

2<sup>nd</sup> MISSION  
COMMITTEE REPORT

2022



**Fostering positive ageing  
to drive society forward**



COLISEE

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# Opinion on execution of the mission's statutory objectives

Accreditation No. 3-1904  
Scope available at [www.cofrac.fr](http://www.cofrac.fr)  
Ref.: 230001

At the request of Colisée Group (hereafter the "Company"), we hereby present to you our 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 capacity as a mission-led company, covering the period from 1 January 2022 to 31 December 2022, and as presented in particular in the Mission Committee report 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](http://www.cofrac.fr)).

## 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, and the verification program for mission-led companies drawn up by RSE France including the recommendations of the Rocher Report and 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 validating/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 have performed in the exercise of our professional judgment enable us to provide a moderate assurance conclusion.

We reviewed the Company's business activity within the scope of its capacity 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 concerned by the Company's capacity as a mission-led company, i.e. all the entities included in this scope 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 and covered between 22% and 25.7% of the consolidated data for the indicators and results selected for these tests;

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 predating the Disclosure, including previously achieved results. We believe that the sampling methods we have used in the exercise of our professional judgment 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, ESG, human resources, health & safety, environment and procurement divisions. We conducted our work between January and March 2023. We believe that our work provides a sufficient basis for the conclusion expressed below.

## CONCLUSIONS

On the basis of our work, we have not identified any material misstatement likely to call into question, within the scope covered by Company's capacity as a mission-led company and as at the end of the period covered by our work:

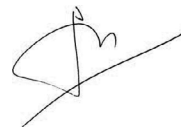
- the fact that the Company achieved the results reported at the end of the period covered by our work, for each social or environmental objective identified pursuant to paragraph 2 of Article L. 210-10 and included in its articles of association,
- the fact that the Company implemented adequate resources for each social or environmental objective identified pursuant to paragraph 2 of Article L. 210-10 and included in its articles of association.

Consequently, the Company is in compliance with each of the social and environmental objectives that it has set itself the task of pursuing, consistent with its purpose and its activity with regard to its social and environmental challenges.

Paris, 17 March 2023

### RSE France

Gérard SCHOUN



Patrice LABROUSSE



# Preamble

Colisée became a mission-led company in March 2021.

This second annual report by the Mission Committee fulfils disclosure obligations laid down under Article L. 210-10 of France's Commercial Code.

In this publication, Colisée reports on progress made in the process of improving the indicators selected to meet the mission's statutory objectives.

The report also shares the Mission Committee's opinion on this ongoing transformation and gives Committee members an opportunity to talk about their vision, contribution and the results that they are seeing day to day in Colisée's activities.

At a time when the elderly care sector in France is suffering from a lack of trust, this report highlights Colisée's efforts to be operationally and financially transparent.

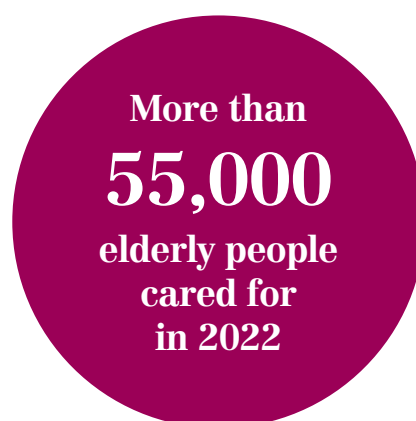
The challenge facing Colisée now is to continue to aim high on the mission's execution within the organization, while at the same time encouraging the elderly care ecosystem as a whole to embrace the push for greater responsibility.



## About Colisée

As a leader in elderly care in Europe, Colisée upholds an engaged and innovative vision of support for elderly people, based on listening to each individual and showing them respect.

Colisée offers a complete and complementary range of services to meet the challenges posed by population ageing, including nursing homes, service flats, rehabilitation clinics and home care services. By fostering a people-centered approach, Colisée delivers an inspiring response to the complex challenge of ageing.



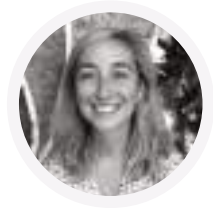
<sup>1</sup> Full-time equivalent employees

PART 1.

Colisée

# mission-led company





Editorial by Sarah Chouraqui,  
President of the Mission Committee

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**“Our role will be to ensure that financial and extra-financial performance always go together, whatever the economic conditions may be.”**

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Chairing a Mission Committee, especially for a company such as Colisée, is an exciting but also a daunting challenge. For me, taking on the role made perfect sense. It resonates with my own personal interest in the challenge of fostering positive ageing, with my own journey and with my determination to connect impact issues with social issues. My decision to accept the role also owed much to meeting with Christine Jeandel and her team of engaged employees, who have a keen awareness of their responsibilities.

Colisée’s Mission Committee was set up with the aim of getting people with experience and expertise from outside the elderly care sector around the table to work together. Our diverse backgrounds play a key part in how we support Colisée in executing its mission and achieving its statutory objectives. We contribute to its efforts to build transparency, nurture innovation and keep improving.

The early months of the Mission Committee were about laying foundations. Because becoming a mission-led company is so new, we inevitably needed to be innovative.

Our discussions centered on delineating our expertise and determining the scope of our involvement. The Mission Committee and Colisée’s senior management have a shared resolve to work in a way that combines the utmost rigor with the greatest possible transparency. We can set this goal because of the trust that we have forged in each other and our enthusiasm for this mission. We hope to convey these sentiments and this momentum to all of our stakeholders.

With the foundations set, our role will be to ensure that financial and extra-financial performance always go together, whatever the economic conditions may be. The Mission Committee and Colisée’s management share another firmly held belief in this regard, namely that progress on ESG will enhance the company’s performance. We also want to make sure that careers in the support and care sector are properly valued. We are determined to ensure that people are always placed squarely at the center of our concerns and at the heart of our efforts to improve.



Interview with **Christine Jeandel**,  
President of Colisée

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**“ We want to avoid making headline-grabbing announcements and instead concentrate on real action and step-by-step progress.”**

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**How would you assess the second year of implementing the mission-led company approach?**

I think that we can be very proud of the many initiatives that we launched and of the initial results achieved, with the valuable support of our Mission Committee. To single out some highlights, we strengthened our system for listening to residents and family members. We set up a transparent system providing an easy way for all stakeholders to get information on our website about what is going on at our facilities. We encouraged employees to take the initiative, as part of an approach aimed at decentralizing responsibility that is unique to Colisée. Last, but not least, we defined our carbon trajectory and its associated objectives, which were validated by the Science Based Targets initiative (SBTi) .

**Transparency is central to being a mission-led company. How is Colisée meeting this challenge?**

From the very outset, we have been clear: becoming a mission-led company meant making a major commitment to promoting transparency in the elderly care sector. We already believed that openness held the key to building trust in the day-to-day work done by our staff. The crisis that has affected our industry since early 2022 has merely confirmed this view.

**How will this transparency approach actually be put into practice in 2023?**

In addition to publishing our business model and all of the indicators contained in this Committee Mission Report, in 2023 we will continue to share new data that we feel are important to understanding the services that we provide. They cover areas such as our nutrition commitment and staff opinions about workplace quality of life. Once again, we will publish all of these data transparently on our websites.

**You have said that you want to help the elderly care sector as a whole to evolve. How are you acting on this goal?**

This year, we plan to keep up our efforts to establish shared indicators and frameworks for our sector. This is not the time to be reactive: our job is to proactively anticipate the questions that civil society will continue to ask us and to put in place stringent standards that meet its expectations. As one of the first signatories of the charter drafted by Synerpa, the trade union that represents our industry in France, we will continue to put our weight behind the push for progress and transparency, including on our failures and limitations. This is, I believe, the only way that, together, we can respond to the trust challenge facing our industry.



### What about hiring challenges?

Hiring is a key issue for the health sector as a whole. It is especially acute, because the demographic transition is set to increase the demand for our services. So, yes, we need to act by having conversations about issues like pay levels and work schedules and by enhancing our training program, with a particular focus on enabling staff to get the qualifications needed to do these jobs.

### What makes you confident that Colisée has what it takes to achieve its mission?

First and foremost, the commitment of our staff and how they have bought into the mission. They also bring incredible enthusiasm and a wonderful sense of initiative. They carry us forward every day and inspire us to go even further.

I am also proud of how we have stuck to our commitments. The media storm that battered our sector brought many questions and concerns to the fore. Above all, we want to avoid making headline-grabbing announcements and instead concentrate on real action and step-by-step progress. That is how we will move forward and improve.

Finally, I hope that the conversations now being held in all our different countries will help to bring about a shared awareness of the human,

social, environmental and economic challenges that come with population ageing.

### Do you think that today's collective response is right for these challenges?

Many initiatives have been announced in the past year. Government inspections are increasing while France is introducing a system to report and prevent mistreatment. The latter initiative is especially welcome. It will provide a way to get a handle on this vital issue and help the entire ecosystem to put in place arrangements to implement preventive, corrective and, if necessary, disciplinary measures.

We are well aware that mistreatment of any kind is unacceptable. Enabling people to speak out is an essential and welcome first step towards addressing this issue. Step two is to ensure that the means are in place to take action and make improvements over the long run. At Colisée, we are driven by this deeply held belief.

