



Advancing the mission through business performance.

Sustainability Report Digest, 2025

COLISEE

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a leading player. — 04

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About us.

A European industry leader in its industry, Colisée offers an engaged, innovative and human approach to elderly care that prioritizes respect and personalized attention.

Driven by our mission to promote positive ageing, Colisée provides a range of complementary solutions and services, comprising nursing homes, service flats and rehabilitation clinics.

As a mission-led company, Colisée channels its performance toward fulfilling its corporate purpose and meeting the workforce-related, social, environmental and governance goals it has set for itself.

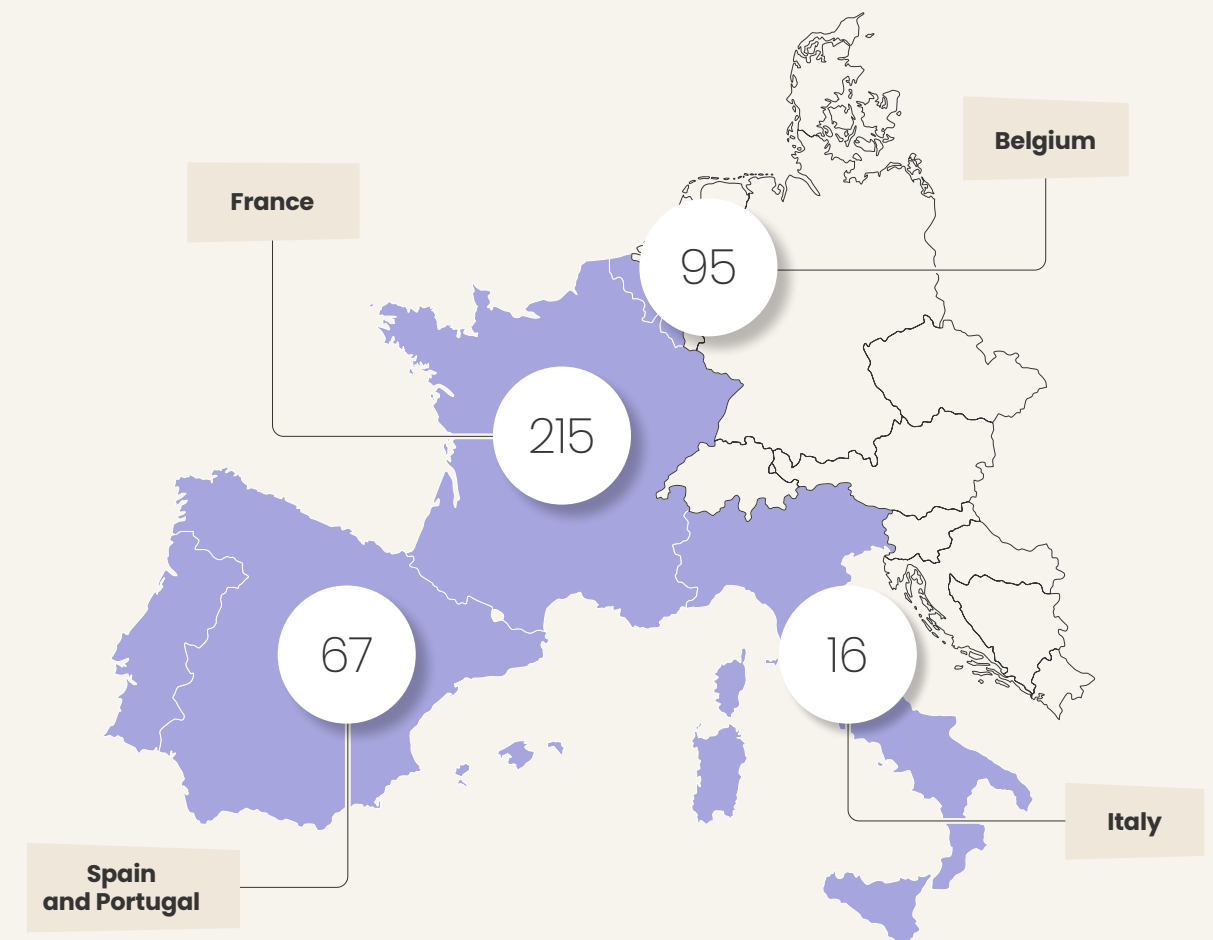
33,427
places

Around
20,000
employees¹

393
facilities

1.7
€bn in revenue

Colisée's European operations.



