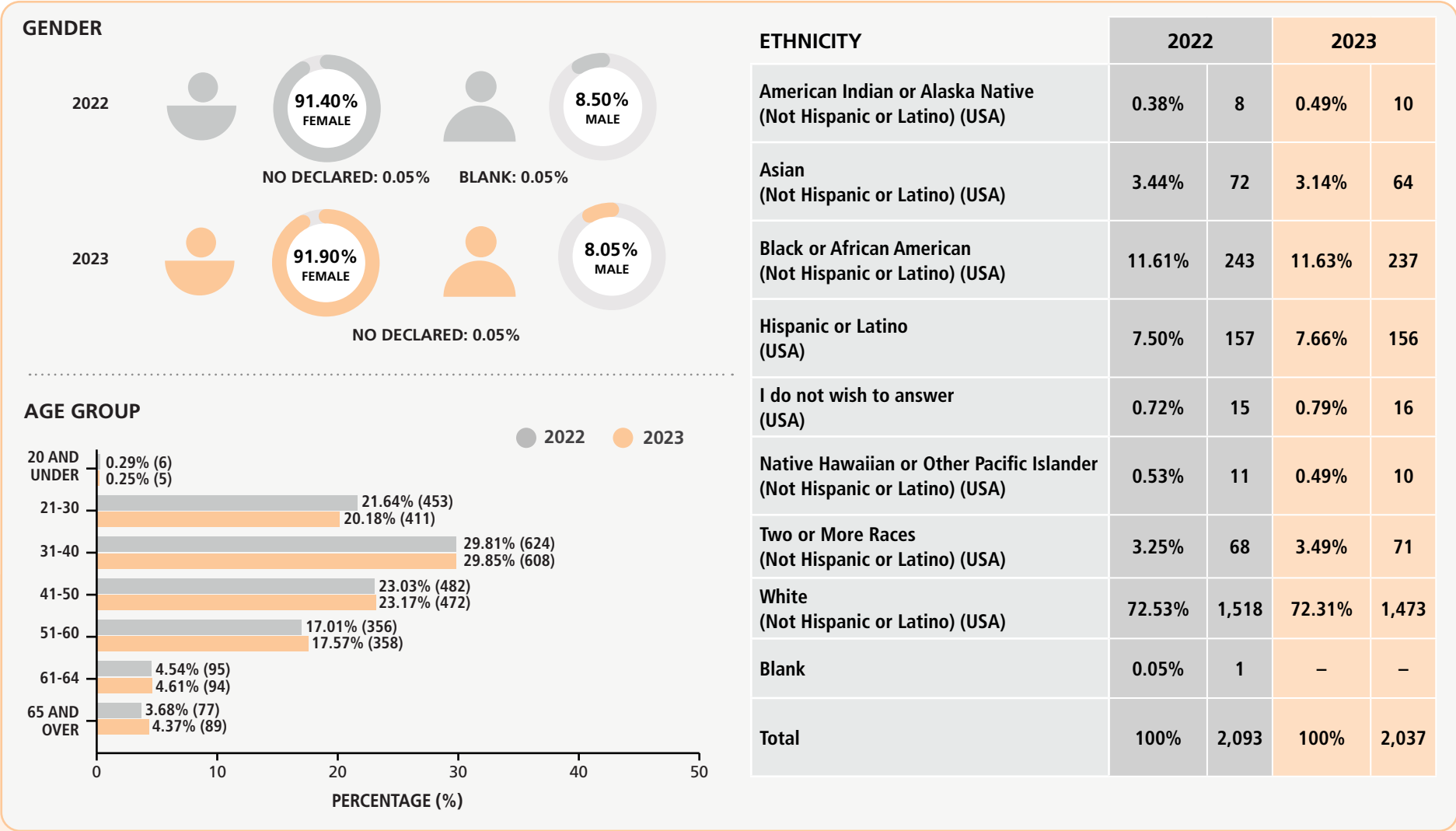
ENTERPRISE AND PRACTICE SUPPORT

(Includes administrative and business support office roles that provide core support to the overall business operations.)