# A transparent listening process

Over the last three years, we have developed and strengthened the system that we use to listen to our clients, who are regularly asked to give their feedback on the quality of our services and areas where we need to improve. A trusted third party handles the entire ISO-certified process<sup>1</sup>.

## A system based on continual improvement

Our secure questionnaire, which comprises a dozen questions, assesses the experience of residents and their family members through a series of themes, scored from 1 to 10. The results are then converted into a five-star rating scale. Colisée asks clients how likely they would be to recommend a set of services or a facility. This information is used to calculate the Net Promoter Score (NPS). We also gather comments by asking open-ended questions and then closely analyzing the answers. To do this, we have teamed up with Better World, whose artificial intelligence solution performs a semantic analysis to categorize feedback from clients and family members.

## Harnessing Better World's artificial intelligence solutions

Better World is a French tech firm that helps health and medico-social organizations to harness feedback, using an AI-based approach that has received European awards and been adopted by about 700 facilities to date. Better World allows users to improve patient, resident, family and team member experiences, while promoting more efficient use of resources.



The elderly care sector needs to evolve – and fast. As our populations age, needs and expectations are growing all the time. By setting up a system to ensure that it is listening to all of its stakeholders all of the time, Colisée is blazing an innovative new trail.

### Michel Destot

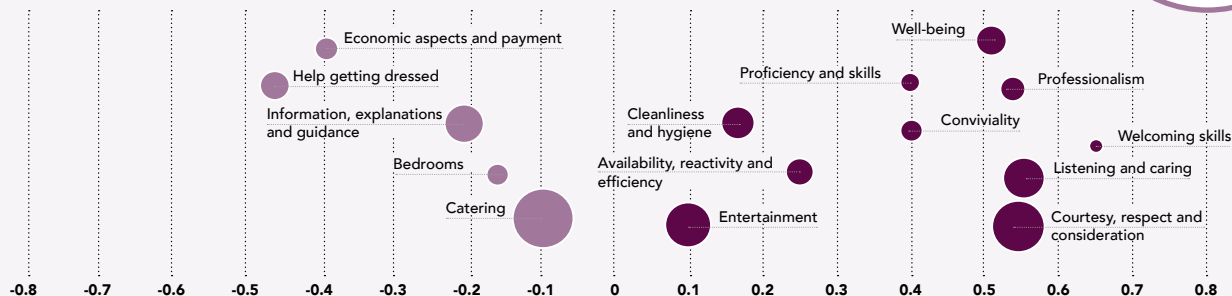
Former deputy mayor of Grenoble, former President of the Grenoble Teaching Hospital and former Director of the Hospital Federation of France.

<sup>1</sup>The entire process is certified under ISO 20488, which covers the collection, moderation and publication of reviews. The collected data are housed in a data center that is certified under ISO 27001, which guarantees information system security, which has been approved by the French Health Ministry. The whole procedure is independent, because it is handled by WeDoxa, a trusted third party that operates in strict compliance with the EU's General Data Protection Regulation requirements.

**BETTER WORLD SENTIMENT ANALYSIS SAMPLE<sup>1</sup>**

Sentiment analysis is a way to classify different statements conveyed within the same review and to understand areas of satisfaction and areas for improvement.

Results strongly highlight the professionalism and human qualities of our team members



Reviews and scores are published with complete transparency. Staff at Colisée facilities pledge to respond to positive or negative reviews by family members within 72 hours. Scores and comments are published transparently on Colisée's website. To ensure that teams get the same attention, an identical process has been used for Colisée's employees since 2022. Total anonymity is guaranteed. In 2023, the scores and reviews from consenting respondents will be posted online as well. The entire process used to collect, analyze and publish reviews feeds into a system of constant improvement.



My belief in creating Better World was that artificial intelligence, combined with human intelligence, could be used to support an approach aimed at listening, improving and innovating. In my view, this kind of approach is critical for a sector such as elderly care, which is centered on people and their well-being. Today, with Colisée, we have the capacity to process huge volumes of data. To give an example, since we began collaborating, Colisée has sent us more than 100,000 written comments. AI classifies these comments by topic, but more crucially – and this is where the system's strength lies – we can also analyze the tone and the sentiments conveyed. This enables us to obtain an extremely precise and sensitive analysis of the feedback that is passed on to us.

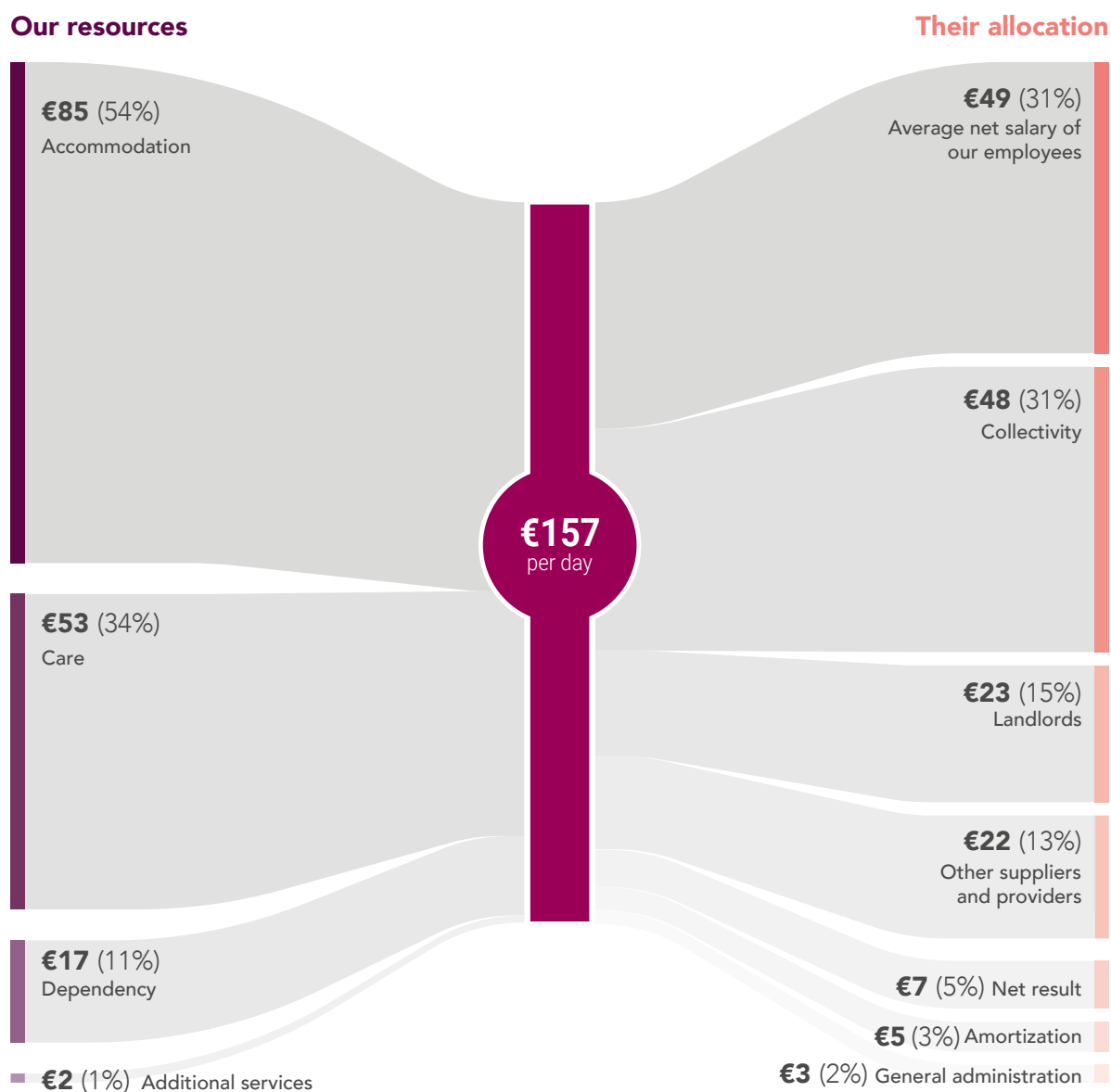
**Daniel Ritter**

Co-founder and CEO of Better World

<sup>1</sup> Europe, 2022, based on 41,814 comments. Sentiment scale ranging from -1 to 1, classifying different themes. The size of the bubble is proportionate to the number of comments.

## A transparent economic model

We are providing transparent information about Colisée's economic model on its nursing home activity in France, detailing our resources and their allocation. The data below are on an average daily VAT-inclusive basis and cover fiscal year 2022.



### ● Total resources, per day

157 euros: total resources (VAT inclusive) per day and per resident in 2022 based on an average occupancy rate of 96% over the period.

### ● Accommodation

The cost of “accommodation” covers the following services:

- **lodging** (provision of private and shared equipped, maintained and connected spaces<sup>1</sup>);
- **meal preparation and table service**;
- **laundry** (table and bathroom linen and personal laundry);
- **social life coordination** (activities within and outside the facility);
- **general administration**.

These services are financed by the resident and/or family members for the places that are not eligible for social assistance<sup>2</sup>.

VAT of 5.5% applies.

### ● Care

The cost of “care” includes care services provided to residents, as well as purchases of medical devices (medical supplies and equipment supplies) needed for these services. These services and purchases are funded by the French health insurance system.

