



Mission Committee Report.

No. 3 • 2023

COLISEE

Contents.

Opinion on execution of the mission's statutory objectives.	— 4
<hr/>	
Preamble.	— 7
<hr/>	
PART 1: One mission, three statutory objectives.	— 18
<hr/>	
PART 2: Behind the scene of the mission.	— 64
<hr/>	
PART 3: More than a mission-led company.	— 70
<hr/>	
Learn more.	— 76
<hr/>	
Glossary.	— 77

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 2023 to 31 December 2023, 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 "Bringing together an exchange community and improving 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 "Bringing together an exchange community and improving 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 "Reducing the impact of our activities and protecting our quality of life on the planet", adopted pursuant to the second paragraph of Article L 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 "Reducing the impact of our activities and protecting 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 "Improving the quality of life of our teams and raising 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 "Improving the quality of life of our teams and enhancing the image of elderly care careers", adopted pursuant to the second paragraph of Article L 210-10 and included in the articles of association, other than the results for the operational objectives relating to absenteeism and the accident rate, without this being justified by circumstances external to the Company.

Accordingly, the Company is in compliance with the objectives of "Bringing together an exchange community and improving the quality of life of seniors" and "Reducing the impact of our activities

Accreditation No. 3-1904

Scope available at www.cofrac.fr

Ref. 240001

and protecting 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.

We were unable to issue a conclusion on the objective of "Improving the quality of life of our teams and raising the perception of elderly care careers", insofar as the results of the operational objectives relating to absenteeism and the accident rate recorded over the period do not reflect momentum likely to support the probability that the Company will meet the ambitious targets that it has set for itself in these areas by 2025.

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 has given rise to the Colisean Project, for which deployment has begun and will be continued 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.

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 have 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 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 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 2024. We believe that our work provides a sufficient basis for the conclusion expressed hereafter.

Paris, 24 February 2024

RSE France

Gérard SCHOUN

Patrice LABROUSSE




Preamble.

Colisée became a mission-led company in March 2021.

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

It reports on Colisée's progress in improving the indicators selected for the mission's statutory objectives.

The report showcases the work done to execute the mission and shares the Mission Committee's opinions on these efforts. Committee members offer their views on the advances made, the results achieved and avenues for improvement in the company's activities.

The report also describes Colisée's efforts to be operationally and financially transparent.

Colisée's challenge is to continue to aim high as it carries out its mission and measures its impact, while at the same time encouraging the elderly care ecosystem as a whole to embrace the push for greater responsibility.

Our world and the challenges of ageing.



François-Xavier Albouy

Economist, research director at the *Institut de la longévité, des vieillesse et du vieillissement*, member of the Landoy Club and author of *Prix d'un homme, Grasset, 2016*

We are heading for transition, rather than revolution, with the worldwide population of over-60s set to double by 2050.

Europe will be on the front lines of the change. The European Union, notably, includes Italy, where 24.1% of people are aged 65 or over. That is the second-highest proportion in the world, after Japan on 29.9%. France is in line with the average, at 21%, as are Spain and Belgium on 20.1% and 19.5% respectively.

Medical and nutritional advances, women's access to education, longer-term studies, later marriages and lower birth rates... The raise of living standards and the greater life expectancy are fueling this deep-seated societal transformation - a slow but steady shift that is affecting the entire planet.



Collective solutions to tackle the imbalances.

We know the effects of population ageing. For one thing, it causes a relative decrease in the labor force, which depresses productivity and growth, impacts the labor market and pensions, and hits wider goods and services markets. Health is affected and must adapt to cope with different challenges, such as “non-transmissible pandemics”. For example, ageing generates an explosive increase in neurodegenerative and cardiac diseases, stoking increased demand for health care and services.

To support economic growth and offset shrinkage in the working population, we have to invest in research and development, especially in automation, which offers a response to the productivity collapse. At the same time, robust family policies and a healthy debate on lowering the age of retirement are essential.

Sociologically, the image of old age needs a makeover. While Rolling Stones' frontman may be 80, in the wider population, workers are treated as seniors from 45 onwards, and just 56% of people aged between 55-64 have a job. By comparison, that percentage is 81.8% among people aged 24-49.

Some 33% of people are expected to spend around one-third of their life in retirement. But today's over-65s are not same, physically, mentally and financially, as their predecessors of one or two generations ago, making it urgent to change the perception of old age.

Staying active is key!

Government can play a role in this transition by promoting senior employment, investing in ongoing training, supporting community life, encouraging physical activity and more. There are many ways to empower people to project themselves into the future. Elderly residences, whether nursing homes or not, also have a role to play by becoming living spaces, acting as hubs where community initiatives can flourish.

It is critical that we rethink the “geography of age” and the place that seniors occupy, in order to create spaces that are properly tailored to them. To do this, we need more diverse representation, we need to reconfigure the different stages of life, and we have got to integrate elderly people more effectively in active living. We need to give them a driving role that will foster positive ageing, not just for individuals, but for society as a whole.

Shifting views on old age.

All aspects of population ageing need to be considered if, as a society, we hope to create the conditions to promote positive ageing. But how do we move in this direction and make sure that elderly people have their place within the community?



Mélissa-Asli Petit

**Doctor of sociology,
CEO of Mixing Générations**

What place should old age have in our societies?

Constant innovation and rapid transformation are changing our societies. This makes it all the more challenging to be inclusive of an ageing population comprised of multiple different categories, for when we speak about “the elderly”, we are actually referring to people in an incredibly wide spectrum of situations. We need to look beyond the bureaucratic tag of retirement to consider factors such as financial income, gender, where a person lives, and their health, in order to adjust accordingly. Something else to consider is that future generations will have very different expectations concerning access to technology, say, or even in terms of their citizen engagement.

What barriers do you see to the inclusion of elderly people?

There are many challenges to facilitating their integration, including accessibility and digitalization. To make a place for elderly people in our society, we have to guarantee their access to care, basic shopping facilities and public services. Increasingly, these services are going electronic. We must factor in the digital divide if we want to keep the elderly within the community. Initiatives such as citizen consultations on positive ageing have proliferated in recent years and are bringing solutions.

Our approach also needs to uphold human rights. This aspect has been addressed, among others, by the UN, which established the requirement to always treat elderly people as subjects of rights, not objects of assistance. Within this approach, it is crucial to listen to

what elderly people have to say and to support them in decision-making on issues that affect them.

How do we shift perceptions around old age?

To change the place given to elderly people, we need to have the capacity and the resolve to make them more visible and to forge strong intergenerational ties. From an early age, upcoming generations need to be cognizant of the place that elderly people occupy in society. For example, by integrating representations of older people in youth literature, we can create the conditions for inclusion and gradually shift views.

To build new standards, these individual changes must be paired with stepped-up public policy measures. We need to overhaul the way that labor is organized in the sectors that are involved in elderly care, while making sure that these professions get greater financial and social recognition. Changing perceptions in this area is vital because we need to be better at anticipating the specific and growing needs of elderly people. They form a very exposed group and bear the brunt of many challenges, from inflation to global warming.



What are the solutions that are emerging?

Local authorities can play a central role by, for example, introducing measures to maintain transport and shopping networks, or facilitating access to care.

Likewise, associations and communities help to keep connections alive and support mutual assistance. Existing initiatives, such as social centers, “third places” that support independence, and measures to encourage social ties, need to be showcased and adopted more broadly.

An inclusive, proactive and anticipatory approach is critical if we want to build societies where ageing is seen as a natural stage of life, rather than a burden!

Building closer ties.

Sarah Chouraqui



President of the Colisée Mission Committee

This, our third year of activity, was an opportunity to underline the strategic importance of the Mission Committee in the response that an engaged company such as Colisée can deliver to the challenges of old age. Besides population ageing, the medico-social sector also has to navigate a complex economic and social situation, tackling such issues as attractiveness and an inflationary environment.

A strong response is needed, and will depend on the ability to innovate in the experience offered to residents and relatives, but also to team members.

It will also entail taking the debate into the public forum by lobbying for appropriate and extensive legislative action. Last but not least, this response must contribute to shifting views on the sector, to recognize its value and rightful place in a caring and inclusive society.

As the Mission Committee, our goal is to support and facilitate these aspirations. The last three years have given us the opportunity to clarify our role and to try different things out.

“Exploring the notion of harnessing our local presence to drive change.”

Our collective discussions enabled three main focus areas to crystallize. First, the importance of helping to anchor Colisée within an ecosystem comprising relatives, community organizations, regional authorities and partners. Working together is a powerful driver.

Second, as the Mission Committee, we act as a guide in steering the execution of the mission across all of these aspects.

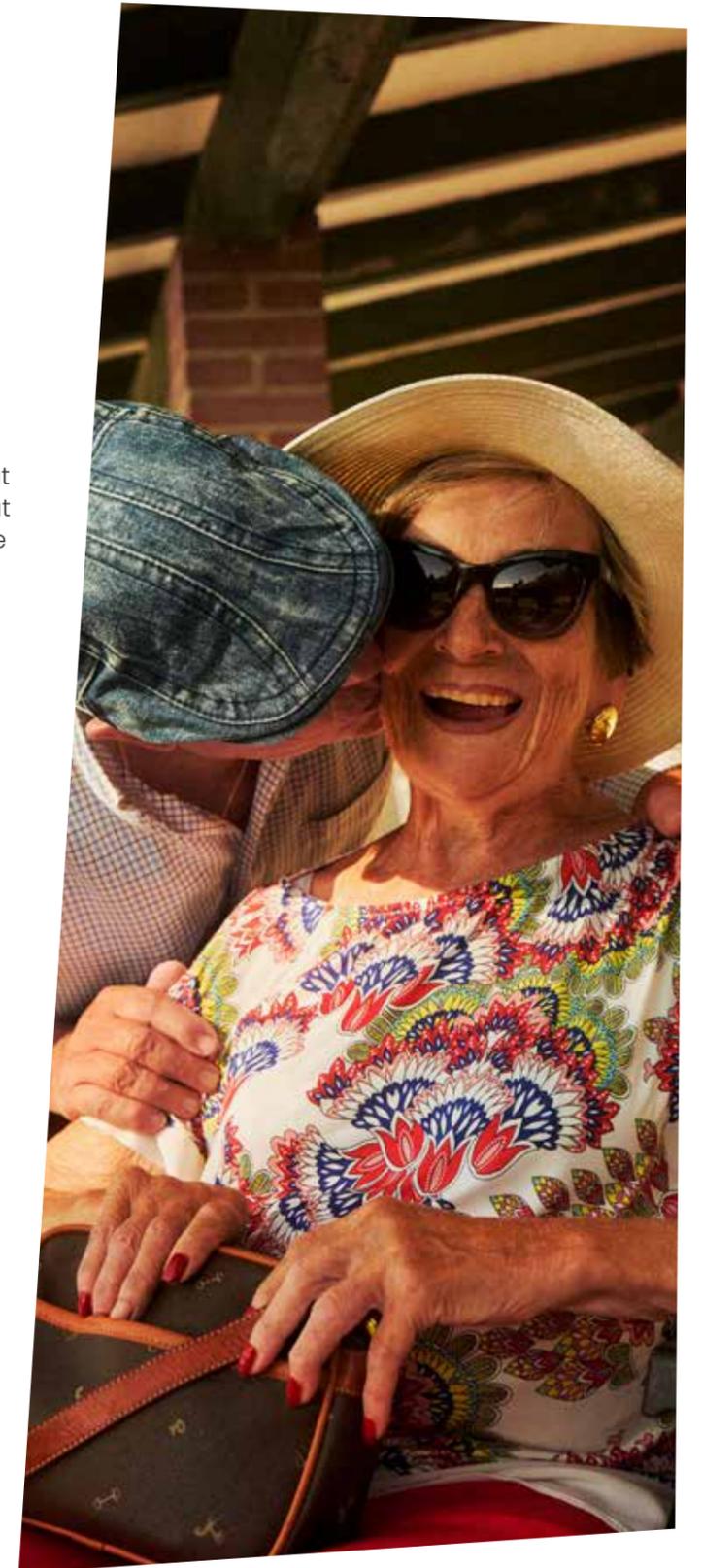
Third, we play a role in monitoring the initiatives carried out by Colisée to support its commitments.

If I look back at what drove the Committee's work in 2023, I think particularly of our determination to adopt a less general and more operational approach.

The last two years have allowed us to get to grips with our role and establish indicators. Now, we can turn our attention to monitoring initiatives, tracking their roll-out and their scope. With this in mind, we brought in experts from both inside and outside Colisée to help us deepen our knowledge of “the field” and themes relating to old age.

In this final year of the Mission Committee's mandate, one of the main work areas that we are considering embarking on is to explore the notion of harnessing our local presence to drive change. When we talk about collaboration with local communities, or about Colisée as a neighborhood business presence or food provider, we bring together all of the stakeholders in our mission and give purpose to what we do.

This promotes meetings and exchanges that create connections. By showcasing the initiatives and engagement of Colisée Communities within their local area, we make them cause for shared pride but also drivers of change.



Accelerating our transformation to widen our impact.



Christine Jeandel

President of Colisée

Transparency and trust are two of the key drivers in Colisée's transformation. How would you assess your progress on these issues?

For Colisée, the connection between listening, trust and transparency is critical. In 2023, we made listening to all of our stakeholders a transparency driver. And we have not stood still in this regard, as we are paying more and more attention to our Talents. We see on a daily basis that their level of engagement improves satisfaction among Mentors and their relatives. Attentive listening is also pivotal to the attractiveness of jobs in our sector. We are hearing this from our Community directors, who in recent years have had to contend with a complex relational and business environment. We are keenly aware that we need to work to improve the engagement of all our Talents by giving them the means to do their job and to do it well.