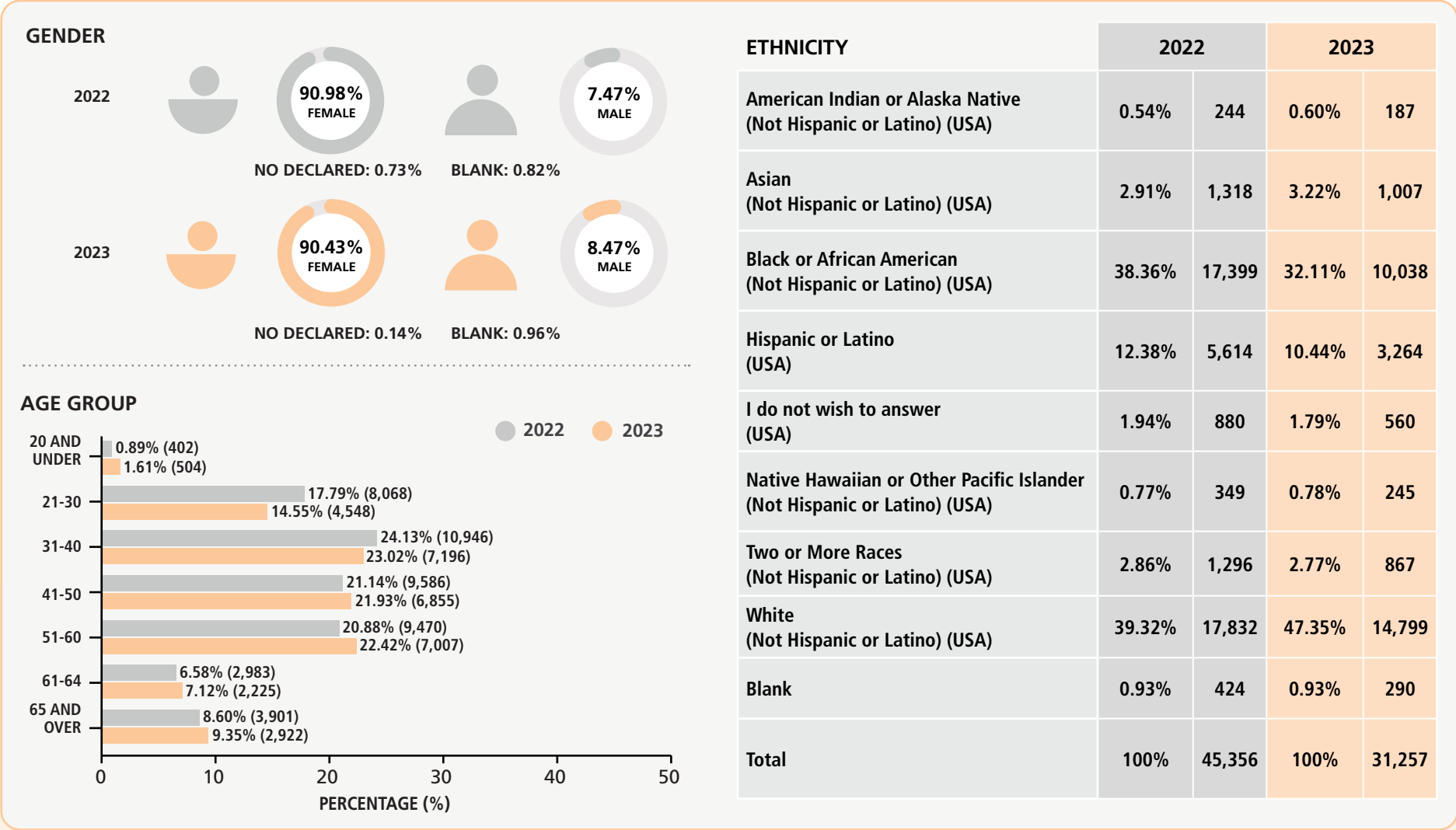
SERVICE OFFICE

(Includes localized operational office roles within a designated geographic area or business practice.)



CAREGIVERS AND CLINICIANS

(Includes professionals who provide direct, one-on-one care for clients in the home, school, centers, senior living facilities, or community.)





CLIENT DATA PILOT

Overview

The DEI (Diversity, Equity, and Inclusion) Office has partnered with the Assistive Care Practice to include client demographic questions in the client intake form. This addition will allow BAYADA to provide home health care to our clients with the highest professional, ethical, and safety standards. As we continue to evolve on our diversity journey, so will our processes and systems. The changes listed below are intended to help cement our commitment to creating a culture and environment of diversity, equity, and inclusion (DEI) where our clients receive culturally competent care.

Why clients are being asked to complete additional demographic intake questions?

The collection of self-identification data is a central piece of BAYADA's commitment to diversity, equity, and inclusion (DEI). This data provides valuable information to our organization and provides the following opportunities:

- Identify specific cultural needs/requirements that will assist with providing culturally competent care.
- Provide early identification of cultural nuisances that could impact care for the client.
- This information helps recognize and remove barriers to providing care for new clients.
- Design new measures to achieve success with shifting demographic needs.
- Provides valuable information for recruitment and marketing needs.



Self-identification data on the current intake form currently covers two dimensions: age and gender. We are adding four additional optional fields:

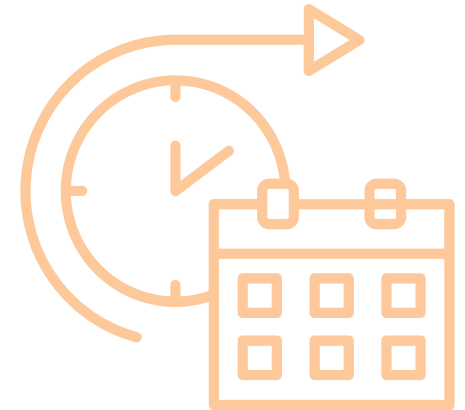
- Race/ethnicity
- Primary language
- Religion
- Etiquette and social customs

Please note: The current questionnaire does not include every important diversity dimension, yet clients have the option to list others in the Etiquette & Social Customs section of their client profile.