### ● Dependency

The cost of “dependency” covers all services involved in supporting assisted living (including help during mealtimes) and monitoring residents.

These services are mainly financed by the local authority, with the resident and/or family members contributing through a user fee.

VAT of 5.5% applies.

### ● Average net salary of our employees

2,090 euros/month: the average net salary of our employees. For reference in France, the legal minimum monthly net salary is 1,329 euros (in December 2022).

Colisée has 71 full-time equivalent (FTE) employees per 100 residents.

### ● Collectivity

Includes VAT collected, taxes and social security contributions, local taxes and corporate tax.

### ● Landlords

13 euros/m<sup>2</sup>: average monthly rent based on 52 m<sup>2</sup> per resident including private, shared and service spaces; for reference, average monthly rent<sup>3</sup> in France is 16 euros/m<sup>2</sup>.

### ● Suppliers and providers

At end of 2022, purchases from suppliers who had signed Colisée’s Responsible Purchasing Charter in France accounted for 91% of total purchases.

### ● Net result

By way of comparison, BDO’s (an international accounting and advisory firm) March 2023 study shows a net income ratio of 5.2%<sup>4</sup> in 2021 based on a sample of published annual financial statements from 1,260 French private commercial facilities.

### ● Amortization

1,700 euros: average annual charge per space for our ongoing equipment upgrades and property enhancements.

### ● General administration

2%: share of our revenue that goes to general administration expenses, which include human resources management, management and improvement of our quality of service and accounting services, legal and IT services, including those linked to cybersecurity and GDPR compliance.

<sup>1</sup> Connected to Wi-Fi

<sup>2</sup> Colisée offers 794 places that qualify for social welfare in France

<sup>3</sup> Rent including utilities. LocService survey of the French private rental market in 2022 (Observatoire du marché locatif privé français – 2022)

<sup>4</sup> Ratio between net income and total operating revenues

# The mission

Fostering positive ageing to drive society forward



3

STATUTORY OBJECTIVES

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COMMITMENTS

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

- Innovating for better ageing; sharing knowledge and analyses
- Giving a full role to relatives and local stakeholders
- Preserving and enhancing the talents of seniors
- Developing specific support for people with neurodegenerative diseases
- Imagining solutions that facilitate local access to services for the elderly
- Sharing the same quality of service in all of our facilities

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

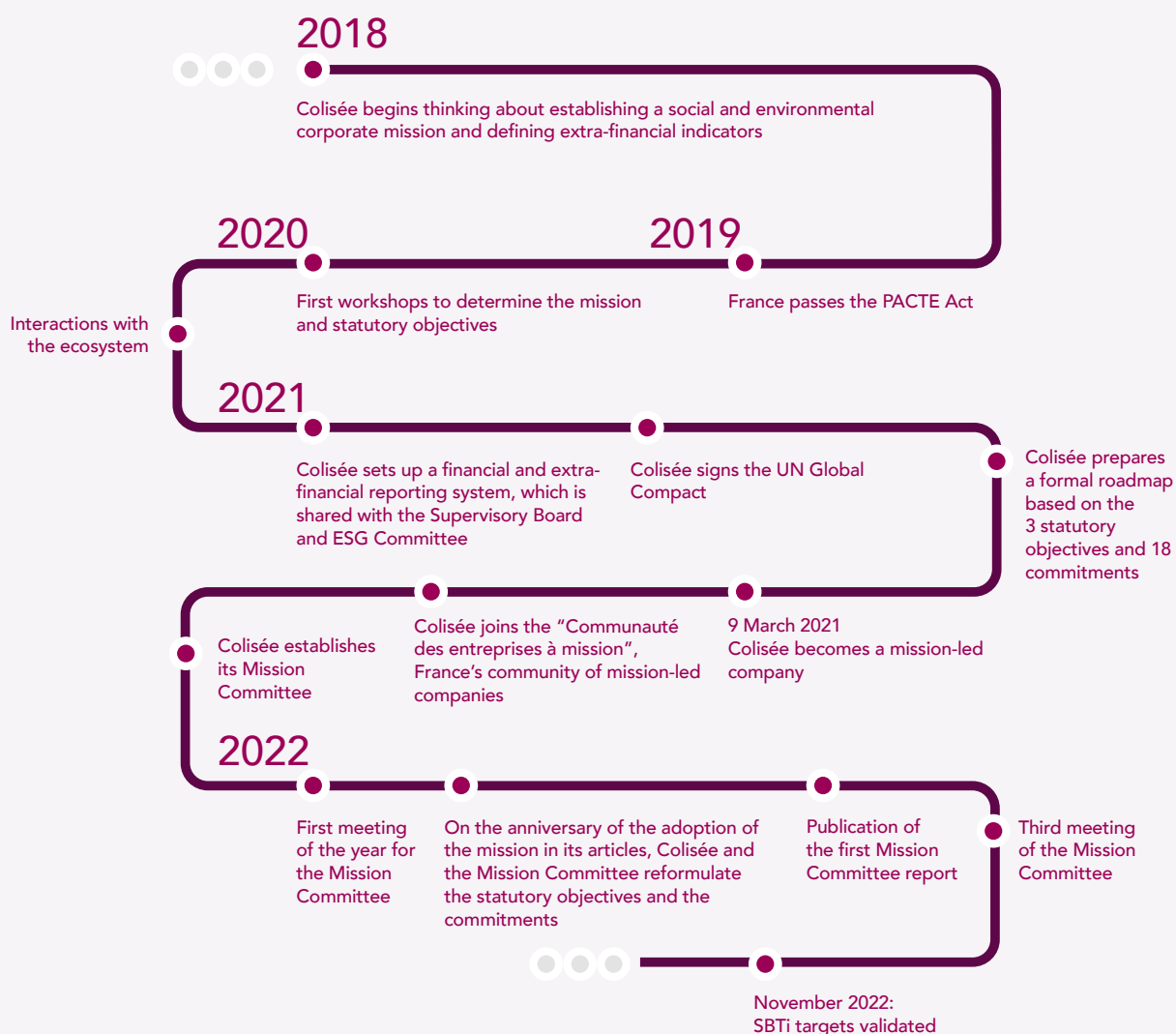
- Working to promote elderly care professions and professional training
- Strengthening an empowering and caring managerial culture
- Encouraging and nurturing social dialogue
- Ensuring wellness, health and safety at work
- Ensuring fairness of compensation and benefits
- Promoting diversity and inclusion

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

- Providing solutions for managing demographic and environmental transitions
- Implementing our low-carbon strategy, in line with the Paris Agreement
- Using a responsible purchasing and supplier relations approach
- Mainstreaming a sustainable food programme
- Promoting the protection of Biodiversity
- Reducing our water consumption



## MILESTONES



# Governance

## A diverse and involved Mission Committee

PRESIDENT OF  
THE MISSION  
COMMITTEE



**Sarah Chouraqui**

Country Manager France of  
Too Good To Go  
Former General Manager of  
Vertical Station



**Jacques Bailet**

Former President of the  
French Food Bank Network



**Cédric Bens**

Director of a rehabilitation clinic  
at Colisée France  
Chair of the Supervisory Council  
of Colisée's Corporate  
Mutual Fund



**Joaquim  
Borrás Ferré**

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



**Jean-Alain  
Margarit**

Independent consultant  
Former President of the  
Syndicat national des établissements,  
résidences et services d'aide à domicile  
privés pour personnes âgées (Synerpa)



**Carole Renucci**

Founder and President of  
Podcasters Media  
Former Editor of  
Notre Temps magazine



**Estelle Prot**

Independent HR  
and ESG consultant  
Former HR and ESG Director  
at Colisée



**Jean-Sylvain Ruggiu**

CSR Director, Pôle Banque  
de Proximité et Assurances,  
Groupe BPCE  
Head of Public Sector and  
PPP, Groupe BPCE

### Blending expertise and awareness

The Mission Committee comprises ten members offering complementary skillsets and drawn from the worlds of business and finance, the elderly care sector and the ESG ecosystem. Three members of the Colisée Executive Committee attend Committee meetings, but do not have voting rights. They are Christine Jeandel, President, Julie Petithomme, ESG Director, and Vincent Klotz, Medical Director. The Committee draws its strength and richness from the diversity of its membership. Together, the Committee members check that the statutory objectives are properly understood and taken on board, fine-tune the definition of the mission, and ensure that the mission is effectively assessed.

### Advancing discussions and promoting action

The Committee's role is to monitor the proper execution of the mission. As such, it issues consultative opinions on any issue related to the company's purpose and compliance with its commitments. It makes proposals to enhance the definition and execution of the mission. The Committee particularly examines the appropriateness of actions taken and selected indicators, and monitors their performance.

## Executive Committee members taking part in Mission Committee meetings



**Christine Jeandel**  
President of Colisée



**Vincent Klotz**  
Medical Director of Colisée



**Julie Petithomme**  
ESG Director of Colisée

### AN INDEPENDENT THIRD-PARTY BODY TO EVALUATE THE MISSION

Under France's PACTE Act, assessment plays a key part in legitimizing the mission-led company scheme. Accordingly, Colisée's progress in its activities 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. It uses a tried-and-tested audit methodology that strengthens the credibility of a mission-led company among stakeholders.