Colisée has been a mission-led company for three years. What role has the Mission Committee played in improving the measurement of your impact?

The Committee challenges us and will continue to challenge us in this, the final year of its mandate, on the nature of our objectives, on the indicators that we use to measure progress and on our aspirations. In three years, we have drastically changed how we measure progress, not only overall, but also by region and within each Community. Comparing these local indicators has now become central to our approach, because it allows us to identify and share best practices.

However, we are now facing a major challenge, namely how to gauge our progress within the elderly care and healthcare sectors. We need to work on standardizing indicators and stepping up our input to research and reports that help to assess the realities of our industry. By doing this, we will be able to contextualize our impact within a broader environment.

What advances have struck you in particular?

I would single out the improved level of satisfaction among Mentors and their relatives, which offers the best evidence of the impact of what we are doing. On the Talents' side, training efforts are bearing fruit in a tough hiring environment. Our first transnational hackathon for Community directors was also a big success. We are going to repeat and will surely expand this event. Finally, moving to renewable energy is a major component in our environmental commitment.

How does Colisean Project fit into this journey?

The Colisean Project is the culmination of work done over the last three years. We had reached a level of maturity and credibility in our transformation that led to a discussion about our identity, promise and baseline.

The project is focused on the place accorded to those who bring our Communities to life, namely Mentors, who are more than just seniors, and the Talents, who are more than just employees. We believe that this new perspective will allow us to fulfil our mission and collectively anticipate the effects of the demographic cliff that is forecast from 2030 onwards.

What responses can Colisée provide to the challenges of ageing?

Between now and 2050, the ranks of over-65s will swell to account for around 30% of Europe's population, up from around 20% right now¹. This demographic transition is predictable, and we have the time to get ready. Intergenerational solidarity is key to the potential responses.

For that, we need to rebuild ties, which is what we are doing by encouraging relatives to be involved in the lives of our Communities. I see strong parallels with the environmental transition. Young people need to be aware of their responsibility to help their elders. But older people must also be mindful of their responsibility for the planet that they are going to leave to their children and grandchildren. There is a symmetry to their responsibilities.

What about the challenge of recruitment in elderly care professions?

This is definitely a major societal issue. As I mentioned, Colisée's response is based on listening, but also on providing training and support for career development. Naturally, remuneration is a driver, but we also place a lot of emphasis on working conditions. We want to offer each Talent training, appropriate equipment and support in preventing the mental and physical fatigue that can be a part of our industry.

As part of its mission, Colisée has set major goals for 2025. Will they be reached?

Most of them will, thanks to the energy and spirit of initiative of our Talents and stakeholders. However, we are conscious that we may struggle to contain some impacts, such as turnover and absenteeism rates. Mentor medication will be another major focus area for improvement: this will entail changes in practices that go far beyond Colisée. Achieving this goal will also involve training for our teams in new practices. And it needs to come with broader awareness about the medication of elderly people. On subjects such

as measuring impact or solidarity, Colisée has a role to play in leading opinion and driving change.

What are your aspirations for Colisée in 2024? What broad topics will be the main focus of attention for you and the Mission Committee?

Colisée faces a spread of challenges. A tough real estate market and an inflationary setting are having significant business impacts. Meanwhile, the lower unemployment rate is causing major labor shortages, especially in our sector. Our challenge is therefore to show and prove our difference, notably by rolling out the Colisean Project to support our mission, as expressed through the goals that we have set for our clients, teams and our planet.

2024 will be a pivotal year, with the current Mission Committee reaching the end of its mandate, and European CSRD regulations coming into effect, which will require companies to publish sustainability reports. This presents opportunities for us to have collective conversations about the next set of indicators and objectives, while capitalizing on the hard work of the past few years!

Mentor:
resident of a Colisée facility.

Talent:
Colisée employee.

Community:
Colisée facility.

¹European Commission, *The impact of demographic change in Europe*

Colisée's solutions.

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.

Around
56,000
people
cared for

Over
21,600
Talents¹

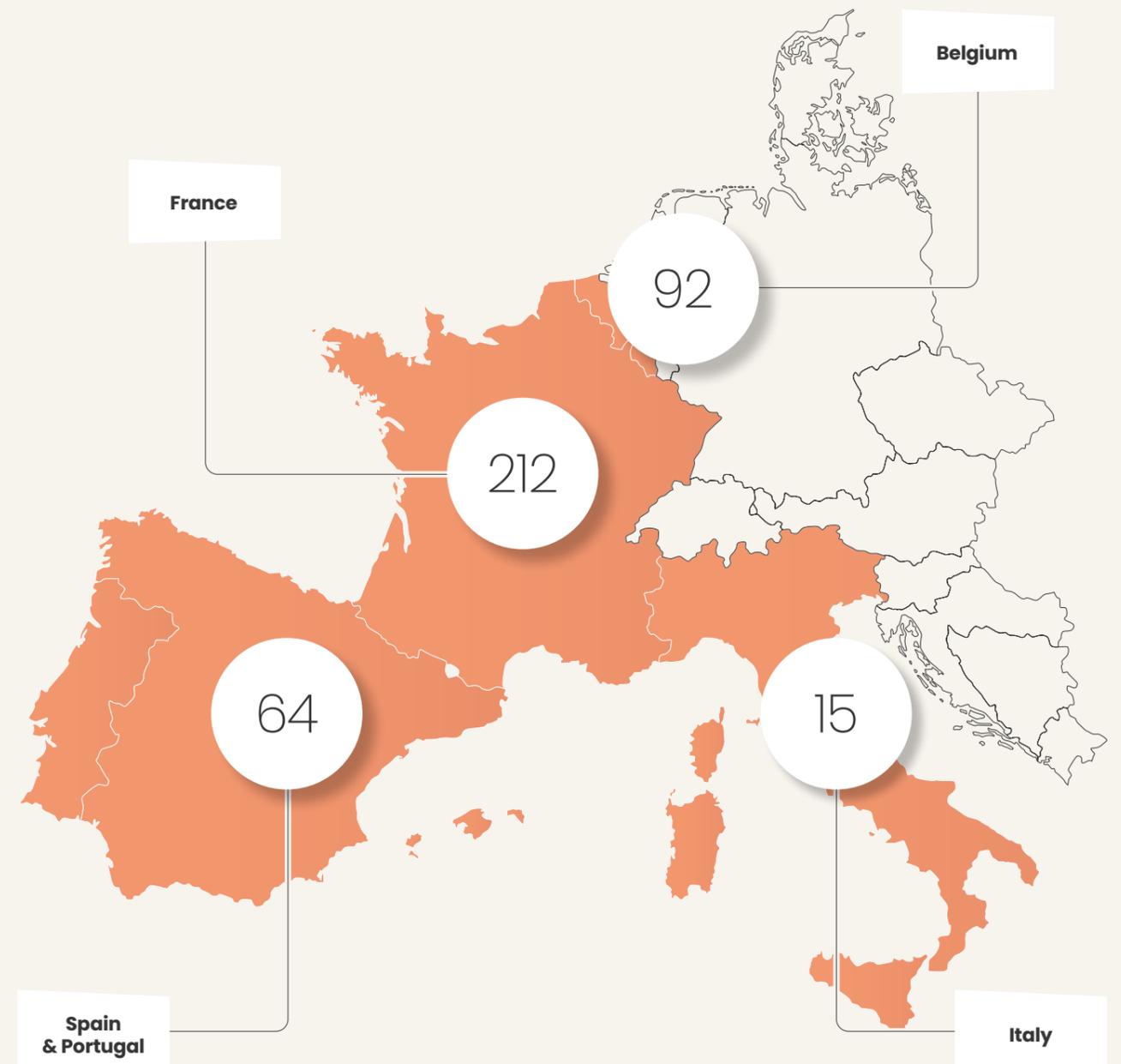
447
Communities
and local services

1.6
€ bn
in revenue

Data at 31 December 2023

¹ Full-time equivalent

Colisée's European operations.



Colisée Communities

Data at 31 December 2023

**One
mission,
three
statutory
objectives.**



The mission.

Fostering
positive ageing
to drive
society forward.



3 statutory objectives

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

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

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

18 commitments

- 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

- 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

- 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 program
- Promoting the protection of biodiversity
- Reducing our water consumption

A diverse and involved Mission Committee.

The Mission Committee forms a group of people with complementary skillsets, drawn from the worlds of business and finance, the elderly care sector and the Environment, Social and Governance (ESG) ecosystem. The Committee draws its strength and richness from the diversity of its membership.

The Committee's role is to monitor the proper execution of the mission and compliance with the statutory objectives and commitments.

As such, the Committee issues consultative opinions and makes proposals to help Colisée improve constantly.

The Committee particularly examines the appropriateness of actions taken and selected indicators, and monitors their performance.

President of the Mission Committee



Sarah Chouraqui
Director of Wings of the Ocean



Jacques Bailet
Former President of the French Food Bank Network



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



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



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

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



Christine Jeandel
President of Colisée



Vincent Klotz
Medical Director of Colisée

Mission Manager



Léonora de Mourzitch
ESG Manager

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 within the company. The Manager also engages with external stakeholders, notably through her involvement in the French Community of Mission-led Companies.

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.

Mission Committee news in 2023.

1 priority

The Mission Committee stated that its top priority is to monitor the objectives and performance indicators established during its initial years. It thus increased the emphasis on feedback and internal as well as external expertise.

2 external presentations

The Social Life Council, France (CVS France) met once in each half in 2023.

Jocelyne Delattre, President of CVS France, and Geneviève Demours, President of France Alzheimer, an association that works with CVS France, shared their experiences.

1 monthly monitoring table

In mid-2023, a monthly monitoring table was set up at the Mission Committee's request. It tracks monthly operational indicators for each statutory objective plus financial indicators covering the company's business activities.

4 meetings

In 2023, the Committee met four times. Between each meeting, exchanges were fuelled by face-to-face interactions or involvement in specific events.

2 internal presentations

Two directors of Colisée Communities spoke to the Mission Committee. Among other things, discussions covered the Net Promoter Score. These conversations were an opportunity to talk about how the indicator has evolved, recent results and potential measures that could be introduced.

1 reference document

Colisée prepared a reference document for the Mission Committee that collates the existing public literature on the roles, responsibilities and some best practices of Mission Committees.

Remuneration

Colisée proposed and voted on remuneration for Mission Committee members, which is voluntary and dependent on meeting attendance. The decision was formalised through a bylaw amendment.

Becoming a mission-led company: a sustainable path in the service of society.



Lionel Fournier

Member of the Executive Committee of Harmonie Mutuelle, sustainability director at VYV Group

For Harmonie Mutuelle, the choice to become a mission-led company was strongly intertwined with our identity as a mutual insurer that strives to have a social and environmental impact and that pays close attention to the connections between health and the environment.

The starting point for this decision was our observation about the state of health in France, which we needed to address, while simultaneously identifying the diverse needs of our corporate clients – firms of all sizes, operating in a wide range of industries.

This realization strengthened our resolve to be part of the solutions that companies should be providing, in many cases on a collective basis. To make this happen, internal transformation was key. By becoming a mission-led company, we affirmed our intent to go further than what was required under our status as a mutual insurer in terms of our governance or not-for-profit operation. This meant acknowledging that there is still work to be done, being committed to transforming our activities, and electing to do this alongside others within diverse groups fueled by the same determination to act positively.

When we adopted mission-led status, we also held internal and external discussions and deliberations to consider the deeper reasons for doing what we do. Out of these exchanges, we derived a purpose that fitted perfectly with our history, our commitments and our objectives: to influence social, environmental and economic factors that improve the health of people and of society by harnessing the power of groups. This purpose is now the compass that guides our trajectory and the Impacts 2026 strategic plan that we adopted in 2022.

This alignment was only possible because we adopted a purpose that matched our business model, our ambitions and our capacity for action. From this roadmap, we began identifying our objectives and our commitments, a process that is now nearing completion. For our decarbonization objective, for example, we established specific commitments, identified drivers and built a realistic and practical action plan.

Our Mission Committee, which comprises employees and external stakeholders, has played a key role in this transformation. Our president, Didier Livio, co-founder and CEO of Food Pilot, provides fresh ideas, and a clear and exacting perspective on our trajectory. The Mission Committee challenges us but also trusts us on our sustainability aspirations, all of which leads to very stimulating discussions. We were, for example, urged to refine and supplement the indicators used to track progress in our mission.

As a result, we are now better equipped to speed up our transformation and to take the next step, by measuring the impact of our actions on health factors as we work to fulfil our ambitions as a mission-led company.

“This purpose is now the compass that guides our trajectory and our strategic plan.”

The Colisean Project.

Since 2021, Colisée's strategy has been guided by the firm's status as a mission-led company and by its purpose: "Fostering positive ageing to drive society forward." The Colisean Project puts this into practice, not only through a new corporate identity but also and especially in our word choices and how we express our promise.

Fresh impetus.

We need to change what we do and evolve our mindset to adapt to today's demographic and social environment¹. We will follow our COhesion, Respect and Engagement (CORE) values to accelerate these transitions and deliver our solutions. The Colisean Project affirms our company's fundamentals, in line with our mission and our statutory objectives.

In this setting, word choices are of the utmost importance: residents are now Mentors, employees are now our Talents, and our residences are now our Communities.

We promise to make people our priority, in respect of the symmetry of attention by placing Mentors and Talents at the heart of our strategy. And we are addressing them directly with our new baseline: Be fully Yourself.



¹ See pages 8-11

Turning our words into deeds.

You're more than a senior, you're a Mentor.

