

A photograph of two women smiling and exercising on a stationary bike. The woman on the left is wearing a green cardigan and glasses, while the woman on the right is wearing a white polo shirt with a logo and glasses. They are in front of a brick wall. The text '2024 Sustainability Report.' is overlaid in pink on the bottom left, and 'COLISEE' is in white at the bottom left.

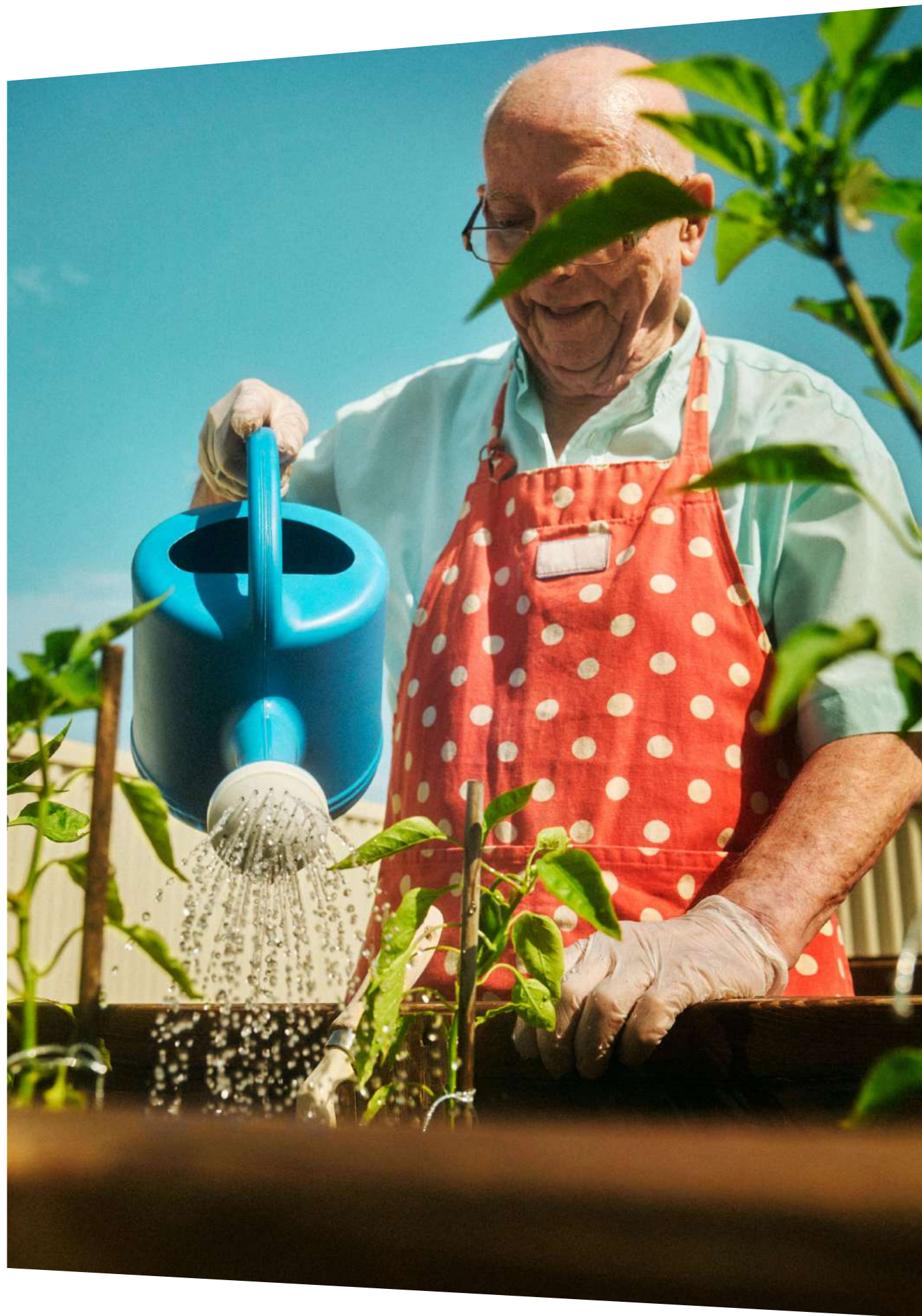
2024 Sustainability Report.

COLISEE

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MISSION COMMITTEE
REPORT

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Statement of intent.

Colisée's mission is a point of difference that supports sustainable performance.

Choosing to become a mission-led company is a voluntary decision. Our mission expresses our identity and defines our purpose. Colisée made the proactive decision in 2021 to adopt this status, which articulates our commitment and marks out our future path.

We have established precise and measurable goals to underpin our approach. Progress towards these objectives is meticulously monitored by the Mission Committee and audited annually by an independent third party.

Our mission acts as a compass that guides us and sets us apart while also providing value to the company, especially in terms of governance and transparency.

Marking the end of the Mission Committee's first term, 2025 represents a pivotal year. This report reviews the progress made – some goals were achieved, others not quite, while the environment in which the company operates has changed – and describes the outlook from 2025 onwards. In addition to adopting the status of mission-led company, Colisée will soon be subject to a new regulatory framework under Europe's Corporate Sustainability Reporting Directive (CSRD).

In advance of this, Colisée is publishing its inaugural Sustainability Report, which builds in the Mission Committee's report. This represents a natural progression, as the CSRD framework complements the status of mission-led company.

As a founding step in the process, this first Sustainability Report already incorporates a number of elements in compliance with CSRD rules. Being a mission-led company offers genuine benefits in this exercise. By showing our path forward and our vision, it ensures that we avoid the pitfall of getting tied up in reporting instead of articulating our future aspirations grounded in our company's unique features. This exercise has also been a fresh opportunity for Colisée to deepen its sustainability policy, consistent with its mission of "fostering positive ageing to drive society forward".



PART 1

Colisée, a leading player.



Édito.



Arnaud Marion

President of Colisée and CEO of Colisée France

In October 2024, Colisée embarked on a new chapter in its history – one that will feature a critical phase of structuring and stabilization. The goal is to secure not just the long-term future of our Group, which has evolved into a critical player in its sector, but also the mission that we have assigned ourselves.

Since the very beginning, our story has been written by a team of devoted professionals with a deep dedication to serving people for whom advancing age has brought vulnerabilities. When we became a mission-led company in 2021, in France and in four other European countries, we stepped up our everyday commitment to uphold human and progressive values.

Today, as we take on the challenges posed by a sector in the throes of change, strong performances are more vital than ever to safeguard our mission. Elderly care professions face a threefold crisis: an economic and financial crisis caused by pressure on costs (including personnel, energy, and food); an existential crisis, in the wake of high-profile scandals; and a demand-side crisis, as occupancy rates at nursing homes in France, unlike in other European countries, have never regained their pre-COVID levels.

Colisée stands out as an engaged and innovative participant in the demographic transition.

Our ESG approach enables us to anticipate and respond on a daily basis to the quest for meaning expressed by our employees, residents, and their family members.

Our occupancy rates remain high, and our ability to innovate continues to be at the core of our DNA. We have set ourselves a far-reaching and ambitious mission, as we seek to be at the forefront in delivering an intergenerational response to the demographic transition.

Our teams act consistently and with resolve as they work to serve senior health and well-being. Our people are the backbone of our company, and I want to express my pride and gratitude to this community of dedicated professionals. During my visits to our facilities, I have witnessed first-hand their determination and creativity.

A longstanding commitment: our first sustainability report.

We are proud to present to you our first sustainability report.

For some years, Colisée has voluntarily reported transparently on its activities, results, challenges, and ambitions. In 2025, we are blending continuity with innovation.

We continue to act with transparency and are keeping up our educational efforts through the Colisean project, with its new baseline "Be Fully Yourself".

In parallel, we have taken the innovative step of anticipating future rules, by adopting the sustainability reporting framework required by Europe's Corporate Sustainability Reporting Directive (CSRD) to publish the data that are already available to us.

The report sets out our policies, practices, procedures, and quantitative information, and reflects our unwavering determination to have a positive impact through our personnel and the high-quality care and support that we provide. This promise stems from our commitment to celebrate the individuality of each and every person and to play our part in reshaping views on old age and jobs in the elderly care sector.

In 2025, we must reinvent ourselves as we strive to be even more effective in executing our mission, which is centered on delivering quality care to residents and their family members.

Arnaud Marion

About us.

Driven by our mission to promote positive ageing, Colisée offers an engaged, innovative and human approach to elderly care. This vision is brought to life by a range of complementary solutions and services, comprising nursing homes, service flats, rehabilitation clinics and home care.

A European industry leader in its industry, Colisée draws on close ties, innovation, dialogue and person-centered approaches to fulfil its mission.

In 2024, Colisée launched the Colisean Project with a new baseline: “Be fully Yourself.” To maintain symmetry of care and uphold its CORE* values, the company is putting clients and teams at the heart of its strategy, ensuring that everyone has the means to thrive, pass on their knowledge and grow every day.

* Cohesion, Respect, Engagement.

Over
58,800
people
cared for

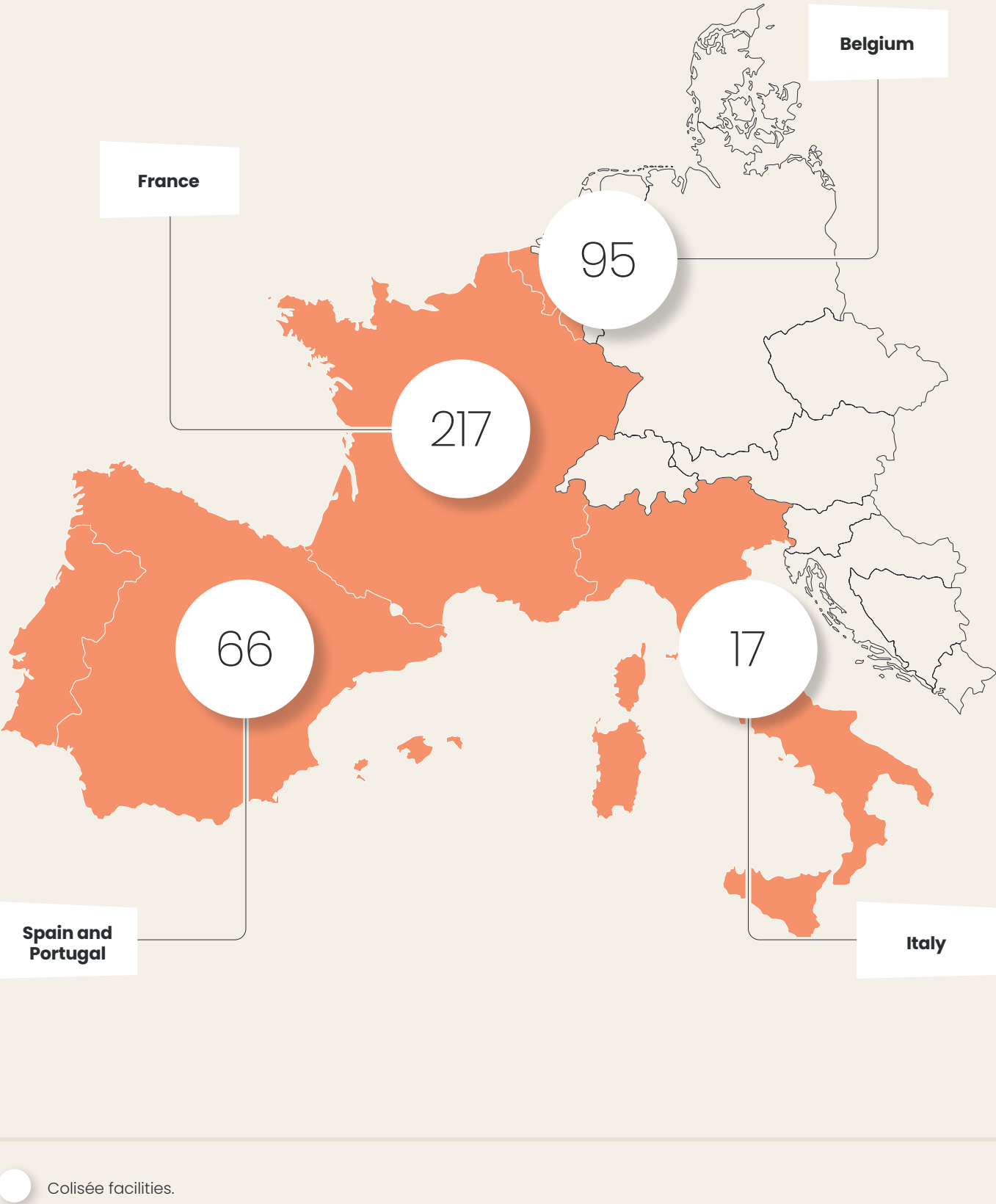
Over
21,800
employees¹

395
facilities

1.7
€bn in
revenue

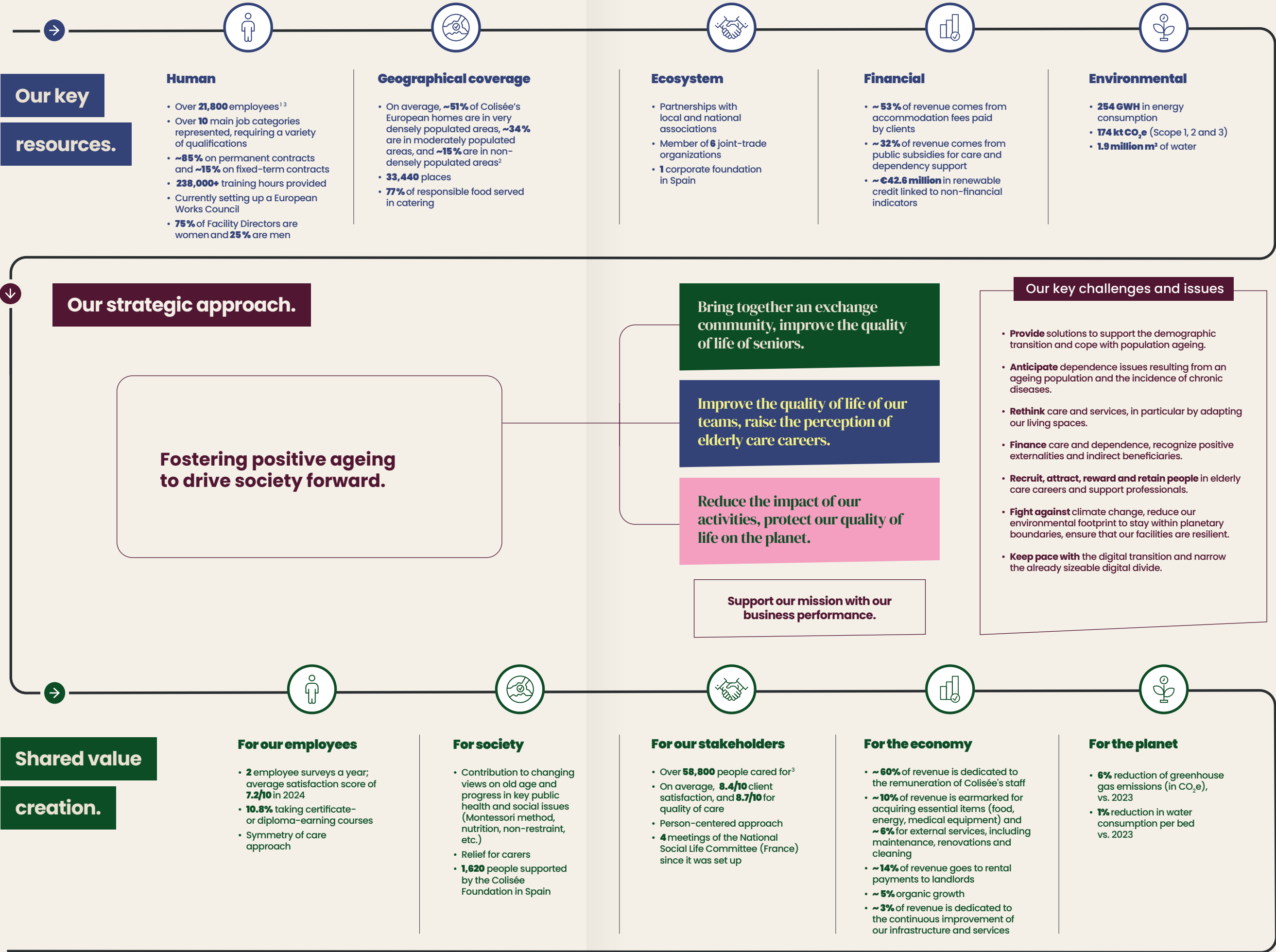
Data at 31 December 2024, Colisée business lines in Europe.
¹ Full-time equivalent.

Colisée’s European operations.



Data at 31 December 2024

Our business and value creation model.



Data at 31 December 2024, for all European subsidiaries and activities, except home care services.

¹ Full-time equivalent.
² Colisée nursing homes only.
³ All European subsidiaries and activities.

Non-densely populated areas (fewer than 100 inhabitants/km²)
Moderately populated areas (100 to 300 inhabitants/km²)
Densely populated areas (300+ inhabitants/km²)

Our responsibility, our mission.



Colisée, a mission-led company.

Colisée has been a mission-led company since 2021. Guided by its purpose – “Fostering positive ageing to drive society forward” – the company has undertaken many initiatives to act on its commitments.

Europe’s new CSRD (Corporate Sustainability Reporting Directive) framework presents an opportunity for the company to build on this voluntary approach by deepening and formalizing measures aimed at tackling workforce-related, social and environmental challenges.



Our journey towards sustainability.

A look back at four years as a mission-led company.

2021 – 2022 Formalize.

The first year as a mission-led company was used to hold internal discussions about how to develop Colisée’s model, to define a purpose and statutory objectives, to join the French Community of Mission-led Companies and to set up the Mission Committee.

2022 – 2023 Launch.

Assisted by its Mission Committee, Colisée validated its statutory objectives, set operating goals for 2025 and revised and supplemented its key indicators. These advances were given tangible form with the release of government inspection findings, validation of 2030 CO₂e targets (Scope 1, 2 and 3) by the Science-based Target Initiative (SBTi), and the publication of a carbon assessment including Scope 3 (essentially real purchases).

2023 – 2024 Accelerate and act.

Many initiatives were taken, especially around issues of nutrition, application of the non-physical restraints policy and the introduction of certificate -or diploma- earning courses. Colisée also published a more detailed version of its carbon assessment and got involved in the push by its sector to decarbonize, notably by providing input to work by a group comprising the French *Caisse nationale de solidarité pour l'autonomie* (CNSA), Shift Project and the French *École nationale supérieure de Sécurité sociale* (EN3S).