Colisée facilities.

Data at 31 December 2025. All Colisée business activities in Europe except residences in Belgium.

¹ Full-time equivalent.

Colisée, a leading player.

Editorial.



Arnaud Marion

**President of Colisée Group
and CEO of Colisée France**

If 2024 was a year of assessment and analysis for Colisée, 2025 will be remembered as one of profound transformation, as we embarked on major financial restructuring. We refused to see this challenge as an unwelcome but necessary interruption. Instead, we embraced it as an opportunity to get back to our DNA and focus on what matters most: the care and support of those who live in our facilities, delivered every day by our devoted teams.

Our era has achieved something unprecedented in human history: it has pushed back death. People have never enjoyed such long lifespans. Yet never before have our societies seemed so at a loss when it comes to the question of how to age positively. Longevity was the great victory of the last century, but it might be the blind spot of our own.

This is precisely the space in which Colisée operates. With this in mind, I would like to frame our commitments not as a list of accomplishments, but as responses to the pressing questions of the modern era.

What ageing says about us.

Reaffirm our purpose, get back to our DNA and make performance the driver, never the end goal, of our mission. By doing these things, we will address the three challenges – of ageing societies, a shrinking workforce and climate change – that are reshaping our industry.

The first of these questions is surely the most awkward. Can we allow business logic to dictate the care of the most vulnerable? The crises that rocked our industry sowed a lasting suspicion: that business performance and a corporate mission are mutually incompatible. I believe the opposite is true. A mission that lacks resources is nothing more than an intention; performance without a mission is only so many numbers. The restructuring measures that we introduced in 2025 stayed true to this conviction by restoring business performance to its rightful place, that of a means, never an end. To ensure that this ethos is not just an empty slogan, we appointed a nursing home director to chair our Mission Committee, overhauled our whistleblowing and integrity system, and enlisted our new financial partners to be our allies in the transition while leaving us free to set our own course.

« Performance is not an end in itself. It is what enables our mission to endure. »

The second question concerns the individual. Our era has elevated the individual – along with individual freedom and uniqueness – to the pinnacle of our values. That is something to be celebrated. But this commitment cannot stop on the threshold of old age, as if growing old meant gradually ceasing to be oneself. Our mission is all about maintaining a delicate balance: supporting without disempowering, protecting without confining, caring for residents without reducing their lives to their frailty – so that everyone in our facilities remains in control of their own lives, feels at home, cared for and recognized for what makes them unique.

The third question touches on care itself, and the people – overwhelmingly women – who provide it. Our society is belatedly rediscovering what it owes to these professions, which have long been overlooked and which offer things that a machine never can: presence, attention and the right touch. These gentle hands are going to be harder to find: as the workforce shrinks, attracting and retaining care providers is turning into one of the most critical challenges facing our profession. Tackling this issue means protecting our staff, and we have duly stepped up our measures to combat gender-based and sexual violence. It also means recognizing and fostering growth by providing training, upgrading our management practices and launching the first cohort of our Women in Leadership program, which is paving the way for more gender-balanced leadership at all levels of the company. Finally, it means leading by example at the top: accordingly, our executive committee is fully gender-balanced. As we make crystal clear through our “symmetry of care” ethos, the quality of life of those who provide care is not a secondary issue – in fact, it is fundamental to quality care.