INSIGHTS AND FUTURE

The client data pilot has shown that clients are comfortable answering ethnicity and language preference questions. This kind of data can be valuable for our organization to improve services and cater to our clients' needs more effectively. Here are some insights:

- **Participation with optional fields:** We will establish a baseline at the end of the year to determine participation rates. Clients responding currently with all fields being optional is a positive sign. It suggests that clients are willing to provide this information voluntarily.
- **Client/caregiver education:** There is a need for more education surrounding social customs and etiquette. It's crucial that we provide clear and concise definitions to clients and caregivers. In addition, to providing resources and examples.
- **Gradual implementation:** Instead of making all fields required at once, we will take a gradual approach. We will start with the most critical fields, such as ethnicity and language, and make them required. As trust is built and clients become more comfortable, we can consider making additional fields mandatory.

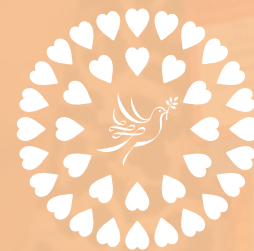


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In embracing the unique needs of a diverse client base, our home health care business ensures a personalized approach, fostering trust, and delivering care that meets expectations and truly resonates with the communities we serve.

Mike Johnson, Practice President

DEI Journey and Vision



BAYADA
Diversity, Equity,
and Inclusion

Keeping Our Promises, Staying the Course

BAYADA's diversity, equity, and inclusion journey is best understood in a landscape of continuous momentum and change in our organization's evolution. When we are doing our job well, BAYADA's progress toward its vision to help millions of people worldwide, and our strategic priorities of Talent, Smart Growth, and Digital and Analytics align to mirror the diverse individuals who bring *The BAYADA Way* to life.

CREATING A SENSE OF BELONGING

OUR STRATEGIC VISION FOR 2024



CONTINUING PROGRESS: DEI IN ACTION

- **Attracting and Retaining Diverse Talent:** To foster a diverse and inclusive workforce that represents the communities we serve, we will target our recruitment efforts into untapped markets, such as attending a career fair hosted by the Massachusetts Rehabilitation Commission to showcase job opportunities for people with disabilities. In addition, Our ERCs will continue to foster a welcoming environment by giving employees a chance to network with others from both diverse and similar backgrounds, and to get involved with educational and supportive program development.
- **Employee Narratives:** Storytelling is a deeply personal and engaging approach to creating a sense of community and belonging. Through webcasts, employee publications, social media, and other strategies, our employees will have the chance to share their own struggles and triumphs so their colleagues can gain a better understanding of their diverse cultures and backgrounds.



SUPPLIER DIVERSITY PROGRAM

In 2023, we launched the Diverse Supplier Development Program pilot, resulting in a mentorship and growth opportunity for a small, Black, and Woman-Owned Business. In 2024, we hope to capitalize on the success of this pilot by working in collaboration with our Procurement Office to develop more partnerships with diverse vendors.

ACCESSIBILITY OF SYSTEMS, PROCESSES, AND WEBSITES

Digital resources such as apps, tablets, and websites play a vital role in process improvement and create a more positive employee experience. As BAYADA continues to implement digital solutions to enhance client care and recruit skilled and compassionate caregivers and clinicians, we will strive to ensure these new systems, processes, and websites are accessible to all potential and current employees, regardless of their work experience, age, geography, socioeconomic status, or primary language.

COMMUNITY OUTREACH AND PARTNERSHIP

Donating food, school supplies, and clothing to under-served communities, participating in the BAYADA Regatta, and partnering with agencies that support military veterans and their families are just some of the examples of how we have embraced *The BAYADA Way* belief of providing community service where we live and work. In 2024, we will expand our focus on giving back by partnering with community organizations committed to improving the quality of life for people throughout the 22 states we serve.



BAYADA
Diversity, Equity,
and Inclusion

GET ON THE BAYADA BUS!

BAYADA is the home of big hearts, exceptional care and kindness, and an unwavering commitment to diversity, equity, and inclusion. As we reflect on the past year's achievements and challenges, we also know that our journey towards a more diverse and inclusive workplace is ongoing, and the dedication and support of our employees, clients, referral sources, and community members are crucial to our success.

The stories and statistics in this annual DEI report reflect our collective dedication to creating a more diverse, equitable, and inclusive organization. Our commitment remains resolute, and together, we will champion change and lead by example. Let us keep striving, let us keep learning, and let us keep growing and together, we will continue to make a positive difference as we help more people experience a better quality of life in the comfort of home.



ONE BAYADA

Embraces all individuals, giving them a feeling of acceptance and value as a member of an organization, and connected to something larger than oneself.

BELONGING





BAYADA
Diversity, Equity,
and Inclusion



To learn more or get involved with our DEI initiatives, please scan the QR code | 856-406-0106 DEI Office | bayada.com/diversity