2024 – 2025 Challenge ourselves to change.

Besides deployment of the Colisean Project “**Be fully Yourself**”, highlights in 2024 included the introduction of a renewable energy goal and a progress review of the objectives set in 2021. Several objectives were revised to better reflect Colisée’s cyclical requirements and constraints. These steps were taken with the goal of supporting team involvement and maintaining forward momentum. Among the priority challenges for Colisée and its sector are goals related to employment and the appeal of careers in the elderly care sector. In October 2024, Colisée appointed a new President who will help to combine the mission more effectively with performance and put support and care back at the heart of our mission.

Our mission.

Fostering positive ageing to drive society forward.



3 statutory objectives

Improve the quality of life of our teams, raise the perception of elderly care careers.

Bring together an exchange community, improve the quality of life of seniors.

Reduce the impact of our activities, protect our quality of life on the planet.

18 commitments

- Innovate and share to promote positive ageing; change the way we look at old age and the end of life
- Give a full role to relatives and local stakeholders
- Value everyone's individuality, personality and history
- Develop specific support for people with neurodegenerative diseases
- Offer care solutions that promote social inclusion
- Share Colisée-standard service quality in all of our facilities

- Work to promote elderly care careers and professional training
- Strengthen an empowering and caring managerial culture
- Improve continuously by listening, including through dialogue with our workforce
- Ensure wellness, health and safety at work
- Ensure fair pay and benefits
- Promote diversity and inclusion

- Adapt our solutions to the challenges of the demographic and environmental transitions
- Implement our low-carbon strategy, in line with the Paris Agreement
- Implement an approach based on responsible purchasing and supplier relations
- Offer high-quality, sustainable food, with an emphasis on local channels
- Promote the protection of biodiversity
- Reduce our water consumption

About the Mission Committee.

The Mission Committee monitors the execution of Colisée’s mission and tracks the company’s progress in meeting its statutory and operational objectives. It assesses the appropriateness of selected indicators and associated actions. The Committee also issues consultative opinions and makes proposals to keep Colisée improving all the time.

The Mission Committee includes people from inside the company as well as external representatives drawn from the worlds of business and finance, elderly care, and sustainability. Through their journey and experience, these members provide input to the discussion about Colisée’s commitments and help to inform its action. The Mission Committee provides Colisée’s governance with opinions, suggestions and other recommendations that it believes are needed to help the company accomplish its mission. The Committee’s membership will be renewed in 2025 as the three-year term of the current members draws to a close.

- President of the Mission Committee.

Sarah Chouraqui
Director of Wings of the Ocean
- Jacques Bailet
Former President of the French Food Bank Network
- Joaquim Borrás Ferré
President of the Edad&Vida Foundation, former independent member of the Supervisory Board of Colisée, former Executive Chairman of ISS Facility Services Iberia
- Anne-Charlotte Cambresier
Director of a nursing home at Armonea (Colisée in Belgium), Physiotherapist
- Maxime Holder
Chairman of the Supervisory Board of Vitamine T, Chairman of the Paul Group

Members who attend Mission Committee meetings, but do not have voting rights.

Arnaud Marion
President of Colisée, CEO of Colisée France

Claire Mousset
Impact Director of Colisée

Vincent Klotz
Medical Activities' Director

Mission Manager.

Léonora de Mourzitch
Mission & ESG Director of Colisée

Since 2023, the Committee has been coordinated by the Mission Manager. Her roles are to monitor the Committee’s work, steer the mission internally and disseminate it throughout the company. She also engages with external stakeholders, notably through her involvement in the French Community of Mission-led Companies.

A new Committee in 2025.

Following a three-year term, the Mission Committee is set to be entirely renewed.

Four outside members from a diverse range of sectors will provide their expertise and vision.

Three Colisée employees, chosen by their peers in each Group subsidiary, will also sit on the Committee.

Several members of Colisée’s senior management team will continue to participate but will not have voting rights.

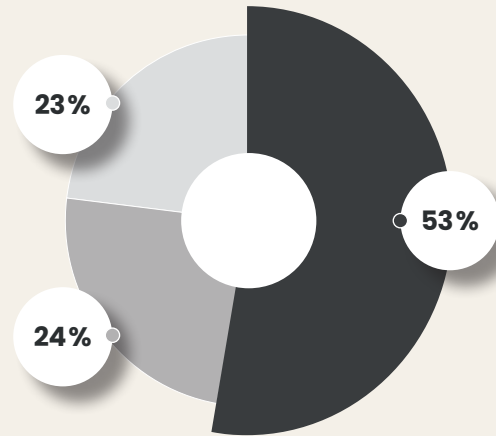
An independent third-party body to evaluate the mission.

Under the framework of France’s PACTE Act, Colisée’s activities are assessed and progress is measured under the supervision of the Mission Committee and the Independent Third-Party Organization (ITPO) appointed to this end. The ITPO issues an opinion accrediting the validity of the mission and its execution, which is appended to the Committee’s report (p.30). Colisée has appointed RSE France (APAVE Group) to be its ITPO.

Resources assigned to the mission.

Over four months of full-time equivalent work were spent on meetings, interim discussions and the report by Mission Committee members, as well as on meeting preparation and coordination of the Committee’s work by Colisée’s Impact and ESG team.

An investment of almost €350,000 excl. VAT was allocated to managing the mission overall.



- Communication
- Data analysis
- Operational management and ecosystem

2024 main achievements.

A few mission milestones.

- Deployment of the Colisean Project “Be fully Yourself” welcomed by Mission Committee members.
- Definition and validation of a target for the renewable energy share.
- Implementation of a project with OLD’UP, a senior citizens non-profit association, on making mealtimes enjoyable.
- Dialogue with stakeholders and preparation for CSRD compliance.
- Review of the methodology for the indicator tracking non-use of psychoactive medications and the associated target.
- Field’s feedback highlighting developments and challenges in deploying Colisée’s mission.
- Downward adjustment to goals for staff turnover, absenteeism and accidents.
- Mission Poster campaign carried out to spread the word in Colisée facilities about the mission with illustrative examples of initiatives and tangible results.
- Introduction of a specific action plan at Colisée France to help meet these goals.
- Discussions about the renewal of the Mission Committee and preparation for the new term.
- Harmonization of the indicator on sustainable food served in catering to recognize national procurement.

A "field" approach to the mission.

The Colisée Mission Committee held its first meeting more than three years ago. While that may be a relatively short span of time in the life of a company, especially given the scale of the projects taken on, it has been long enough to introduce many changes and take stock of the measures put in place.

The Colisean Project, embodied by the “Be fully Yourself” baseline, has been a transformative initiative for the company’s culture, especially in terms of getting buy-in from the teams that work directly with residents. Colisée set clear objectives and already progress has been made.

The Mission Committee has followed Colisée’s development, tracking structural changes to the company and observing the adaptability demonstrated by both the business and personnel in an extremely tough environment. Over the years, the Mission Committee has supported Colisée in thinking about certain targets and methodologies. Our shared determination has always been to reflect the actual situation and operational advances as accurately as possible, while at the same time keeping up positive momentum. Some of the targets set in 2021 aimed extremely high and suffered as a result of the economic, reputational and social environment. We in the Mission Committee have always strived to be both ambitious and realistic. By analyzing actual operating issues that are directly connected to the situation on the field, the Mission Committee is able to offer strategic guidance or recommend specific measures to help the company successfully navigate its sustainable transformation.

Companies today face the huge challenge of combining business performance with sustainability results, while continuing to make headway in their mission. The new regulatory framework established



Sarah Chouraqui

President of Colisée’s Mission Committee.

by the European Union with the phased-in entry of CSRD is simultaneously a factor of complexity and an incentive to rethink our methodologies and progress. More than ever, companies have to give thought to the link between impact and performance.

It is essential for a body like ours to stay connected with financial governance, and with the Supervisory Board.

Furthermore, it is up to the Mission Committee and Colisée’s own workforce to continue getting involved to play their part in the stringent framework that the company has created for itself.

With the agreement of the Mission Committee, Colisée has made the choice, and accepted the recommendation, to streamline its efforts and focus on impact, in order not to lower its goals on certain key, priority challenges. Accordingly, we are focusing our collective efforts on elements that will make a difference and enable us to stay on course. The ultimate challenge – to promote positive ageing – is vital, and we need to do everything in our power to provide a tangible response to this social responsibility.

2025 will mark the end of a cycle for a number of indicators, but also for the Mission Committee, whose membership is being renewed. New members from different backgrounds and with expertise from a wide range of areas are set to take on the issues of old age and Colisée’s responsibility in an environment that is strikingly different from that of the first Mission Committee’s term. We know that we can count on their commitment and experience as they open the next chapter in Colisée’s mission.

Statutory objective no. 1.

Bring together an exchange community, improve the quality of life of seniors.



In 2024,

- Considerable work was done on nutrition, including widespread introduction of MNA® (Mini Nutritional Assessment) assessments, which involve the skills of multiple members of a facility's team.
- We continued to make headway in the non-use of physical restraints.
- The Committee confirmed that one fall-related objective was inappropriate.

A new method was applied to the prescription of psychoactive medications, with the support of the Committee.

The objective is now to reduce the use of the three classes of medication that can affect cognitive function (excluding antidepressants). This drive is coupled with the new goal of ensuring that 60% of residents are not taking psychoactive medications by the end of 2025. Since Colisée is not a prescribing entity, achieving this goal will involve efforts to provide support and raise awareness.

➤ **The Committee confirms that this statutory objective was achieved.**

Scope: all European subsidiaries; nursing homes only.

	Results 2023	Results 2024	Objectives 2025
Number of collected and verified reviews from clients and relatives ¹	56,387	49,270	Maintain a representative volume
Clients and relatives Net Promoter Score ¹	49	48	55
Share of residents hospitalized	5.3%	5.5%	< 5%
Share of residents not taking psychoactive medications	39% ²	33% ²	60% ³
Share of residents with an updated personalized support plan	85%	90%	100%
Share of residents without physical restraint	82%	84%	> 95%
Share of residents with an updated Mini Nutritional Assessment (MNA®)	80.2%	88%	80%
Share of residents suffering falls	14.6%	16%	N/A
Share of falls leading to hospitalization	4.8%	3%	N/A



We have seen real progress between the first, second and third years of the Mission Committee in terms of action taken. In particular, I would highlight the work done on nutrition and the side project with OLD'UP on making mealtimes enjoyable.

Carole Renucci,
Founder and President of Podcasters Media, former Editor of *Notre Temps* magazine.



The Mission Committee has found its feet over the past three years, during which time the sector has changed enormously. One of the challenges is to be able to have a holistic view of the company's performance to ensure that the mission continues to be pursued even through economically challenging times.

Jacques Bailet,
Former President of the French Food Bank Network.



Every employee, even if they don't know it, contributes to the mission through our indicators, which are very operationally focused. The MNA® metric is a prime example. Collective efforts are vital if we are to make progress.

Anne-Charlotte Cambresier,
Director of a nursing home at Armonea (Colisée in Belgium), Physiotherapist.



At a time when our sector continues to be closely watched by all stakeholders, the approach to care must change. Colisée continues to make headway in the ongoing development of a person-centered approach, and particularly in the non-use of physical restraints, which was a metric that showed a big improvement in 2024.

Jean-Alain Margarit,
Independent consultant, former President of Synerpa.

¹ Scope: all European subsidiaries and activities, except home care services.
² Four therapeutic classes.
³ Three classes excluding antidepressants.

Statutory objective no. 2.

Improve the quality of life of our teams, raise the perception of elderly care careers.



In 2023, the Committee observed that several operational indicators were falling short of the trajectory needed to achieve the set objectives. The HR objectives had never been reviewed, despite the significant impact of three key events on the job market and the elderly care sector:

- COVID-19, which began to take effect in 2020 but whose consequences could not be anticipated before 2021.
- The reputational and media crisis that rocked the sector in 2022.
- Inflation and its effects, from 2023 onwards.

The Mission Committee approved downward adjustments to the goals for three indicators (accidents, absenteeism and turnover), while maintaining demanding standards to support Colisée’s ambitious policy. The Committee notes that many initiatives have been deployed and that encouraging results are already apparent,

especially for accident indicators and employee NPS. In addition, Colisée has assigned resources in 2025 to prioritize reduced absenteeism in France.

Regarding the share of certificate- or diploma-earning courses, the Mission Committee noted Colisée’s forecasts of approximately 10% for 2025 but did not change the set target. The new incoming Mission Committee may change the way that training is measured more generally.

The Mission Committee cannot say with a high degree of confidence whether the goals set for certain indicators will be reached in 2025, especially in the case of turnover. However, it acknowledges Colisée’s efforts to achieve these objectives and supports the company’s ambitions.

› The Committee confirms that this statutory objective was achieved.

Scope: all European subsidiaries and activities, except home care services.

	Results 2023	Results 2024	Objectives 2025
Net Promoter Score, employees	-1	3	10
Net Promoter Score, Facility Directors	43	52	50
Turnover rate	19.9%	21.4%	19%
Absenteeism rate	11.7%	12.2%	10%
Frequency rate of work accidents	36	29	28
Severity rate of work accidents	1.7	0.9	<1.5
Professional gender equality index	93	94	>92
Share of employees taking certificate- or diploma-earning courses	13.7%	10.8%	>14%



Over the course of 2024, we sensed greater ownership of the mission internally, particularly thanks to the Colisean Project and to communication efforts within the facilities to educate people at every level. A future area for development could focus on Colisée’s positive impact in terms of job placements.

Maxime Holder,
Chairman of the Supervisory Board of Vitamine T, Chairman of the Paul Group.



Many initiatives are being developed to work towards this statutory objective. Following the employee NPS, just like the client NPS, is an innovative step and a pledge of transparency on the part of Colisée.

Estelle Prot,
Independent HR and ESG consultant, Former HR and ESG Director.



A key topic is training for Facility Directors, whether in financial, legal, HR or even marketing matters! This will equip them even better to keep on fulfilling their position, which is a complex role entailing multiple responsibilities.

Joaquim Borrás Ferré,
President of the Edad&Vida Foundation, former independent member of the Supervisory Board of Colisée, former Executive Chairman of ISS Facility Services Iberia.

Statutory objective no. 3.

Reduce the impact of our activities, protect our quality of life on the planet.



With reference to a rigorous carbon assessment, Colisée took steps that drove progress in the indicators published in 2024.

- Positive trends were recorded for water consumption and energy. The Committee approved a consistent target for the share of renewable energy achievable in 2025.
- The indicator for responsible food was the only one that did not improve. After conducting an analysis, the Committee realized that the concept of “local food” needed to be harmonized in the different countries where Colisée operates. Specifically, in Belgium, Spain and Italy, “local” was understood to mean national, whereas in France, local meant within 150 km. It was decided to harmonize the indicator to use the national definition in order to recognize the work done internally and with stakeholders. The Committee approved this decision.

- The Committee warned against having too many indicators and suggested making reasoned choices to rationalize efforts in relation to existing projects. For this reason, the “hyperlocal” indicator, which could not be defined, was scrapped, especially in view of its weak impact on the carbon footprint. The Mission Committee recommended not introducing any new indicators in 2024. Looking ahead, the Committee advised establishing a link to Colisée’s business performance indicators in order to support consistent choices from an operating perspective.

➤ The Committee confirms that this statutory objective was achieved.

Scope: all European subsidiaries and activities, except home care services.

	Results 2023	Results 2024	Objectives 2025
CO ₂ e ¹ emissions	185 kt CO ₂ e	174 kt CO ₂ e	Decrease in line with the 2030 target validated by SBTi
Share of renewable in the overall consumption of electricity	89%	96%	100%
Share of renewable in the overall consumption of energy ²	54%	59%	60%
Energy consumption per resident	8.1 MWh per resident	8.1 MWh per resident	Decrease
Water consumption per resident	62 m ³ per resident	60 m ³ per resident	Decrease
Share of responsible food served in catering	62%	65%	70%



Changing food consumption habits is vital, since food represents Colisée’s largest emissions item. Investments in renewable energy and renewable electricity offer further proof of the company’s commitment.

Estelle Prot,
Independent HR and ESG consultant,
Former HR and ESG Director at Colisée.



Being a mission-led company provides the extra spark needed to move forward and stand out from the crowd. The professionalism that Colisée demonstrates on environmental issues has led to many methodological advancements. The company is now ready to take on CSRD requirements.

Jean-Sylvain Ruggiu,
Corporate Social Responsibility Director,
Banking and Insurance Department,
BPCE Group.

¹ CO₂ equivalent (CO₂e) is a standardized unit that converts the impact of all greenhouse gases into their equivalent in carbon dioxide to facilitate comparisons.
² Colisée’s renewable energy share does not take account of the national energy mix’s renewable share. When this is factored in, our renewable share rises to 60% in 2024.

Opinion on execution of the mission’s statutory objectives.

At the request of Colisée Group (hereafter the “Company”), we hereby present to you our reasoned opinion on the information relating to the execution of the statutory objectives (hereafter the “Objectives”) established under the mission that the Company has set itself within the scope of its status as a mission-led company, covering the period from 1 January 2024 to 31 December 2024, and as presented in particular in the Mission Committee report(s) appended to the management report, pursuant to the provisions of Article L. 210-10 of the French Commercial Code. This information comprises the “Disclosure”.

RSE France is an independent third-party organization accredited by Cofrac under no. 3-1904 (scope available at www.cofrac.fr).

Conclusions

Based on the procedures that we implemented, as described in “Nature and scope of work”, and the evidence that we gathered, our conclusions are as follows.

We did not identify any material misstatement likely to call into question, within the scope of the Company’s status as a mission-led company and as at the end of the period covered by our work:

- the connection between the corporate purpose set out in the Company’s articles of association and the activity of the Company;
- the connection between the social and environmental objectives set out in the Company’s articles of association and the activity of the Company;
- monitoring by the Mission Committee of the mission’s execution;
- the Mission Committee’s favorable assessment of the appropriateness of the objectives;
- the ability to audit execution of the objectives.

We did not identify any material misstatement likely to call into question, within the scope of the Company’s status as a mission-led company and as at the end of the period covered by our work:

- the fact that the Company implemented adequate resources to pursue the objective of “Bring together an exchange community, improve the quality of life of seniors”, adopted pursuant to the second paragraph of Article L 210-10 and

included in the Company’s articles of association;

- the fact that the Company achieved the results that it set for the end of the audit period regarding the objective of “Bring together an exchange community, improve the quality of life of seniors”, adopted pursuant to the second paragraph of Article L 210-10 and included in the Company’s articles of association.