We believe that we need to look beyond age or physical condition. We pay attention to the stories, knowledge and delights of Mentors, making sure that they continue to live in a society that is learning from them.

You're more than a professional, you're the Talent.

Besides simply having the skills for the job, the Talents have personalities and unique traits that deserve to be celebrated, from their creativity to their sense of humor and culture.

Colisée Communities.

They want to empower each and every one of Mentors and Talents to thrive. Not just four walls, these are spaces that should be deliberately chosen, where life and experience foster exchanges and the transmission of knowledge.

Upholding our promise, every day.

The Colisean Project is being rolled out internally and externally. Decisions must be taken in the light of our promise. This is also one of the ways in which we are executing our mission.

Some of these initiatives are highlighted in the projects described in this report and illustrate our operational commitments. The Colisean Project is a daily reality for Mentors and Talents alike.

We pay tribute to the Mentors and Talents of Colisée's Communities in the Colisean Book, which is illustrated with the photographs of those who agreed to feature in the book.

It is a tangible sign of the consideration that we have always had for them. Copies of the Colisean Book have been sent out to all the Colisée Communities.

“ The image of old age is stuck in the past. We do not place enough importance on what is actually going on in the minds of elderly people. They are always depicted in extraordinary situations, whereas each of them has a history, knowledge and the ability to pass on information. There is a serious lack of authenticity.

Colisée's initiative represents genuine, meaningful progress. We need a fresh vision of ageing. Most importantly, elderly people need to embrace being visible and not imagine that life is over before it ends!

Carole Renucci,
member of the Colisée Mission Committee

Objective 1

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



6 commitments

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

Mission Committee Opinion

- In 2022, the Committee requested information on nutrition and other relevant medical indicators. It recognizes all the efforts made on the existing medical indicators, as well as on the new ones published in 2023. Regarding nutrition, in 2024 information needs to be provided on the results of the monitoring currently being done via the MNA®.
- The Committee is pleased by the marked upturn in the NPS, which offers encouragement to Colisée to pursue its dynamic of continuous improvement. However, the Committee questions the need to target an increase in the number of opinions gathered and recommends to adjust the 2025 target accordingly.
- Attention will be paid to the indicator measuring use of psychoactive medications, which missed its target in 2023. Complex work will be involved in getting all stakeholders on board to create a trajectory of progress. We will review the target at the end of 2024, based on the progress made by each subsidiary on this indicator. However, this does not mean that fulfilment of the statutory objective is called into question.
- This year will also be an opportunity to think about some of our operational commitments and their appropriateness.

Medical support: prevent, personalize, care for.

Improving quality of life requires holistic and personalized medical support. Colisée wants to promote the independence and well-being of Mentors. In 2023, we saw significant progress on two major issues, namely nutrition and the prevention of serious falls, via shared targets that afford considerable leeway for local initiatives by Colisée Communities.



Old age and malnutrition: identify, support, monitor.

Malnutrition is a common issue among elderly people, whether they are living at home or in a Community. It may manifest itself in weight loss and a gradual decrease in autonomy, which can ultimately lead to complications.

Ensuring that Mentors have access to nutritionally adequate meals is key to preventing malnourishment from becoming a comorbidity.

In care facilities¹

15% to 38%

of elderly people are malnourished.

In hospital²

50%

of hospitalized elderly people are malnourished.

Tackling the issue.

- Use Mini Nutritional Assessments (MNA®) to identify Mentors who are malnourished or at risk of malnutrition. By monitoring the results of these assessments over time, Colisée can suggest the right measures for individuals and within Communities as a whole by getting all Talents involved in nutritional support.
- Raise stakeholder awareness about nutrition issues, for example by offering tailored training programs for Talents, whether for kitchen teams, service and hospitality staff or other positions.
- Give Mentors choices by suggesting different menus, alternative dishes and evening snacks.
- Promote an enjoyable atmosphere at mealtimes by offering the option of inviting dinner guests, setting up tables for relatives, or regularly organizing themed meals.

¹ Care facilities here mean retirement homes. Source France: Haute Autorité de la Santé et Fédération Française de Nutrition, *Diagnostic de la dénutrition chez la personne de 70 ans et plus* - [has-sante.fr/upload/docs/application/pdf/2021-11/argumentaire_denutrition_pa_10_nov_2021_v2.pdf](https://has.sante.fr/upload/docs/application/pdf/2021-11/argumentaire_denutrition_pa_10_nov_2021_v2.pdf)

² Source France: Conseil national de l'alimentation, *Avis n°53 - Avis sur les besoins alimentaires des personnes âgées et leurs contraintes spécifiques* - sante.gouv.fr/IMG/pdf/avis_cna_53.pdf

Mini Nutritional Assessment (MNA®).

The MNA® is a screening and assessment tool used to identify elderly people (over 65) who are malnourished or at risk of malnutrition.

Considering 18 factors (medical, lifestyle, food, anthropometric and psychosocial), the assessment makes it possible to identify three categories: normal nutritional status, at risk of malnutrition, malnourished.

The MNA® was created by Nestlé in partnership with internationally renowned geriatricians and is a recognized multi-factor tool. It is used to monitor changes in nutritional status over time.

Using the MNA® at Colisée.

- Within 24 to 48 hours of arriving in the Community, each Mentor will have their nutritional status assessed via the MNA®.
- At-risk profiles are identified.
- Individual support is offered that involves all Talents and medical teams who monitor Mentors daily; assessments are set up every three months to provide support over time.

Spain



Toni Guerra Salas, Quality and Medical Director at Colisée in Spain, reimagined the meal experience by putting the emphasis on Mediterranean

cooking and involving all Talents.

For us, the nutritional approach is absolutely key to improving quality of care and meeting the expectations of Mentors and relatives. In Spain, we are deploying monitoring systems that allow us to be highly responsive and to accurately steer results in order to propose corrective action plans. The MNA® is our measurement tool for a more holistic approach. Caregivers who look after Mentors on a daily basis are in charge of the MNA®. These Talents are therefore trained in using the tool as part of two-person teams including a nurse. We offer training and tips to help detect and deal with malnutrition risks.

We are working on the culinary experience as

a whole. We are looking to observe the broad principles of Mediterranean cooking, while adapting to local specifics. We are rolling out a range of measures under our healthy and responsible food program, which aims to feed everyone while making each individual happy. To stimulate the senses, we make sure that dishes include foods of at least three colors and also pay attention to texture. We have introduced a number of best practices as part of our person-centered approach, including the option for Mentors to have their breakfast in their room or in the dining area, as well as a choice of dishes.

In each Community, a dietician-nutritionist works in tandem with the teams on aspects linked to the nutritional health of Mentors, and on approaching and treating dysphagia-related problems. More generally, a key aspect of our approach is training, particularly for kitchen staff on food safety, process enhancements and new culinary techniques.

Italy



Ilaria Gonzatto, Medical Director of Colisée Italy, and **Ioan Galan**, Care Manager, make a great team with their complementary operational

skills and knowledge. Ioan recently took a training course for chefs in the sanitary industry to gain insights into the issues facing chefs working in Colisée's Italian Communities.

The MNA® has been used for a number of years in Italy, but monitoring was stepped up in 2023. Work was also done to raise awareness about malnutrition among Talents working in the Communities. Teams followed a day-long training course that helped them to better understand the factors behind malnourishment and possible reasons why elderly people or people suffering from dementia might be reluctant to eat. The course featured real-life scenarios with practical solutions.

A key challenge is training for chefs, who play a central role in ensuring proper compliance with diets and texture requirements, making the necessary adjustments, and sending the right messages to serving staff.

Italian chefs are not necessarily trained in these health aspects, and changing practices will involve work over the long run. After undergoing the training, Ioan created a special module to capture the real issues on the ground.

We want to raise awareness within our sector about these matters. In June 2023, we organized a conference that was open to the public, to which we invited outside experts on the topic of nutrition.

We have created photos albums showing the dishes that are going to be served. This lets Mentors visualize the dishes and choose the ones that they like best. We have also created a kit of best practices for all of Colisée's European Communities and we conduct internal audits twice a month at each Community. The results are shared with the teams, and we put corrective plans in place where necessary.

One of our big projects for 2024 is cooking therapy. We have already tested this approach in a number of Communities and it has proven to be highly beneficial for Mentors suffering from neurodegenerative disorders.

A guide to progress on the fight against malnutrition.

Colisée France and the Collectif de lutte contre la dénutrition, an association that seeks to raise awareness about malnutrition among the general public, health professionals and elected officials, have co-written the first action guide for nursing homes. Designed for people working in a range of different jobs, it helps them to spot the signs of malnutrition, describes the risks and offers practical tips to prevent malnourishment.

Learn more at psppaca.fr



Catering at Colisée.

“Eating” is not limited to feeding oneself: a meal is a time to get together and share. Much more than a mundane activity, sitting down to a meal is a way of life that is deeply rooted in people’s habits. In our Communities, meals are markers that shape the day and provide time for social interaction.

The data and processes described are based on the activity of Colisée Communities in France.

In 2023, Mentors and relatives gave catering a rating of **8/10**

160 Communities out of 163² have meals prepared on-site by in-house teams.

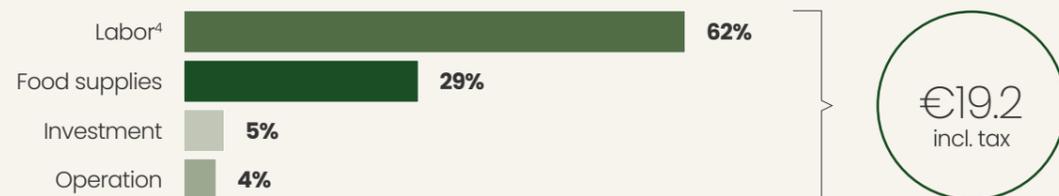
over 19 millions meals served per year¹.

over 310 meals/day served on average in each Community.

over 2 hours 30 minutes spent at table by Mentors on average each day.

43 hours spent each day by Talents to preparing, serving and assisting with meals, and cleaning up³.

Average daily food cost per Mentor.



¹ Meals refer to breakfast, lunch, afternoon snack and dinner. The evening snack served at 10 pm, depending on the resident’s state of wakefulness, is not counted.

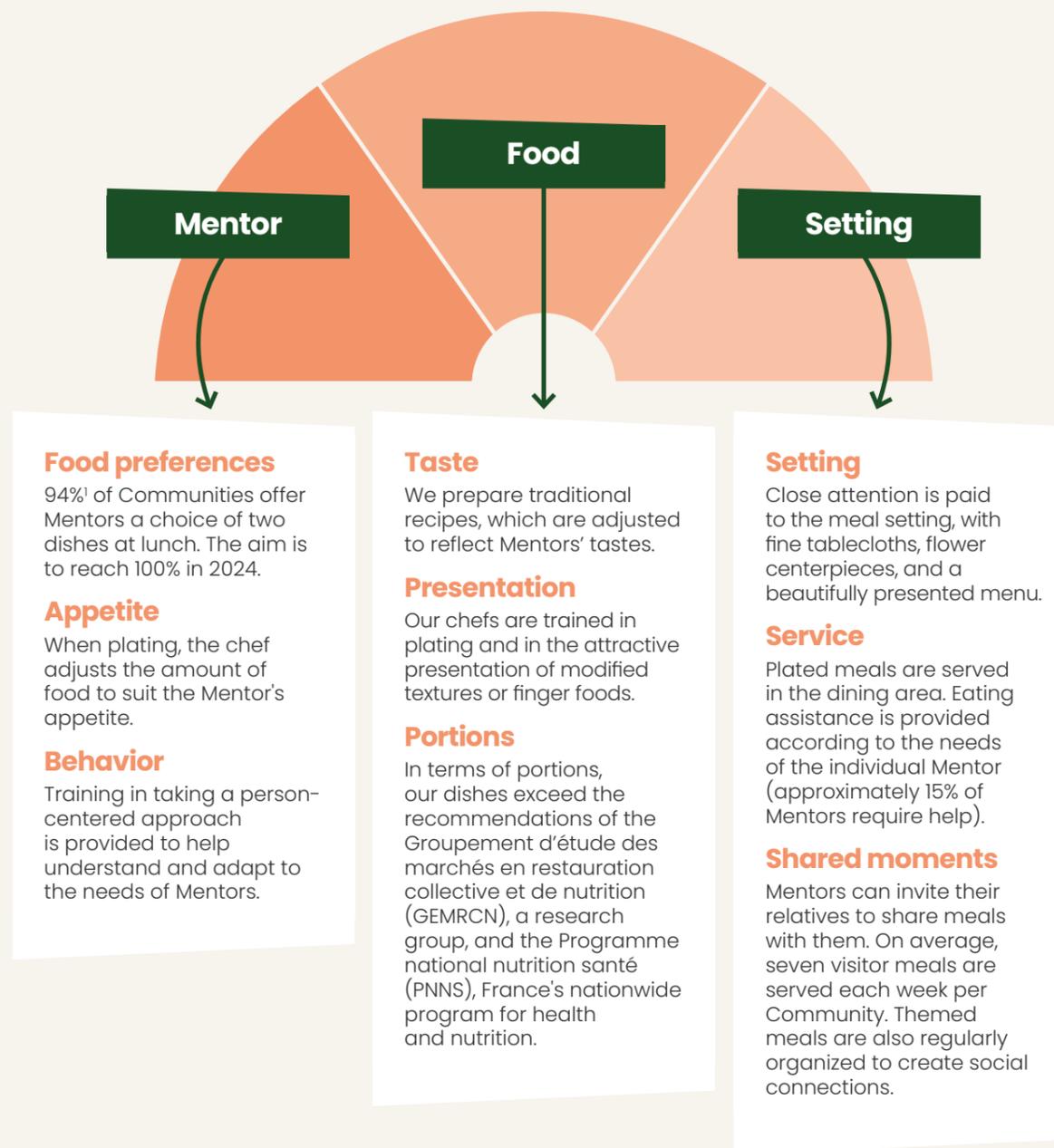
² Three Communities outsource catering, two temporarily because works are being carried out.

