



We believe  
in the  
extraordinary  
potential  
of older adults.

# Never in human history have so many lived so long.

Thank you science, technology, education and prosperity.

## ***Now what?***

How can society benefit from this growing abundance of wisdom, resilience, perspective, talent and creativity?

We believe in the extraordinary potential of older adults.

That's why we create vibrant communities where they can thrive and participate, know that their contributions are valued, and enjoy access to opportunities and support that help them keep making a positive difference in our world.

People are living longer. We're working to help them live *better*.

Atria is among the largest senior living providers in North America, serving more than 23,000 residents in more than 220 communities in 26 states and seven provinces.

We offer three distinct living options:

***Independent Living*** for those desiring an active lifestyle without the burdens of maintaining a home

***Assisted Living/Supportive Living*** adds discreet, personalized care for those requiring medication assistance, assistance with activities of daily living and other care services

***Memory Care*** provides forward-thinking care for those living with Alzheimer's or other forms of dementia in a comfortable, secure environment

 **SENIOR LIVING**

***The most discerning older adults  
and their families choose Atria.***

The following pages will show you why. ►



## We strive to uphold the highest quality standards in the industry to provide better service.

Behind the warmth and welcome of every Atria community are pages of protocols and metrics that comprise our internal Quality Enhancement (QE) program. In addition to government-led reviews, Atria communities undergo unannounced reviews conducted by our QE team, a group of national experts with more than 130 combined years of experience in the industry. Led by our Chief Quality Officer – who reports directly to Atria’s Board of Directors to ensure unbiased reporting and accurate results – the QE team uses a comprehensive tool that reviews aspects of daily life in our communities.

### **Customer Satisfaction Surveys**

We also conduct regular customer satisfaction surveys, and the feedback we receive from our residents and families tells us what’s working well and where we need to improve. Continually looking for ways to enhance the services we offer is just another way for us to follow through on our promise to put quality above all else.

### **Resident Assessments**

In our communities that offer care services, each resident receives a thorough assessment from a licensed nurse of their physical, emotional and functional status prior to move-in, 30 days after move-in and every 90 days thereafter. Additional assessments are performed as needed, based on caregiver recommendations or a perceived change in condition. These assessments help us see that our residents receive appropriate care and are among the factors we consider in determining and monitoring staff levels.

### **Regulation and Oversight**

Regulation and oversight are welcome at Atria – we know they’re essential to helping us deliver better service to our residents and their families.

Ramon Carver

*Playwright, Professor  
and Atria Resident*

Our residents are known as the Greatest Generation for a reason. They're accomplished, cultured, active and connected. They recognize the value of their experience and want to share it. They have well-earned high standards. They derive a sense of purpose and belonging in the company of others.

For these extraordinary men and women, we offer dynamic environments where they can continue to live independently with discreet support if they need it, and ideal locations that make it easier to stay involved in the communities they love.

Atria communities are based on a social model, not a skilled nursing model. More than 55% of our residents are independent or only require medication reminders.

And since we offer the flexibility of private-pay rental apartments with no long-term commitment, our residents can, and do, choose us again and again.

**Our quality as  
a company can  
be measured  
by the quality  
of the people  
who choose to  
call us home.**

Vanita Simmons

*Globe-Trotter, Dedicated Wife  
and Atria Resident*



We collaborate  
with our residents  
to create more  
meaningful daily  
experiences.

Engage Life® – our events program – reflects our philosophy as a company. Our residents are people of action and service. Our job is to facilitate their goals and support them as they continue to learn, grow and make a difference.

Through our Resident Discovery Survey, we ask each new resident 65 specific questions. Each community's Engage Life Director then draws inspiration from their answers to develop opportunities for joy, growth and fulfillment tailored to their interests.

We ensure that each event on our calendar fulfills at least one of eight key dimensions of engagement:

- Lifelong Learning
- Health & Fitness
- Entertainment & Fun
- Connection
- Inspiration & Spirituality
- Personal Achievement
- Creative Expression
- Civic Engagement

We also encourage our residents to stay active and involved by leading classes and events related to their expertise and lifelong passions.

Al Ladine

*Engineer, Man Cave Founder  
and Atria Resident*

[AtriaSeniorLiving.com/mancave](https://AtriaSeniorLiving.com/mancave)



*Atria* ENGAGE LIFE



## We create delightful dining experiences based on our residents' personal tastes.

Some of life's best moments happen around the table. Dining well in the good company of friends and family is essential to well-being at every age. That is why we place a high priority on encouraging our residents to gather with their neighbors to enjoy delicious meals they won't want to miss.

That means taking time to learn their individual preferences. Creating unique, flavorful menus with a variety of healthy options to choose from every day. Using fresh, locally sourced ingredients. Presenting it all with full table service. Spicing things up now and then with chef's table events, master cooking classes and visits from guest chefs. And accommodating special dietary requirements.