We did not identify any material misstatement likely to call into question, within the scope of the Company’s status as a mission-led company and as at the end of the period covered by our work:

- the fact that the Company implemented adequate resources to pursue the objective of “Reduce the impact of our activities, protect our quality of life on the planet”, adopted pursuant to the second paragraph of Article L 210-10 and included in the Company’s articles of association;
- the fact that the Company achieved the results that it set for the end of the audit period regarding the objective of “Reduce the impact of our activities, protect our quality of life on the planet”, adopted pursuant to the second paragraph of Article L 210-10 and included in the Company’s articles of association.

We did not identify any material misstatement likely to call into question, within the scope of the Company’s status as a mission-led company and as at the end of the period covered by our work:

- the fact that the Company implemented adequate resources to pursue the objective of “Improve the quality of life of our teams, raise the perception of elderly care careers”, adopted pursuant to the second paragraph of Article L 210-10 and included in the Company’s articles of association;
- the fact that the Company achieved the results that it set for the end of the audit period regarding the objective of “Improve the quality of life of our teams, raise the perception of elderly care careers”, adopted pursuant to the second paragraph of Article L 210-10 and included in the articles of association.

Accordingly, The Company is in compliance with the objectives of “Bring together an exchange community, improve the quality of life of seniors”, “Improve the quality of life of our teams, raise the

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Scope available at www.cofrac.fr
Ref. COLISEE SM 2024

perception of elderly care careers” and “Reduce the impact of our activities, protect our quality of life on the planet” that it set itself the task of pursuing, consistent with its purpose and its activity with regard to its social and environmental challenges.

Comments

Without calling the above conclusions into question, we have the following comments to make.

The level of maturity reached since adopting mission-led company status has enabled the Company to embark on a far-reaching project relating to its identity, promise and baseline. This gave rise in 2024 to the Colisean Project, whose deployment will continue over the coming years. Through these efforts, the Company is strengthening the unique nature of its mission and accelerating its transition to a business model based on the notion of positive impact.

The Company also plans to change some of its practices to coordinate the mission’s objectives more effectively with the requirements of sound management.

Responsibility of the Company

The Company is responsible for:

- establishing a Mission Committee that is tasked with preparing an annual report pursuant to Article L. 210-10 of the French Commercial Code;
- selecting or establishing appropriate criteria and procedures to develop a data collection framework;
- designing, implementing and maintaining internal control over the information relevant to the preparation of the Mission Committee’s report and for implementing the internal control procedures it considers necessary to ensure that information relating to the execution of the Objectives is free from material misstatement, whether due to fraud or error;
- preparing the information relating to the execution of the Objectives in accordance with the framework and making this information available to the Mission Committee.

The Company’s Mission Committee is responsible for preparing its report(s) (hereafter the “Report(s)”) based on the information relating to the execution of the Objectives provided by the Company and for

carrying out any verification it deems appropriate. The Report(s) is (are) attached to the management report.

Applicable regulatory, legal and other provisions

The work described below was carried out in accordance with the provisions of Article R. 210- 21 of the Commercial Code, the requirements of ISO 17029, the audit program for mission-led companies drawn up by RSE France, and the methodological guide to auditing mission-led companies drawn up by the French Community of Mission-led Companies.

Independence and quality management system

Our independence is defined by the regulatory provisions, our own code of business ethics and the provisions of ISO 17029. In addition, we have implemented a quality management system that includes documented policies and procedures to ensure compliance with ethical rules, applicable laws and regulations, and ISO 17029.

Responsibility of the independent third-party organization

In accordance with Decree no. 2020-1 of 2 January 2020 and the Order of 29 May 2021, it is our responsibility, on the basis of our work, to issue a reasoned opinion expressing a moderate assurance conclusion as to the execution by the Company of the Objectives within the scope of its status as a mission-led company.

Nature and scope of work

The work described below was performed in accordance with the Order of 27 May 2021 determining the terms and conditions under which the independent third-party organization conducts its assignment and with our program for verifying execution of the Objectives of a mission-led company.

We planned and performed our work taking into account the risk of material misstatement of the information relating to the execution of the Objectives that the Company has committed itself to pursuing within the scope of its status as a mission-led company.

We believe that the procedures that we performed in the exercise of our professional judgement enable us to provide a moderate assurance conclusion.

We reviewed the Company’s business activity within the scope of its status as a mission-led company, the formulation of its corporate purpose, its Objectives and its social and environmental challenges.

Our work focused, on the one hand, on the consistency of the Objectives adopted pursuant to the second paragraph of Article L 210-10 and included in the Company’s articles of association, the purpose of the Company as set out in its articles of association (hereinafter “purpose”) and the Company’s activity with regard to its social and environmental challenges; and on the other hand, on the execution of these Objectives.

We verified that the Objectives cover the scope of the Company’s mission-led company status, i.e. all the entities included in this scope; [as applicable: within the limits described in the Report].

We verified the existence of operational objectives or key indicators for monitoring or measuring the results achieved by the Company for each statutory objective.

We assessed the commitment of management and members of the governance body with regard to the expectations of the main internal and external stakeholders concerned by the Company’s activity.

We assessed the collection process implemented by the entity to ensure the completeness and fairness of the results mentioned in the Report.

We reviewed the documents prepared by the Company to report on its commitments as a mission-led company, in particular the Report and the provisions specifying the operational objectives and the methods for monitoring them.

We inquired about the Mission Committee’s assessment of the execution of the Objectives and reviewed the analysis presented in the Report and the results achieved by the deadline for the operational objectives with regard to their defined trajectories, in order to assess compliance with the Objectives.

We asked senior management about the technical, financial and human resources deployed to execute the Objectives and assessed the adequacy of these resources.

We assessed the appropriateness of the framework in terms of its relevance, completeness, reliability, neutrality and understandability.

We examined the internal control procedures implemented by the Company and assessed the data collection process used to provide information for the operational objectives or key indicators for monitoring or measuring the results achieved.

We implemented the following procedures with regard to the operational objectives or key indicators for monitoring or measuring the results achieved:

- analytical procedures to verify the correct consolidation of the data collected and the consistency of changes;
- detailed tests on the basis of samples, consisting

in verifying the correct application of definitions and procedures and reconciling the data with supporting documents. This work was carried out on a selection of contributing entities (Colisée Spain) covering 23% of the Group’s payroll, 22% of the total number of beds, and 21% of GHG emissions.

Based on these checks, we are in a position to give our opinion on the verification of the Disclosure. The verification covers the accuracy of data relating to periods pre-dating the Disclosure, including previously achieved results. We believe that the sampling methods we have used in the exercise of our professional judgement allow us to provide a moderate assurance conclusion.

Because of the use of sampling techniques and other limitations inherent in the operation of any information and internal control system, the risk of not detecting a material misstatement cannot be completely eliminated.

We examined information provided by the Company and relating to periods after the Disclosure, including trajectories, forward-looking objectives, extrapolations and assumptions reported by the Company. These checks enabled us to assess the plausibility of these data.

Means and resources

We conducted interviews with persons responsible for executing the Objectives, representing in particular the Mission Committee, the Board of Directors, senior management, as well as the Administration & Finance, Risk Management, Quality & Compliance, Human Resources, Health & Safety, Environment and Procurement divisions.

We conducted our work between January and February 2025. We believe that our work provides a sufficient basis for the conclusion expressed hereafter.

Paris, 21 February 2025

RSE France

Gérard SCHOUN

Patrice LABROUSSE



Our ecosystem and material challenges.

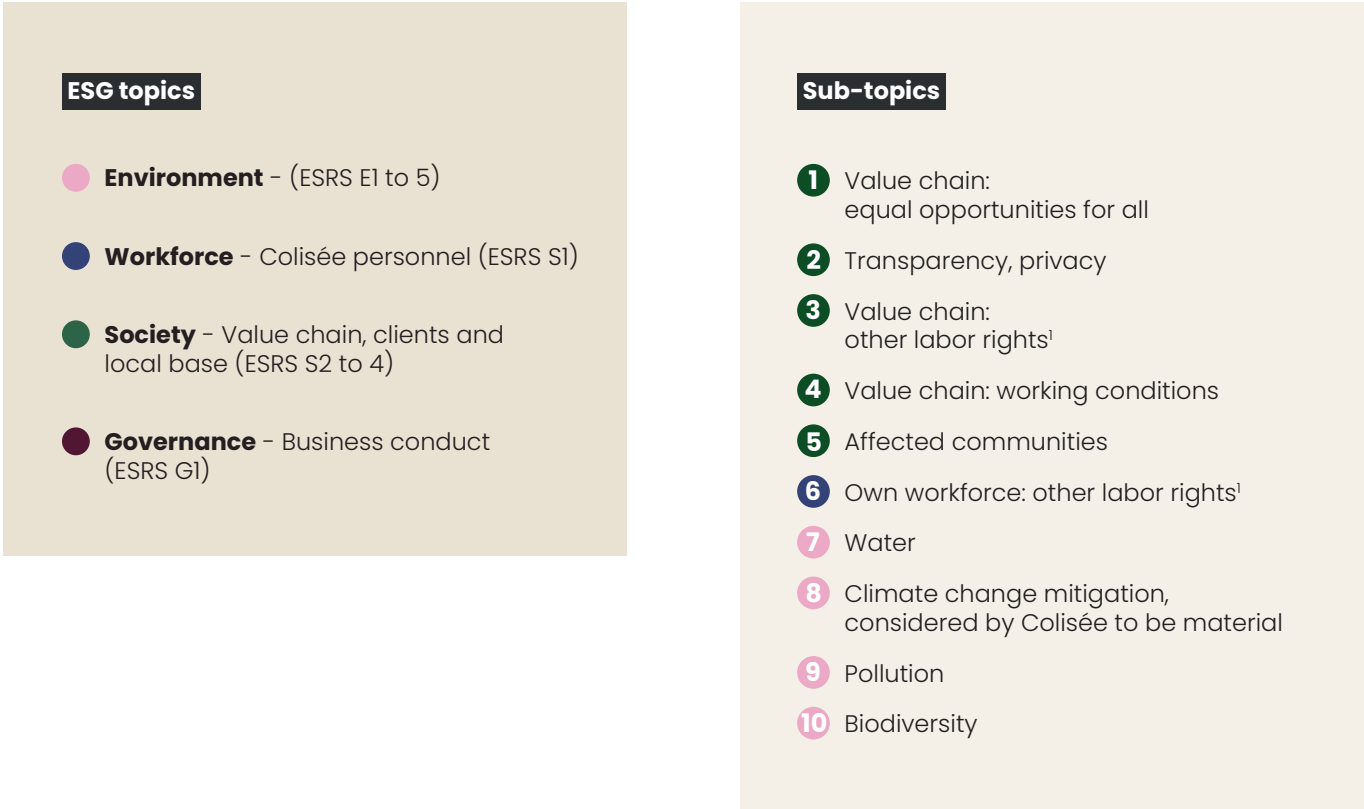


Our double materiality assessment.

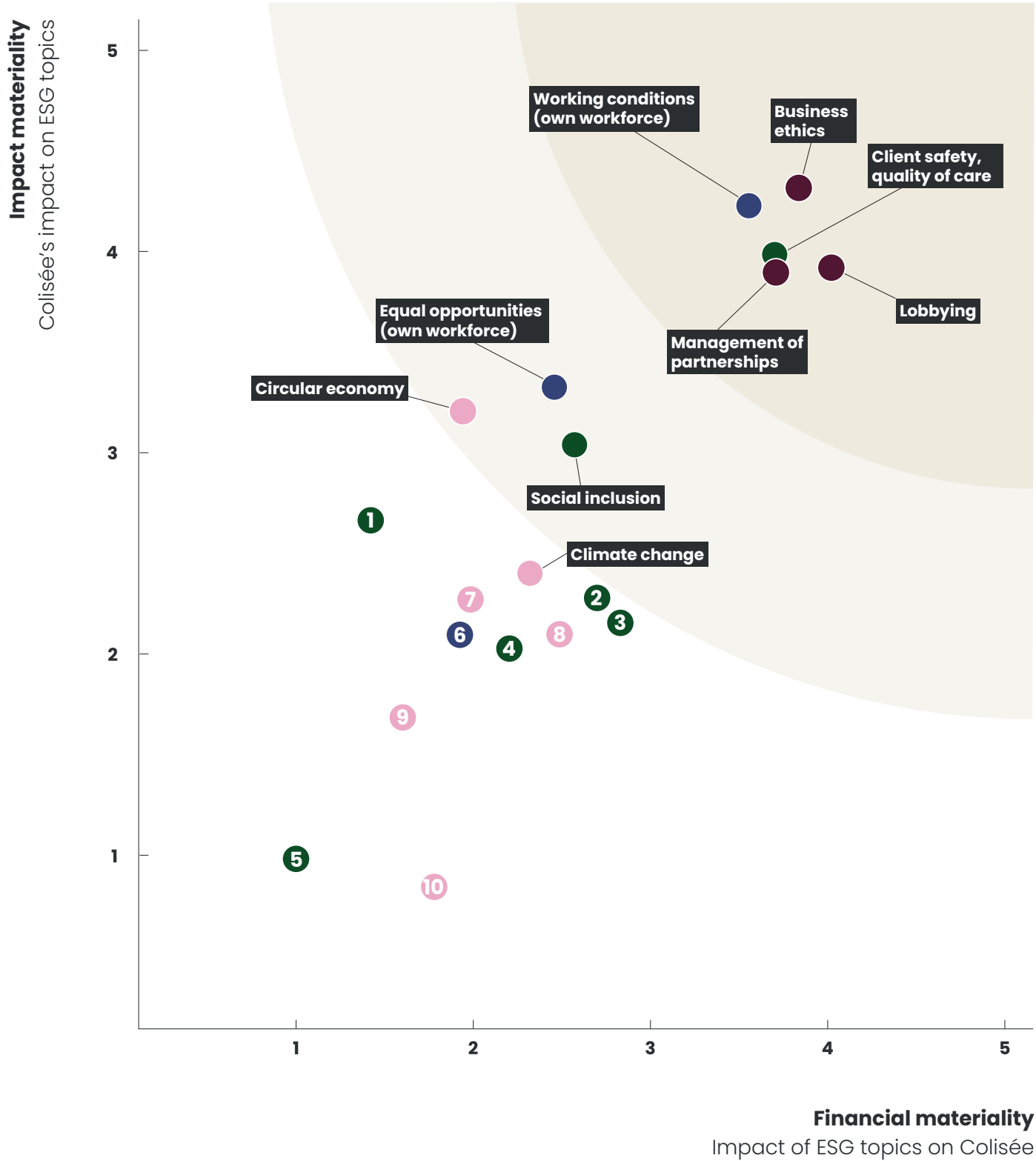
Our double materiality assessment began with a project in April 2024. A few months later it was presented to and validated by the Mission Committee, the Executive Committee and the ESG Committee. To build the assessment, Colisée held talks with stakeholders (see page 38) and used its risk mapping. We also referenced outside sources to make sure that the analysis was objective, harnessing available data on the healthcare sector at the time when the matrix was created.

Thanks to this work, eight material sub-topics were identified: client safety and quality of care, business ethics, lobbying, management of partnerships, working conditions, equal opportunities, circular economy and social inclusion.

Colisée also decided to integrate climate change mitigation in its Sustainability Report, even though this topic was not identified as material by the double materiality assessment.

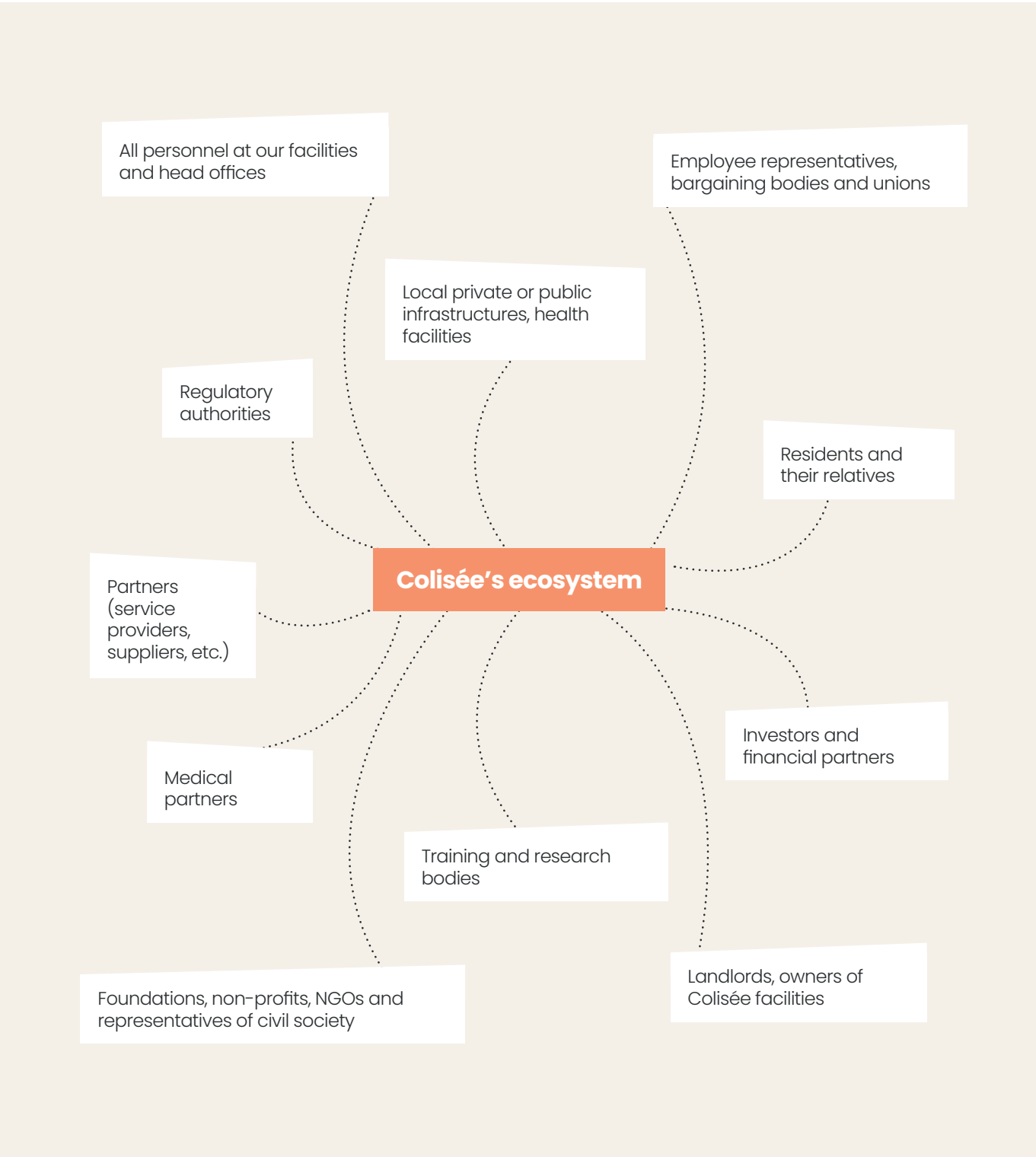


¹ e.g. the ban on forced or illegal labor.