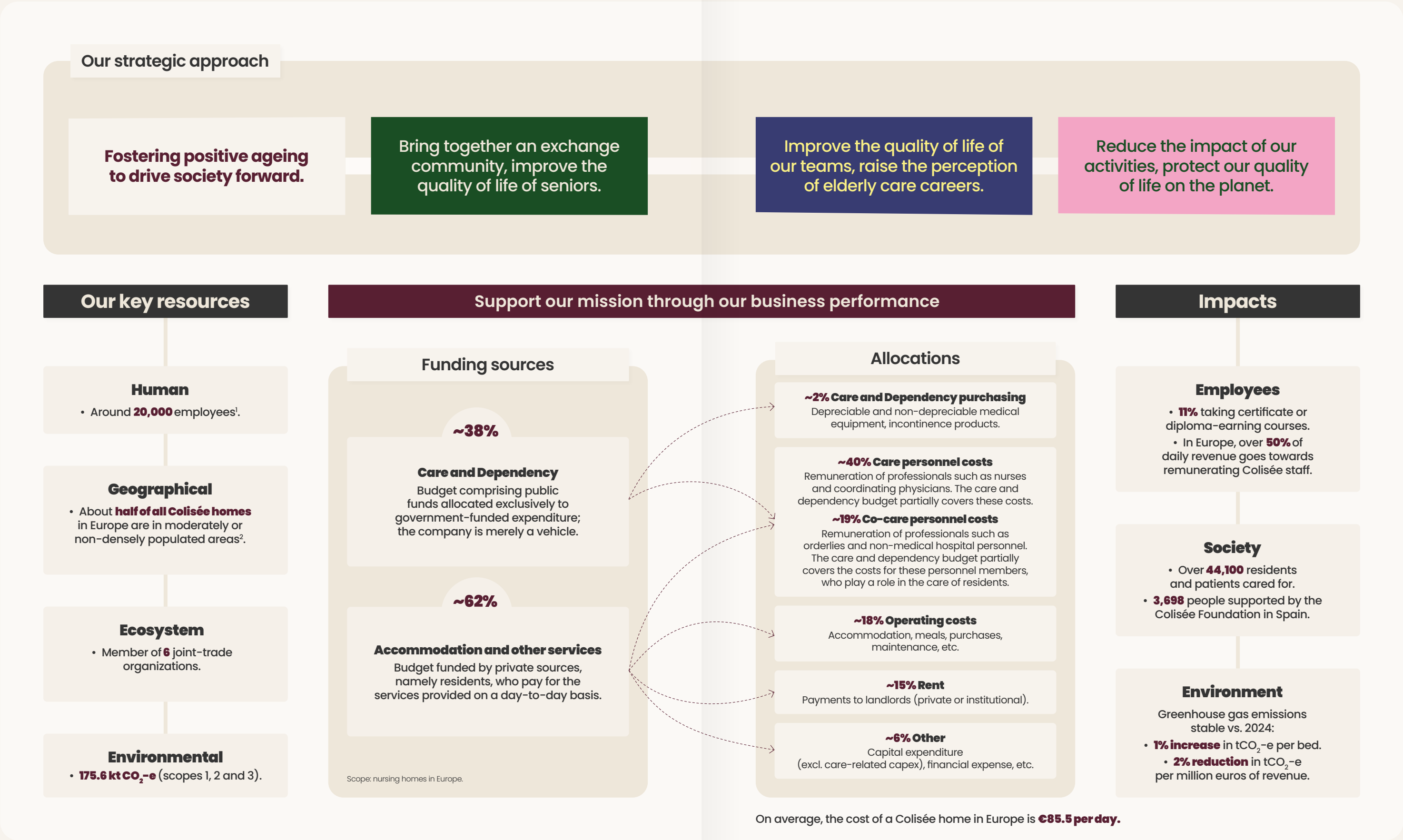
The final question is one that our century can no longer ignore: climate change. Too often we forget that the elderly are among those who are most exposed to the impending disruptions. Chief among these is heat, the cost of which we in France know all too well. So adapting our homes is not just about reducing our carbon footprint, it is a matter of protection. This awareness informed the in-depth discussions that we recently held on renovating our housing stock in France through the Refresh Plan. We want our spaces to be more welcoming, more energy efficient, more resilient, better adapted to climate change, more strongly rooted in their local communities and designed to enhance the quality of life of those who live and work there.