³ Estimation for a Community with 70 Mentors.

⁴ Preparing, serving and assisting with meals, and cleaning up.

Our vision of catering at Colisée.

The pleasure of a meal is based on three key elements: the Mentor, the food and the setting.



“ My role at mealtime is to support inhabitants, for example by showing them movements that they might have forgotten, by encouraging them to taste things, or by cutting up foods.

Marie, caregiver

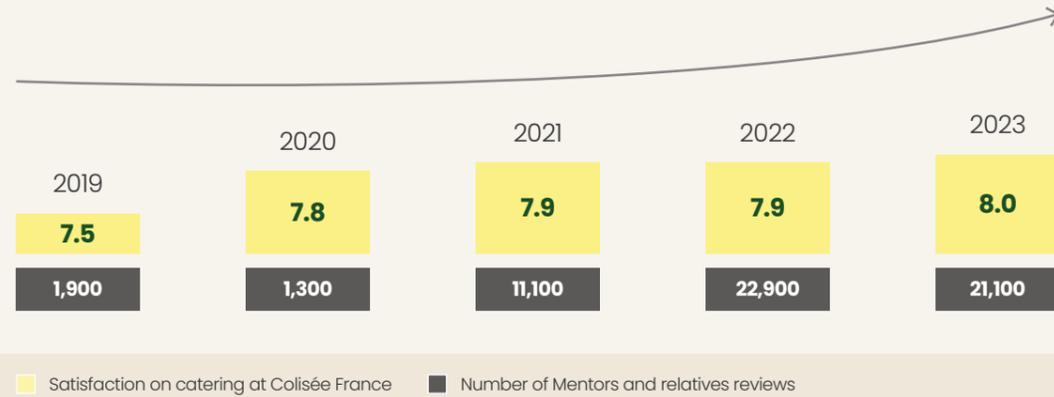
¹ Data at 1 February 2024

Some avenues that Colisée could explore to enhance the meal experience:

- Always invite Mentors to choose where they sit, to promote a convivial atmosphere.
- Enhance caregivers’ initial training in meal assistance.

Catering, an area where we are improving continuously.

Catering is a topic that Mentors and relatives are asked to rate in satisfaction questionnaires.



Health & nutrition: individualized support.

1. Medical assessment

Medical teams assess the nutritional status of Mentors upon arrival, notably via the MNA[®].

2. Monitoring

- Daily: paramedical staff monitor each Mentor's appetite and feeding. Medical teams are informed of changes.
- The weight of each Mentor is measured monthly by the paramedical team and integrated in the MNA[®].

3. Reassessment if risk of malnutrition is present

Medical teams reassess the Mentor's nutritional and clinical status using more precise analyses.

4. Adjustments

The culinary experience and health outcomes can be improved, in particular through:

- Fortified foods.
- Modified textures.
- Assistance with meals.

These adjustments are prescribed and tracked in our care software.

¹See pages 32-33

I memorize the food habits of each person. They're so happy to see that we remember their likes and dislikes. These may be small details, but they are vital to making mealtime enjoyable.

Émeline,
service and hospitality

From menu to plate.

From menu creation to meal service at Colisée's Communities in France.

Menu creation
4 times a year

The head of catering at Colisée France, catering advisers and a chef from each region meet to create seasonal menus. Technical data sheets detail recipes and quantities.

Product selection
4 times a year

Menus are sent to the catering partner, which selects products according to Colisée's specifications (local, organic and certified products).

Menus sent to Communities
4 times a year

Organisation of the Menu Committee with Mentors and relatives
4 times a year

A Menu Committee is set up with Mentors and relatives to present the menus of the season and make adjustments to suit preferences.

Menus are adjusted by the chef to take account of the Menu Committee's remarks
Weekly

Primary ingredients are ordered and delivered
2-3 times a week

Meal preparation
Daily

Meals are prepared by the kitchen team with fresh products that are tailored to the needs of Mentors (supplements, adjusted textures). Internal and external audits are performed to ensure food safety.

Service in the dining area
Daily

Service and hospitality personnel offer a choice of two dishes to Mentors and then bring them their meal, which is plated by the chef. Caregivers help Mentors if need be.

Gather Mentors opinions

Daily: the chef tours the tables after the meals have been served to ask Mentors for their feedback.

4 times a year: Mentors and relatives are asked to review meals through the satisfaction questionnaire.

4 times a year: Mentors also share their views via the Meals Committee, which offers a way to gather everyone's opinions.

Falls: prevention and alternative methods.

Preventing serious falls is a major goal for Colisée and was a key area of work in 2023.

While various methods are available, we do our best to limit the use of physical restraints.

2 million

falls per year among people aged 65 and over¹

Essential support.

One of the main questions in the prevention of serious falls remains the decision to use physical restraints. While they play an undeniable role, restraints keep Mentors in a state of significant dependence and do not necessarily limit serious falls, as the evidence from Belgium shows.

Physical restraints must be prescribed by a doctor. Use of restraints needs to be carefully weighed and regularly reassessed, giving consideration to alternative methods, which necessitate support for team members.

Leading cause

of accidental death among people aged 65 and over¹

What are physical restraints?

According to the Île-de-France Regional Health Agency, passive physical restraints are designed to ensure the safety of an elderly person whose behavior is deemed to be dangerous or inappropriate². They involve the use of any means, methods, materials or clothing that prevent or restrict the free movement of all or part of the body. Bedrails are an example.

¹ Source France: sante.gouv.fr/IMG/pdf/dp_plan-antichute-accessible28-02-2022.pdf

² Source France: iledefrance.ars.sante.fr

Belgium



The two-man team made up of **Mark Meskens**, Medical Director of Armonea (Colisée in Belgium), and

Emmanuel Stockman, Quality Director, combines data analysis and on-the-ground communication. Emmanuel is determined to be a positive ambassador for his sector.

“ The freedom to move is a fundamental right and is a cherished goal of Armonea. We have adopted a clear position on the topic, with our “zero physical restraint” focus. This was set out in a letter of intent from top management that was sent to all internal and external stakeholders.

We replace physical restraints with alternative measures to maintain maximum quality of life and limit falls, and especially the severity of falls. Based on existing solutions, we created a single document detailing 14 alternatives to physical restraint. This educational guide links potential causes (risk of falls, agitated behavior, wandering) to recommended practices.

To roll out our “zero physical restraint” approach, we rely on our “Freedom Warriors”,

a network of experts acting on a voluntary basis. This community, which is comprised mainly of site directors, coordinating nurses and head nurses, gets together at the national level and then supports teams on the ground.

Good communication between the coordinating physician, the care team and the head nurse is key. The main challenge is to ensure that all teams share our conviction. Without this buy-in, the “zero physical restraint” approach is doomed to fail. This goal needs a shift in mindsets and practices and has to be supported by all stakeholders, including relatives and general practitioners. It is critical to understand the history of each Mentor to adapt to every individual's situation.

Falls can be a cause of hospitalization. With this in mind, we collaborated with the procurement divisions to launch a project trialing new beds that are closer to the ground, with mattresses placed alongside to minimize serious falls.

We communicate about these projects with Talents and organizations to inspire other Communities and showcase innovation at facilities that agree to be pilots. We also speak at guest lectures and conferences to raise awareness on the issue.

“Zero physical restraint”: an achievable goal.

Introduced in 2022 in Armonea (Colisée) Communities in Belgium, the “zero restraint” plan aims to ensure that all Mentors in affected Communities enjoy freedom of movement.

The plan's objective is not to guarantee that falls never happen – falls are an unavoidable risk when movement is unrestricted – but to avoid serious consequences from falls, and to support Mentors and Talents in this approach.

Through specific support, on-the-ground training and dedicated teams, our Belgian Communities can be proud that 98% of Mentors are free of physical restraint. Meanwhile, just 18% suffered falls, of which only 1% led to hospitalization. This is tangible proof that doing away with physical restraints does not necessarily result in an increase in falls or serious falls.

France

**Mathieu Carbonell,**

Operational Medical Director of Colisée France, coordinating doctor at

a Colisée Community, and adviser on telecoordination, telemedicine and emergency medicine.

“ In France, the decision by a doctor to prescribe physical restraints must be taken in cooperation with all stakeholders. Discussions need to be held between coordinating doctors and doctors providing treatment, to deliver an approach that is centered on the person but that also considers the person’s daily life in the Community holistically. The end goal is to avoid using physical restraints.

This is why putting in place alternative practices starts with proper monitoring. Implementation time is a real challenge: teams have to be able to track the data and properly understand how they are correlated, to be able to ask the right questions and have an overall view.

Teams have to be trained, but more broadly, awareness needs to be raised among all medical stakeholders. Telecoordination and telemedicine can play a useful role. We also need to instill Colisée’s values on these issues in other actors and communicate to promote a shift in practices.

One of the alternatives that we are putting in place is personalized non-drug therapies. These include the Montessori method, as well as aromatherapy and refocusing therapy.

These practices promote the safety and comfort of Mentors. A virtuous cycle is set in train, because while Mentors benefit, Talents are also keenly interested in these approaches. They become a means of fostering personal enrichment and hence of building loyalty.

We also talk regularly with our Belgian colleagues, whose “zero restraint” approach is a real inspiration to us!



It is so rewarding to have a European vision. By operating in different countries, Colisée has the opportunity to take the best from each and to share good practices. That is what we are seeing with Belgium, whose success with non-physical restraints can be a source of inspiration for other subsidiaries!

Jacques Bailet,

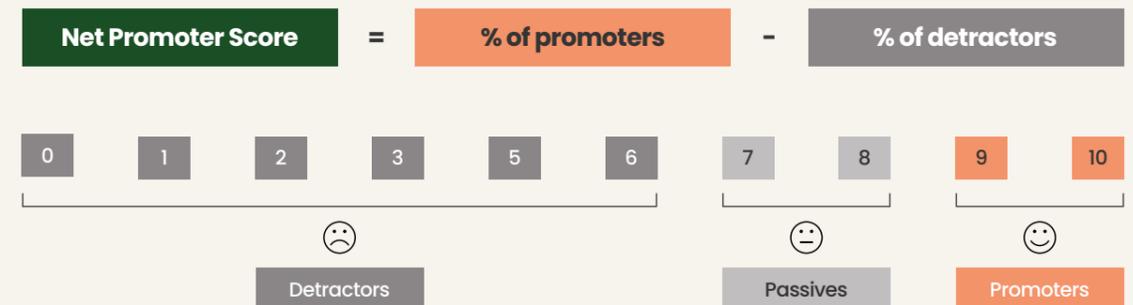
member of the Colisée Mission Committee

Listening to Mentors and relatives to keep continuous improvement.

Colisée measures the satisfaction of its clients (Mentors and relatives) through a survey, which includes the question: “Overall, are you satisfied with your facility?”

The questionnaire’s findings are also used to calculate the Net Promoter Score (NPS), which measures the likelihood that a client will recommend a service. In response to the question “Would you recommend the facility to those around you?”, the Mentor or relative gives a rating of between 0 and 10.

Calculating the Net Promoter Score (NPS).



The Net Promoter Score is not expressed as a percentage.

The satisfaction questionnaire is used to gather reviews from clients on a range of topics – not just whether they would recommend their residence.

Colisée surveys two groups: Mentors and relatives. The survey is done four times a year. **Colisée has been tracking satisfaction scores and the NPS for five years.**

In 2023, **56,387 reviews** were gathered.

Overall satisfaction among Mentors and relatives at Colisée Communities has fluctuated between **8/10** and **8.4/10** since 2021.

These numbers are used to identify and anticipate needs at the local level. We measure the overall satisfaction of Mentors and relatives, before asking them about the topics listed in the following chart.

The questionnaire is also given to Talents, whose ratings and reviews have been anonymously published since 2023 (see pages 48-49).

Ratings and reviews are published anonymously on the websites of each Colisée Community.

Our quarterly opinion surveys allow us to track the satisfaction of Mentors and their relatives on an ongoing basis and to perform analyses, while factoring in the influence of external events to Colisée. Colisée's transparency and Talents' services get high ratings.

Catering and medical coordination get the lowest ratings, at approximately 8/10 in 2023. Colisée is constantly working on questions of nutrition, falls and physical restraint (see p. 38-40 of the report), and is implementing various measures, such as adjusting mealtimes for Mentors (see p. 32-37 of the report).

Topics rated by Mentors and their relatives and associated satisfaction scores.



Colisée closely monitors client satisfaction in a range of areas. It is vital to do the same for staff, to make progress and tackle the right issues.

Joaquim Borrás Ferré,
member of the Colisée Mission Committee

¹ Digital includes Portal +, a self-serve tablet offered in different spaces within Colisée Communities, and MyColisée, a private and secure social network that allows relatives to stay in touch with what is going on in their Colisée Community.

Key indicators.