Colisée's stakeholders.

Through direct exchanges and online questionnaires (50% internal, 50% external), Colisée identified priority issues for its stakeholders and assessed their key themes, as part of a process of continuous improvement. True to its values of transparency, the company shared a summary of this work directly with respondents before releasing it on its website.



Most of these stakeholders were surveyed as part of the dialogue exercise carried out in 2024.

Stakeholders' dialogue conducted between 15 April and 15 June 2024.

4 countries

France, Belgium, Spain, Italy

65 respondents

interviews or online questionnaire

87 years

the oldest respondent

30+ interviews

conducted directly

≈20 questions

on average

2,000+ scores

included in the final results



Governance and business conduct.



Governance.

(ESRS 2)

Governance bodies and information about sustainability matters.

The Executive Committee.

The Executive Committee steers the company’s strategy and development. It is responsible for its financial and non-financial performance.

Arnaud Marion
President of Colisée, CEO of Colisée France

Fathallah Charef
Human Resources Director

Fabrice Ducroquet
Operations Director

Edouard Ducros
Performance Director

Benjamin Edmond
Strategy Director

Ludovic Guillaume
Strategic Partnerships, Real Estate and Procurement Director

Vincent Klotz
Medical Activities' Director

Olivier Mahé
Acquisition and Clients' Experience Director

Olivier Miaux
Financial Director

Yves Michel
IT & Digital Director

Claire Mousset
Impact Director

General management.

General management ensures that Colisée’s mission (purpose and statutory objectives) and workforce, social and environmental impacts more generally are integrated in the company’s strategy.

General management approves the sustainability strategy and presents it to the ESG Committee, which is made up of all the members of the Supervisory Board. Following this, an action plan and implementation timetable are prepared for the sustainability strategy. Regarding the climate policy, the strategy is accompanied by specific targets to be reached by 2030.

Each subsidiary has its own Management Committee.

— Carole Devalla-Launay
CEO of Rehabilitation Clinics

— Laurent Ostrowsky
CEO of Onela

— Yves Rémy
CEO Belgium

— Gérard Sanfeliu
CEO Spain, Italy and Portugal

The composition of the Executive Committee and the General management of each subsidiaries is disclosed based on employees present on the 31st of December 2024.

The Supervisory Board.

The Supervisory Board makes sure that the company’s strategic guidelines and its development, financing and investment policy support Colisée’s corporate project in the interests of all stakeholders.

Made up of shareholder representatives and independent members, the Board meets at least six times a year.

The ESG Committee.

The ESG Committee is made up of members of the Supervisory Board, plus the President and the Impact Director. Its role is to approve the ESG strategy as well as Colisée’s roadmaps. It meets six times a year.

The main topics addressed by the ESG Committee in 2024 were:

- The 2023 carbon assessment
- Efforts to get ready for CSRD, including the stakeholders' dialogue exercise and the double materiality assessment
- Support for deployment of the Colisean Project
- The ESG 2024 and 2025 roadmap
- Reassessment of the trajectory through to 2025 of the indicators for statutory objective no. 2 and approval of new 2024 targets for four ESG indicators
- Renewal of the Mission Committee
- ESG criteria in the remuneration of Supervisory Board members
- Deployment of the "Map & Match" scheme.

The Mission Committee.

France’s PACTE Act introduced the legal status of “mission-led company”. Companies that adopt this status are authorized to publicly affirm their purpose and associated goals, which are written into their articles of association. Operational objectives and performance indicators are then deployed to support the mission.

The Mission Committee is a governance body made up of people drawn from the elderly care sector, as well as from the public and private sectors, to ensure that the members have complementary skillsets. It includes at least one company employee.

Three members of Colisée’s Executive Committee take part in meetings but do not have voting rights. They are the President of Colisée, the Impact Director and the Director of Medical Activities.

Following a three-year term, the Mission Committee will be renewed in 2025. It was decided to give all Colisée employees a say in this process by allowing them to put themselves forward as candidates and vote on which employees will sit on the new Committee.

Role of the Mission Committee.

Conducting such analyses as it deems appropriate, the Mission Committee:

- monitors compliance with Colisée’s mission and deployment of the statutory objectives
- examines the indicators tracking execution of the mission’s objectives, the roadmap and the main accomplishments
- issues a formal consultative opinion on the fulfilment of each statutory objective set under the mission, and on the actions taken, which is published in the Mission Committee’s report
- prepares, drafts, discusses, adopts and presents an annual report. The Mission Committee report is sent by Colisée upon being filed with the court registry, following the Annual General Meeting
- submits to the company’s governance such opinions, suggestions or recommendations as it deems useful to fulfilling the mission
- makes suggestions about forward-looking trends relating to the company’s business and in connection with the mission’s objectives

Collaboration between Colisée and the Mission Committee.

The company provides the Mission Committee with the resources needed to carry out its work. Colisée works closely with the Committee between meetings and ensures that information is shared. A monthly financial and non-financial dashboard is also sent to members of the Mission Committee.

If members are interested, onsite visits are organized so that they can meet and talk with employees with total transparency.

See page 22 for more information on the Mission Committee’s activities.

Governance of the financial statements.

In 2024, Colisée’s Audit Committee, which is chaired by a member of the Supervisory Board, met twice. The Audit Committee monitors the work of the statutory auditors and reports on this to the members of the Supervisory Board.

Our key investors.



EQT

EQT is a mission-led investment fund with €269 billion in assets under management at 31 December 2024.



Caisse de dépôt et placement du Québec (CDPQ)

CDPQ invests constructively to generate long-term, sustainable returns. At 30 June 2024, CDPQ’s net assets totaled C\$452 billion.

Getting ready for CSRD.

The Impact and ESG division is steering and monitoring the phased-in implementation of the CSRD. A double materiality assessment was conducted in 2024. In the same year, Colisée voluntarily decided to publish a Sustainability Report, thereby anticipating the directive’s entry into application in the coming years.

Impact division.

An Impact Director, who sits on the Executive Committee, was recruited in February 2024. This decision underscores the mission’s central importance in Colisée’s strategy as well as the company’s determination to maximize its positive impact while minimizing its negative impact across all activities.

The Impact and ESG division proposes the strategy for sustainability and compliance with the mission and the statutory objectives, the policies implemented and the indicators set. It monitors all issues linked to ESG topics and Colisée’s mission, including the safety, quality of life and quality of care of residents, the health, safety and well-being of employees, the company’s environmental footprint and regional presence. Making sure that policies are properly executed and that progress is made towards fulfilling the objectives, it works closely with numerous divisions (Quality, Medical, Catering, HR, Marketing, Procurement, Real Estate and Legal divisions, etc.) and with operational teams.

Ethical and compliance issues are addressed through the Charter of Ethics (code of conduct), the anti-corruption policy and the Responsible Purchasing Charter for suppliers.

Subsidiary Management Committee.

Each subsidiary’s Management Committee comprises at least the following functions: CEO and/or General Manager, HR, Financial, Medical, Quality and Care, Information System, and Operations.

Operational divisions.

Operational implementation of Colisée’s mission and impact is decentralized: each subsidiary sets its own operational objectives to pursue the statutory objectives written into the articles of association, consistent with the policies and targets established by Colisée. In this way, implementation accommodates the specific needs and issues in each country where the company is based.

The subsidiaries’ ESG objectives are set by the annual budget and the multi-year budget plan. Each subsidiary is assigned an ESG “budget”, i.e. an annual target to meet. In 2024, 20 ESG indicators were set and tracked on a monthly basis. For the 2025 budget, in addition to the 20 ESG indicators, an annual CO₂e budget has been prepared for each subsidiary, consistent with the objectives validated by SBTi for 2030.

Every month, subsidiary management teams monitor their ESG indicators, which are integrated in the financial reporting consolidated by each Financial Director.

This information is analyzed and consolidated by the Group Impact and ESG and Financial divisions before being sent to shareholders and the Mission Committee.

The Financial divisions present action plans and the main results during business reviews; the ESG component is included in these exercises just like the business portion.

In 2024, ESG quarterly reviews were introduced by the Impact and ESG division to oversee of the mission and ESG objectives, consistent with financial and governance processes. These reviews were also used to promote sharing of good practices. They are supplemented by monitoring meetings focused on individual issues, such as satisfaction campaigns, quality, food, HR, energy and the carbon footprint.

Human Ressources' division.

The company’s Human Resources (HR) division steers a number of key areas, including workforce affairs, HR development and employer brand, payroll management, skills development and training, quality of life and working conditions, occupational health and safety issues, and recruitment.

Depending on how each subsidiary is organized, different committees take the lead on key priorities at national and regional levels.

The HR division interacts especially with the Operational division as well as the Impact and ESG division.

See p. 24 for more information.

Medical, Quality and Care division.

The Medical, Quality and Care division steers the strategy for support, care and social ties, plus the design of medico-administrative assessments. It also monitors processes linked to this theme, the overall deployment of action plans and related audits.

This division, which exists in every subsidiary, works chiefly with regional care managers, coordinating physicians, national managers and the institutionnal relations division. More generally, the division interacts extensively with the Operational, HR and Impact and ESG divisions. It steers most of the indicators for statutory objective no.1 (see p.73), as well as the business indicators related to care and dependency allocations.

Incentive schemes linked to sustainability performance.

General managers are directly associated with the mission’s ESG commitments and objectives, as are Facility Directors and their teams.

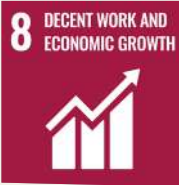
Client and employee NPS are among the criteria used to determine variable remuneration. Other criteria are also considered, depending on the person’s country and job, such as turnover, absenteeism, accidents, and specific satisfaction or quality results.

Contextual information.

Find information about our activities and business model on pages 12 and 13 respectively.



- Contribution to positive ageing, notably through high-quality care and support



- Fair pay
- Training and career development programs



- Low-carbon strategy
- Sustainable food
- Responsible purchasing policy



- Innovative care solutions
- Positive workforce and social impact
- Collaboration with local ecosystem

Sustainable Development Goals.

The Sustainable Development Goals (SDGs) were set by the United Nations in 2015 as a universal call to action. Agreed on by global leaders, they seek to end poverty, protect the planet and build a fairer, more sustainable and more prosperous world by 2030.

Colisée has identified seven SDGs that relate directly to its activities.



- Gender pay equity
- Equal career, development and training opportunities.
- Development and training opportunities



- Intergenerational solidarity and reduced isolation for elderly people
- Diversity and inclusion
- Fair access to care and services



- Carbon reduction trajectory aligned with the Paris Agreement
- Decarbonization policy including action plans for energy, food, waste management and mobility

Considering stakeholders' interests.

Openness to stakeholders and employee representatives.

Initiatives fostering dialogue between residents their relatives, employees and all other stakeholders are put in place at every Colisée facility¹:

- In France, the Social Life Council also meets at national level (find out more on page 89)
- In Spain and Italy: Family Councils
- In Belgium: Families and Residents Committee

These initiatives are mainly designed to:

- Improve communication
- Involve all stakeholders in the facilities' activities and projects
- Ensure that the rights of all stakeholders are upheld and that their needs and demands are taken into account as part of a process of continuous improvement

Colisée deeply believes that these dialogue exercises are key to meeting the standards set by the company in terms of the quality of service provided to clients, i.e. residents, patients and their relatives members. They also contribute to a high-quality working environment for employees and outside service providers.

While their composition, organization and frequency vary in the different countries where Colisée operates, these initiatives are alike in ensuring that all stakeholders have their say. They also comply with the national regulatory framework.

Employees are represented locally through personnel representatives within dedicated bodies, in accordance with local regulations and collective agreements in place to organize workforce dialogue.

The European Works Council.

In March 2022, Colisée created a special bargaining group whose main goal was to negotiate the future European Works Council's scope, composition, functions and term of office.

The group met six times in 2024.

Through it, workers are informed and consulted by management on the progress of the business and any significant decision at European level that could affect their employment or working conditions.

In principle, the European Works Council will be established by way of an agreement that is currently under negotiation.



¹ See also page 86.

Business conduct.

(ESRS-G1)

Impacts, risks and opportunities (IROs).



Challenges for Colisée.

- Impact on the broader ecosystem (institutional, public, etc.) and regions
- Scientific contribution, solidarity
- Accelerating demographic transition, with an ageing and more dependent population



Opportunities for Colisée.

- Facilities and infrastructure are more open (e.g. multi-service nursing homes), offering diverse features (cafés, deliveries, lectures, visits, third places, etc.)



Colisée's positive impacts.

- Mission-led company
- Positive effects in regions where the company operates: jobs, outsourcing, partnerships with schools, non-profits, institutions, local community, etc
- Sustainable and responsible supplier relations
- Transparency (opinions, disclosures, etc.)
- Influence on the sector (awareness of these themes, joint work, etc.)



Risks for Colisée.

- Supply chain due diligence and oversight: procurement, suppliers, sub-contractors
- Economical difficulties
- Reputational risk, lack of trust and crises

Corporate culture.

Colisée's values, mission and statutory objectives are at the heart of its culture. Since 2021, our strategy has been guided by our status as a mission-led company and our purpose:

Fostering positive ageing to drive society forward.

The Colisean Project, launched in 2024, encapsulates this commitment. It features a new identity for Colisée and expresses our promise – to make people our priority and to uphold symmetry of care by placing clients and employees at the heart of our strategy. Decisions are taken with our mission in mind, always ensuring that our performance serves our mission.

Get more information about Colisée's culture, mission and values on pages 18 to 19.



Ethics and anti-corruption.

Colisée ethical approach is organized around five broad principles in our Charter of Ethics (code of conduct).

- quality and transparency
- privacy
- preservation of resources
- fairness and integrity
- employees' dignity and well-being

The Charter of Ethics (code of conduct) sets out the principles and rules on which Colisée bases its sustainable performance and builds trusted relationships with clients, employees and business partners. It applies to all Colisée teams.

Every legal representative of a legal entity (subsidiary or branch) is responsible for dissemination, training and application of the Charter of Ethics (code of conduct) and Compliance Program by the personnel under their authority. The Charter of Ethics (code of conduct) is available on the Group's various websites and on the whistleblowing platform. It is updated regularly.

One of the principles of the Charter of Ethics (code of conduct) deals with Colisée's anti-corruption policy. A separate document specifically covering this topic has also been created.

The company applies a policy of zero tolerance to corruption and related conduct.

As with the Charter of Ethics (code of conduct), any violation by an employee of the anti-corruption policy is treated as a serious breach of their professional obligations and shall result in disciplinary measures.

In addition, employees at the greatest risk, including those in the Real Estate division, as well as Regional and Facility Directors, are required to undergo online corruption training.

Colisée ensures that regular information and recommendations on anti-corruption are shared with all subsidiaries and stakeholders. These include the need for training, a reasonable due diligence procedure covering third-party integrity and an anti-corruption clause in contracts (see table on page 55).



Anti-corruption policy at Colisée Italy.

An anti- corruption policy has been in effect in Italy since 2018. It sets out the values and principles that guide the company's activity, in compliance with Italian legislative decree no. 231/2001. It is incorporated in Colisée Italy's Charter of Ethics or Codice Etico di iSenior SPA (code of conduct).



Stocktaking on anti-corruption policy at Colisée.

Over and above the compliance measures implemented by Colisée, and based on the recommendations of the French Anti-Corruption Agency, the Executive Committee commissioned a stocktaking in 2023 from Agence pour la diffusion de l'information technologique (Adit), a leading European business intelligence firm.

The findings confirmed that the anti-corruption policy and the continuous improvement and training approach had been effectively deployed within the Group.

Whistleblowing procedure.

An internal whistleblowing system is provided in all the countries where Colisée operates. It receives notifications from stakeholders, residents and relatives about conduct or situations that violate Colisée's ethical values. It guarantees confidentiality and protects the identity of whistleblowers, in accordance with the provisions of Directive (EU) 2019/1937.

Two whistleblowing mechanisms.

Two "Integrity Line" websites (one Group-wide line accessed through **colisee-group.com**, another for Colisée France and accessible via **colisee.fr**) provide a form that can be used to report incidents. Reports may be made anonymously if wished and are submitted via a dedicated and protected through a secure, dedicated inbox that only the Whistleblowing Officer and Compliance Officer can access.

Similar platforms have been set up in Spain and Italy. In Belgium, a specific email address is provided.

In addition to the online platform, phone numbers and email addresses are also provided for anyone wishing to submit a report.

Processing alerts.

Any report or complaint that qualifies as an alert is dealt with in accordance with the legal requirements. Colisée head office and the subsidiaries have "Whistleblowing Officers" who receive and process reports and determine whether they constitute alerts or complaints.

If a report is classified as an alert, the officer proposes and/or carries out investigations and/or proposes remedial measures to the committee in charge of processing alerts, makes sure that the investigations or remedial measures proposed to and accepted by the committee are properly executed, and informs the person who made the report or the whistleblower. The committee in charge of processing alerts is bound by the confidentiality expected under the whistleblower protection procedure.

The whistleblower must be informed by the "Whistleblowing Officer" about the measures that are either planned or taken to assess the accuracy of the allegations and, as appropriate, address the subject of the report, as well as the reasons for these measures, within three months. This is also the timeframe targetted to process the alert, from reception to closure.

The whistleblower is also advised when an alert is closed, with or without recommendations.

In 2024¹, 129 reports were received. Following legal reclassification, 55 were categorized as alerts as defined by the Sapin II Act, whether proven or not.

Assessment procedures.

To comply with regulations and ethical practices, Colisée conducts audits at all of its facilities. These checks are used to identify dysfunctions and implement action plans to deal with them. Audits take several forms, as described below. They are performed in addition to public bodies' inspections.

Facility self-assessments.

The Management Committee of each facility performs self-assessments every six months. These cover Care, Human Resources, Building Safety, Food Safety, and Maintenance and Hygiene. Results are reported to the Regional Director and the Director of Operations and may give rise to audits by the subsidiary's support services.

Specific audits by subsidiary support services.

Subsidiaries' support services perform specific audits covering each of the themes listed below. The findings are presented to Facility Directors, Regional Directors and Directors of Operations for follow-up through action plans.

Audits may be triggered by certain criteria, such as the results of a self-assessment, takeover of a facility, a concern or complaint, or a satisfaction survey. Audits are carried out at least yearly in each facility.