It is said that a society is judged by the way it treats its most vulnerable members. I would add that it is also judged by how it honors those who came before. Old age is not a burden to be borne: it is a bond between generations, between what we have received and what we will pass on. Keeping this bond alive, with dignity and sustainably, is what it means, for us, to be committed to fostering positive ageing. And if I had to sum up what drives us, it would be this conviction – born of adversity and held fast as our guiding principle – that it is not only possible but necessary to put performance at the service of our mission.

Be Fully Yourself.



Our business and value creation model.



Data at 31 December 2025. All Colisée business activities in Europe except residences in Belgium.
¹ Full-time equivalent. ² Non-densely populated areas: fewer than 100 inhabitants/km². Moderately populated areas: 100 to 300 inhabitants/km². Densely populated areas: 300+ inhabitants/km².

Our responsibility, our mission.

Colisée, a mission-led company.

Colisée has a major responsibility: to advance the concept of “positive ageing”. This drives us to experiment, demonstrate and inspire, as we pursue our dual ambition of meaningfully transforming the experience of living in a care facility, while raising industry standards to support a model that is more human, more open and more personalized.

For residents, this translates into greater freedom, knowledge that their choices will be respected, and a life that is not just a journey through care. Colisée also wants to support carers by listening to them, recognizing their role and providing support. And for our teams, we want to restore a sense of purpose to the profession and recognize the value of everyday tasks performed by our employees.

The Mission Committee acts as a driving force for change, identifying key issues, promoting initiatives and connecting stakeholders. The company aims to deliver meaningful performance, aligned with its mission, through concrete decisions and a real impact on the ground.

Being a mission-led company is a demanding endeavor. Colisée aims to encourage more open, flexible and innovative structures, and to make the mission a collective mindset that is shared by everyone.

Our 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.

12 operational objectives.

- Celebrate the unique qualities, personality and history of every person, throughout their life journey.
- Support relatives and carers, who are the pillars of our exchange communities.
- Forge everyday social connections to foster deeply human support.
- Invest in and reimagine living spaces, build regional momentum to address today’s societal challenges.

- Celebrate the unique qualities of every individual and every job, throughout our employees’ career journeys.
- Promote Care Management and ensure a safe and healthy work environment.
- Nurture team engagement to drive collective and sustainable performance.
- Support skills and career development.

- Adapt facilities to climate change, act as local resource hubs.
- Adopt a circular economy approach, promote reuse and recovery of resources.
- Use outdoor spaces to encourage social connection and environmental engagement.
- Promote responsible consumption practices.

You can find Colisée’s statutory objectives, monitoring information on the operational objectives and the independent third-party organization’s opinion on these objectives in the [2025 Mission Committee Report](#).

Governance and business conduct.

Governance.

Governance bodies and information on sustainability issues.

The Executive Committee.

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

Arnaud Marion

President of Colisée Group,
CEO of Colisée France

Members of the Executive Committee.

Olivier Miaux

Chief Financial Officer

Edouard Ducros

Deputy CEO Performance & Operations

Fathallah Charef

Human Resources Director

Aurélie Vialelle

Legal Affairs Director

Ludovic Guillaume

Strategic Partnerships Director

Léonora de Mourzitch

Mission & Life Journey Director

Victor Rusé

Chief Information Officer

Manon Faure

AI & Digital Director

General Management.

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

General Management approves the sustainability strategy and presents it to the ESG Committee, which is made up of all the members of the Supervisory Board. Following this, an action plan and implementation timetable are prepared for the sustainability strategy.