Colisée has appointed RSE France (APAVE Group) as the ITPO to verify the execution of the company's social and environmental objectives. Operating in 45 countries, APAVE is an international leader in technical, human and environmental risk control. Its opinion is appended to this annual report of the Mission Committee.



View from **Natalie Rastoin**,  
President of the Mission Committee of La Poste

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**“The Mission Committee must be a good sparring partner for the company.”**

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**Why did you agree to chair La Poste’s Mission Committee?**

I agreed because I saw it as a natural extension of a career spent in communication, which is all about the ability to create connections, and as a way to act on my own personal commitment to the environment. The mission-led company scheme introduced by France’s PACTE Act is brand-new, and that was another factor in my interest in the role, as there is so much to build and learn. I also have a long-standing belief – and one that is shared by most French people<sup>1</sup> – that companies have a key role to play for society and for the planet.

**How do you view the role of a Mission Committee?**

I think it is important to keep in mind that the Committee acts within the framework of the ESG strategy determined by the company. As the Mission Committee, we support the company’s transformation trajectory and we challenge its objectives, while continuing to perform the governance role assigned to us under French legislation. We are there to discuss, clarify, steer, put forward ideas, and voice our disagreement if we feel the company is not going far enough. We do not have a decision-making role.

**What are some of the challenges linked to the makeup of the Mission Committee?**

As with any governance body, makeup is essential, and the Mission Committee’s composition is critical to the success of a mission-led company. It’s all a question of diversity and balance. Take the example of expertise. A key challenge for companies is to avoid being tagged as green washers. For this, they have to be able to rely on solid, scientific expertise. But they also need to be able to fight the cultural battle and educate people about the realities of ESG challenges. Colisée is a trailblazer in this area and began tackling the social challenges of the elderly care sector well before the recent controversies broke. There is also a good chance that the composition of Mission Committees will evolve over time as the balance shifts away from financial expertise, which still tends to have the upper hand, to ensure greater representation of extra-financial competencies. Finally, the Mission Committee must be a good sparring partner for the company by sharing ideas and talking with management.

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<sup>1</sup> Source: survey conducted by IFOP in December 2021: <https://www.ifop.com/publication/les-attentes-vis-a-vis-des-entreprises-et-de-letat-enquete-medef/>

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**What do you think are the main challenges that Mission Committees must meet?**

A challenge that all Mission Committees face is to define and build key performance indicators (KPIs). This means not only identifying meaningful indicators that reflect the company's mission, but also measuring progress. This is no easy task. La Poste, for example, has decided to promote digital inclusion by fighting digital illiteracy. But what is the best indicator to measure progress? We live in an era of evidence-based management. Companies must be able to draw on solid and relevant indicators. For me, establishing a basic set of common standards for all companies would be a major step towards boosting credibility.





PART 2.

# The 3 statutory objectives



## OBJECTIVE 1

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



### MISSION COMMITTEE OPINION

“ The Committee acknowledges the substantial increase in the number of reviews from residents and relatives, along with the NPS increase. These metrics are indicative of Colisée’s transparency and demonstrate its commitment to ongoing improvement.

The Committee notes that some medical indicators remained stable while others improved, showing that the measures taken are beginning to pay off.

The Committee would like Colisée to provide concrete evidence about the attention paid to nutrition.

## Key indicators

INDICATORS	2022 RESULTS	2025 TARGETS	COMMENTS
Number of collected and verified reviews from clients and relatives <sup>1</sup>	<b>58 156</b>	Continued increase	<b>1</b>
Clients and relatives' NPS <sup>1</sup>	<b>44</b>	55	<b>2</b>
Share of residents hospitalized <sup>2</sup>	<b>5.2%</b>	< 5%	<b>3</b>
Share of residents not taking psychoactive medications <sup>2</sup>	<b>46%</b>	> 70%	<b>4</b>
Share of residents not requiring physical restraint <sup>2</sup>	<b>79%</b>	> 95%	<b>5</b>
Share of residents with a current personalized support plan <sup>2</sup>	<b>80%</b>	100%	<b>6</b>
Mini Nutritional Assessment (new indicator)	<i>Measurement underway in 2023</i>		<b>7</b>
Impact of in-facility falls (new indicator)	<i>Measurement underway in 2023</i>		<b>8</b>

**1** Due to the focus placed on the system, the number of reviews gathered almost doubled within a year.

**2** The Net Promoter Score (NPS) across all Colisée's facilities is rising. This is not an end in itself but a motivation to keep doing better.

**3** Residents who are in Colisée's homes are vulnerable. While hospitalization may sometimes be necessary, it is always lived like a disruption. The percentage of hospitalized residents stayed more or less the same, despite the impact of Covid-19.

**4** Colisée is committed to offering an alternative person-centered approach. Our policy of reducing the use of psychoactive drugs seeks to maintain every resident's physical and cognitive capabilities, without restricting them artificially.

**5** Guided by our philosophy of helping people to stay independent, our teams do their utmost to reduce the use of physical restraints, which entails adjusting protocols and accepting a potential fall risk.

**6** Personalized support is the foundation that allows each resident to embrace life in their facility, while enabling staff to accommodate the unique needs of each and every individual. In 2022, we picked up the pace as we updated all of our residents' personalized support plan, while sharing best practices across countries.

**7** Whether people are living at home or in a facility, nutrition is a vitally important factor. The Mini Nutritional Assessment (MNA®) is an internationally recognized standard that may be used to perform appropriate, simple and regular assessments of the residents' nutritional state.

**8** Again in keeping with our philosophy of helping people to stay independent, we want to continue measuring the risk-reward tradeoff associated with not using physical restraints. We will supplement our indicators to measure the impact of in-facility falls.

<sup>1</sup> Scope: all countries and activities, except home care services

<sup>2</sup> Scope: all countries, only nursing homes



## Mission Committee member views



This year, we made real headway in getting residents involved in the life of their residences. An interactive community is built by giving residents a say in what goes on in their lives. Drawing inspiration from France and its “personalized support plan” system, we designed “See Me”, a personalized support program that provides a basis for staff and residents to collaborate closely and design a residential experience that truly meets the needs of every individual. In this way, we are helping to shift mindsets by encouraging residents to work with us to determine what happens for them.

Anne-Charlotte Cambresier



One of the main improvement drivers introduced by Colisée is the work done in collaboration with WeDoxa to measure and monitor satisfaction among clients and team members. This follow-up is key to boosting the image of the elderly care sector and delivering impeccable service quality.

Estelle Prot



Putting the emphasis on nutrition is something that really affects residents, both from a biological perspective – because good nutrition goes hand-in-hand with positive ageing – but also from an organoleptic standpoint. This aspect is especially critical, because mealtimes tend to be among the highlights of the day for elderly people.

Joaquim Borrás Ferré



As part of my involvement with the Colisée Mission Committee, I strongly recommended using a Net Promoter Score (NPS) benchmarking system, which is an approach that I am very familiar with as it is widely used in banking. The NPS method makes it possible not only to see where an organization stands compared to its main competitors, but also, and more importantly, to assess the quality of its services. When properly executed and used, NPS benchmarking offers a way to pinpoint areas where improvement is needed. At my request, Colisée measured the NPS for the nursing homes sector in France, Belgium, Spain and Italy, in order to compare its performance with that of its peers.

Jean-Sylvain Ruggiu

## Best practices

### The Social Life Council (CVS in French), a new forum to foster dialogue and promote progress in France

Colisée's mission and corporate purpose demand a continuous, exacting and responsible approach. Taking on this challenge entails massive buy-in from staff, but also support from family representatives. This inspired the idea of setting up a national consultative body, CVS France, which seeks to encourage residents and their relatives to get involved in how Colisée operates by sharing problems and best practices.

CVS France meets at least three times a year. It comprises members from facilities' social life councils, residents, relatives' representatives, associations (Old'Up, France Alzheimer, France Assos Santé, ALMA Paris), employee representatives, and members of the Management Committee for France. The Council, chaired by a representative of the relatives, may invite outside persons to come and share views and discuss questions transparently.

In the other three European countries where Colisée operates, similar committees exist with comparable roles. However, CVS France is, however, the first nationwide social life council to be created.

“ Our national Social Life Council is a forum for transparency, trust and dialogue. No subject or question is off the table as we work to promote positive ageing. As the representative of family members, my role is to provide our viewpoint during discussions and to put forward practical solutions. Being involved in the life of a residence is fascinating, especially because the facility in question happens to be where my own mother lives.

Jocelyne Delattre

President of the Colisée CVS France and member of Château de Haut-Venay facility's social life council

### Mystery visits conducted through a third-party body

In 2017, Colisée first set up a campaign of mystery visits, which are run by BVA, a consulting and accounting firm. The aim is to ensure that Colisée employees apply the company's core values, particularly when welcoming and supporting future residents or their relatives. As part of the process of continual improvement and transparency, these visits were stepped up in 2022, with changes made to surveys and the introduction of an expanded program. Visits were conducted in 100% of Colisée's nursing homes in Europe. All members of Colisée's Mission Committee and the ITPO (RSE France - APAVE group) are encouraged to make unannounced visits to the company's facilities.