	Results 2022	Results 2023	Objectives 2025
Number of collected and verified reviews from clients and relatives¹	58,156	56,387	Maintain a representative volume
Clients and relatives Net Promoter Score¹	44	49	55
Share of Mentors (residents) hospitalized²	5.2%	5.3%	< 5%
Share of Mentors (residents) not taking psychoactive medications²	46%	39%	>70%
Share of Mentors (residents) with an updated personalized support plan²	80%	85%	100%
Share of Mentors (residents) without physical restraint²	79%	82%	>95%
Share of Mentors (residents) with an updated Mini Nutritional Assessment (MNA®)²	-	80%	>80%
Share of Mentors (residents) suffering falls²	-	14.4%	N/A
Share of falls involving hospitalization²	-	4.8%	N/A

The **medical indicators** are on track for the most part. The only one to show a decrease is the indicator for use of psychoactive medications. The decline was attributable to the need to deploy specific measures to support doctors issuing prescriptions in facilities.

In 2023, Colisée focused on limiting the use of physical restraints, preventing serious falls and monitoring the MNA®. Teams are now working with stakeholders on psychoactive medications, with this indicator expected to show significant progress in 2024.

As explained on pages 41-42, feedback from Mentors and relatives is incorporated in Colisée's efforts and initiatives.



The five-point increase in the NPS is a great accomplishment, as this is a challenging indicator to move. It can also be a source of motivation and recognition for team members.

Jean-Sylvain Ruggiu,
member of the Colisée Mission Committee

¹ Scope: all European subsidiaries and activities, except home care services

² Scope: all European subsidiaries; nursing homes only

See the glossary for more explanations and definitions.

Alerts, litigations and inspections.

Colisée is mindful of the responsibility that comes with supporting and caring for the Mentors, and is working unceasingly to improve the quality of its services as it endeavors to cater ever more closely to the needs of each and every individual, including through the complaints procedures and associated action plans.

Alerts and litigations.

Colisée is particularly attentive to whistleblower alerts, as defined by the Wasserman Act and its duty of care. After being qualified as alerts, **14** were effectively received in 2023.

Despite all the efforts made, events can lead to litigations with Mentors or relatives, as described in the following table.

Open litigations¹.

	Falls	Medical	Covid-19	Failure of care	Total
2023	1	0	0	3	4
2022	1	0	0	4	5
2021	3	1	1	3	8
2020	0	0	1	1	2
Before 2020	4	1	0	5	10

¹ In the different European countries, the reference year is the year in which the procedure was opened. Information to the best of our knowledge as the 2023 Mission Committee report was published.

Internal and external inspections.

Colisée regularly conducts internal audits with the Head of Operational Control. In 2023, **some 70 audits** were carried out in France, Belgium, Spain and Italy.

In addition to Colisée's internal audits, public authorities also conduct inspections, mostly on an unannounced basis. In 2023, **511 inspections** were carried out by local bodies.

Public bodies inspections.

	France ¹	Belgium ²	Spain ³	Italy ⁴	Total
Number of facilities concerned	163	92	64	15	334
Number of inspections	83	99	296	33	511
Quality and care	53	68	187	27	335
Human resources and competition	9	13	33	-	55
Food hygiene	21	18	76	6	121

Inspecting agencies

Quality and care:

- Agence régionale de santé - ARS
- Conseil départemental - CD
- Inspection autorité sanitaire - AZG KAPPA
- Agence wallonne pour une vie de qualité - AVIQ
- Commission communautaire commune - COCOM, Brussels
- Departamento de servicios sociales de la comunidad de la región correspondiente - DSS
- Consejería de sanidad de la comunidad de la región correspondiente - CSC
- Nucleo antisofisticazione e sanità dell'arma dei carabinieri - NAS
- Azienda sanitaria locale - ASL
- Agenzia di tutela della salute - ATS

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
- Autorité belge de la concurrence, BMA - ABC
- Office national de sécurité sociale, RSZ/ONSS
- Direction générale Contrôle des lois sociales
- Departamento de trabajo de la generalitat - DTG
- Istituto nazionale previdenza sociale e Istituto nazionale assicurazione et non assicurazione contro gli Infortuni sul lavoro - INPS-INAIL
- Servizio prevenzione e sicurezza ambienti di lavoro - SPESAL
- Ispettorato Nazionale del Lavoro - INL

Food hygiene:

- Direction départementale de la protection des populations - DDPP
- Consejería de sanidad - Área de Salud Pública
- Azienda sanitaria locale - ASL
- Agenzia di tutela della salute - ATS
- Servizi igiene degli alimenti e della nutrizione - SIAN

¹ In France, these inspections are carried out in nursing homes.

² In Belgium, these inspections are carried out in nursing homes and service flats. At 28 February 2024, four facilities in Flanders were being monitored by the Belgian inspection authorities. None of our facilities was closed.

³ In Spain, these inspections are carried out in nursing homes and clinics.

⁴ In Italy, these inspections are carried out in nursing homes.

Objective 2

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



6 commitments

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

Mission Committee Opinion

- Considerable resources were devoted to pursuing this objective, while publication of the NPS recorded for employees points to Colisée's transparency in this area. More generally, employee satisfaction is monitored both quantitatively and qualitatively. New initiatives, such as the CORE International Academy, are helping to bring together teams from across the continent and roll out the mission locally. The Committee welcomes the directions taken to raise the perception of elderly care careers as well as the changes that are coming in 2024, which show that the mission has been put squarely at the heart of Colisée's corporate project.
- The Committee recognizes that the measures put in place will have long-term impacts and that we do not yet have sufficient distance to gauge the effects. In 2024, it suggests continuing to work on data such as the turnover rate and proposes giving thought to supplementary initiatives to assess the reasons underlying the upturn in the accident rate.
- This year could also be an opportunity to do more in diversity and inclusion, for example through senior employment or return-to-work programs.

Listening to Talents to keep continuous improvement.

Colisée has been measuring the experiences of clients and relatives since 2019. In respect of the symmetry of attention, the same approach has now been introduced for Talents.

In 2023, Colisée began publishing team members' reviews and ratings online, anonymously and with their consent.

In 2023¹:

Over 11,000 reviews gathered.

By gathering reviews from Talents, we can identify sources of satisfaction as well as avenues for improvement.

While relations with coworkers are appreciated overall, Colisée needs to offer solutions that do a better job of supporting career development and that continue to provide access to staff training, as satisfaction levels should be higher in these areas, which are key to building loyalty.

Gathering workforce reviews

All Talents are surveyed twice a year. Since summer 2023, Community directors have been surveyed more frequently (four times a year), to track operating needs more effectively.

Talents share their views on a range of topics, including relations with coworkers and management, working conditions and the meaningfulness of work.

These views are gathered by means of emails or texts that take respondents to an online questionnaire. Team members can respond completely anonymously. The questionnaire can also be used to raise an alert.

A verified process

To ensure authenticity, an external partner checks our process for gathering and publishing reviews and ratings.

Publication

Provided the respondent gives their consent, reviews and ratings may be published anonymously and are posted for anyone to read online.

Analysis and response

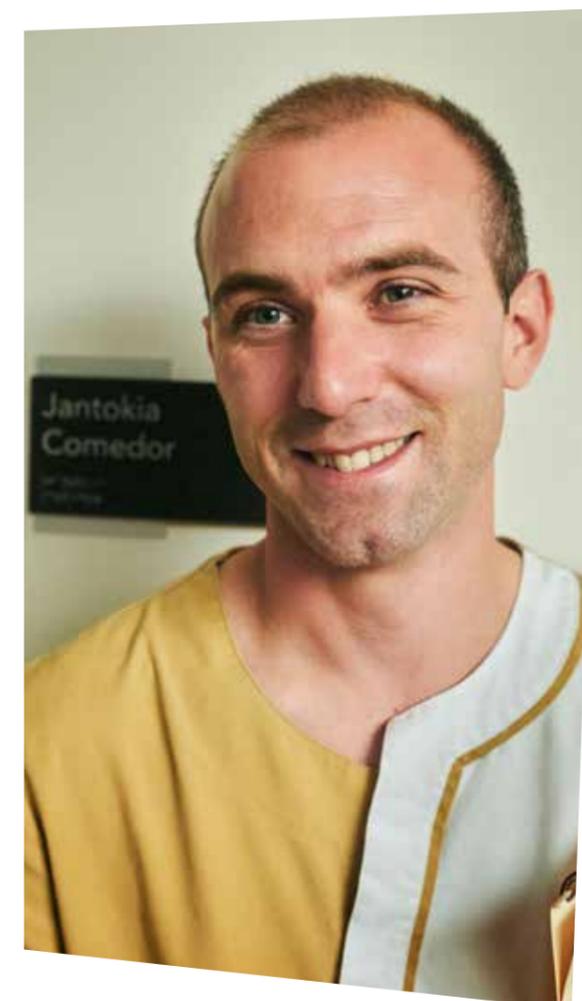
Whether published or not, all Talent reviews are anonymous. They are carefully read by Community directors or local head office personnel, who do their best to respond.

Supplementing the ratings, our artificial intelligence platform performs a qualitative analysis of comments once a month.

Reviews and comments are then classified by topic and the impression generated, i.e. positive or negative.

Steering

The process is steered both quantitatively and qualitatively. Top management teams at the subsidiaries have access to semantic analyses, which they use to address staff needs and keep improving Colisée's activities.



¹ Data at 31 December 2023

International training on COhesion, Respect and Engagement values.

The purpose of the CORE International Academy is to create a space where the directors of Colisée Communities can share and reflect together, while building a corporate culture based around the CORE values of COhesion, Respect and Engagement.

The initiative was launched in spring 2022 in partnership with IGS Group. The first edition brought together some 250 Community directors from four different countries to attend masterclasses on topics such as Colisée's vision and values, leadership, agile and collaborative management and how to harness feedback.

Five masterclasses, conducted by videoconference, fostered exchanges through direct interactions. Over the 20 months that made up the Academy's first term, directors also got the opportunity to take part in workshops and had access to online training courses to consolidate their skills.



A Colisée hackathon.

A hackathon – a collective challenge where a group comes together to imagine innovative solutions – rounded out the experience. Directors suggested inventive projects on themes such as commercial approach and values, team inclusion, responsible food and the 2030 CORE International Academy.

In addition to providing a forum for fascinating exchanges and rewarding conversations, the event resulted in nine shortlisted projects. Participants pitched their ideas to a jury made up of Christine Jeandel, Sarah Chouraqui and Damien Sourisseau (IGS's head of continuing education).

The winning team's proposal suggested an ingenious and inclusive approach to adapt communication aimed at Talents, using the "Easy to read and understand" (FALC)¹ method, with the goal of limiting misunderstandings while improving ownership of Colisée values.

+ 100
hackathon participants.

30
discussion groups.

What participants said during the first CORE International Academy

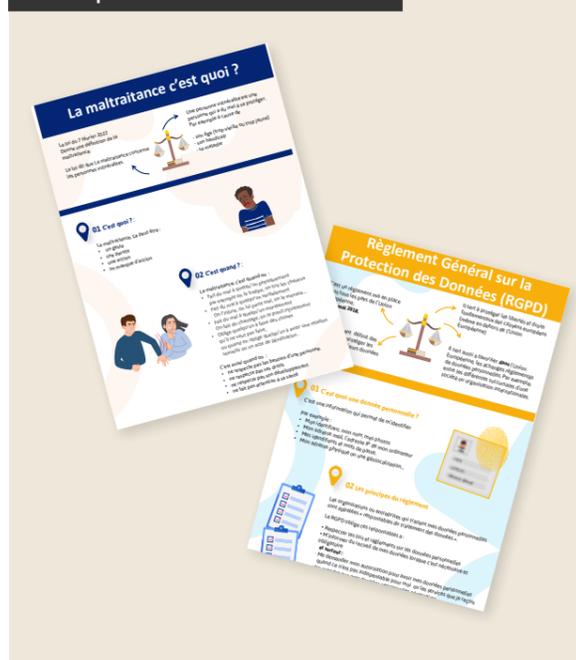


The CORE International Academy gave us a chance to share our experiences with teams and directors from other countries. The jury members were always very kind and made us feel comfortable.



It was a unique and enriching experience that coupled interesting meetings with the feeling of being able to bring projects to the very top level of our organization. We work for a company that gives staff the opportunity to speak out.

Examples of simplified fact sheets developed with Isabelle de Groot².



¹ culture.gouv.fr/Thematiques/Developpement-culturel/Culture-et-handicap/Facile-a-lire-et-a-comprendre-FALC-une-methode-utile
² le-pas-de-cote.net

Remuneration and pay equity.

Raising the perception of elderly care careers, which is covered by our second statutory objective, necessarily involves the question of pay.

At a time when recruitment and staff turnover are fundamental challenges in our sector, Colisée has tracked wage growth for workers in France¹ since 2019.

Median monthly remuneration² increased by 20% between 2019 and 2023, or 4.7% on an annual average. This was 1.7 points higher than inflation, which averaged 3.0% over the period.

These increases reflect combined efforts by Colisée and the authorities, including the French government's Covid-19 bonus payments in 2020 and the Ségur I and Ségur II programs in 2021 and 2022 respectively.



¹ 8,546 employees on permanent contracts at 175 facilities (nursing homes and service flats) at end-December 2023.

² Categories included: contractual pay, fixed-rate amount for seniority, basic pay, seniority adjustments, minimum wage top-ups, individual top-ups, individual differential benefits, SEGUR 1 and 2 program payments, bonuses for people working in support positions, referral bonuses, short-term contract bonuses, target-based bonuses, one-off purchasing power bonuses, government Covid-19 crisis bonuses, value sharing bonuses, inflation protection bonuses, gerontology care assistance bonuses, electric assist bicycle bonuses, tutoring bonuses, PDR bonus; Categories not included: hardship allowances, employee savings, end-of-contract benefits.

Measuring to ensure pay equity.