Themes	Sample audit topics
Care	Quality of care provided to residents and patients, medication circuit.
Human Resources	Compliance of practices with legal provisions, agreements and Colisée processes.
Building safety	Checks on boilers and A/C system, maintenance and safety, legionnaire's disease.
Food safety	Food quality, cleanliness of work surfaces, food weight/quantity, production equipment hygiene.
Maintenance and Hygiene	Maintenance quality.

¹ All European subsidiaries and activities, except home care services.

Public bodies' inspections.

	France ¹	Belgium ²	Spain ³	Italy ⁴	Total
Number of facilities concerned	217	95	66	17	395
Number of inspections	100	360	137	25	622
Quality and care	13	84	46	13	156
Human resources and competition	65	5	53	5	128
Food hygiene	22	271	38	7	338

Public bodies' inspections and external assessments.

Besides internal audits, Colisée's facilities are also subject to public bodies' inspections, mostly on an unannounced basis. In 2024, 622 inspections were carried out at 395 facilities (see table).

France's top health authority, the Haute Autorité de la Santé, appoints independent third parties, known as "accredited bodies", to assess the quality of social and medico-social facilities and services (ESSMS in France). These assessments are used to gather the views of people receiving care and their representatives, to examine staff practices, and to check the organizational structures put in place under the governance framework with regard to best practices. All Colisée facilities in France must undergo these assessments.

Independent certifications.

The facilities of the Spanish and Italian subsidiaries are ISO 9001 certified. This standard sets down the principles of quality management, which include a strong client focus, leadership motivation and commitment, a process-driven approach and continuous improvement.

The facilities of the Spanish subsidiaries have also been awarded Healthia Care certification, which is the leading certification created exclusively for the elderly residence sector with the goal of promoting healthy food, as well as certification from No Sujetes de Dignitas Vitae, a non-profit that develops global solutions for the socio-health sector aimed at promoting well-being.

Colisée is fully committed to providing high-quality services that meet the needs of every resident, which is why we are very attentive to feedback. Our complaints handling system also helps us to identify areas for improvement (see page 89).

Colisée's ecosystem.

Downstream stakeholders.

By fostering a person-centered approach, creating living spaces and services that promote well-being and wellness generally, help to preserve independence and contribute broadly to senior care, Colisée delivers an inspiring response to the complex challenge of ageing.

¹ In France, these inspections are carried out in nursing homes but the Directorate General for Competition Policy, Consumer Affairs and Fraud Control (DGCCRF) also inspects other types of facility (service flats and clinics).
² In Belgium, these inspections are carried out in nursing homes and service flats.
³ In Spain, these inspections are carried out in nursing homes and clinics.
⁴ In Italy, these inspections are carried out in nursing homes.
Data at 31 December 2024

ESG criteria applied when selecting suppliers and partners.

Colisée's purchases have an impact, particularly on our carbon footprint. During the supplier selection process, buyers incorporate sustainability and quality elements. Suppliers must also sign the Responsible Purchasing Charter for suppliers and partners.

In August 2024, ESG criteria were introduced to tender calls by the subsidiaries' procurement teams and the Impact and ESG team. These criteria are now making up 20% of the overall score.

Each subsidiary can supplement the criteria as need be to reflect its own specific requirements.

Supplier inspections.

In Belgium, Armonea conducts inspections at its main food supplier to ensure that agreed measures are being implemented effectively and to identify avenues for improvement to minimize impact.

Relations with suppliers.

As part of its procurement policy, Colisée undertakes to make its entire sphere of influence responsible, by involving its subsidiaries and partners.

By mapping its purchasing risks, the company also identifies ESG issues linked to products and services purchased through its supply chains. Each purchase category is analyzed through the prism of ISO 26 000 components, including respect for human rights, the environment and fair practices.

Upstream stakeholders.

Main suppliers.

Colisée's upstream value chain features suppliers and sub-contractors from a wide range of sectors, including energy, utilities and equipment, pharmaceutical products and medical procedures, medical devices, food and beverages, linen and workwear, cleaning, water, miscellaneous supplies and furniture, transport, waste management, IT maintenance and services, plus other services and outsourcing.

Purchasing that respects human rights.

Colisée ensures strict compliance with human rights and freedom of association in its procurement policy via the Responsible Purchasing Charter for suppliers. Among other things, the charter states that: *"the business partner undertakes not to use forced or compulsory labor under any circumstances as defined in ILO Fundamental Conventions 29 and 105. The business partner must comply with the United Nations Universal Declaration of Human Rights. It undertakes not to employ persons under the minimum working age as defined in ILO Fundamental Conventions 138 and 182, and to combat illegal work. The business partner is also committed to the strictest respect for freedom of association as defined in ILO Fundamental Conventions 87 and 98. It will also ensure that its own partners, suppliers and subcontractors comply with the same obligations."*

Colisée's Charter of Ethics (code of conduct) also requires all employees to commit to "suspending or breaking off our business relations with a partner that does not meet the obligations of the Responsible Purchasing Charter".

Suppliers and Partners Charter.

Colisée's responsible purchasing approach is based on the principles of the company's due diligence plan.

These apply to the supply chain and are integrated in the Responsible Purchasing Charter for suppliers and partners (available on the company's website). The commitments made by suppliers cover their own value chain and must be deployed at their partners and sub-contractors.

The Responsible Purchasing Charter for suppliers was updated in July 2024. It introduces stricter requirements for data protection to be in compliance with Europe's general data protection regulation (GDPR). A detailed new charter on data protection was also created.



Due diligence.

Colisée performs its due diligence process via its third-party assessment procedure, which also forms part of the anti-corruption mechanism required under the Sapin II Act. This procedure is used to identify the "ethical" risks of a company connected with its management, ownership structure, media and legal history, suspected conflicts of interest or corruption. More generally, the criteria defined in this procedure are used to identify risks linked to fundamental freedoms, human rights and the environment.

The assessment stages are as follows:

- The third party is identified by the department responsible for assessment.
- The department gathers information about the third party.
- Information is obtained from the third party, including a signed questionnaire, supporting documents and a signed copy of our Responsible Purchasing Charter.

¹ Estimate based on full year 2024.

- The third party is assessed at multiple levels (up to three). Questions are asked to assess various social, environmental and ethical criteria. The Compliance Officer in the affected department shall be responsible for continuing the assessment if the initial screening is inconclusive and doubts remain. If the Compliance department subsequently expresses reservations, the CEO shall have the final say.

Each third party is reassessed if a significant change takes place, or once three years have elapsed since the last assessment.



Business conduct metrics.

Business conduct.

Percentage of at-risk functions covered by a training program	83%
Convictions for breaches of anti-corruption and anti-bribery laws	0
Amount of fines for breaches of anti-corruption and anti-bribery laws	0€
Financial political contributions	0
In-kind political contributions	0
Number of legal proceedings currently outstanding for late payment	0

Data at 31 December 2024.
All Colisée's European subsidiaries, nursing homes and service flats only for France.

Environment.



Climate: challenges, mitigation and adaptation.

(ESRS-EI)

Impacts, risks and opportunities (IRO).



Challenges for Colisée.

- Make facilities resilient to the consequences of climate change (especially heatwaves and floods)
- Reduce the carbon footprint of buildings and their uses
- Colisée's dependence on landlords with respect to carrying out structural works and building adaptations



Opportunities for Colisée.

- Share good practices in the sector for improved impact
- Team up with peers to have a bigger influence on climate transition issues
- Adapt our business model to make it more resilient to climate change



Risks for Colisée.

- Failure to adapt to the consequences of climate change
- Environmental damage



Colisée's positive impacts.

- Share and optimize resources within facilities
- Raise awareness among stakeholders, including the landlords of buildings in which Colisée operates

One of Colisée's strategic objectives is to operate within a sustainable, environmentally friendly model. Fighting climate change is a key component of this commitment and is written into the third statutory objective of Colisée's mission: "Reduce the impact of our activities, protect our quality of life on the planet".

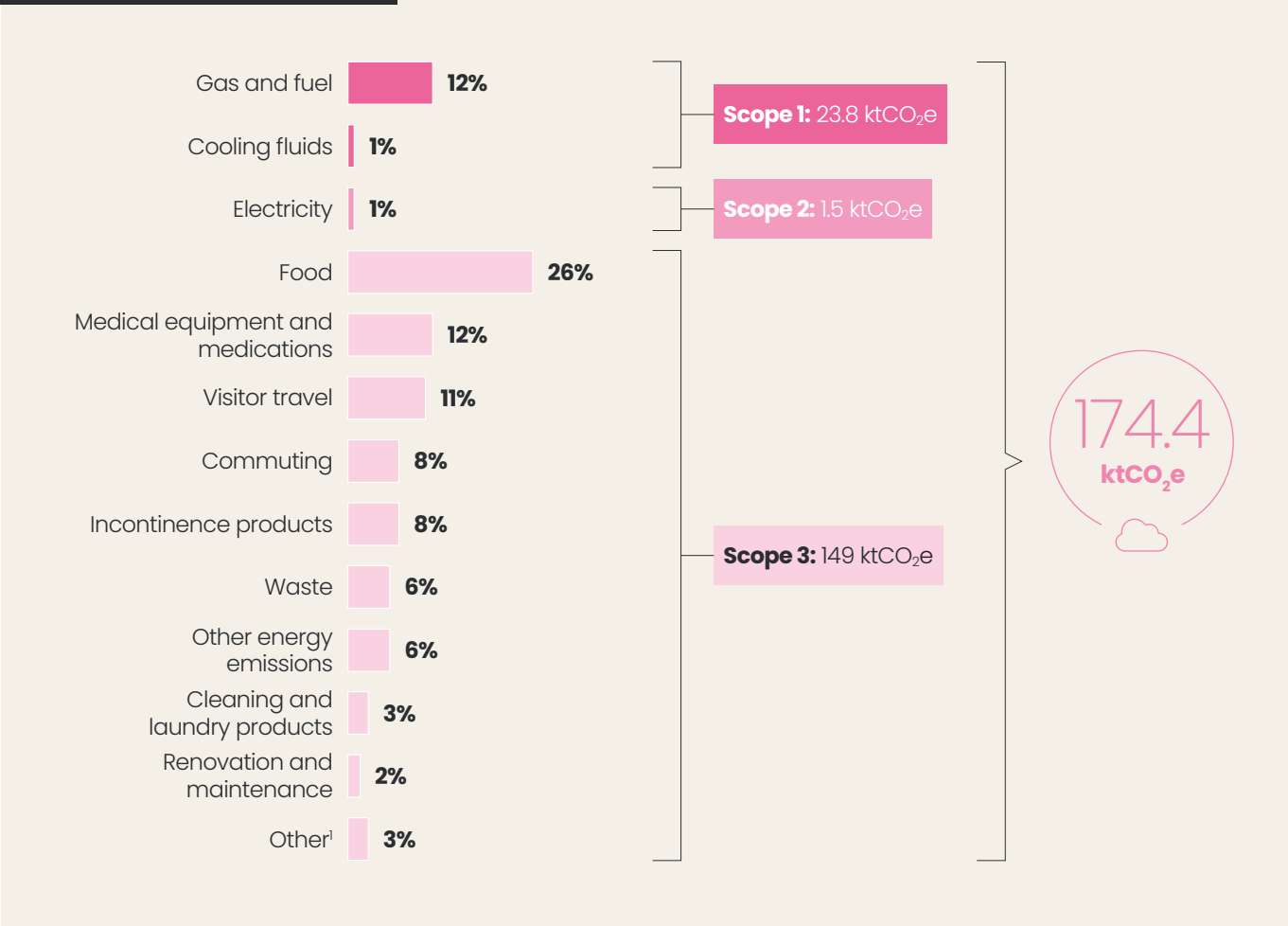
Colisée's carbon footprint.

Because the elderly care sector is particularly affected by the consequences of climate change, the company provides support for vulnerable populations affected by these changes and pays especially close attention to heatwaves, whose duration and intensity are on the rise.

Since 2020, Colisée has performed a company-wide carbon assessment covering Scope 1, 2, and 3 emissions. Every year, as part of a process of continuous improvement, Colisée reviews and refines the methodology used to carry out its carbon assessment.

Colisée's carbon footprint is calculated using Ademe's Carbon Assessment® methodology. Scope 1 and 2 emissions are measured based on actual energy consumption. Scope 3 emissions are assessed wherever possible using actual activity data, or estimations where unavailable.

Colisée's carbon footprint in 2024.



¹ Equipment, IT, investments and business travel.
Data at 31 December 2024.
All European subsidiaries and activities, except home care services.

Carbon footprint by subsidiary.

	France	Belgium	Spain	Italy
Gas and fuel	3%	23%	16%	14%
Cooling fluids	2%	0%	1%	2%
Electricity	0%	0%	0%	11%
Food	34%	18%	26%	17%
Medical equipment and medications	13%	13%	8%	7%
Visitor travel	9%	18%	8%	8%
Commuting	9%	6%	10%	5%
Incontinence products	6%	4%	14%	17%
Waste	6%	4%	7%	3%
Other energy emissions	7%	5%	4%	10%
Cleaning and laundry products	4%	2%	0%	1%
Renovation and maintenance	0%	5%	3%	5%
Other ¹	6%	1%	2%	0%
Total	71.8 ktCO ₂ eq	46.6 ktCO ₂ eq	44.0 ktCO ₂ eq	12.0 ktCO ₂ eq

¹ Equipment, IT, investments and business travel. Data at 31 December 2024. All European subsidiaries and activities, except home care services.

Methodology.

In 2024, Colisée implemented a number of changes and improvements to make its carbon assessment more robust:

- As in 2022, to measure Scope 3 emissions, purchases were assessed largely based on physical rather than financial data. The carbon footprint was calculated using the volumes of different purchase categories (food, medical devices, cleaning products and so on), covering 96% of emissions (with the remaining 4% assessed based on purchase values).
- A mobility survey was conducted to assess the footprint attributable to employee commuting in Spain and Italy.
- The impact of medications administered in the facilities was considered.

Colisée provided input to a report published in 2024 by The Shift Project, an NGO, on decarbonizing the care sector. Colisée’s carbon assessment data and methodology were used to draw up assumptions and methods to estimate the care sector’s carbon footprint. The study’s findings were used to refine some of the assumptions used in Colisée’s own carbon assessment.

Learn more at theshiftproject.org

The Science Based Targets initiative (SBTi), a worldwide reference.

In 2015, several institutions teamed up to launch the Science Based Targets initiative (SBTi), which seeks to help companies to set CO₂e emissions reduction targets in line with the objectives decided by the COP21. By committing to abide by these targets, organizations contribute to the world’s efforts to keep global warming to 1.5°C relative to preindustrial levels. At 31 December 2024, SBTi had validated the emissions reduction targets of more than 7,000 companies worldwide.

Emissions reduction targets.

Objectives validated by SBTi.

Colisée has set goals for reducing emissions by 2030 that are aligned with the Paris Agreement and a warming trajectory of no more than 1.5°C.

The Science Based Targets initiative (SBTi) validated these objectives in 2022. This voluntary but binding approach is intended to establish a science-based standard that can act as a framework for reduction targets.

Colisée has therefore pledged:

- 1) to reduce its Scope 1 and 2 emissions in absolute terms, despite increasing its place capacity of more than 30% between 2020 and 2024.
- 2) to lower its Scope 3 emissions by reducing emissions intensity (tons of CO₂e per million euros of revenue).

Scope 1 and 2

Reduce emissions by 42% in absolute terms by 2030 relative to 2020.

- 23%

Reduction between 2020 and 2024

Scope 3

Reduce emissions by 52% per million euros of revenue relative to 2020.

- 26%

Reduction between 2020 and 2024

Data at 31 December 2024. All European subsidiaries and activities, except home care services.



Mitigate and adapt to climate change.

Governance.

As a mission-led company and a major player in the elderly care sector, Colisée has a responsibility to actively reduce its climate impact while considering its business resilience to climate risks.

Climate-related policies and decisions are determined collaboratively. Working groups were launched in each subsidiary, involving the teams that play a key role in implementing climate change mitigation measures at Colisée, including procurement, technical and maintenance, operations, food and human resources. These working groups collaborated with Colisée’s Impact and ESG division to identify decarbonization drivers and action plans and to set an annual CO₂e reduction target for each subsidiary.

The findings of the annual carbon assessment and the resulting climate strategy are among the topics approved by the Executive Committee and by the ESG Committee, which is made up of members of the Supervisory Board.

In addition to the work done by these bodies, Colisée’s Mission Committee (see p.28) monitors proper execution of statutory objective no. 3: “Reduce the impact of our activities, protect our quality of life on the planet”. The independent third-party organization (ITPO) appointed within the framework of Colisée’s status as a mission-led company conducts assessments and measures progress in this regard. The ITPO issues an opinion accrediting the validity of the mission and its indicators, including climate-related metrics (p.30).

All of our stakeholders are made aware of the importance of reducing our environmental impacts and the measures that need to be implemented, including our suppliers, employees, seniors and their relatives.

Climate action plans implemented.

To meet the objectives that it has set itself in the fight against climate change, Colisée has implemented action plans that focus on several areas.

Reduce energy-related CO₂e emissions.

Monthly energy use is closely monitored at each facility, making it possible to implement measures based on developments. Work is being done on both the quality and quantity of energy used. Renewable energy now accounts for 59% of Colisée’s energy consumption.

“Energy Warriors” get teams involved in reducing energy consumption.

To curb energy consumption at the 20 facilities that are the heaviest consumers, Armonea (Colisée’s subsidiary in Belgium) has appointed “Energy Warriors”, employees whose role is to raise awareness among their colleagues. They are tasked with guiding the people at their facility to reduce consumption, notably through small-scale measures such as switching off lights or adjusting kitchen practices. The scheme is going to be expanded to include all the residences in Belgium in 2025, and a study is currently underway on adapting it for France.

A new training course on saving water and energy.

A dedicated training module has been created for all of Colisée’s facilities in France to enable employees to:

- Identify the main sources of energy and their business and environmental impacts, in France and within Colisée.
- Understand the issues connected with the energy transition.
- Adopt the right habits to reduce the environmental footprint of Colisée’s facilities.

Reduce food-related CO₂e emissions.

Food is a major focus of action for Colisée. In every country, in addition to adjustments to menus, solutions are being implemented to curb energy consumption in kitchens, maintain kitchen equipment and raise awareness within catering teams about waste sorting.

Delicious and sustainable new vegetarian menus.

A pilot program has been rolled out at all of Colisée’s facilities in France.

The goal is to offer residents a weekly vegetarian menu and dishes featuring more legumes and less animal protein, in order to reduce our food-related carbon footprint while providing adequate nutritional intake.