### Internal controls, promoting constant improvements

In addition to the mystery visits, internal checks are carried out by Colisée's Head of Operational Control, who reports to the President. In all, 22 audits of this kind were conducted in the second half of 2022 at French facilities. These full-day visits are used to ensure that each facility is operating properly. The audit program is determined based on an analysis of Colisée's ESG indicators. In 2023, checks will be carried out in all countries, and follow-up visits will be regularly organized.

## Best practices

### Public bodies inspections

In addition to the internal audits, public bodies inspections are also conducted, typically on an unannounced basis.

**In 2022,  
339 inspections  
were conducted**  
in the four countries where  
Colisée operates

FRANCE	INSPECTING AGENCIES	NUMBER OF INSPECTIONS	TOTAL
196 FACILITIES			
QUALITY AND CARE	Agence régionale de santé - ARS Conseil départemental - CD	52	97
HUMAN RESOURCES AND COMPETITION	Direction régionale de l'économie, de l'emploi du travail et des solidarités - DREETS Direction générale de la concurrence, de la consommation et de la répression des fraudes - DGCCRF	17	
FOOD HYGIENE	Direction départementale de la protection des populations - DDPP	28	
BELGIUM			
94 FACILITIES			
QUALITY AND CARE	Inspection autorité sanitaire - AZG KAPPA Agence wallonne pour une vie de qualité - AViQ Commission communautaire commune - COCOM, Bruxelles	127	127
SPAIN			
64 FACILITIES			
QUALITY AND CARE	Departamento de servicios sociales de la comunidad de la región correspondiente - DSS Consejería de sanidad de la comunidad de la región correspondiente - CSC	82	83
HUMAN RESOURCES AND COMPETITION	Departamento de trabajo de la generalitat - DTG	1	
ITALY			
17 FACILITIES			
QUALITY AND CARE	Nucleo antisofisticazione e sanità dell'arma dei carabinieri - NAS Azienda sanitaria locale - ASL Agenzia di tutela della salute - ATS	22	32
HUMAN RESOURCES AND COMPETITION	Istituto nazionale previdenza sociale e Istituto nazionale assicurazione contro gli Infortuni sul lavoro - INPS-INAIL Servizio prevenzione e sicurezza ambienti di lavoro - SPRESAL	4	
FOOD HYGIENE	Azienda sanitaria locale - ASL Agenzia di tutela della salute - ATS Servizi igiene degli alimenti e della nutrizione - SIAN	6	

## Best practices

### Transparent handling of complaints and litigations

Colisée is mindful of the responsibility that comes with supporting and caring for the elderly and, in some cases, extremely vulnerable people. We are working unceasingly to improve the quality of our services as we endeavor to cater ever more closely to the

needs of each and every individual. Yet, despite these efforts, complaints procedures, associated action plans and adverse events can lead to litigations with residents and/or family members. Individual litigations are classified into four themes: falls, medical, Covid-19, and failure of care. The total risk estimated for disputes over the last nine years is 1.3 million euros, or 0.08% of revenue.

	FALLS	MEDICAL	COVID-19	FAILURE OF CARE	TOTAL
2022	0	0	0	4	4
2021	2	1	1	2	6
2020	1	1	2	0	4
2019	0	1	0	1	2
2018	1	1	0	2	4
2017	3	0	0	0	3
2016	0	1	0	1	2
2015	0	0	0	1	1
2014	1	0	0	0	1

*In the four European countries, the reference year is to the year in which the procedure was opened. Information to the best of our knowledge as the Mission Committee report was published.*

## OBJECTIVE 2

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



### MISSION COMMITTEE OPINION

“ The Committee stresses that 2022 was a complex year for human resources and employment. Every sector was affected, but the medico-social sector was particularly hard hit, especially on the back of an unprecedented health crisis.

The Committee acknowledges the improvements set in place. The measures taken are assessed across all aspects of the “employees’ quality of life” pillar.

The Committee encourages Colisée to keep up its efforts, with a particular focus on building employee loyalty and supporting staff and their wellness through continued steps to reduce workplace accidents and staff turnover.

The Committee would like the next report to include the employee NPS.

## Key indicators

INDICATORS	2022 RESULTS	2025 TARGETS	COMMENTS
Turnover rate <sup>1</sup>	<b>20%</b>	< 18%	<b>1</b>
Absenteeism rate <sup>1</sup>	<b>11.4%</b>	< 8%	<b>2</b>
Workplace accident frequency rate <sup>1</sup>	<b>29</b>	< 20	<b>3</b>
Workplace accident severity rate <sup>1</sup>	<b>1.5</b>	< 1.5	<b>4</b>
Professional gender equality index <sup>1</sup>	<b>94</b>	> 92	<b>5</b>
% of employees taking certificate- or diploma-earning courses <sup>1</sup>	<b>11.2%</b>	Under review	<b>6</b>
Employees' NPS (new indicator)	<i>Measurement underway in 2023</i>		<b>7</b>

**1** For residents, human connections are vital and are formed over time, making it important to reduce staff turnover. Turnover also has a major financial impact and creates risk for the execution quality of our services.

**2** Colisée's absenteeism rate edged upwards in 2022, partly reflecting periodic resurgences in Covid-19-related infections. The company is aware of the challenges that absences, particularly short-term absences, may create for the organization of individual facilities.

**3** Initiatives over recent years to reduce workplace accidents are paying off, as shown by the frequency rate, which is declining, and the severity rate, which is unchanged. There is now solidly established momentum towards risk reduction at our facilities. Colisée will continue to invest in equipment and training; it is fitting lifting hammocks in rooms in France, for example.

**4** The severity rate of workplace accidents remains stable, but Colisée is continuing its efforts. Any accident can have major consequences for the quality of life of the affected employee.

**5** The professional gender equality index is measured annually in all the European countries where Colisée operates. In 2022, it remained above the target.

**6** Employee training is a major development focus. Adjusting to accommodate local requirements, Colisée provides training programs that offer staff the opportunity to earn qualifications. Colisée is also involved in training through apprenticeships, and, in 2022, had over 520 apprentices.

**7** Colisée employees' Net Promoter Score (NPS) is also measured, consistent with the notion that personnel relations should get the same attention as clients relations. In 2023, reviews from consenting respondents will be published anonymously.

<sup>1</sup> Scope: all countries and activities, except home care services

## Mission Committee member views



This year, our employees got the opportunity to take part in iDay, a day-long event when staff are invited to put forward ideas to energize the company's mission. Proposals are voted on, with the most popular ideas selected and then put into practice. Team members were delighted to be part of this shared moment, which gave everyone the chance to play an active and meaningful role in Colisée's corporate mission.

Cédric Bens



Recent media coverage has obviously had major repercussions for our sector. Hiring and staff loyalty have been affected, and we need to do in-depth work to turn this image around. More generally, being a mission-led company is a challenge in its own right. We have to ensure that employees are aware of and involved in Colisée's ESG commitments. This is a huge driver of pride and motivation.

Jacques Bailet



Colisée devotes considerable resources to promoting the well-being of team members, but much still remains to be done in terms of re-inspiring staff and recruiting new people. The situation has been exacerbated by the Covid-19 crisis. We have to restore meaning to the link connecting the care that we provide and the well-being that this creates. It is vital to reiterate the message that what we do is important and plays a crucial social role.

Anne-Charlotte Cambresier



In 2022, Colisée had to cope with a shortage of personnel. Although Colisée has already invested heavily in staff training, it needs to keep up these efforts and even take them to the next level, to show the way forward to other companies in the sector. The people working on-site are the ones who make it possible for Colisée to deliver high quality services.

Jean-Alain Margarit



Colisée must address a truly human challenge, that of hiring, training, supporting and paying staff fairly. The statutory objective of improving the quality of life of our teams and enhancing the image of careers in the elderly care sector is, therefore, vitally important to the future of the company and its ability to properly execute its mission.

Maxime Holder



View from **Guillaume Desnoës**,  
Co-founder of Alenvi

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**“The demographic transition should be viewed as an opportunity to create jobs that have real meaning.”**

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#### **What is your take on the attractiveness of jobs in the elderly care sector?**

Our greying societies need to tackle the challenge of population ageing and its direct consequences, including loss of independence, isolation and increased prevalence of neurodegenerative diseases. Paradoxically, however, even though the needs are well identified and on the rise, interest in working in the sector, where careers are undervalued, is waning.

The demographic transition should not be a source of dissatisfaction, insecurity or unhappiness at work. In fact, it should be viewed as an opportunity to create jobs that have real meaning. Our goal in founding Alenvi was to provide home care support services that offer an empowering and rewarding work setting for caregivers.

#### **How can the sector be made more attractive?**

One of the first steps is to restore meaning to these jobs. In my opinion, making the choice to become a mission-led company supports this goal. By implementing the mission-led scheme, we can pave the way to bring the social and environmental goals of all stakeholders into alignment. For example, by promoting shared living, we help to encourage positive ageing by nurturing intergenerational links and reformatting social ties. If we do this while also renovating existing facilities to bring them up to modern environmental codes, these homes can help to promote energy conservation. At Colisée, for example, virtuous circles can be set up around meals, enhancing residents' quality of life through improved health and enjoyment, while also doing the right thing for the planet by prioritizing

short food supply circuits and keeping waste to a minimum.