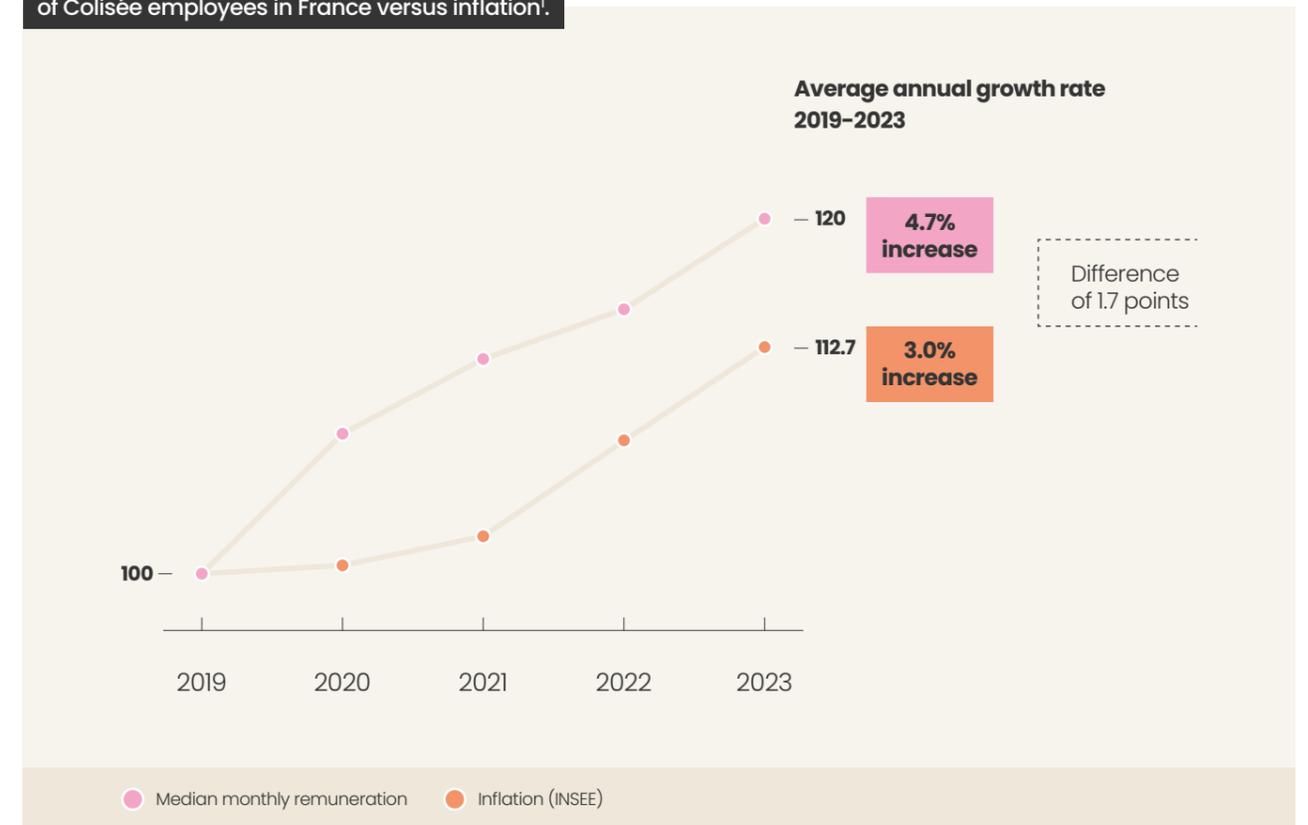
Aware of the importance of sharing the value it creates fairly, Colisée measures pay gaps and seeks to ensure that the difference between the highest earners and the median wage in each subsidiary never exceeds a factor of 1:20.

In 2023, the pay equity ratio never exceeded

11

in the countries where Colisée operates.

Comparison of the median monthly remuneration of Colisée employees in France versus inflation¹.



¹ 2019-2023, 2019 = 100

The European Works Council.

In 2022, Colisée created a special negotiating group (SNG), a pre-requisite step towards establishing the agreement that will set the foundations for the future European Works Council. The SNG has three years to complete its task.

Its main goal is to negotiate the council's scope, composition, functions and term of office with Colisée. These elements will be used to set up a structure and a procedure for informing and consulting with employees based in Europe. The SNG comprises 12 representatives: five from France, three from Belgium, three from Spain and one from Italy. It has met four times since it was created in March 2022, including one member training meeting.

In February 2024, the group signed a methodological agreement to structure its

approach, organize the coming negotiations and support constructive exchanges. Following this, it will negotiate the actual agreement that will establish the works council.

The group's meetings will broach, among other things, the number and appointment of council members, the topics about which the council will be kept informed, how the council will interact with other employee representative bodies, the make-up of the council's office and its budget. The group held its inaugural meeting of 2024 on 24 January. Five other negotiating meetings are scheduled, with the aim of hammering out an agreement by February 2025.

The creation of the European Works Council forms part of Colisée's broader drive to meet its commitment to "Encourage and nurture social dialogue". The fact is, working with employee-elected representatives to build our workforce policy is critical to offering Talents a fulfilling work environment that reconciles the interests of all stakeholders.



Key indicators.

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

	Results 2022	Results 2023	Objectives 2025
Net Promoter Score, Talents	-	-1	10
Net Promoter Score, Community Directors	-	43	50
Turnover rate	20.0%	19.9%	<18%
Absenteeism rate	11.4%	11.7%	<8%
Frequency rate of work accidents	29	36	<20
Severity rate of work accidents	1.5	1.7	<1.5
Professional gender equality index	94	93	>92
Share of Talents (employees) taking certificate- or diploma-earning courses	11.2%	13.7%	>14%

In 2022, the French Labor Ministry's Directorate for Research, Studies and Statistics (DARES) published a report on the "Big Quit" in France.

At end-2023, staff resignations at private nursing homes were **40%**¹ above pre-Covid levels, compared with 33% in the private sector as a whole.

The unemployment rate is now an additional factor in play, with employees quitting their jobs more easily because they know that they can find another one quickly. Career changes and switches from salaried to freelance status are likewise prominent trends.

In 2022, nurses and caregivers were ranked 6th and 28th respectively as the occupations under the greatest hiring pressures out of 87 occupational groups, compared with 46th and 40th in 2019¹.

The rates tracking the frequency and severity of work accidents measure the exposure of employees to risks, and vary across sectors. At Colisée, **the frequency rate of work accidents** rose in 2023, especially in France. We hold interviews when people come back from time off work to more effectively analyze the reasons for their absences and draw up appropriate action plans.

¹Dares, 9 January 2024, *Les fins de CDI dans les hôpitaux et hébergements pour personnes âgées du secteur privé*
See the glossary for more explanations and definitions.



Promoting inclusion and diversity is a key challenge in our sector. Senior employment, for example, could be a new work area for Colisée in the years ahead.

Jean-Alain Margarit,
member of the Colisée Mission Committee



Colisée has done a lot of hard work. It is important to measure qualitatively the resources made available to provide psychological support to team members, as these jobs can be extremely taxing.

Maxime Holder,
member of the Colisée Mission Committee

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



6 commitments

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 program

Promoting the protection of biodiversity

Reducing our water consumption

Mission Committee Opinion

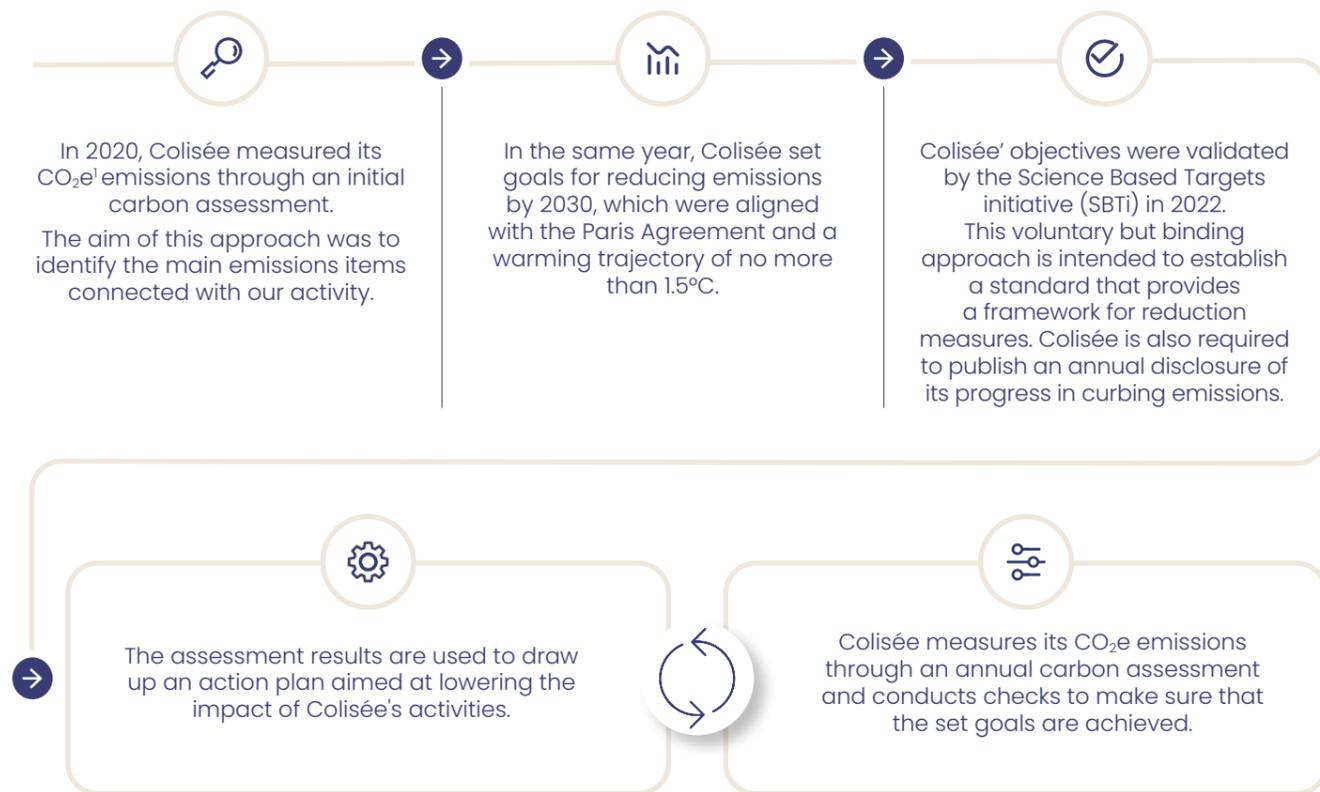
- While the Committee focused on the first two statutory objectives in 2023.
- A significant push was made to improve the share of renewable electricity and yielded a qualitative improvement in this area. Colisée has done a lot of educational work on this topic, but awareness raising among personnel must remain a priority.
- On a broader note, in 2024, the company needs to start tackling Scope 3 emissions, particularly in connection with food, which accounts for over 30% of Colisée's carbon footprint across Scopes 1, 2 and 3.
- The Committee also recommends publishing other environmental indicators that the company already measures (for energy and water, for example) and to hold discussions on leveraging Colisée's local presence.

Colisée's carbon footprint: measure, reduce, transform.

Just like other sectors, elderly care needs to reduce its climate and biodiversity impact, and adjust practices to stay within planetary boundaries.

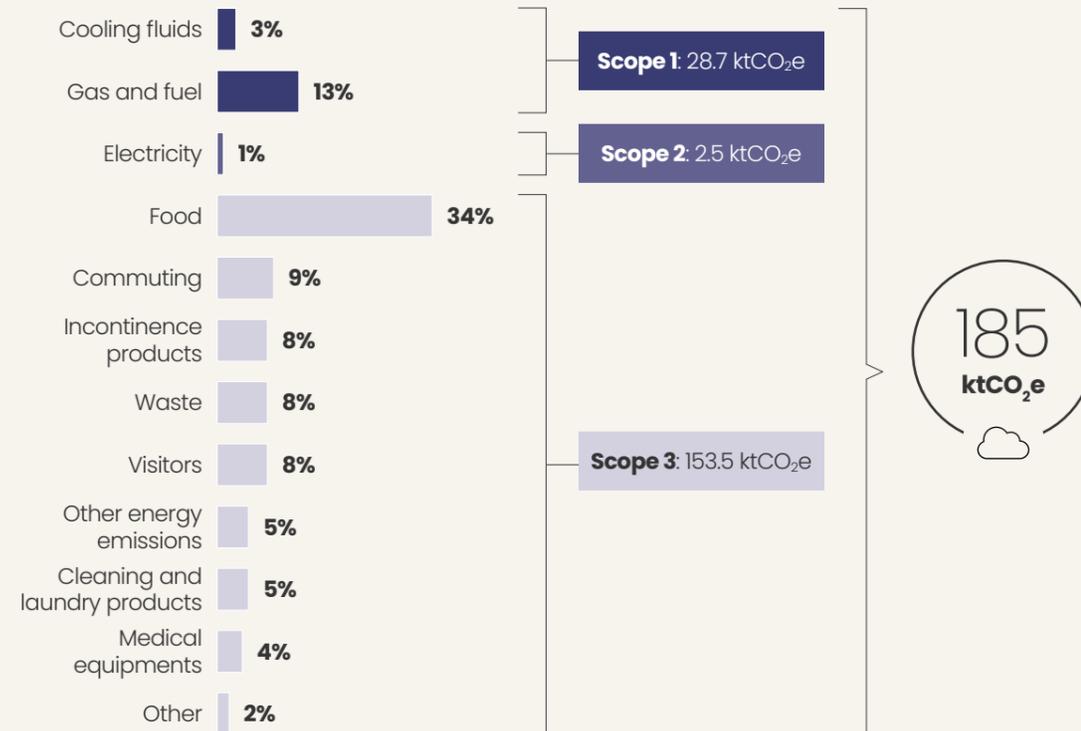
Our sector is deeply affected by the effects of climate change, because the people in our care are vulnerable to these changes. For example, we need to protect them against heat waves, which are becoming longer and more intense. Accordingly, Colisée is committed to reducing its climate impact.