Through close collaboration with suppliers and dieticians, Colisée has developed a collection of delicious modified recipes that promote well-being. We are keenly aware of food’s essential importance, and the topic is regularly discussed with families and their representatives.

Reduce mobility-related CO₂e emissions.

Mobility plans have been introduced in each of Colisée’s subsidiaries to encourage low-carbon methods of transport, such as public transit, biking and carpooling. Employees are also encouraged to limit and rationalize their business-related travel.

Tools for more efficient travel.

Organized around five key areas (travel management, organizational flexibility, fleet upgrade, sustainable mobility training and close monitoring via key metrics), the 2025 mobility plan is rolling out an ambitious and structured approach to promote more sustainable and efficient travel.

The mobility plan for Spain relies on several tools that enable employees to manage their travel more effectively:

- A carpooling coordination tool that centralizes various information, including times and locations. Head office staff have access to a similar tool to help them rationalize their business travel.
- Digital information on public transit.
- Videoconferencing to reduce in-person when relevant and possible.

Reduce value chain-related CO₂e emissions.

Colisée wants to prioritize the purchase of eco-designed products and services. The company also wants suppliers to make every effort to eliminate or reduce the sources of pollution generated by their activities, to preserve the ecosystem and natural resources, to reduce their energy consumption, to avoid or minimize the use of hazardous substances and to limit the use of raw materials (by prioritizing reuse and eco-design, recycling, and appropriate processing of waste). The Responsible Purchasing Charter formally sets down these environmental requirements, is appended to all tender calls and annexed to master agreements in all subsidiaries.

Climate considerations taken into account in tender calls and selection of primary suppliers.

Supplier engagement is critical to reducing Colisée's environmental footprint. When selecting new suppliers, 20% of the score assigned is based on the following criteria:

- Carbon assessment performed
- Sustainability Report or equivalent provided
- Certifications and labels (e.g. the ISO 14001 norm)
- Location of production (preference given to local, then national, then European)
- Practices put in place by the supplier to reduce its environmental impact

Adapting to climate risk.

Colisée is aware that its activities are exposed to the physical risks posed by climate change, with potential consequences for residents, employees, facilities, and the surrounding ecosystem.

Climate-related risks, such as extreme heat, flooding, storms and elevated sea levels, vary according to where facilities are located. Colisée is highly dependent on its landlords, at a time when there is insufficient awareness and recognition of climate risk in the world in general and in the elderly care ecosystem in particular. Colisée strives to dialogue with its landlords to make them more

cognizant of climate-related physical risks, but also to deploy the measures needed to make residences resilient.

Emergency protocols in place include:

- In facilities, install generators and dedicated lines to supply power for backup equipment and basic necessities.
- An emergency and evacuation plan and conduct annual drills in each.
- Cooling systems in facilities and shaded outdoor spaces to prevent heat exposure.
- Heatwave management procedure designed to protect residents.
- Employee training in disaster readiness and evacuation procedures.

Emergency and Climate Risk Committee in Spain.

In response to the massive flooding caused by the isolated depression at high levels weather event (DANA), Colisée Spain took steps to ensure the resilience of its facilities and keep residents and employees safe.

A new Emergency and Risk Committee was set up and given several tasks:

- Identify residences and areas exposed to flooding risk.
- Estimate costs and additional insurance coverage.
- Train employees in disaster readiness.
- Install or upgrade generators to ensure adequate power supply in the event of extreme weather events.

The Colisée Spain Foundation conducted a fundraising campaign to help people affected by DANA, many of whom were elderly residents. The €210,000 raised will provide essential supplies and psychological support to seniors affected by the flooding.

Climate Metrics.

Energy

Total energy consumption from fossil sources (GWH)	100.8
Share of fossil sources in total energy consumption (%)	40
Energy consumption from nuclear sources (GWH)	0
Share of energy from nuclear sources in total energy consumption (%)	0
Consumption of fuels from renewable sources including biomass (also comprising industrial and municipal waste of biologic origin, biogas, hydrogen from renewable sources, etc.) (GWH)	52.0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (GWH)	96.9
Consumption of self-generated non-fuel renewable energy (GWH)	4.4
Total energy consumption from renewable sources (GWH)	153.3
Share of renewable sources in total energy consumption (%)	60
Total energy consumption (GWH)	254.1

Reduction targets

Baseline value – Scope 1 and 2 (2020)	33 ktCO ₂ e
Baseline value – Scope 3 (2020)	120 tCO ₂ e/€m
Emission reduction targets in ktCO ₂ eq – Scope 1 and 2	–42%
Emission reduction targets in tCO ₂ eq – Scope 3	–52% per million euros of revenue

Emission reduction targets in CO₂eq are based on scientific data and are compatible with keeping global warming to 1.5°C (validated by SBTi).

Data at 31 December 2024.
All European subsidiaries and activities, except home care services.
Consumption of energy from renewable energy sources takes into account the share of renewable energy in the national energy mix.

2024 greenhouse gas (GHG) emissions

Scope 1 GHG emissions	
Gross Scope 1 GHG emissions (tCO ₂ e)	23,843
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0%
Scope 2 GHG emissions	
Gross Scope 2 GHG emissions measured using the location-based method (tCO ₂ e)	9,365
Gross Scope 2 GHG emissions measured using the market-based method (tCO ₂ e)	1,535
Significant Scope 3 GHG emissions	
Total gross indirect GHG emissions measured using the location-based method (Scope 3) (tCO ₂ e)	149,892
Total gross indirect GHG emissions measured using the market-based method (Scope 3) (tCO ₂ e)	149,030
1 Purchased goods and services	92,266
2 Capital goods	1,480
3 Fuel -and energy- related activities not included in Scope 1 and 2, measured using the location-based method	11,563
3 Fuel -and energy- related activities not included in Scope 1 and 2, measured using the market-based method	10,701
4 Upstream transport and distribution	-
5 Waste generated in operations	10,060
6 Business travel	715
7 Employee commuting	14,224
8 Upstream leased assets	-
9 Downstream transportation	19,585
10 Processing of products sold	-
11 Use of sold products	-
12 End-of-life treatment of products sold	-
13 Downstream leased assets	-
14 Franchises	-
15 Investments	-
Total GHG emissions	
Total GHG emissions (location-based method) (tCO ₂ e)	183,100
Total GHG emissions (market-based method) (tCO ₂ e)	174,408

GHG intensity per net revenue

Total GHG emissions (location-based method) per net revenue (tCO ₂ e/€ million)	109
Total GHG emissions (market method) per net revenue (tCO ₂ e/€ million)	104
Net revenue used to calculate GHG intensity (€ million)	1,678
Other net revenue (€ million)	0
Total net revenue (€ million)	1,678

Primary data

GHG emissions calculated from primary data obtained from suppliers	0.31%
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Data at 31 December 2024.
All European subsidiaries and activities, except home care services.

Resource management and circular economy.

(ESRS-E5)

Impacts, risks and opportunities (IRO).



Challenges for Colisée.

- Preserve natural resources
- Change practices to limit single use
- Improve circularity and waste reduction in the health sector



Opportunities for Colisée.

- Share good practices in the sector for improved impact
- Team up with peers to have a bigger influence on climate transition issues



Risks for Colisée.

- Environmental damage
- Rapid changes to waste management regulations requiring difficult-to-anticipate adjustments



Colisée’s positive impacts.

- Share and optimize resources through residences, which are multi-person living spaces
- Raise awareness among stakeholders, including suppliers

Governance.

In accordance with statutory objective no.3, “Reduce the impact of our activities, protect our quality of life on the planet”, Colisée undertakes to act responsibly in terms of using resources and reducing its environmental footprint.

Governance of circular economy practices is based on a decentralized and collaborative structure that shares good practices between Colisée facilities and entities while recognizing specific local aspects, regulations and partnerships.

Since “waste” is one of the emission items listed in the carbon assessment (see p.66), monitoring of circular economy measures is integrated in decarbonization action plans.

Circular economy working groups have been set up in each Colisée subsidiary.

Made up of the teams in charge of purchasing, real estate and operations, the working groups collaborate with Colisée’s Impact and ESG team, whose role is to share good practices and develop action plans. These exchanges enable drivers to be identified that will integrate circularity in procurement, operations and waste processing.

Progress is monitored several times a year to make sure that action plans are being effectively implemented.

Policies and actions.

By applying circular economy principles, we aim to:

- Reduce our reliance on non-renewable materials through procurement that promotes sustainable, recycled and renewable materials.
- Minimize waste generation.

Guiding principles.

— Evaluate partners and suppliers based on environmental and circular economy criteria.

Within the framework of its purchases, Colisée requires its partners to provide information about their products and services, with details on circularity, end-of-life management and assessments of their impacts over their entire life cycle. When selecting partners, Colisée considers the following criteria:

- Production location.
- Recycled or renewable materials.
- Sustainability and reparability.
- Raw materials used.
- Waste management practices.
- Certifications.
- Traceability.

— Apply a waste management policy at Colisée facilities to encourage reuse, recycling and recovery of materials.

Colisée builds partnerships with its suppliers and waste management companies to encourage waste to be dealt with responsibly and recovered wherever possible.

— Raise awareness among all stakeholders (suppliers, employees, residents and family members) about waste reduction and wise use of resources.

— Monitor and check the effectiveness of waste reduction initiatives as part of a process of continuous improvement.

Actions to promote a circular economy.

Over recent years, Colisée has set up initiatives in each subsidiary.

— The aim is to reduce waste overall, with specific internal targets for each country. Waste categories are as follows:

- Paper and cardboard
- Plastic and metal
- Organic waste
- Medical waste from sources like care activities, with risk of infections
- Medical waste (specific, non-risk of infection)
- Residual waste

- **Reduce use of single-use plastics**, particularly linked to food (e.g. replace plastic cups with glass or metal alternatives).
- **Manage medical and paramedical products more effectively** (bedsheets, drips, etc.) by prioritizing lower-impact, recyclable and, where possible, reusable products. Strict health and hygiene safety standards limit the scope for action when it comes to medical products. Nevertheless, several Colisée subsidiaries are looking into initiatives.
- **Policies to limit food waste:** all residences are committed to managing food waste. Menus are carefully studied to limit waste. Waste is regularly measured in the kitchen and after meals and appropriate corrective measures are taken. Some facilities have introduced initiatives such as composters to help reduce food waste. In France, at end-2024, food waste was recovered in virtually all facilities.

Focus on several local initiatives.



Spain

Reducing and optimizing consumption of products and water.

Colisée Spain has set up a partnership with Sanikey, a cleaning products specialist, to reduce the consumption of laundry, hygiene and cleaning products.

A water conservation program has been deployed in the facilities. It includes the use of more efficient dishwashers that reuse excess heat and steam in the following cycles.



France

A partnership to optimize waste management.

In France, Colisée has set up a partnership with Take a Waste, a start-up that advises and helps businesses to assess their waste generation and reduce waste.

This partnership supports compliance with France's Agec Act on sorting and organic waste treatment, and the EGAlim Act on plastic reduction and food waste prevention. In 2024, virtually all residences were audited and measures are being phased in to achieve Colisée's goals.



Italy

Cellphone collection program.

In Italy, Colisée is working with the Jane Goodall Institute, an NGO. Colisée's employees can donate cellphones at various collection points managed by the institute. The donated phones are processed by a partner recycling firm, which provides financial support to the Jane Goodall Institute's Sanganigwa orphanage in Tanzania.



Belgium

Reducing water consumption.

Flow restrictors and aerators have been installed on faucets at all the Belgian facilities. Between 2023 and 2024, these measures reduced water consumption per bed by 3%.

Circular economy metrics.

Waste

Non-hazardous waste (tons)	13,865
Hazardous waste ¹ (tons)	115

Waste processing and recovery methods

Total quantity of recycled waste (tons)	1,842
Share of recycled waste	13%
Other recovery (tons)	3,631
Incineration (tons)	5,240
Landfill (tons)	3,013
Other disposal methods (tons)	255
Total quantity of non-recycled waste (tonnes)	12,138
Share of non-recycled waste	87%

Types of waste

Residual waste (tons)	10,788
Paper and cardboard (tons)	1,321
Glass (tons)	190
Plastic and metal (tons)	422
Medical waste ² (tons)	114
Organic waste (tons)	602
Other waste (tons)	542
Total waste (tons)	13,980

¹ Hazardous waste defined by Annex III of the European Union Waste Framework Directive 2008/98/EC. At Colisée, this essentially consists of infectious waste.

² Examples of medical waste: needles, syringes, materials contaminated with bodily fluids..

Data at 31 of December 2024, for all activities of the French subsidiary, excluding home care services, and for all activities of the Belgian subsidiary.

Workforce and society.



Colisée’s workforce.

(ESRS-S1)

Impacts, risks and opportunities (IRO).



Challenges for Colisée.

- Initiatives to attract people and interest them in working in the sector
- Response to the demographic transition
- Health and safety, development, training, dialogue with employees



Opportunities for Colisée.

- Initiatives to make jobs in the elderly care sector more attractive
- Use of digital solutions including AI to help or support personnel



Risks for Colisée.

- Personnel shortage
- Risks linked to appeal, recruitment, retention and safety of employees
- Failure to maintain workforce dialogue
- Epidemic and pandemic
- Risks linked to cybersecurity and general data protection regulation (GDPR)



Colisée’s positive impacts.

- Professional opportunities, skills development, career development pathway
- Support for teams to tackle job-related challenges
- Active efforts to promote gender equality in the workplace
- Employee pride and contribution to society

Governance & organization.

Human Resources division:

The company’s Human Resources Department steers several key areas, including workforce affairs, human resources development and employer branding payroll management, employee professionalization, training, quality of life and working conditions, health and safety at work, and recruitment. (see “Governance – ESRS2”, p.44).

A specific governance structure and organization are in place for human resources in the countries where Colisée operates.

Each division is tasked with:

- Contributing to the success of Colisée’s strategy.
- Informing and applying Colisée’s commitments.
- Acting in a manner that upholds the shared and unique culture and values of the facilities.

Quality and sustainability approach.

As an employer, Colisée is committed to abiding by the requirements set down by the legislation in force and applicable to its sector of activity. To ensure that Colisée provides an ethical, sustainable and high-quality range of services that are respectful not only of the environment but also of the health and safety of employees and residents, the subsidiaries have formalized these requirements and made them applicable to personnel at their facilities through quality and sustainability policies.

All stakeholders undertake to abide by these policies to ensure the well-being of individuals and to act in accordance with the codes of business ethics applicable to the professions involved.

These policies are based on a set of shared overarching principles:

- Respect human dignity.
- Protect vulnerable people.
- Uphold inclusion and equity.
- Engage personnel by encouraging them to be involved in their facilities.
- Show honesty, transparency and trust, especially in situations of weakness and vulnerability.
- Display professionalism, competence and responsibility.

The employees who make up its teams are a central concern for Colisée, which strives to create a working environment that promotes respect, ethics, diversity and professional and personal fulfilment. This commitment to employees is formally expressed in Colisée’s second statutory objective – “Improve the quality of life of our teams, raise the perception of elderly care careers” – and is supported in particular by our symmetry of care approach.

Colisée promotes respect for human rights and the principles established by the International Labour Organization (ILO), as well as the workplace safety and well-being of anyone who belongs to the Group.

Colisée has established a Charter of Ethics (code of conduct) that sets down the principles and rules on which the company bases its sustainable performance and builds trusted relations with clients, teams and all stakeholders. The charter applies to all teams.

Find out more on page 81.

To achieve its objectives, Colisée has established a clear three-step roadmap:

- 1. Attract, recruit, integrate
- 2. Develop, retain, engage
- 3. Support transformation

CORE spirit, at the heart of relations between Colisée and its teams.

A driving force in Colisée’s growth, employee engagement is guided by our purpose and underpinned by common values that are shared at every level. This is our Cohesion, Respect and Engagement (CORE) spirit.

Policies related to employees and occupational health and safety.

Colisée is firmly committed to the safety, health and well-being of its teams. This commitment is part of its second statutory objective. A safe and supportive environment is essential to the well-being and fulfilment of employees and residents.

Occupational health and safety.

Colisée’s occupational health and safety policy relies on a proactive and structured approach to enhance risk prevention and improve working conditions and well-being at work. Avoiding workplace accidents and occupational illnesses requires appropriate management that enables measures to be taken to identify, assess and control risks.

Colisée believes that workplace accidents and occupational illnesses can and must be avoided.

Colisée has adopted a number of principles to support continuous improvements in this regard. In particular, it

- Makes sure that teams are appropriately equipped and operate under good working conditions.
- Fosters a culture of preventing and detecting occupational and psychosocial risks.
- Implements a health and safety management system.
- Provides employees with training that is appropriate to their work environment and changes in their profession.

Governance.

Colisée puts in place the resources needed to ensure that any communications about deficiencies and/or suggested improvements are analyzed and applied if possible. Facility Directors and the management team are responsible for accident prevention within the facilities.

Furthermore, in all residences, simple and accessible communications raise awareness about everyday risks and good practices, including proper hygiene and good posture habits, how to avoid workplace accidents due to common risks, and more. Online OHS training is likewise provided.

An example from Colisée France, whose Safety Committee is improving occupational health and safety.



To respond more effectively to workplace accidents and make them less frequent, Colisée France has set up a **Safety Committee that meets twice a year** and comprises the CEO, Operations and HR Directors, and the Head of OHS/Quality of Life and Working Conditions. This national-level committee is paired with a regional-level committee that meets several times a year.

The Regional Committee’s tasks include drawing up and analyzing accident reviews. The Committee may decide on a specially tailored action plan to reduce the risk of accidents and address OHS more generally by tracking initiatives to maintain or improve these areas. The Head of OHS/Quality of Life and Working Conditions takes action at residences where a serious accident has occurred by carrying out an in-depth analysis.

The work done by the Committee is supplemented by regular safety visits by Facility Directors. The entire procedure for analyzing workplace accidents has also been updated and simplified to make it easier to understand and more comprehensive.

Colisée’s Single Occupational Risk Assessment Report (DUERP).

The DUERP is a compulsory regulatory report that is required under France’s Labor Code. It is drawn up with management and the OHS Officer.

The DUERP is a living document and must be updated at least once yearly but may also be amended whenever it seems appropriate to do so to capture a potential occupational risk. All Facility Directors attended a webinar that introduced them to the document, to promote harmonization.

Support schemes for employees.

Efforts are made in all countries to communicate and raise awareness about psychosocial risks, at head office and/or facility level.

In addition, in France and Belgium, employees are given mental health support in partnership with professionals from the sector (PSYFrance or Securex). These online counselling and support services are designed to help employees to manage psychological stress and difficult situations, but also promote mental well-being and personal development. They may include tips about managing budgets or work time and provide help on legal questions in France.