I also firmly believe in encouraging teams to operate independently by avoiding overly vertical processes, promoting career growth and, quite simply, by enabling people to blossom in their jobs. We have seen how this approach cuts down on absenteeism and improves buy-in from staff.

#### **What role does training play?**

It's vital, particularly in encouraging autonomy. As with all jobs in the medico-social sector, ongoing training is critical. Training also supports career advancement, enabling people to move from caregiving positions into supervisory roles, for example.

Right now, training sometimes overemphasizes the technical side. But human relations make up 95% of these jobs, as workers deal with residents, family members, different teams and service providers. So we need to promote soft skills and provide training in managing emotions, developing group communication and working collaboratively. This is the vision we have developed with Compani.

The goal is to ensure that training is truly designed to meet the reality of the job. Beyond that, the way that these jobs are perceived culturally and socially needs to change. We have to show that these are caring professions offering rewarding and fulfilling professional careers.



## Best practices

### Colisée is expanding and accelerating staff training

#### • OSS ACADEMY AND EXECUTIVE MBA FOR FACILITY DIRECTORS

Two training courses have been set up in Italy. The first, OSS Academy, offers a six-month training course for caregivers. The course is structured around classes and internships at nursing homes. Graduates earn a diploma that is recognized nationally in Italy. The Executive MBA for Facility Directors, the second course, is a two-year training course organized in partnership with LIUC Business School. The program trains facility directors in the new challenges facing the elderly care sector, with a particular focus on regulatory issues.

#### • É-CLORE

In France, a major digital training initiative, dubbed é-Clore, is being offered to all of Colisée's service and hospitality personnel, on top of the existing training options. The program offers pre-qualifying training that builds up professional skills and forms the first step in the training required to become a caregiver.

Organized around 80 hours of distance education, and based on our CORE values, é-Clore aims to nurture and strengthen the skills of service and hospitality staff, enabling them to perform resident and patient support duties totally safely.

At the end of 2022, over 600 people were enrolled in the program. Of these, 40% had already successfully completed the training program and were looking forward to starting a program leading to qualification. The goal now is for all service and hospitality staff to be able to take this "first step" of training. Three or four new cohorts are expected to be created in 2023.

#### • CORE INTERNATIONAL ACADEMY

In 2022, Colisée set up the Core International Academy. Over the space of one year, our European site directors took part in an inspiring leadership program comprising masterclasses led by exceptional and inspiring presenters, as well as workshops and e-learning modules.

The Academy's primary objectives are to strengthen Colisée's corporate culture and create an interactive community within which directors can listen to each other, push each other forward, share ideas and discuss issues together. The program culminates in a final hackathon.

### Promoting employee share ownership

Colisée is deeply attached to sharing value with its personnel. Since 2021, employees in France, Belgium and Spain have had the opportunity to become shareholders in the company through a corporate mutual fund (FCPE in French). A new campaign promoting the scheme was launched in France in 2022.

The employee share ownership program is a way for employees to be part of a shared corporate mission and to invest in collective success.

**Over 1,700 employees**  
invested in the  
corporate mutual fund  
(FCPE in French)  
in 2021 and 2022

## Best practices

### Measuring to ensure pay equity

Aware of the importance of sharing the value it creates fairly, Colisée measures pay gaps and seeks to ensure that the difference between the highest earners and the median wage in each country never exceeds a factor of 1:20.

**The pay equity ratio did not exceed 9 in 2022**

### The European Works Council (CEE)

Work on setting up the European Works Council began in 2022 when a special negotiating group was created comprising 12 members from union delegations representing the four countries where Colisée operates. The council met for the first time in January 2023.



## OBJECTIVE 3

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

**MISSION  
COMMITTEE  
OPINION**

The Committee notes Colisée's commitment to environmental issues.

Colisée achieved virtually all of its operational objectives while raising the target for its carbon trajectory, which has now been scientifically validated by the Science Based Targets initiative (SBTi).

The inflationary environment made it harder to improve the green electricity share, but the Committee encourages the company to keep up the momentum and is confident that the goal can be reached by 2025.

## Key indicators

INDICATORS	2022 RESULTS	2025 TARGETS	COMMENTS
Carbon intensity <sup>1</sup>	<b>122 t of CO<sub>2</sub> eq. per million euros of revenue</b>	Alignment with Paris Agreement	<b>1</b>
Greenhouse gas (GHG) emissions <sup>1</sup>	<b>178 kt eq. CO<sub>2</sub></b>	Alignment with Paris Agreement	<b>2</b>
Share of green electricity <sup>1</sup>	<b>75%</b>	100%	<b>3</b>
Share of sustainable food served in catering <sup>2</sup>	<b>62%</b>	70%	<b>4</b>

**1** For the third year running, Colisée carried out a carbon footprint assessment and provided details on its analysis and emissions factors to limit uncertainty and optimize management of the trajectory. Colisée's carbon intensity was cut by 10% in 2022.

**2** Average emissions per Colisée resident in Europe are down, amounting to 6.2 tons of CO<sub>2</sub> equivalent in 2022, compared with 6.7 in 2021. By comparison, average emissions per person in Europe are 6.9 tons of CO<sub>2</sub> equivalent<sup>3</sup>.

**3** The share of green electricity stood at 75% in 2022. The 100% target was reached in Belgium, but not yet in France, Spain or Italy.

**4** Colisée continues to work with partners to ensure sustainable food supply for its facilities.

<sup>1</sup> Scope: all countries and activities, except home care services.

<sup>2</sup> Score: all countries, only nursing homes.

<sup>3</sup> Source: 2021 study by the Service des études et des statistiques (SDES) du ministère de la Transition écologique et Solidaire, now ministère de la Transition écologique et de la Cohésion des territoires.

## Mission Committee member views

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Colisée can still go further and act more aggressively in response to climate change. I believe that one way to do this is through changes to nutrition. The food transition is part of the energy transition. Colisée already prioritizes procurement from local suppliers. It is also talking about diversifying protein sources. Why not offer vegetarian meals twice a week at all facilities, for instance?

Estelle Prot



The environmental transition is a crucial issue and one that more and more people are getting behind, as it speaks to everyone, staff and customers alike. We can play an important role in this regard through the environmental footprint of our facilities. I believe that our engagement with and action on this issue will persuade people to join our team or to come and live at one of our facilities.

Anne-Charlotte Cambresier



In 2022, people and companies in France were deeply affected by the unprecedented surge in inflation and the energy crisis, which had a massive impact on costs. For some years already, Colisée had anticipated, not the crisis, but the vital importance to the future of supporting the energy transition at the organizational level. The crisis showed that the company made the right move before many others.

Jean-Alain Margarit



View from **Thibault Ben Khelil**,  
Director of Consulting at GreenFlex

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**“ We need to be able to ensure that residents enjoy the same level of comfort, while raising their awareness about climate issues.”**

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**Can you tell us about the challenges linked to the execution and results of Colisée’s third carbon footprint assessment?**

As with the previous carbon assessment, we needed the full involvement of all the countries. Specifically for this third assessment, we had to tackle several challenges. We needed a more refined analysis of products and services in order to steer the data more effectively and implement more targeted measures. The inclusion of new facilities meant that our scope changed. And we needed to understand the change in our greenhouse gas (GHG) emissions and explain these both internally and externally.

**What are the most significant emissions reduction drivers?**

There are many potential drivers when it comes to cutting GHG emissions, from low-carbon procurement and increased energy efficiency and conservation, to purchases of renewable energy, expansion of the electric vehicle fleet, and a greater emphasis on circularity. The challenge is to ensure that all our business areas are involved and accountable when it comes to rolling out and monitoring reduction measures. Specifically in Colisée’s case, we need to adjust our relationship with residents so that that we deliver the same level of comfort while at the same time making them more aware of and involved in climate issues.

**What are the links between a carbon assessment and a science-based reduction trajectory?**

A carbon assessment will not necessarily result in ambitious GHG emissions reduction targets. It will, however, identify the measures that need to be implemented. To go further, thousands of companies are now creating science-based emissions reduction trajectories designed to respond to the climate emergency. This is having a positive effect by encouraging firms to set bolder goals and embrace profound transformations. Going down this route is also the best way to gain recognition on this issue. Nevertheless, merely setting ambitious goals is not enough – you also have to be able to meet them!

## Best practices

### Deploying a Paris Agreement-aligned low-carbon strategy

First established in 2015, the Science Based Targets initiative (SBTi) supports and advises companies looking to set GHG emissions reduction targets to respond to the climate emergency. As part of this, the SBTi provides independent assessments of corporate decarbonization strategies.