Measure: setting and monitoring our reduction targets



¹ For the sake of simplicity, we use a single measure – carbon dioxide equivalent (CO₂e) – for all greenhouse gases, including carbon dioxide, methane and nitrous oxide.

Colisée's carbon footprint in 2023¹.



Our objectives validated by SBTi; progress in reducing emissions.

Several institutions teamed up in 2015 to spearhead the Science Based Targets initiative (SBTi)². Companies that sign up set goals for reducing their CO₂e emissions in line with the scientific recommendations drawn up following COP21. SBTi has validated the targets of 4,408 companies worldwide, including 208 in France³. So far, in France's health provider sector, SBTi has validated the reduction targets of two companies: Cerba HealthCare and Colisée.

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.



Colisée has pledged to reduce its Scope 1 and 2 emissions in absolute terms. Colisée has curbed its emissions while increasing its capacity, after adding 30% more places between 2020 and 2023. The Scope 3 target is a ratio of tons of CO₂e per million euros of revenue.

¹ Colisée's carbon footprint is calculated using Ademe's Carbon Assessment (Bilan Carbone®) methodology. Scope 1 and 2 emissions are measured based on actual energy consumption. Scope 3 emissions are assessed wherever possible using physical business data, or extrapolations where these are not available.

² The SBTi was launched by four organizations: the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute and the World Wide Fund for Nature (WWF).

³ At 31 December 2023.

Reduce: implementing measures to bring emissions down.

Since 2021, our priority has been to lower the CO₂e emissions linked to the energy that we purchase and consume.

Energy



Emissions sources.

- Oil: combustion-related emissions
- Gas: combustion-related emissions
- Nuclear: emissions relating to the construction of power stations, waste management and maintenance, scheduled reactor shutdowns
- Renewables: emissions related to facility construction
- Cooling: emissions from manufacture through to disposal

What Colisée is doing.

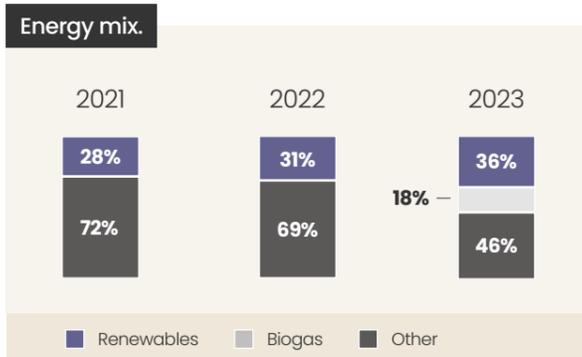
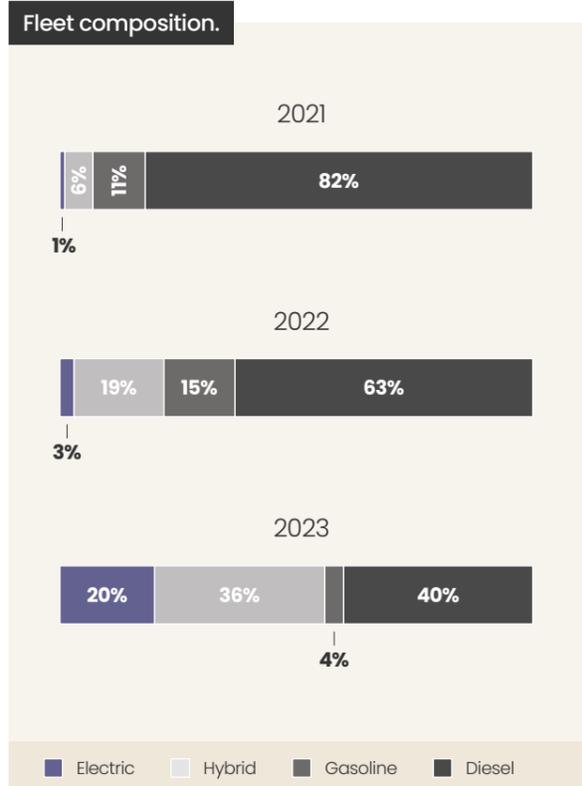
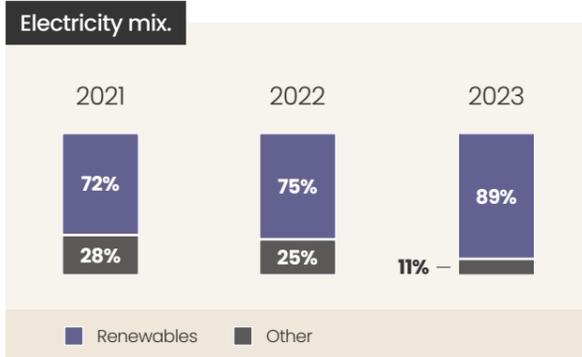
Two tangible measures introduced in 2021 enabled Colisée to make headway on its emissions reduction targets.

• Shift to 100% renewable

In 2021, Colisée decided to switch to 100% renewable energy sources by 2025.

• Move to a low carbon fleet

Also in 2021, Colisée decided to slash the share of internal combustion engine vehicles, replacing them with hybrid and electric vehicles.



Food



Emissions sources.

- Agricultural production of raw materials, including fertilizer manufacturing, growing of crops to feed livestock, and use of soil and water to grow fruits and vegetables
- Manufacturing and industrial processing
- Distribution involving refrigerated transportation
- Consumption, including refrigerated storage and cooking

What Colisée is doing.

Colisée prioritizes seasonal produce and a short food supply chain. A more diverse selection of protein sources is being offered to Mentors, with at least one vegetarian dish on the menu each week.

Commuting



Emissions sources.

- Vehicle construction (manufacturing, maintenance and end-of-life)
- Construction and maintenance of infrastructure (roads, railways, airports)
- Production and distribution of fuel and electricity
- Direct emissions owing to fuel combustion

What Colisée is doing.

Colisée's first action has been to decarbonize our fleet. Future measures will include promoting car-sharing and introducing bicycle-friendly initiatives.

Waste



Emissions sources.

- Raw materials extraction, transportation, manufacturing of packaging
- Processing centers (incinerators, landfills)
- Transportation from collection centers to processing centers

What Colisée is doing.

The Communities ensure that routine sorting practices comply with current regulations. Steps are taken to reduce consumption of single-use products. Colisée limits food waste by measuring wastage, introducing corrective measures and setting up partnerships, such as with Too Good To Go.

Transform: working to decarbonize elderly care sector.

For Colisée, taking action involves working with an ecosystem of partners, charities and players in the elderly care sector. Shared initiatives are a powerful way to respond to the urgent climate challenges facing us. For this reason, Colisée is making its voice heard to speed up the sector's transformation.

- In September 2023, Christine Jeandel made a presentation at the national conference of French nursing homes organized by Synerpa on the topic of nursing homes and the response to climate change. Taking the example of Colisée, Christine Jeandel

reviewed the main emissions items of nursing homes and spoke about ways to lower those emissions.

- Alongside other organizations, Colisée provided input to a report by The Shift Project, an NGO, on decarbonizing the care sector¹. Colisée's carbon assessment data and methodology were used to draw up assumptions and methods to estimate the care sector's carbon footprint. Colisée supported the initiative by participating in collaborative workshops to identify ways of decarbonizing the sector.

[Learn more at theshiftproject.org](https://theshiftproject.org)



As a Colisée director, I am keenly aware of our impact and our collective power on these vitally important matters. Between Mentors, Talents and relatives, we can reach hundreds of people at our own level to advance the fight against climate change!

Anne-Charlotte Cambrésier,
member of the Colisée Mission Committee



On environmental issues, we need to go further this year by working on food. We also need to educate teams so that they can continue to take these questions on board.

Estelle Prot,
member of the Colisée Mission Committee



¹ Think tank founded in 2010 to clarify and shape the debate on the energy transition.

Key indicators.

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

	Results 2022	Results 2023	Objectives 2025
CO₂e emissions	178 kt CO ₂ e	185 kt CO ₂ e	Decrease in line with the 2030 reduction target
Share of renewable electricity	75%	89%	100%
Share of renewable energy	31%	54%	Target to be set in 2024
Energy consumption per inhabitant	–	8.1 MWh per inhabitant	Decrease
Water consumption per inhabitant	–	62 m ³ per inhabitant	Decrease
Share of responsible food served in catering	62%	62%	70%
Share of hyperlocal food	–	–	Target to be set in 2024

CO₂e emissions rose by 3.7% between 2022 and 2023, following a 5.5% increase in the number of places at Colisée Communities. Average emissions per Mentor were down slightly at 6.0 tons of CO₂e compared with 6.2 in 2022.

For comparison: average emissions of a European citizen¹: 6.9 tCO₂e.

Share of renewable electricity: Colisée measures the share of electricity from renewable sources in its total electricity consumption and is aiming to make progress in reducing emissions linked to the energy it consumes (electricity, gas, fuel oil).

Energy consumption per inhabitant: energy use varies depending on the quantity and type of energy used. Based on 19,000 FTE staff using the company's premises daily during their work time, energy consumption per user² amounted to 7.1 MWh. Our buildings are in use 24/7.

For comparison: average domestic energy consumption per resident in France, Belgium, Spain and Italy in 2021: approx. 6.1 MWh annually³.

¹ SDES study, 2021

² FTE staff are treated as users during their work time

³ Eurostat, 2021

⁴ SDES study, 2021

See the glossary for more explanations and definitions.

Water consumption per resident: depends on buildings, domestic appliances, the care taken by maintenance personnel and Mentor practices. Water consumption per user² was 55 m³.

For comparison: domestic consumption of drinking water per person in France, Belgium, Spain and Italy in 2021: 53 m³ annually⁴.

Share of responsible served in catering: the criteria governing responsible food at Colisée, e.g. local, organic, certified products, may vary from country to country.

Share of hyperlocal food: as a firm that is strongly rooted in its communities, Colisée aims to promote local food supply by measuring its consumption from local food industries. This indicator is in the process of being developed.



PART 2

Behind the scenes of the mission.

Resources assigned to the mission.

Making headway in the mission requires dedicated financial and human resources. These go towards operational monitoring, internally and externally deployed measures, partnerships and more.



In 2023:

Approximately three months of full-time equivalent work

were spent on meetings, interim discussions and the report by Mission Committee members, as well as meeting preparation and coordination of the Committee's work by Colisée's ESG team.

20 external stakeholders

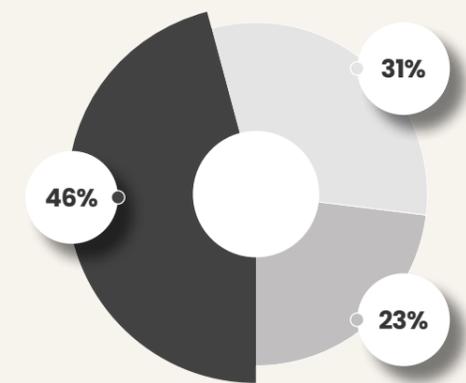
(consulting firms, charities, agencies, partners and experts) were involved in some way in managing Colisée's mission in 2023.

An investment of almost €400,000 ^{excl. VAT}

was allocated to management of the mission overall.

These financial resources are provided to assist the Mission Committee to appreciate the challenges and stakes of the company and to propose appropriate initiatives to pursue the mission and its objectives.

Breakdown of financial investment.



- Communication
- Data analysis
- Operational management and ecosystem

B Corp, a learning experience.

Colisée is guided by its resolve to continually improve. With this in mind, we took on the ambitious challenge of obtaining B Corp international certification, a process that involved subjecting our company to assessments in multiple areas, including governance, workers, environment, community and clients. The assessment criteria are standardized and shared across all sectors of activity.

In 2021, we began this approach as a group, with the aim of simultaneously certifying our subsidiaries in France, Belgium, Spain and Italy, while bringing a number of stakeholders on board in the process.

For over two years, we worked on the B Impact Assessment (BIA), which is the questionnaire that leads to B Corp certification. We answered hundreds of questions and provided meticulously documented data points, which entailed significant human and financial resources. In parallel, this approach necessitated steps to raise awareness among, and provide support to, our operational teams. The B Corp method recommends example-based proof, which requires an extremely rigorous approach.

Several questions in each category provided us with opportunities to showcase our actions but also to challenge ourselves.

For example:

- The **workers** section prompted us to review the way we calculate certain HR metrics.
- The **environment** and **community** sections, meanwhile, underscored the need to do even more to engage our partner suppliers in our continuous improvement approach throughout our entire value chain.

We are very proud that, for each subsidiary, we satisfied the certification requirements by obtaining scores of more than 80 points.

Unfortunately, during the final stages of the process, B Lab's Global Risk Review Committee issued a final opinion stating that companies in the For-Profit Residential Care Sector would have to wait for the development of industry-specific risk standards¹. We were apprised of this decision in June 2023.

There are currently fifteen industries in a similar situation, i.e. B Lab considers that they cannot be certified under the B Corp framework. Since October 2023, this has applied to all healthcare providers and services².

Despite this setback, we learned a lot from the experience. Any interested companies may contact us directly to get our feedback.

¹After careful consideration and a review of the broader industry, B Lab has determined that companies involved in the For-Profit Residential Care Sector will be required to wait for the development of industry-specific risk standards, and as a result, Colisée is unfortunately unable to proceed with the certification process at this time." *B Lab Global Risk Review Committee Decision, June 2023*

²Industries/practices subject to risk standards development - bcorporation.net/en-us/standards/controversial-issues

Harnessing Mentor and Talent reviews to monitor the quality of our services.