All Facility Directors are trained to spot "weak signals" so that they can prevent potential psychosocial risks. In France, specific support is also in place to assist with certain administrative procedures.

Colisée France enables employees to connect with social workers through a service provided by SocialDirect.



Colisée Spain’s 2023– 2025 Health Promotion Plan.

Colisée has strengthened policies aimed at improving well-being through the adoption of the 2023– 2025 Health Promotion Plan, which is a key action area. The plan’s priorities include:

- Posture habits.
- A program to promote active living.
- A healthy food program.
- An emotional well-being program.
- An addictions prevention program.

Spanish homes ISO 45001 certified

Health and safety management at Colisée’s Spanish facilities meets the criteria of ISO 45001. This standard sets out the requirements for introducing occupational health and safety management systems and provides guidelines on using them.

It enables organizations to offer safe workplaces, prevent occupational injuries and damage to health, while actively improving performances on occupational health and safety topics.



Armonea, Colisée Belgium: preventive action to combat psychosocial risks.

Armonea has put up posters "Here to listen" that provide employees with information about contact persons and counselors who are on hand to help those experiencing difficulties or stress at work. The Belgian teams are currently working on a brochure to raise awareness of and prevent psychosocial risks. The document can be used to recognize risks and identify symptoms, and explains what to do to report at-risk behavior or situations.



Absenteeism and return to work.

Absenteeism is a major issue in the medico-social sector. In compliance with national laws, a return to work following a protracted absence is managed and supported under obligations that Colisée abides by strictly.

In general, these regulations require compulsory medical appointments following absences of several weeks due to illness or accident.

HR divisions have put in place specific mechanisms, including helplines, for long-term absences as well as dedicated communication kits to set up return-to-work appointments for people on long-term leave, manage different types of absence and limit their impact on teams. In France, we also suggest organizing interviews to help employees who have been away ease back into work.

Recruitment.

Colisée applies hiring principles based on equity, diversity and non-discrimination. This overarching ambition is organized around our CORE values and symmetry of care approach. It also underpinned the 2024 deployment of the Colisean Project, whose baseline is “Be fully Yourself”.

Strengthening our employer brand.

The recruitment process is an opportunity to present our values and our commitments as a mission-led company that provides services for dependent and potentially vulnerable people.

Our objective is to attract top talent and support their growth within the company.

To do this, it is critical to:

- Develop a comprehensive framework and standardize selection and recruitment procedures in all Colisée facilities to ensure that hires are aligned with our values.
- Ensure accessibility for spontaneous applications via the company’s websites and post offers on different national online employment platforms.
- Collaborate with external academic organizations and non-profits, particularly with a view to integrating people from diverse backgrounds to promote equal opportunities and fair treatment in terms of access to employment.
- Present applicants with an attractive and comprehensive offer, and take care to offer a satisfactory recruitment experience.
- Help young people to get their first job by engaging in partnerships, especially with training agencies.
- Ensure full compliance with applicable laws at every stage of the recruitment process.
- Recognize and reward current employees.

Offering fair pay.

Remuneration principles at Colisée are determined based on the position held. Each position has its assigned remuneration, according to the scope of work. The company’s management has sole responsibility for changing remuneration and approving modifications. Colisée strives to offer fair pay and to work towards gender equality in pay and benefits.

Committed to promoting the attractiveness and recognition of careers in the health sector.

In France, remuneration at Colisée is aligned with the classification and pay system set down in the sector’s collective bargaining agreement. Strict application of the framework makes it possible to harmonize and clarify the classification and pay of employees in healthcare, to increase the minimum wage floors under the agreement and to make the sector more attractive.

Besides abiding by the collective agreement, Colisée applies the in-force agreements that it has negotiated with unions.

Committed to decent wages.

Colisée strictly applies the provisions of the collective agreement in each country where it operates regarding decent or adequate wages.

In France, Colisée organized national compulsory wage negotiations in 2023 and 2024, which led to agreements that were signed by all unions and that went beyond the terms of the collective agreement to boost Colisée’s appeal and maintain employees’ purchasing power. In 2023, base wages were increased for care personnel, while training programs were stepped up to promote skill building.

In 2024, Colisée concentrated on maintaining purchasing power. The company introduced across-the-board wage increases for facility employees (except Management Committee members), with a focus on the lowest earners.

Individual increases were also granted to Management Committee members and head office employees based on objective performance, potential and engagement criteria.

Training, skills development and occupational mobility.

Colisée is committed to the professional development of personnel, consistent with its goal of attracting promoting and retaining the best employees. This commitment falls under the second statutory objective of Colisée, which aims to improve the quality of life of employees and raise the perception of elderly care careers.

At a broad level, Colisée offers several main types of training:

- Ongoing and compulsory training for all employees to ensure that they can perform their duties as effectively as possible, as part of a process of continuous improvement.
- Qualifying training for positions held, e.g. via official recognition of experience, called VAE (Validation of Acquired Experience) in France.
- Career development-related training.

The training opportunities on offer are intended to strengthen employees’ professional skills and improve motivation and engagement. Promoting development through inhouse training has several goals:

1. Individual development.

Encourage everyone to participate and be engaged in individual skill-building by taking full advantage of the training opportunities on offer, whether in-person or online.

Training not only enables people to acquire new skills, it also supports the development of versatile employees who can take on diverse functions and adapt more easily. Training opens up new directions, promotion possibilities and other opportunities within an organization.

2. Sustainability and continuous improvement.

Training contributes to an organization’s performance and continuous improvement, both in operational management and in processes linked to the quality of services, all with the goal of improving the satisfaction of clients, relatives, and employees themselves.

3. Promote the company’s values and communicate about its strategy.

Training modules and plans must be adapted to the needs of different occupational categories but should also promote a management and organizational culture that is grounded in Colisée’s CORE values and mission.

4. Engage with stakeholders.

Promote cooperative relationships with local education and business communities by making resources available, building knowledge and strengthening collaboration agreements.

Annual performance review.

All head office employees as well as members of the management committees in facilities take part in an annual performance review that is monitored by the human resources teams. The review is intended to:

- Assess the person’s skill level.
- Identify the extent to which the previous year’s goals were met and set objectives for the current year.
- Talk about the employee’s career plan (goals for development, mobility, training and more).

Following the review, the Human Resources division and the manager work together to analyze and identify the training needed to support each employee’s development.



Professional development.

All Colisée subsidiaries are committed to:

- Recognizing the work of their teams
- Supporting training and professional development
- Providing the resources to promote a better work/life balance

The gender equality index was first introduced in France by the 2018 Act on the Freedom to Choose One's Future Career and is calculated using a 100-point scale. It comprises four indicators:

- the gender pay gap
- the difference in individual pay increases
- the number of female employees receiving a pay increase on their return from maternity leave
- gender representation among the ten highest paid employees.

Colisée has decided to calculate this index outside France as well, in each of the countries where it operates, with an overall target of 92 in 2025. The index was already at 92/100 in 2023 and 94/100 in 2024.

Career development is underpinned by several broad principles:

- Equal opportunities and non-discrimination

Ensuring that men and women get equal opportunities. The entire process must be developed using objective assessment systems based on non-sexist criteria that reward individuals.

- Transparency

Have a procedure that is known to everyone in the organization. Make sure that decisions are taken on the basis of objective criteria defined in the procedure.

- Equity

Make sure that personnel managers facilitate the promotion of their teams to support their professional development, always applying criteria of the utmost rigor and objectivity. Equity means that everyone receives whatever they are entitled to or deserve based on their professional value and potential.

- Recognition

Recognition is one of the most important sources of personal satisfaction and helps people to feel comfortable in their work. A good policy of internal promotion should seek to recognize the performance and engagement of people with potential within the organization.



Colisée France has rolled out several training schemes, which delivered a total of 70,136 training hours¹ in 2024.

The training team developed a digital Learning Box Academy, spurred by a determination to offer employees skill-building resources during their journey with Colisée. The scheme is part of the overall training policy and is designed to be accessible, with over 20 customizable and flexible e-learning modules available on a self-serve basis.

In addition, E-Clore, a digital training course, is being offered to all non-medical hospital personnel. Ensuring high professional standards among these workers, this prequalifying course is a key step towards being trained as an orderly (via individualized support under a program that recognizes work experience). In 2024, more than 339 people were enrolled in the program.

The first cohort from the master's in management of health organizations graduated in 2024. Colisée launched a Level 7 (master's level) qualification in organizational management certified in France's national registry of vocational certifications (RNCP), in partnership with ESAM and IGS Group. The goal is to create a pool of leaders capable of taking on the challenges of the medico-social sector, by supporting teams in a constantly changing environment. The course includes 292 training hours over one year (three days of In-person training per month and 11 hours of coaching). The program trains new Facility Directors in four blocks of skills: Entrepreneurship and Strategy; Leadership & People Management; Innovation and Business; Performance and Sustainable Growth. The first cohort completed its program in December 2024, with all 16 participants successfully graduating.

A second cohort is planned for 2025.

This training is proposed as part of the Colisée Talent Academy, an internal training institution that was set up by Colisée France in 2024 and that has received Qualiopi certification².

¹ Excluding fire safety and electrical accreditations / excluding training organized by the professional training institution.
² Qualiopi certification recognizes the quality of training provided through a National Quality Reference Framework.



Inclusion and diversity: respecting and celebrating differences.

An inclusive and non-discriminatory employer, Colisée is committed to upholding human rights. Acting on this commitment, the company applies the following principles, consistent with its Charter of Ethics (code of conduct):

- develop and maintain an inclusive culture where everyone is aware of their uniqueness and individuality, in accordance with Colisée's CORE values
- respect differences and accept diversity
- combat all forms of discrimination (related to age, gender, disability, family situation, sexual orientation, political or philosophical views, religious beliefs, union involvement, ethnicity, or social, cultural and national origins)

These principles apply upon hiring, as do all Colisée policies relating to training, internal promotion and general working conditions.



Specific officers at different levels of the company also act as valuable points of contact.

In France, the officer in charge of preventing sexual harassment and sexist behavior is the prime contact for all questions relating to this topic within the company. They are responsible for guiding, informing and supporting employees. Officers are appointed at national and regional level.



In Spain, a plan to promote equality.

Colisée Spain is deeply committed to gender equality and has deployed its third Equality Plan, covering the 2022–2026 period. The plan comprises 42 specific measures, divided into ten action areas: access to employment, training, career and remuneration, prevention and support in the face of sexual harassment and gender-based violence, health, safety and working conditions, the right to a personal and family life, and women’s representation in all jobs within the company. Indicators are in place to monitor and track the effectiveness of measures taken and progress towards equality within the company.

Workplace dialogue.

Colisée values workplace dialogue with its teams and stakeholders. All employees are covered by a collective agreement, which is further strengthened by internal bylaws in Belgium, a Social and Economic Committee (SEC) in France, and Monitoring Committees in Spain. It is vital to understand the expectations of these groups, address their concerns and build shared trust.

Bargaining cycles in each country are used to support workplace dialogue within Colisée’s different subsidiaries.

In France, several collective agreements were reached in 2024:

- An agreement recognizing the entity as a business/employment grouping (unité économique et sociale – UES).
- A workplace dialogue agreement, including the establishment of regional SECs and a central SEC that addresses corporate decisions.

This new organization enables employee representation to be harmonized and also provides a way to negotiate agreements that apply to all of Colisée, regardless of scope, making sure that all provisions apply uniformly in each nursing home. Staff elections took place in June 2024.

In Spain, we stepped up workplace dialogue with different professions, with our teams, unions and legal representatives of employees, with a view to promoting transparent bargaining processes.

Thanks to this work, we were able to sign collective agreements and approved the creation of committees to monitor information and actions for employees and their representatives.



Employee complaints and concerns: channels of dialogue.

Employee satisfaction surveys.

Colisée’s determination to ensure symmetry of care is central to its commitments. For this reason, it regularly assesses the well-being of employees and clients. Satisfaction surveys are a way to gather the opinions of residents, relatives and employees, and measure, among other things, the likelihood of recommending Colisée as a place to work.

Over 12,700 opinions gathered in 2024¹.

Employee survey

All employees are surveyed twice a year. Directors fill out a questionnaire with a few additional questions, in view of their role within their facility.

Verification

An external partner checks our processes for gathering and disclosing opinions and ratings, to ensure authenticity.

Analysis and response

Opinions are read with care by Facility Directors or local head office teams, who do their best to address them through tangible actions.

Steering

Subsidiary management teams have access to transcriptions, which they draw on to measure global trends and to keep on improving continuously.

A comprehensive whistleblowing system.

In accordance with the legal framework and its own Charter of Ethics (code of conduct), Colisée has set up a whistleblowing system in each of the countries where it operates. Secure and anonymous for those who wish their names to be withheld, the system is open to everyone, but especially to employees who have witnessed or been the victims of inappropriate behavior that breaches Colisée’s Charter. The system makes it possible to identify potential violations and take steps to control the associated risks.

See page 75.

Data privacy.

In general, Colisée undertakes to ensure the protection, confidentiality and security of its employees’ personal data. These commitments are set down formally in a general data processing policy. The company thus undertakes to respect the privacy of residents and employees, in accordance with the applicable legislation, and especially Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016.

Accordingly:

- Data shall be processed lawfully, fairly and in a transparent manner.
- Processing shall be limited to the purposes for which the data were collected.
- Only the data necessary to achieve the intended aim shall be collected.
- Colisée undertakes to ensure that data are accurate and up to date, and shall endeavor to rectify any inaccurate data promptly.
- Data are retained only for the duration necessary to accomplish the purpose of processing, without prejudice to retention under legal provisions.

¹ Data at 31 December 2024.

Social metrics.

Workforce			
	Men	Women	Total
Total number of employees	15%	85%	23,236
Employees aged under 30			4,372
Employees aged between 30 and 50			11,751
Employees aged over 50			7,113
Number of employees with a permanent contract ¹	15%	85%	16,546
Number of employees with a fixed-term contract ¹	20%	80%	3,059
Turnover rate			21.4%

Collective bargaining agreements		
Share of employees covered by the company’s collective bargaining agreements ¹		100%
Share of employees represented by personnel delegates/elected representatives ¹		98%

Diversity in management functions			
	Men	Women	Total
Number of employees in top management	80%	20%	25
Employees in top management aged under 30			0
Employees in top management aged between 30 and 50			11
Employees in top management aged over 50			14
Total number of Regional Directors	29%	71%	17
Total number of Facility Directors	25%	75%	348

Diversity and inclusion		
Share of employees with disabilities ²		3%

¹ Full-time equivalent.
² Excluding Belgium, full-time equivalent.

Training and Development			
	Men	Women	Total
Total number of training hours delivered			238,042
Average number of training hours per employee			10.8
Share of members in the Management Committee of different subsidiaries who have undergone ethics and anti-corruption training since arriving in the company			82%

Health and Safety		
Share of people covered by the company’s health management system		100%
Frequency rate of work accidents		29
Number of workplace accidents (with at least one day off)		1,082
Number of fatal workplace accidents		0
Severity rate of workplace accidents		0.9
Number of days lost due to a workplace accident		34,463

Remuneration		
Gender equality index		94
Equity ratio ¹		13

Incidents, complaints and severe impacts on human rights		
Number of employee complaints reported through dedicated whistleblowing platforms		15
Total amount of fines for damages resulting from these complaints and/or incidents		0
Number (including zero) of serious human rights-related incidents affecting employees ²		0
Total amount of fines for damages resulting from these complaints and/or incidents		0

¹ Figure calculated on the basis of the subsidiary with the largest wage gap.
² This indicator includes violations of United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises.
Data at 31 December 2024. All European subsidiaries and activities, except home care services.

Acting for elderly people and their relatives.

(ESRS-S4)

Impacts, risks and opportunities (IRO).



Challenges for Colisée.

- Medical and care ethics, health and safety, dialogue with families
- Respond to challenges of regional coverage and care accessibility



Risks for Colisée.

- Epidemics and pandemics
- Risks of failing to respect the rights and dignity of vulnerable individuals
- Risks linked to medical care, quality of care and the safety of patients and residents
- Risks linked to the safety conditions of work premises
- Risks of a breakdown in dialogue with patients, residents and families
- Cybersecurity and GDPR risks



Opportunities for Colisée.

- Changes in the way we look at old age and the end of life
- Use of digital solutions to improve senior well-being and independence



Colisée's positive impacts.

- Positive impacts for residents and patients, including through the person-centered approach, the non-medicated approach, and physical, mental and social well-being
- Positive impacts on family members, including peace of mind, confidence and respite

General policy.

An innovative approach to enhance the quality of life of elderly people.

As a mission-led company, Colisée is committed to improving the quality of life of residents in its facilities. Besides providing care and support, the company cultivates a vision that is based on ensuring that every individual is listened to and shown consideration and respect.

Our holistic but personalized approach is designed to foster the independence and well-being of elderly people. Colisée's policy is founded on a qualitative approach that is tailored to the wishes, feelings and values of each person and co-designed with family members.

With built-in oversight and monitoring tools, this policy is supported by rigorous processes. Strengths are harnessed, but opportunities for improvement are also identified in an effort to ensure resident satisfaction and build balanced relationships throughout the Colisée ecosystem.

Strategy.

Personalized support and compassionate care underpin a strategy that is co-designed with residents and their relatives.

Colisée has taken the decision to implement a person-centered model. Based on participation, empowerment and freedom of choice, this approach strives to promote the well-being of elderly people in all areas of life: health, psychology, relations with family members, everyday and cultural activities and more. Across the entire company, measures have been put in place to turn Colisée's policy into measurable, tangible actions to promote the quality of life of seniors.

Recognizing the diversity of residents.

Colisée implements a diversity policy that seeks to respect the differences and qualities of each individual, without compromising quality of care.

From sexuality to culture and physical ability, diversity is taken into account in every area, from awareness-raising and discrimination management, to personnel attitude, training and the values instilled in teams. The company takes care to offer activities that are open, inclusive and always centered on respect for individuals and their needs.

To deploy its policy to support the well-being of residents, Colisée relies on several initiatives:

The Projet d'accompagnement personnalisé (PAP) in France, the Plan de Atención y Vida (PAyV) in Spain, Plan C-me in Belgium and Piano Assistenza Individualizzato (PAI) in Italy. This shared approach in all Colisée homes provides every elderly person with attention and care tailored to their needs, wishes and also their medical condition, if need be. It is combined with an ethical approach centered on the well-being, rights and freedoms of residents, reflecting the fact that, on top of meeting specific medication - or care-related needs, our central concern is to preserve the individuality of each and every resident.