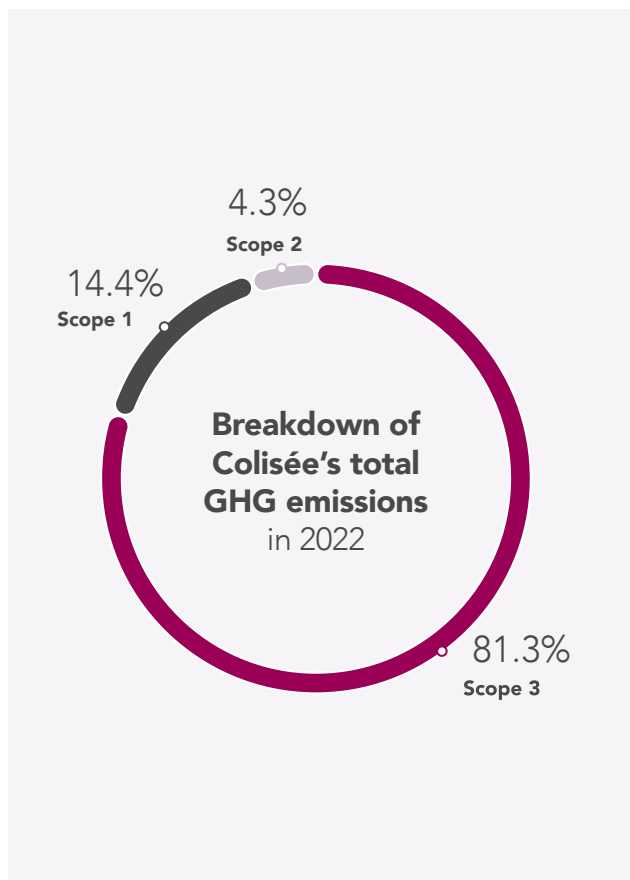
To be approved, decarbonization strategies must include reduction targets for Scope 1 and 2 emissions, plus Scope 3 emissions if they account for over 40% of the company's total emissions.

In practical terms, all three scopes of GHG emissions are defined by ISO 14064 as follows:

- **Scope 1** concerns emissions that are directly linked to the company's activity. In Colisée's case, this means emissions linked to gas consumption by facilities, the fuel used by the company's vehicles, and refrigerant leakage.
- **Scope 2** concerns indirect emissions linked to energy consumption. For Colisée, this means electricity consumption.
- **Scope 3** comprises other indirect emissions. This is Colisée's largest item and includes, among other things, emissions linked to our purchases of goods and services, commuting and visitors, as well as management of the waste that we generate.

In 2022, SBTi approved our trajectory as well as our targets for 2030, namely:

- Reduce Scope 1 and 2 emissions **by 42% in absolute terms by 2030** relative to 2020.
- Reduce Scope 3 emissions **by 52% per million euros of revenue by the same date**.



## Best practices

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### Green energy: A genuine commitment, but one bound by economic constraints

While the goal of 100% green energy has been achieved in Belgium, the same is not yet true in the other countries. In France, recent changes to the scope of the company have slowed progress, even though the facilities that joined Colisée in 2022 are currently entirely supplied by green electricity. In Spain and Italy, where costs increased considerably, Colisée opted against entering into new contracts in a challenging inflationary environment.

In addition, Colisée purchased some Energy Attribute Certificates (EAC) to boost the share of green electricity in its overall consumption.

In 2023, energy conservation efforts will be maintained up, with a view to achieving the target of 100% green electricity. For example, some Colisée France facilities have been entirely supplied using biogas since 2022, and a ten-point plan of energy conservation commitments was introduced in the winter of 2022/2023. The plan includes measures to raise employee awareness and provide training, to use Ecowatt, an energy forecasting system, and to accelerate the installation of electric vehicle charging stations at all facilities across the country.

### Promoting a more sustainable approach to food

Purchases represent Colisée's largest GHG emissions item, of which almost one-third is directly linked to food. Whenever possible, Colisée prioritizes local, seasonal and certified products. Meals are prepared in-house, which creates opportunities to promote more energy-efficient cooking methods. The choice of raw materials is therefore essential.

“ With Transgourmet, we want to make the best possible food accessible to the largest number of people. This is precisely what we do each and every day in our work with Colisée. For several years, we have set bold goals for developing our sustainable offerings. We provide Colisée facilities across France with over 3,500 local products. Our shared priority is to continue to promote and source local products.

Our unique delivery model ensures that Colisée facilities receive all their products through a one-stop, next-day delivery system, no matter where they are in the country. This approach helps us to reduce our environmental footprint, puts our teams right at the heart of a service providing high value added, and provides access to wonderful, high-quality, healthy products.

Éric Decroix,  
President of Transgourmet France



## Best practices

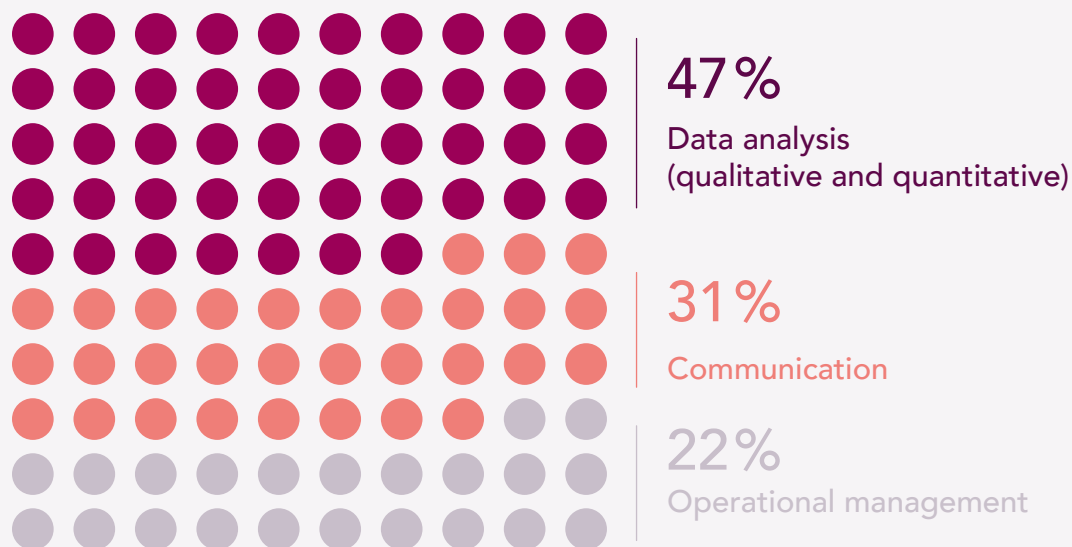
### First-time EcoJardin certification for Colisée in 2022

EcoJardin is a certification system for environmentally friendly green space management. Certification is based on audits performed by independent bodies using a common assessment framework. The goal is to encourage gardeners and green space managers to adopt best practices.

In 2022, the Herri Burua Residence in Arbonne became Colisée's first facility to receive EcoJardin certification. The facility's psychomotor therapist set up a strict eco-friendly garden management system and got residents involved in the program. This provided a way to work on outdoor residents' psychomotor skills (walking on loose soil, physical coordination practice through gardening, group harvesting activities to create social ties, taste stimulation by cooking the fruits produced in the garden). At the same time, the program helped to raise awareness about environmental issues.



## Resources assigned to the mission



Members of the Corporate ESG team manage different cross-cutting topics linked to sustainability and social responsibility, which are intrinsically linked to our mission. Within the team, however, specific time is set aside for activities involved in managing the corporate mission internally, including monitoring operational aspects, challenging operational KPIs, organizing Mission Committee meetings and coordinating the independent third-party body. Some resources are made available to Mission Committee members to understand the challenges facing the company and to take appropriate initiatives with regard to the mission and its objectives (e.g. BVA survey with NPS market study).

We will continue to provide the Committee with the resources to monitor Colisée's mission and objectives and ensure that these are successfully achieved.

**An investment of approximately 300,000 euros (excl. VAT) allocated to managing the overall mission.**

PART 3.

# Our activities in Europe



# France

Nicolas Noesser  
CEO France



Laurent Ostrowsky  
CEO Onela



Our efforts are guided by the aim of fostering “positive ageing at home”, for both recipients and carers. We operate through 63 offices in France. Our commitment can be measured by the almost 3 million hours of work that we provided for 11,000 clients.

Laurent Ostrowsky, CEO Onela

Interview with  
Nicolas Noesser, CEO France

## How would you describe 2022?

It was obviously a year of many challenges. Our sector was severely impacted on a number of fronts: healthwise, as we moved out of the Covid-19 crisis; in the media, due to the high-profile investigations and their repercussions; and, of course, economically, through the effects of inflation. Yet, taking on these challenges gave us an opportunity to refocus on core issues, precisely at a time when 50 new facilities were joining Colisée France. Specifically, we want to work hard every day to deliver high-quality services to the residents who place their trust in us. We want to look after the well-being of our team members; and, last but not least, we will never stop thinking about the impact that we have on our environment.

## How did you implement Colisée’s mission?

The mission acted as our compass, helping to chart our way forward. It guided our thinking and decision-making during a complex period.

## What was a highlight of 2022 for you?

We won five prizes at the MDRS awards (Maison de Retraite Sélection in French) for best nursing homes and service flats for seniors. For me, this recognition rewards the spirit of initiative shown by our facility directors and their teams, who were responsible for a host of local projects. The awards also illustrate the power and benefits of our mission, which ensures that residents are truly cherished, that their wishes and desires are valued, while also promoting engagement among our team members. These achievements are helping to change mindsets about the people that we look after and about the work that we do.

## TESTIMONIAL

“ We want to tell people outside our facilities about residents and employees. And we have done exactly that in Dijon through an immersive exhibition<sup>1</sup> called *Portraits of Love* (Portraits d’amour), which is paired with podcasts in which seniors tell their own love stories. It’s a beautiful way to spotlight the creativity of our staff and to convey a positive image of Colisée, while showing what we offer: great places to live!