Directing the show in Atria kitchens are chefs who trained at schools including the Culinary Institute of America, Le Cordon Bleu, George Brown College and Johnson & Wales. Of course, many of our residents are gifted cooks in their own right – and we often prepare their cherished family recipes for the whole community to enjoy together.

A close-up photograph of Billie Jean King, an older woman with short dark hair, wearing glasses, a black blazer, a blue and green striped scarf, and a pearl necklace. She is smiling and speaking into a silver microphone. The background is blurred, showing another person in a suit.

## We are leaders in the national conversation on aging and longevity.

Our drive to better serve our residents leads us to continually identify and partner with key thought leaders and researchers to develop innovative programs and care.

Our initiatives include:

- Teaming with equal rights champion Billie Jean King to promote the benefits of being active, staying connected and supporting each other as we age.

*[AtriaSeniorLiving.com/BillieJeanKing](https://AtriaSeniorLiving.com/BillieJeanKing)*

- Conducted a pilot study with Columbia University's International Longevity Center, whose results suggest that older adults in congregate living settings have a greater sense of well-being.

*[AtriaSeniorLiving.com/WellBeingStudy](https://AtriaSeniorLiving.com/WellBeingStudy)*

- Sponsoring the groundbreaking PBS special *Younger Next Year: The New Science of Aging*, a discussion of research that shows physical and social engagement can reverse the effects of aging.

*[AtriaSeniorLiving.com/YoungerNextYear](https://AtriaSeniorLiving.com/YoungerNextYear)*



## We're committed to serving our residents' great-grandchildren, too.

That's why we consistently invest in improving the sustainability of our communities to ensure a healthier planet for future generations.

Our green practices include:

- ENERGY STAR® appliances
- Low-flow plumbing fixtures
- Energy-efficient lighting and windows
- High-efficiency HVAC systems
- Earth-friendly paint, carpet and wood
- Ecological housekeeping and landscaping methods

We are a proud member of the U.S. Green Building Council® and, to date, 16 Atria communities have earned or are seeking LEED® certification.\*

ENERGY STAR® is a registered trademark of the U.S. Environmental Protection Agency.

USGBC® and the related logo is a trademark owned by the U.S. Green Building Council® and is used with permission.

\*LEED® – an acronym for Leadership in Energy and Environmental Design™ – is a registered trademark of the U.S. Green Building Council and is the preeminent program for the design, construction, maintenance and operations of high-performance green buildings.



Our employees often tell us their greatest job satisfaction comes from the opportunity to serve and support our residents. While we are accustomed to hearing this, it is something we don't take for granted.

Through comprehensive development, recognition and support programs, we are committed to making Atria the workplace of choice for professionals who demonstrate exceptional skill, creativity, work ethic and compassion.

### ► **Training**

We invest millions of dollars in thousands of hours of frontline employee and manager training each year. Stringent annual training requirements apply to all Atria care staff, with our memory care staff receiving additional, specialized training in dementia care every year. Those who dispense medication must also pass our annual medication competency exam.

### ► **Atria Rewards<sup>®</sup>**

Through one of the industry's most valuable recognition programs, we offer financial rewards for service longevity and achievement in customer satisfaction and quality. Since 2007, we have paid out more than \$102 million to our employees.

### ► **Boatman Scholarship Program**

To honor the memory of an inspiring former employee, Atria awards at least one four-year college scholarship annually to the dependent of an hourly employee. To date, we have awarded \$508,000 to 73 students.