Spain, Italy and Belgium have their own General Management.

Yves Rémy

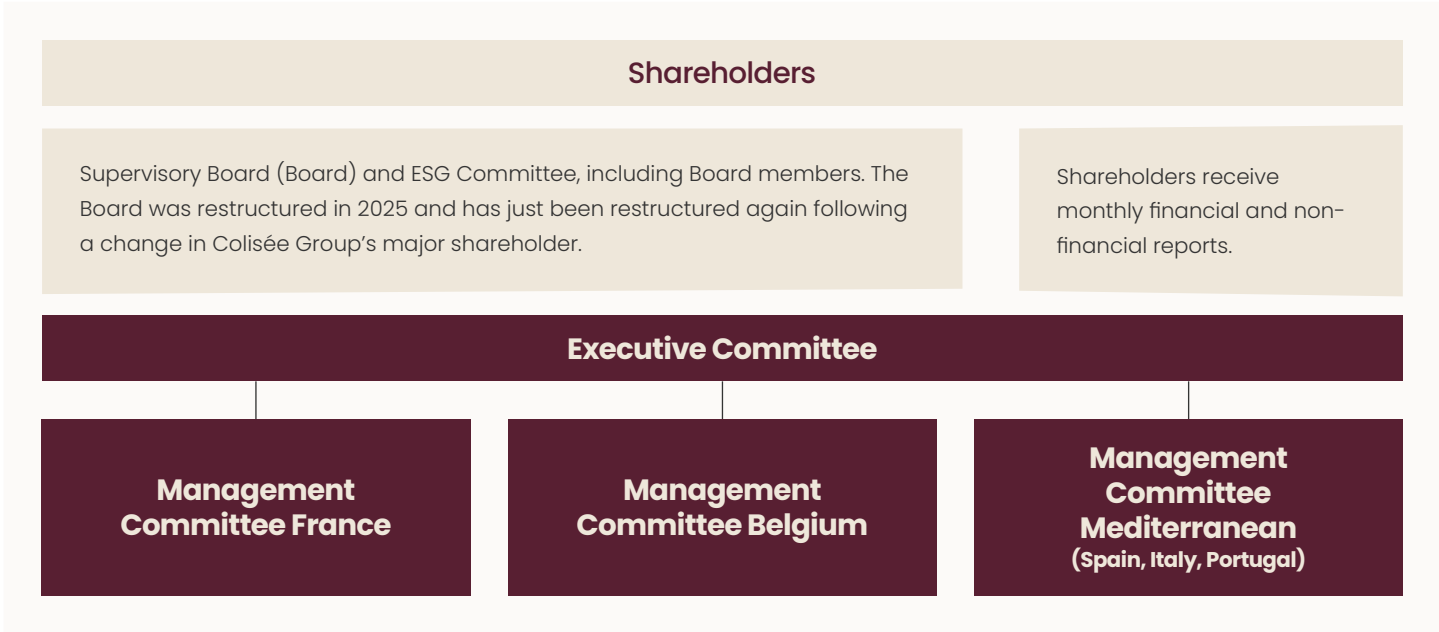
CEO Belgium

Gérard Sanfeliu

CEO Spain, Italy and Portugal

The composition of the Executive Committee and the General Management is disclosed based on personnel present on 30/04/2026.

Governance overview.



The ESG Committee.

Reviews the ESG indicators, flagship projects and the milestones of Colisée’s sustainability roadmap and mission.

The Supervisory Board.

Makes sure that the company’s strategic guidelines and its development, financing and investment policy support Colisée’s corporate project.

Governance of the financial statements.

The Audit Committee monitors the work of the statutory auditors and reports on this to the members of the Supervisory Board.

The Mission Committee.

Monitors compliance with Colisée’s mission and deployment of the statutory objectives.

Country Management.

- Colisée’s Divisions.**
- Operations.
 - Human Resources.
 - Medical, Quality and Care.
 - Information Systems.
 - Legal Affairs.