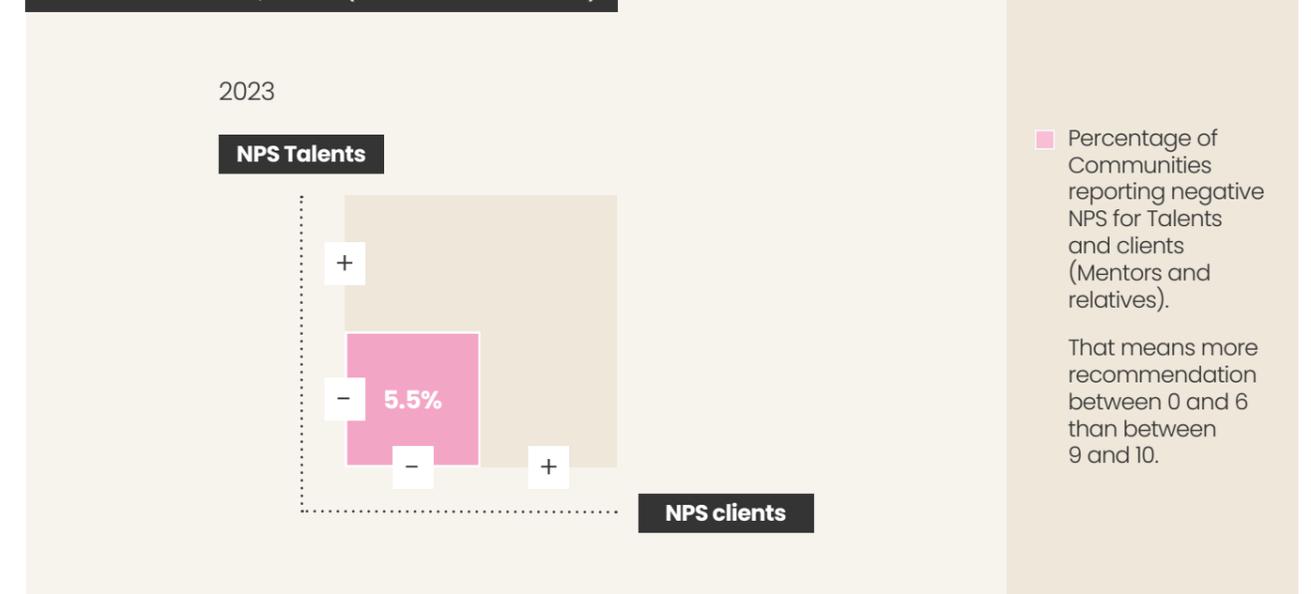
Colisée is committed to sharing the same quality of service in respect of the symmetry of attention.

The everyday well-being of Talents and Mentors is a key component of this ongoing effort. For this reason, we assess their experiences using tools such as Net Promoter Scores (NPS), which are measured based on reviews from Mentors, relatives and Talents. These scores measure the likelihood of the respondent recommending Colisée as a place to live or work.

On average, out of 100 Communities in Europe, five require special attention because they received negative NPS from both Mentors and Talents. These scores may reflect various problems that Colisée will endeavor to correct as part of its continuous improvement approach.

The goal is to provide the best possible support for Mentors and Talents alike, so that everyone enjoys a positive experience in their Community.

NPS scores - Talents, clients (Mentors and relatives).



¹Based on data for 2023. All nursing homes in France, Belgium, Spain and Italy.



PART 3

**More than a
mission-led
company.**

Fostering positive ageing.



Raising awareness and providing support: partnership between France Alzheimer and Colisée.

First set up in September 2021, the partnership between France Alzheimer, France's National Alzheimer's Association, and Colisée France was renewed in 2023 to coincide with World Alzheimer's Day on 21 September.

The alliance takes a number of different forms. Spaces are set aside in Colisée Communities to host activities by the charity's network, which comprises 101 local département-level associations covering the entire nation. These activities include staff training and special support for Mentors with the disease. France Alzheimer also takes an active role in Colisée France's Social Life Council, which meets several times a year.



The Colisée Spain Foundation: supporting Mentors' emotional health.

In 2023, the Colisée Spain Foundation organized multiple events with the aim of fostering positive ageing. These included publishing a memories book celebrating the lives of Mentors, promoting physical activity through walking soccer, organizing meetings with schoolchildren, and providing loneliness support. These many initiatives helped to promote the

emotional health of Mentors, while nurturing intergenerational relations.

As part of a collaboration with Valence University, Jaume I University in Castellón and Madrid's Complutense University, the Foundation is supporting research to improve the quality of life of seniors. It also offers a service that provides support for people living alone in the Valencian region of Rincón de Ademuz. In this way, the Foundation is reaching beyond the Colisée Community to play an active part in tackling the social challenges associated with old age.



Colisée Italy: helping to raise awareness about and fight Alzheimer's.

Because fighting Alzheimer's and supporting Mentors are key to fostering positive ageing, Colisée Italy has teamed up with Fondazione Maratona Alzheimer, whose goal is to promote awareness about the disease and raise funds to pay for research, treatments and prevention. Since 2012, the Foundation has organized a

number of annual events, including a half-marathon and a walk. As a partner and contributor, Colisée Italy organized a stand at the Alzheimer's village set up as part of a race staged on 10 September 2023 in Cesenatico.

Colisée Italy also contributed to the Maratona Alzheimer in 100 piazze event by providing support for activities and local charities, organized collecting donations and held awareness-raising activities in a number of Communities.



Bake with Love: taking a stand against Alzheimer's in Belgium.

In 2023, a partnership between Armonea Communities (Colisée in Belgium) and Stichting Alzheimer Onderzoek - Fondation Recherche Alzheimer, a Belgian-based Alzheimer's research foundation, led to a commitment to participate in Bake with

Love events. Designed to promote awareness and share information about the causes and consequences of Alzheimer's disease, Bake with Love Days also raise funds for research.

From September to December 2023, Mentors in Armonea Communities got the opportunity to take part in cupcake-baking workshops. The resulting creations were put up for sale and the amounts raised went to Stichting Alzheimer Onderzoek - Fondation Recherche Alzheimer.

Colisée and animals: improving quality of life.

At Colisée, welcoming pets, whether of Mentors or Talents, forms part of an approach that has been in place for a number of years, aimed at enhancing quality of life. Some of these animals have been in people's lives for a long time, while in other cases, the pets are new friends introduced at the initiative of Colisée Communities to spread love and promote well-being and a sense of calm. Animals may be the special friends of particular Mentors, or they may be adopted by the entire Community!

Around 60% of Colisée Communities are pet-friendly.



Number of animals hosted by Colisée Communities.

In France:

387

In Belgium:

215

In Spain:

47

In Italy:

2

Supporting initiatives.

Les Flâneuses, an innovative partnership aimed at fostering inclusion.

The brainchild of French start-up E-Hé, Les Flâneuses are all-in-one devices that act as a combination stroller, seat, walker and shopping cart.



For some years, they have been made available in France by venues that are open to the public, including the Louvre museum, Paris's Cité des sciences et de l'industrie (science museum) and Paris-Orly airport, where they provide enhanced mobility and comfort to everyone from the very youngest to the very oldest.

By facilitating movement, les Flâneuses offer a tangible response to loss of independence. The company's stigma-free products promote inclusion and open the way for positive and impactful experiences through a transgenerational "design for all" approach.

It therefore made perfect sense for Colisée to enter into a partnership with les Flâneuses, which it did in 2020. With the award of a prize from Christine Jeandel to E-Hé, this support went up a notch in 2023, as Colisée became the first residence group to partner with les Flâneuses. A total of 75 Flâneuses have been distributed across 25 Colisée Communities in the south of France under an innovative partnership that promotes positive ageing for all.



Fabrice Amedeo: steering a course between professional sailing and environmental commitment.

In summer 2022, Colisée signed a three-year partnership to support professional sailor Fabrice Amedeo.

Colisée is backing athlete Marjorie Delassus in the 2024 Olympics.

As a sponsor of the French Sport Foundation, Colisée is proud to sponsor Marjorie Delassus in her sporting journey.

Fabrice is a committed man who has decided to dedicate his experience and boat to advancing scientific research and fighting climate change.

His boat is fitted with sensors that provide scientists at several marine research institutes, including Ifremer, Geomar and the Leibniz Oceanographic Institute, with data on CO₂ levels, salinity, water temperature and marine biodiversity. These data are used to study the impact of climate change on our oceans.

He also speaks at schools, sharing his journey and talking about resilience and a commitment to preserve marine ecosystems.

As part of his partnership with Colisée, Fabrice welcomes Talents aboard his vessel to show them his scientific equipment, introduce them to the world of yacht racing and discuss environmental protection.

Marjorie has been canoeing and kayaking since she was 8. Winner of the silver medal in the C1 category at the 2022 Canoe World Cup, Marjorie was also runner-up in the European championships in the same discipline in that same year. She has been chosen to represent France at the 2024 Olympic Games.

Marjorie is passionate about her sport and came to share her enthusiasm with Mentors when she visited the Maison des Buis in Grane (Drôme region) in May 2023. As part of the same sponsorship arrangement, Mentors from the Torcy (Seine-et-Marne region) and Champigny-sur-Marne (Val-de-Marne region) residences got the opportunity to watch Marjorie take part in the World Cup finals in Vaires-sur-Marne (Seine-et-Marne) in September 2023. The next stage in her journey will be the 2024 Olympics, which Marjorie is currently getting ready for, while also pursuing her career as a massage-therapist.

The partnership is a very meaningful one for Mentors and Talents alike and shows that the values upheld by Colisée – commitment and respect – bring people together, whatever their generation.

Learn more.

Paris Agreement

un.org/en/climatechange/paris-agreement

Ademe

ademe.fr/en/frontpage

Colisée client reviews

colisee-group.com/en/wedoxa-en

Cercle Vulnérabilités et Société

vulnerabilites-societe.fr

Collectif de lutte contre la dénutrition

luttecontreladenutrition.fr

Conseil National de l'Alimentation

cna-alimentation.fr

Les Flâneuses

lesflaneuses.com/en

Colisée Spain Foundation

fundacioncolisee.es

Fondazione Maratona Alzheimer

fondazionemaratonaalzheimer.it

France National Alzheimer's Association

francealzheimer.org

Mixing Générations

mixinggenerations.com

Méthode Facile à Lire et à Comprendre (FALC)

culture.gouv.fr/Thematiques/Developpement-culturel/Culture-et-handicap/Facile-a-lire-et-a-comprendre-FALC-une-methode-utile

Mini Nutritional Assessment (MNA®)

nutripro.nestle.fr/outil/mini-nutritional-assessment

Selection of Mission Committee reports by mission-led companies

observatoiredeassociesamission.com/rapports-de-mission

Harmonie Mutuelle Mission Committee Report

harmonie-mutuelle.fr/sites/default/files/2023-07/rapport-comite-mission_VDEF-20230615.pdf

Mission report by the French Community of Mission-led Companies

entreprisesamission.org/telecharger/79067/?tmstv=1688719473

Science Based Targets initiative (SBTi)

sciencebasedtargets.org

Stichting Alzheimer Onderzoek – Fondation Recherche Alzheimer

stopalzheimer.be/nl

The Shift Project

theshiftproject.org/en/home

Villes Amies des Aînés

villesamiesdesaines-rf.fr

Glossary.

• **Community:** Colisée facility.

• **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.

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 either four or five indicators, depending on the size of the company. They include 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, and gender representation among the ten highest paid employees.

• **Mentor:** resident of a Colisée facility.

• **Net Promoter Score (NPS):** an indicator that assesses the likelihood that a client or relative/employee will recommend their facility/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 clients and relatives collected and verified:** the sum of reviews expressed by Mentors or relatives that have been verified and published by WeDoxa, an independent third party.

• **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 renewable electricity:** proportion of electricity generated by solar panels or covered by Renewable Energy Guarantees of Origin in total electricity consumption.

• **Share of Mentors (residents) with an updated personalized support plan:** proportion of residents whose personalized support plan has been updated in the last six months. Support plans aim to tailor proposed activities to meet residents' specific objectives. They are assessed with the team and relatives.

• **Share of Mentors (residents) hospitalized:** proportion of residents who were hospitalized for more than one day.

• **Share of residents not taking psychoactive medications:** antidepressants, neuroleptics, hypnotics or anxiolytics.

• **Share of residents not requiring physical restraints:** 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 rails.

• **Share of Mentors (residents) covered by an updated Mini Nutritional Assessment (MNA®):** the Mini Nutritional Assessment provides a simple and quick method of identifying elderly persons who are at risk of malnutrition, or who are already malnourished. It identifies the risk of malnutrition before severe weight loss or changes in serum protein levels occur.

• **Share of Talents (employees) taking certificate- or diploma-earning courses:** courses included in the indicator are certificate- or diploma-earning courses undertaken at the start of a professional career, internally-organized courses whose content is approved by a public authority or body, courses that confer a recognized diploma or certificate, internal training courses delivered as part of formal career paths to new positions, and training undertaken to obtain a recognized external diploma or certificate.

This type of course generally requires at least 25 hours of training. Mandatory or regulatory training is not included under certificate- or diploma-earning journeys.

• **Talent:** Colisée employee.

• **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.

• **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.

• **Severity rate of work accidents:** number of days off related to an accident at work per thousand hours worked.

• **Turnover rate:** number of permanent employees who left, voluntarily or not, over the year, divided by the yearly permanent headcount.

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