Claire Ricci, Director of the Ducs de Bourgogne nursing home

<sup>1</sup> Link to the initiative: <https://www.maison-retraite-selection.fr/palmares-mdrs/ehpad/6982-les-ducs-de-bourgogne.html>



# Belgium

Guido Perremans  
CEO Belgium



Interview with  
**Guido Perremans**, CEO Belgium

## How would you describe 2022?

First and foremost, 2022 brought a return to normal, as most Covid-19 related restrictions were lifted. We had to contend with inflation, particularly in energy and food products. There were two pieces of good news: we got glowing feedback from customers, and the Belgian government stepped up its inspections of nursing homes.

## How did you implement Colisée's mission?

We set up three major programs, one for each statutory objective. The first, Armonea 2.0, provides personal care services to residents and is the only initiative of its kind in Belgium to date. One-half of all residents have benefited from this initiative so far.

For staff, we launched two campaigns SamenSterkers and Ensemble+forts, as well as a new in-house app called Colisée Connect, which provides access to schedules, news and training modules. We also introduced e-maze, a new energy consumption monitoring tool.

## What was a highlight of 2022 for you?

Setting up the Colisée Connect app was really successful. In all, 70% of staff use the new app, which promotes communication on private as well as professional topics.

## TESTIMONIAL

“ Colisée Connect is a really innovative app that enables us to optimize communication both with and between teams and to offer personnel access to a host of functionalities, including schedules, training opportunities and employee benefits. It's a win-win solution that perfectly illustrates how we want to present ourselves as an employer outside the organization.

**Barbara Hartert**, Communication Manager

# Spain

Gerard Sanfeliu  
CEO Spain



Interview with  
**Gerard Sanfeliu**, CEO Spain

## How would you describe 2022?

The year was profoundly affected by the impacts of the health crisis and also by the energy crisis that we're still experiencing today. Inevitably, elderly people were affected. As our societies age, it is critical that we find new models for supporting elderly people. Making younger people more aware is particularly vital.

## How did you implement Colisée's mission?

We made headway in our commitment to promote diversity, look after the environment and uphold an ethical stance. We put special emphasis on improving independence and health. Obviously, many challenges still have to be addressed. We want to keep changing society's views on old age

by being ever more transparent and by bolstering the engagement of our teams day-to-day.

## What was a highlight of 2022 for you?

The "Como en casa" initiative introduced by our Gijón facility. It shows the future for our nursing homes in Spain. As part of this project, we completely redesigned our resident support framework based on the concept of person-centered care. We also revamped our internal organization and forged external connections by promoting exchanges with local communities. This is genuinely a life project for residents and personnel alike.

## TESTIMONIAL

“ In 2022, we transformed our facility and developed new care services and new types of therapy. Our staff members were provided with training to accompany these developments. This project, which is truly people-centered, drives us forward day-to-day and allows us to make up a truly meaningful contribution to efforts to foster positive ageing.

**Paloma Ordieres**, Director of Colisée Plaza Real Gijón

# Italy

Fabio Massimo Ragusa  
CEO Italy



Interview with  
**Fabio Massimo Ragusa, CEO Italy**

### How would you describe 2022?

The first half of the year was affected by a resurgence in the pandemic. Nevertheless, the experience gained since February 2020 and vaccination campaigns made this latest wave easier to deal with. Following this, the energy crisis encouraged us to step up our efforts to save energy. Another important focus area in 2022 was onboarding new employees, always with the aim of improving the quality of life of residents and ensuring better working conditions for our personnel.

### How did you implement Colisée's mission?

We had an extremely eventful year! Internally, the Portal and MyColisée tools were deployed in Italy. We committed ourselves to significantly improving

the quality of our services, especially on the catering side. On the management front, masters programs designed specifically for managers were made available, both nationally and internationally.

We built stronger links outside the organization, particularly with family members of residents through initiatives such as educational online meetings. We also organized local initiatives, which included participation in the Alzheimer's Marathon event.

### What was a highlight of 2022 for you?

We entered into a national partnership with Fondazione Maratona Alzheimer to support research on Alzheimer's disease. During Alzheimer's Awareness Month, in September, we organized a one-day event.

## TESTIMONIAL

“ This partnership allows us to actively support research on Alzheimer's disease. In Milan, on the day set aside for the Alzheimer's Marathon event, guests, families, health professionals and local representatives gathered together. This event was an opportunity to raise awareness about the specific issues associated with this disease, to ensure that we don't forget those who suffer from dementia.

**Gianpaolo Boldori**, Director of the Milano Affori nursing home



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**FRANCE ASSOS SANTÉ**

<https://www.france-assos-sante.org/>

**FRANCE NATIONAL ALZHEIMER'S ASSOCIATION**

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**LA POSTE GROUP MISSION COMMITTEE REPORT**

<https://www.lapostegroupe.com/en/news/first-report-of-the-la-poste-groupe-mission-committee>

**MINI NUTRITIONAL ASSESSMENT (MNA®)**

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<https://www.un.org/en/climatechange/paris-agreement>

**REPORT BY THE MISSION COMMITTEE FOR THE FRENCH COMMUNITY OF MISSION-LED COMPANIES**

<https://www.entreprisesamission.org/rapports-activite-comite-mission-2021/>

**SCIENCE BASED TARGETS INITIATIVE (SBTI)**

<https://sciencebasedtargets.org/>

**SELECTION OF MISSION COMMITTEE REPORTS BY MISSION-LED COMPANIES**

<https://www.observatoiredessocietesamission.com/rapports-de-mission/>

**SERVICE DES DONNÉES ET ÉTUDES STATISTIQUES (SDS) DU MINISTÈRE DE LA TRANSITION ÉCOLOGIQUE ET DE LA COHÉSION DES TERRITOIRES**

<https://www.statistiques.developpement-durable.gouv.fr/english-contents>



## Glossary

- **Absenteeism rate:** number of days of absence, including accidents at work, sick leave and undocumented absences, relative to the number of days theoretically worked in the month.
- **Carbon intensity:** ratio of Scope 1, 2 and 3 GHG emissions to revenue.
- **Frequency rate of work accidents:** total number of accidents at work with at least one day off work relative to the total number of hours worked during the month x 1,000,000.
- **Greenhouse gas (GHG) emissions:** total Scope 1, 2 and 3 of GHG emissions
- **Mini Nutritional Assessment (MNA®):** the Mini Nutritional Assessment (MNA®) provides a simple and quick method of identifying elderly persons who are at risk for malnutrition, or who are already malnourished. It identifies the risk of malnutrition before severe changes in weight or serum protein levels occur.
- **The Net Promoter Score (NPS):** the NPS is an indicator that assesses the likelihood that a client or relative/employee will recommend the facility/the company to those around them. The score is calculated as the difference between the percentage of promoters (score of 9 or 10) and the percentage of detractors (score of 0 to 6), and can range from -100 to +100.
- **Number of reviews by customers and relatives collected and verified by WeDoxa:** the total number of reviews submitted by residents and verified and published by WeDoxa, an independent third party.
- **Number of full-time equivalent (FTE) employees per 100 residents:** number of FTE employees, including employees on permanent, short-term and temporary contracts, per 100 residents, in nursing homes (based on the legal working time directive in France).
- **Share of sustainable food served in catering:** proportion of food (including beverages) attributable to sustainable products (local products, organic products, certified products) in total catering expenditure.
- **Share of green electricity:** proportion of electricity generated by solar panels and with Guarantees of Origin in total electricity consumption.
- **Share of residents with an updated personalized support plan:** proportion of residents whose personalized support plan has been updated in the last six months, or within a month of their arrival. Support plans aim to tailor proposed activities to meet residents' specific objectives. They are assessed with the team and relatives.
- **Share of residents hospitalized:** proportion of residents who were hospitalized for more than one day.
- **Share of residents not taking psychoactive medications:** proportion of residents not taking psychoactive drugs, such as antidepressants, neuroleptics, hypnotics or anxiolytics.
- **Share of residents not requiring physical restraints:** the proportion of residents not subject to any kind of physical restraint. Physical restraint means any measure applied to a resident that restricts their freedom of movement, physical activity or normal access to any part of their body. Examples of restraints include suits, belts and barriers.
- **Turnover rate:** number of permanent employees who left over the year, divided by the yearly average of total permanent headcount.
- **Science Based Targets initiative (SBTi):** the SBTi is a collective initiative supported by many institutions that aims to help companies to reduce the GHG emissions responsible for climate change. Companies that join the SBTi pledge to set targets for reducing their GHG emissions in line with the scientific recommendations of the Paris Agreement.
- **Severity rate of work accidents:** number of days off related to an accident at work per thousand hours worked.
- **Professional gender equality index:** each year, companies with 50 or more employees are obliged to calculate and publish on their website, visibly and clearly, the overall score for their professional gender equality index, along with the scores for each component indicator. This index was first introduced in France by the 2018 Act on the Freedom to Choose One's Future Career. Calculated using a 100-point scale, the index is made up of five indicators, depending on the size of the company: the gender pay gap, the difference in the share of 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, and the difference in the share of promotions.

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