Business conduct.

Corporate culture.

Colisée’s values, mission and statutory objectives are at the heart of its culture. Since 2021, our strategy has been guided by our status as a mission-led company and our purpose: **Fostering positive ageing to drive society forward.** As a result, our performances in every area ultimately serve Colisée’s mission.

Ethics.

Colisée’s ethical approach is organized around five broad principles in our Charter of Ethics (code of conduct): quality and transparency; privacy; preservation of resources; fairness and integrity; employees’ dignity and well-being.

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

Cybersecurity and data protection.

Colisée France is actively strengthening the security and resilience of its information system. Particular attention is being paid to cybersecurity. Colisée’s Data Protection Charter establishes a contractual and operational framework that is compliant with the GDPR and the French Data Protection Act and that covers data use, storage and protection. It is applicable to Colisée and its wider ecosystem.

Anti-corruption.

Because Colisée has a strong presence in France, it has structured its anti-corruption compliance framework around the eight pillars of the Sapin II Act. The framework is underpinned by a set of core documents – the Charter of Ethics, the Anti-Corruption Policy and the Responsible Purchasing Charter for suppliers and partners – to strengthen anti-corruption requirements and extend their scope to all partners and service providers. In 2026, Colisée aims to extend this framework throughout Europe.

An initial mapping of Sapin II risks was drawn up in 2022 and updated in 2026.

Anti-corruption modules are incorporated into onboarding programs, and targeted training is provided to the highest-risk groups.

The Supplier and Partner Charter sets down ethical and anti-corruption requirements for suppliers. Accounting oversight of these relationships relies on preliminary verification and validation procedures.

Whistleblowing procedure.

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

Committee in charge of processing alerts (CTA) in France.

This Committee reviews active alerts, determines the appropriate course of action and coordinates the follow-up. It is composed of representatives from the Quality, Operations, ESG, HR and Legal functions. The Committee’s membership and operating procedures were overhauled in 2025 to improve efficiency, ensure the impartiality of decisions and provide effective protection for whistleblowers.

The changes included a classification matrix for reports, a revised procedure for referring matters to the External Whistleblowing Officer, the signature of confidentiality and ethics agreements, and rules for temporary recusal in cases of conflict of interest.

The new procedure also applies to the Group’s most senior management and executive positions, promoting stronger ethical standards and a zero-tolerance policy at all levels.

Alert systems and processing.

Reports can be submitted anonymously, if desired, through various channels, including the Integrity Line platform, or by reaching out directly to a member of the Committee in charge of processing alerts.

Each country has an internal Whistleblowing Officer, acting under the leadership of the local Legal divisions. The officer’s role is to receive, process and classify reports. Reports are categorized into four groups: closed immediately, closed with recommendations, alert pending confirmation, and alert as defined by the Sapin II Act.

If a report is classified as an alert, the Committee in charge of processing alerts may collectively decide to conduct an internal or outsourced investigation. The whistleblower is informed that their report has been acknowledged and is notified of the measures being considered or taken to address it within three months.

In 2025, 304 reports were received. Following legal reclassification, 124 were categorized as alerts under the Sapin II Act, whether proven or not.

Assessment procedure.

To ensure compliance with regulations and ethical practices, Colisée conducts audits at all of its facilities to identify problems and implement action plans to deal with them. These audits are performed in addition to the inspections carried out by public bodies. In 2025, 502 assessments were carried out at Colisée’s facilities in Europe.

Relations with suppliers.

Quality and sustainability criteria make up 20% of the scores used in tender calls to select Colisée suppliers. Selected suppliers must also sign the Responsible Purchasing Charter for suppliers and partners.

Colisée ensures strict compliance with human and labor rights in its dealings with suppliers and undertakes to break off business relations with any company that does not abide by these principles. An assessment covering ethical risks as well as respect for fundamental freedoms, human rights and the environment is carried out prior to any business relationship. Furthermore, Colisée supports its suppliers in their own sustainability initiatives.

