

## KINDRED'S INCLUSION PRINCIPLE

We will pursue our mission to promote healing, provide hope, preserve dignity and produce value with an inclusive workforce where diversity is leveraged, respected and reflective of the patients, residents, family members, customers, employees and shareholders we serve.

In doing so, we aim to maximize the potential of all employees to drive Kindred's strategy and our brand.

- **Diversity** encompasses all of the ways that human beings are both different and similar.
- **Inclusion** is leveraging diversity to create a fair, equitable, healthy and high-performing organization.
- **Equity** is the quality of being fair or impartial. Improving equity is to promote justice, impartiality and fairness within the procedures, processes and distribution of resources by institutions or systems.



**FOR MORE INFORMATION ABOUT KINDRED'S INCLUSION AND EQUITY STRATEGY, AND RELATED RESOURCES, TOOLS AND PROGRAMS, PLEASE CONTACT:**

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The logo for Kindred's Inclusion and Equity initiative, identical to the one on the left page, positioned in the top right corner of the right page.

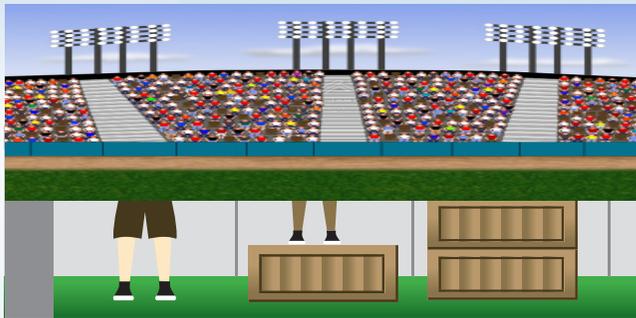
INCLUSION MEANS  
**EVERYBODY**



## EQUALITY VERSUS EQUITY



This image illustrates the assumption that everyone will benefit from the same supports. They are being treated equally.



This illustrates that individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



This illustrates that all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

## WHY DIVERSITY AND INCLUSION ARE IMPORTANT

At Kindred, we believe there are several factors that make a strong business case for our commitment to inclusion, including:

- **Best Talent:** As the demographics of our talent pool of well-qualified candidates continue to change and evolve, it is vital that we focus on a strategy of inclusion to enable Kindred to continue to hire, develop and fully engage the best talent available.
- **Best Medical Outcomes:** Rapidly changing demographics and cultural characteristics of our patients, residents and the families we serve deserve continuous and consistent demonstration of the highest levels of understanding of their diverse needs so Kindred can provide them the highest quality care and best value.

- **Innovation:** A well-led, inclusive environment enables us to proactively recognize, value and appreciate the individual experiences, ideas, perspectives and outlooks of all employees. An inclusive culture greatly contributes to innovation and problem solving as we continuously improve our ability to enhance our care delivery capabilities and our brand.
- **Stewardship:** A commitment to diversity and inclusion helps enhance the financial stability of our organization by establishing relationships with and managing high quality, cost-effective suppliers and teams. We will enhance revenues by increasing market share in all communities, and limiting potential liability to our reputation related to government investigations.

## KINDRED'S INCLUSION STRATEGY LONG-TERM OBJECTIVES

- Achieve recognition internally and externally as a leader in maintaining an inclusive environment.
- Hold all leadership and staff accountable for contributing to an inclusive environment.
- Provide training, education and support so that our caregivers and staff are culturally competent, and skilled at serving and caring for the entire community.
- Ensure the demographics of our organization reflect the communities we serve by demonstrating diversity vertically across all levels and authority, and horizontally across all functions and areas of expertise.