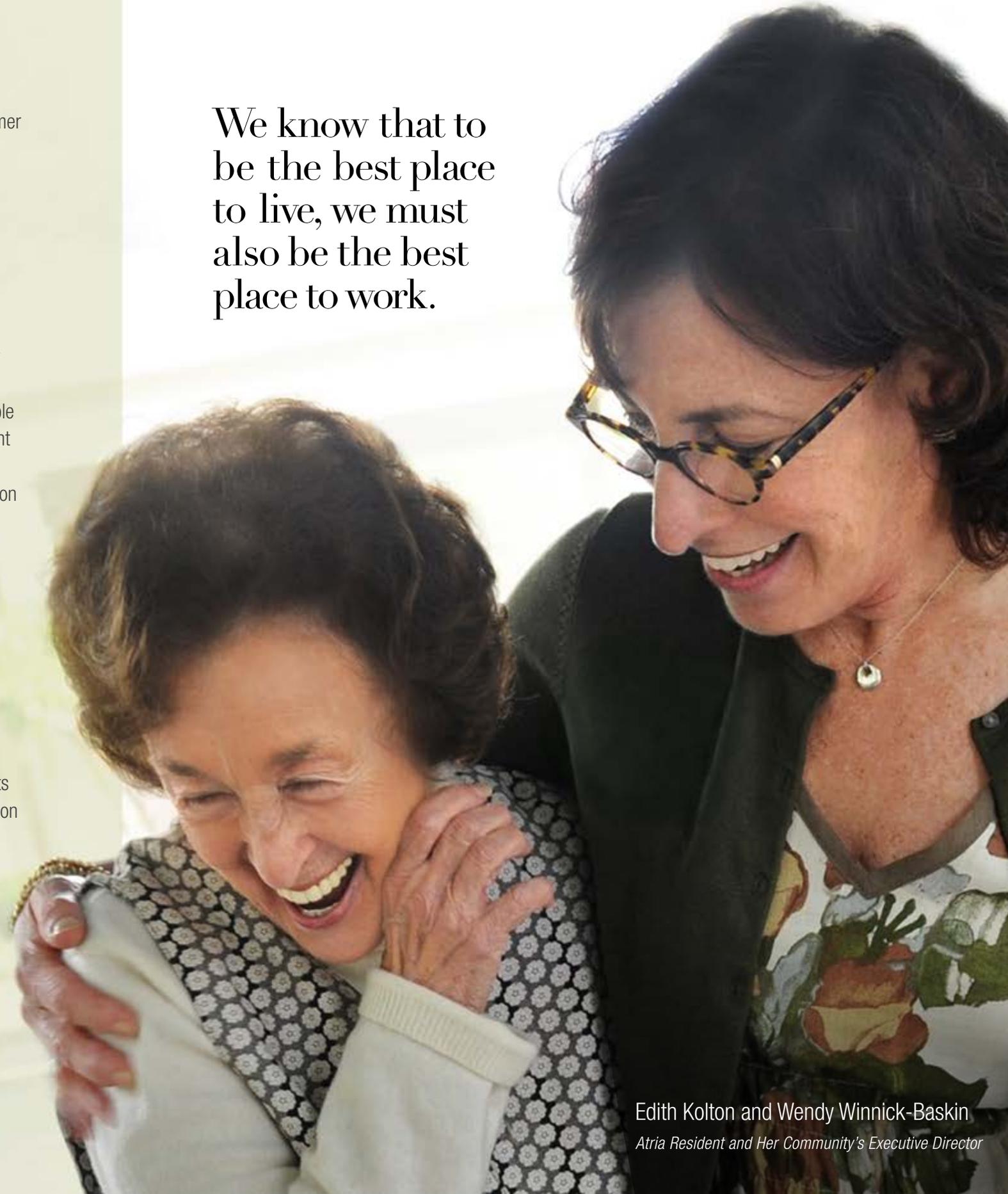
### ► **Tuition Reimbursement**

Full-time Atria employees attending an accredited college or university are eligible to participate in the tuition reimbursement program after completing six months of service. So far, we have paid out \$5 million in tuition reimbursement.

### ► **Atria Cares<sup>SM</sup>**

This employee-funded, registered 501(c)(3) internal charity provides grants – not loans – to hourly frontline employees who have experienced a traumatic or catastrophic event causing extreme financial hardship. All administrative costs are funded by Atria. More than \$2.1 million has been disbursed by Atria Cares to 2,305 employees.

**We know that to be the best place to live, we must also be the best place to work.**



Edith Kolton and Wendy Winnick-Baskin  
*Atria Resident and Her Community's Executive Director*



## We do it better because we do what's right.

Over the past decade, the industry landscape has evolved in three simple yet significant ways.

There are more options than ever. There are many more providers of services. And there is more awareness of, and access to information about, these options.

This is all excellent news for older people and their families. Options are good. But they do not eliminate the issue of uncertainty; in fact, they can exacerbate it. Is this the place where I can live with well-being? Can I trust these people? Am I choosing wisely?

We work to remove doubt and add clarity and confidence for families.

How?

By focusing on what we do best – promoting independence through community living. By understanding what matters to our residents and families, and then striving to exceed their expectations. By constantly evaluating and improving our service. By making our name synonymous with quality. By leading the national conversation on aging.

***By helping older adults achieve their extraordinary potential.***

*Atria* SENIOR LIVING

Mary Nagle

*TV Personality, Textile Executive  
and Atria Resident*

RECOGNIZING THE CHALLENGES OF AGING,  
WE ARE DEDICATED TO ENCOURAGING  
A FULFILLING LIFESTYLE  
AND PROMOTING INDEPENDENCE.

*Exceptional service for our residents  
Growth, development and rewards  
for our employees  
Viability for the long term for our company*

*We listen. We engage life with pride,  
professionalism, creativity and fun.*

*We strive to enhance lives  
and exceed expectations every day.*