Compassionate care.

Beyond the rights of elderly people, including the right to be free from mistreatment, Colisée has implemented a compassionate care policy. It is based on a charter co-developed with employees, residents, family members and other stakeholders at each facility.

Since 2024, Compassionate Care Officers have gradually been appointed in all Colisée nursing homes in France facilities, where Compassionate Care Committees meet twice a year to concentrate on good practices to be deployed. Organized and followed up by the Compassionate Care Officer, they bring together management, teams, family members and residents to discuss concrete cases and initiatives. Several schemes are in the process of being put in place:

- Training in compassionate care, which is mandatory for all employees.
- The Compassionate Care Charter, which is customized for each facility.
- An annual report for each facility, which is presented to the Social Life Committee and communicated to supervisors.

Governance designed to support well-being and quality of care.

Colisée is a member of the following bodies:

In France: Synerpa. Colisée is a signatory of the charter of commitments for private providers of elderly care.

In Belgium: Vlaams Onafhankelijk Zorgnetwerk (Vlozo). Armonia is a signatory of the charter drawn up by the Flemish industry federation of retirement homes and private care organizations.

In Spain: the Catalan elderly care association (ACRA) and the Catalan association of entities operating in the health and social sectors (Unió) which are two industry bodies.

Medical and quality governance are combined at Colisée to ensure a comprehensive solution for care. Additional specific teams are assigned to a number of areas, such as food, real estate, client satisfaction and marketing (see section on Governance – ESR2, p.42).

A specific organization is in place to deal with complaints and whistleblowing (see p.52 especially). Some bodies, such as the Nutrition Council, address specific areas.

Multiple professions work side by side in a nursing home, including facility management, care assistants, catering and maintenance teams, plus of course care and treatment staff, including coordinating physicians, nurses and orderlies, and specialists such as dietitians, physiotherapists, podiatrists, psychologists, occupational therapists and psychomotor therapists. People also come from outside the organization to stage artistic and cultural events and activities that create intergenerational and other ties to the local community.

Certifications for Colisée in Spain and Italy.

Colisée's quest for excellence is embodied in the ISO 9001: certification obtained by several of its facilities in Italy, and by Colisée in Spain. This certification is based on internationally recognized standards for quality management.

In Spain, Colisée is covered by two further certification schemes: Healthia Care, which covers the provision of healthy and appropriate food in our facilities; and Dignitas Vitae, which aims to limit the physical restraint of nursing home residents, among other initiatives.



Forums for dialogue with residents and family members.

Colisée wants excellent communication between residents, their relatives and the company. A variety of structured channels for in-person and written communication are available to support this goal. Ad hoc consultations may also be held where necessary.

In all the countries where the company has a presence, regular meetings help to shape relations between elderly people, their relatives and Colisée. Organized in the presence of multiple participants, these meetings may take place annually, every few months, monthly, weekly or as otherwise arranged.

For example, coordinating physicians – who are responsible for the medical assessment and care of residents – and paramedical teams can discuss their views during interdisciplinary meetings, while specific themes, such as incidents, nutrition or falls/restraints, are tackled during meetings that bring in the involved employees.

Residents and their relatives are also involved: information meetings keep them abreast of decisions and initiatives implemented at the facilities. They get to offer their own ideas and suggestions, which may give rise to specific follow-up measures, about which residents will be kept informed.

Colisée's overall direction and objectives are shared with all employees, residents and family members shared with employees, residents and family members during annual meetings or via formal communications.

Specific schemes are in place in each country to talk with residents and family members about their expectations, in order to modify the in-facility services provided. Besides these discussions, groups with a more general remit meet at various frequencies. For example, in Spain, the “self-help” group gathers three times a year with the goal of providing specific information, tools and support on precise topics identified by residents and family members. The Social Life Council in France is another example of a nationwide initiative to facilitate and enhance dialogue between Colisée, its employees, residents, family members and local entities.

France's Social Life Council.

The Social Life Council (CVS in France) is a consultative body that enables residents, their relatives, residents' associations and employees to contribute to the support provided by Colisée France. In 2024, a national Social Life Councils was organized; in parallel, each facility has its own Social Life Council and publishes the minutes of its meetings.

This Council issues options and makes proposals about the support provided to residents. Its recommendations may address any question relating to the care of Colisée residents.

Clients.

The elderly people who are residents and clients of Colisée facilities make up a population with specific needs determined by their level of dependence. Colisée uses several scales to measure dependence: the GIR scale in France, the Katz scale in Belgium and the Barthel scale in Spain and Italy. They are used to organize and adapt services and care to each resident.

Colisée's clients also include potential representatives of residents, family members and carers.

Client opinions and complaints.

A process certified by an independent third party.

Colisée has deployed a process to ensure that the views of residents and their family members are heard at all times.

Treating physicians are informed of any complaint concerning the care of their patients. In parallel, a quarterly satisfaction survey is sent out in every country, ensuring

that family members are regularly asked for their opinions about the quality of services in our facilities and areas for improvement.

The satisfaction of residents and their family members is a key performance indicator for Colisée. Satisfaction surveys, are used to gather the opinions of residents as well as family members.

The Net Promoter Score (NPS) is measured, as is overall satisfaction and satisfaction on specific issues, such as food, room comfort or relations with teams. Feedback is used to identify areas for improvement to optimize the quality of services offered.

The opinions of residents and family members are collected, moderated and published in accordance with an ISO 20488-compliant process. Data are held in an ISO 27001-certified center, guaranteeing the security of information systems.

This procedure is handled by an independent third party organization to ensure authenticity, moderation and confidentiality.

Complaints handling.

Colisée works to ensure dialogue, transparency and responsiveness when handling complaints. In all countries where the company operates, a variety of channels, tools and procedures are available to residents and family members to lodge complaints.

Note: concerns and complaints cover instances of dissatisfaction felt by individuals. These differ from adverse events, which are categorized as failures (see p. 93).

From residents and family members to employees, suppliers, service providers and other outside participants, all stakeholders at our facilities or head office can submit complaints via a variety of channels:

- Within facilities, complaints can be submitted orally or in writing (email, regular mail or the complaint form available at each home's reception desk).
- Complaints may also be submitted to Colisée's head office, over the phone, by email, regular mail or through the complaints section of the website.
- Several external channels are also available, including those provided by regional health agencies, other government bodies and non-profits.

Following up on complaints.

As part of its continuous improvement approach, Colisée monitors and analyzes complaints and concerns. Once a complaint has been dealt with, feedback is provided to all those involved. Working in partnership with the Quality department, management of the affected facility and regional management are responsible for handling and mediating complaints. They are also in charge of providing follow-up information to all affected parties (residents, family members, facilities) within 30 days wherever possible. Follow-up meetings and written letters ensure that every complaint is traceable.

• Employees.

Employees are informed about complaints that potentially concern them as well as other complaints during team briefings that bring together care and non-care staff.

• Residents.

If the complaint came directly from them, residents are informed of the action taken in response. If the complaint affects the entire facility, the facility is updated as well.

• Persons from outside the facility.

Treating physicians are informed of any complaint concerning the care of their patients.



Statistics and goals.

Several indicators covering resident satisfaction and well-being, including the NPS, nutrition and falls, are monitored within the framework of the mission (see page 28). Since Colisée became a mission-led company in 2021, and in accordance with statutory objective no. 1 "Bring together an exchange community, improve the quality of life of seniors", the company has displayed the utmost transparency in the medical and care metrics that it tracks. Colisée works in particular on non-physical restraint and nutrition, while adapting to local requirements. The goal is to improve the practices followed by each subsidiary to enhance the quality of our services on a continuous basis.

Learn about our commitments to clients under statutory objective no. 1, and read the comments from Mission Committee members on p. 25.

Risk reduction policies.

Fall prevention and non-use of physical restraints.

Fall prevention.

Preventing falls is a major goal at Colisée facilities: falls are a significant cause of morbidity and mortality among people aged 65 and over. For this reason, the company has introduced a number of approaches to prevent falls, covering layout of premises, staff training and provision of equipment (notably walkers).

Non-use of physical restraints.

Restraints are physical means that restrict the free movement of a person who is putting themselves at risk in their environment. Colisée has set itself the goal of limiting the use of physical restraints solely to cases that require this approach, especially given that many accidents can be caused through the use of restraints.

An exceptional method to prevent falls and injuries or behavioral problems, physical restraints must meet several requirements and follow a strict procedure:

- The preference should always be to seek an alternative.
- The use of physical restraints must be the result of a decision by the multi-disciplinary care team, which should be set down formally and monitored.
- A medical prescription is obligatory.
- The consent or approval of the resident, or, failing that, of a relative, shall always be sought.
- Relatives must be informed and must sign an information sheet.
- The need for restraints shall be reassessed at least monthly and potentially more frequently.
- The facility's Management Committee shall carefully monitor the associated indicators (percentage of residents not subject to physical restraints).



Armonea: working towards zero restraints.

Armonea facilities (Colisée in Belgium) introduced a “zero restraints” plan in 2022. It aims to ensure that all residents enjoy freedom of movement. While falls may be unavoidable, the plan is based on the idea that eliminating physical restraints helps residents maintain mobility and cope better when falls occur. This approach makes it possible to significantly reduce the severity of falls.

The plan is based on individual care for residents and staff training. To help with this, an educational guide was created that details 14 alternatives to physical restraint as well as the main causes of falls.

To roll out the plan, a nationwide community of “Freedom Warriors” was set up. Made up of Facility Directors, coordinating nurses and head nurses, the “Warriors” discuss good practices, share feedback and support teams on the ground to make sure that everyone involved understands the plan’s goals and aspirations.

At Armonea, 99% of residents were free of physical restraints on a daily basis in 2024. Only 1% of registered fall required hospitalization.



Nutrition.

Food and mealtimes at its facilities are a major priority for Colisée.

The Nutrition Committee: monitoring on the field.

At each home, a Nutrition Committee meets at least once a month to identify and correct potential nutrition-related problems; depending on the subsidiary or facility, this role may be performed not by a committee but by a nutritionist who is involved on a monthly basis. The task of the committee/nutritionist is to monitor residents’ weight, assess their nutritional status and adjust food based on their needs, acting on a more frequent basis for at-risk residents.

Preventing malnutrition among elderly people.

Malnutrition is a major risk for elderly people. Weight loss can affect their independence and even be a comorbidity factor.

All residents receive specific nutrition-related care:

- Upon arrival, each new resident has their nutritional status assessed by Colisée’s teams. This assessment is based especially on the MNA®.
- Their status is regularly reassessed, including through a monthly weight checkup. This information is integrated in the resident’s ongoing medical supervision.
- Every day, teams monitor the appetite and general state of health of every resident.
- Tailored solutions are offered to residents who require them, such as assistance during mealtimes, food supplements or modified textures.

To fight the risks of malnutrition, Colisée’s subsidiaries follow the same action framework, which is based on two key pillars:

1. Ensure attractive meal presentation, with quality products that are a source of pleasure.

- Work with kitchen teams, both centrally and in the facilities, to co-design appetizing menus that respect local cultures.
- Pay attention to plating, post menus, provide photos.
- Spark interest with fresh products, which should be local or seasonal where possible.
- Innovate and be creative, for example by offering modified textures.

2. Provide the right nutritional care.

- Get teams involved in and raise awareness about assisted eating, good oral health and other issues.
- Set up the necessary regimes for specific conditions.

Within the facilities, teams are extremely attentive to nutritional scoring thanks to the MNA®. Depending on the severity of malnutrition, action plans can be phased in to provide:

- Food enrichment (e.g. addition of ham, eggs, cheese, oils, cream, butter).
- Additional protein powder, if an individual medical prescription is given.
- Oral nutritional supplements, if an individual medical prescription is given, in addition to natural foods.

For example, Colisée France has officially adopted a strategy to combat malnutrition through a nutrition policy that applies to all residences. The policy is intended for all participating functions: directors, coordinating physicians, treating physicians, coordinating nurses, nurses, orderlies, domestic personnel, head chefs and kitchen staff.

Catering at Colisée.

Mealtimes are important shared times for residents and employees to get together and enjoy each other’s company. For this reason, Colisée strives to create an environment and conditions that are supportive of these moments and to offer varied meals that are adapted (texture, colors) to the needs of each individual.

Key elements of catering at Colisée:

- On-site kitchens where meals are prepared just prior to being served, with ingredients that are produced nationally or provided by local suppliers.
- Skilled personnel who support residents at mealtimes.
- Nutritionists who design balanced and healthy menus.
- Menus tailored to the specific food requirements of each resident.

In 2024, Colisée France teamed up with OLD’UP, a senior citizens non-profit association, to conduct an immersive initiative exploring how to create enjoyable mealtime atmospheres. More than 15 volunteers, with an average age of around 80, ate at 11 Colisée facilities in France and gave feedback on their experiences along with recommendations for this key moment in the day.

Mini Nutritional Assessment (MNA®)

Colisée uses the MNA® as a tool to identify elderly people who are malnourished or at risk of malnutrition. Created by Nestlé in partnership with geriatricians, the MNA® is a recognized tool that is used to monitor changes in nutritional status over time. Based on 18 factors looking at medical, lifestyle, food and other aspects, the assessment makes it possible to determine whether the resident’s nutritional status is normal, or whether he or she is at risk of malnutrition or actually malnourished.

Crisis and adverse events.

Crisis management.

Colisée is exposed to various risk factors that depend on the regions where the company operates and the nature of its services.

Colisée identifies and assesses these risks in order to anticipate them and introduce appropriate management measures to reduce their probability or potential impact. The risk management cycle comprises the following stages:

- Identify internal and external events that could affect the company’s objectives.
- Assess risks by identifying causes and possible consequences in terms of probability and impact.
- Have managers deal with risks.
- Continuously monitor identified risks and their development.
- Communicate risks clearly so stakeholders are informed and decisions meet their expectations.

The main risks that influence the development of the organization’s strategy are described in the company’s risk mapping and due diligence plan.

This policy is supplemented by action plans for specific risks, such as epidemics, for example.

Adverse events and the policy to fight against mistreatment.

Mistreatment can affect any vulnerable person. It occurs when a behavior, comment, action or lack of action compromises a person’s development, rights, basic needs or health – a particularly in a relationship of trust, dependency, care or support. Whether one-off instances or ongoing situations, cases of mistreatment may stem from an individual, collective or institutional source and can take multiple forms.

“Non-exposure” to mistreatment is a basic and inalienable right of elderly people. Fighting mistreatment is one of the commitments made by Colisée and is integrated in its corporate project.

Colisée is committed to avoiding and eliminating all mistreatment. The company has introduced a special policy based on transparency and training to understand, prevent and manage mistreatment:

Identify and train.

- Within each facility, teams identify the potential risks.
- Training in and awareness-raising about mistreatment issues are major action drivers. Every Colisée employee is trained in managing these risks.
- A Compassionate Care officer is appointed in each facility and must be clearly identified to all residents, as they will play a central role in identifying risks and will be involved in the measures that are taken.

Colisée has made the choice not only to combat mistreatment, but also to promote compassionate care (see also page 87).

Prevent.

- Once risks are identified, measures are put in place to prevent situations of mistreatment.
- Colisée maintains a policy of transparency and dialogue by putting in place clearly defined whistleblowing procedures and by pledging to protect whistleblowers.
 - The company takes account of links between occupational risks and risks relating to quality of life and working conditions and the risks of mistreatment. Colisée undertakes to foster the well-being of its teams and employees in addition to the well-being of residents.
 - Measures that are clearly identified and monitored, in particular by the Compassionate Care officer, are used to steer prevention.

Notify weak signals.

- Each event, even those that might seem trivial at first glance, is taken into account to ensure that behaviors do not drift into mistreatment.
- These events are subject to a procedure: the situation is reported and analyzed to identify the causes and set up a response to ensure that it does not happen again.

Address strong signals.

- The process of listening to and supporting residents is carried out in accordance with the principles of total transparency with stakeholders, as well as with the relevant authorities, where appropriate.
- Strong signals are declared to the authorities. After the fact, feedback is gathered to understand the reasons for the situation and the steps needed to prevent it. This action plan is shared with all stakeholders.

Adverse event reporting procedure.

An adverse event is a discrepancy between what is expected and what actually happens. Whether serious or not, such incidents must be reported, analyzed and communicated about. To provide an appropriate response, Colisée has set up a clear procedure and a reporting form.

1. Classify the event.

By distinguishing between:

- An adverse event: an unwanted and risky situation without serious consequences.
- A serious adverse event: a problem or event with serious consequences.
- A care-related serious adverse event: an unexpected event that is linked directly to care and that results in serious and irreversible consequences for the resident.

2. Report an adverse event.

Reporting of adverse events consists in reporting any problem to management and regional management, so that it can be managed, analyzed and corrective steps taken. All teams are aware that an adverse event leads to specific reporting procedures.

In addition, all directors of Colisée facilities sign a charter on supporting declarations, which includes a commitment to refrain from punishing those who report incidents. This document must be posted and shared with everyone.

This procedure, which forms part of the continuous improvement approach, underlines the fact that every adverse event is an opportunity to develop and improve our practices.

Several options are available to file an adverse event report internally.

- Verbal or written report to a member of the facility’s Management Committee.
- Verbal or written report to a member of the regional management team or head office.
- Adverse event reporting forms, which may be submitted anonymously.
- The Quality app.

Affected stakeholders (residents and relatives, team members or other participants) must be kept informed of any incident concerning them. In the event of a care-related incident, the treating physician is always informed.

Colisée’s internal teams are also kept informed about the event’s classification.

External reporting.

In all the countries where Colisée is based, supervisory authorities, such as France’s regional health agencies (ARS), receive these reports.

These authorities have the means to take action within the sector and to tailor certain recommendations.

Depending on the situation, seriousness and consequences, reporting channels may be adjusted.

In France, for example, only the members of a facility’s Management Committee report serious adverse events and care-related serious adverse events to supervisory authorities (ARS and conseil départemental). They contact members of the regional team for their opinions and advice. The supervisory authorities may provide assistance and tools to deal with incidents. In Belgium, serious incidents are reported to the health authorities and internally to the Armonea Management Committee and the regional team.



Colisée Spain’s Bioethics Committee puts ethics front and center.

Colisée Spain’s Bioethics Committee meets quarterly to discuss and review cases raising complex ethical issues. Its primary goal is to hold talks to settle these specific situations linked to the elderly care professions.

The Committee is a forum to take informed decisions, thanks in particular to the involvement of medical and legal experts, who provide assessments and recommendations. Besides the Legal division, the Committee also includes a representative from a nationwide non-profit that designs overall solutions for the medico-social sector to promote the well-being and ensure respect for the dignity of elderly people.

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