In 2025, 85% of spending in France was with suppliers that had signed the charter for suppliers and partners, 97% in Belgium, 94% in Spain and 89% in Italy.

Workforce and society.

Acting for elderly people and their relatives.

As a mission-led company, Colisée is committed to improving the quality of life of residents in its facilities.

- The company cultivates a vision that is based on ensuring that everyone – residents and employees – is listened to and shown consideration and respect.
- Colisée advocates for a more human, open, personalized and qualitative approach to care and old age that prioritizes the freedom and well-being of seniors through individualized support and care.
- This also entails a shift in management culture, through adoption of the Care Management philosophy (see p. 15).

Employing built-in oversight and monitoring tools, Colisée deploys rigorous processes to identify opportunities for improvement and ensure resident satisfaction, while leaving each residence free to construct its own approach to well-being.



Colisée’s approach to well-being and positive ageing.

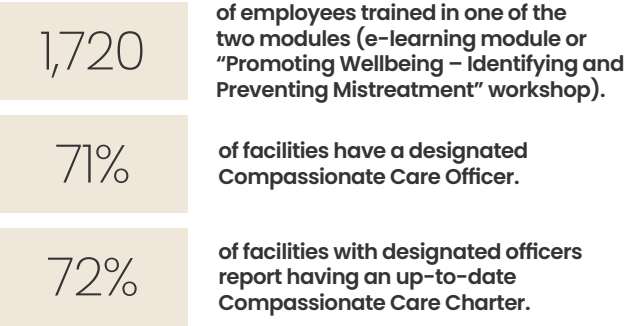
Personalized, person-centered support.

Colisée has taken the decision to implement a person-centered model. Based on participation, empowerment and freedom of choice, this approach strives to promote the well-being of elderly people in all facets of life: physical and mental health, relations with family members, everyday and cultural activities and more. Diversity, in all its forms, is also respected.

This approach is framed by the policy to promote the well-being of residents, which Colisée deploys through several national schemes: the Projet d’accompagnement personnalisé (PACT) in France, the Plan de Atención y Vida (PAYV) in Spain, the Plan C-me in Belgium and the Piano Assistenziale Individualizzato (PAI) in Italy. Individual facilities then execute the policies through local initiatives.

Compassionate care.

Compassionate care is an ongoing quest to tailor and personalize support; it cannot be reduced to merely the absence or prevention of mistreatment. Several tools have been provided to support the delivery of compassionate care, including training for all teams and a customized charter for each facility, co-developed with all stakeholders and reviewed at least once a year by the Compassionate Care Committee and an officer in each facility.



Fall prevention and non-use of physical restraints.

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

Colisée has set itself the goal of limiting the use of physical restraints solely to cases that require this approach. The preference should always be to seek an alternative, and the use of restraints must be the result of a decision that is set down formally and monitored. A medical prescription is obligatory. The consent or approval of the resident, or, failing that, of their legal representative, must always be sought. Relatives are kept regularly informed of changes in the resident’s situation. The need for restraints is reassessed at least monthly by the multi-disciplinary care team.

84% of residents are not subject to physical restraints¹.

In 2025, just 16% of residents suffered falls, and only 2% of falls led to hospitalization.

Use of psychoactive medications.

Colisée is exploring ways to limit the use of psychoactive medications. As a result, by 2025, nearly half of residents in facilities in the various countries where Colisée operates were not taking psychoactive medications, compared with one-third in 2024. In Belgium, Armonea pioneered the implementation of a policy to reduce the use of psychotropic medications by prioritizing, where possible, non-pharmacological therapies. This approach has since been taken up by all countries.

46% of residents do not take psychoactive medications¹.

Nutrition & food.

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

Malnutrition is a major risk for elderly people. Weight loss can affect their independence and even be a comorbidity factor. All residents receive specific nutrition-related care.

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

If a malnutrition risk is identified, residents may be offered food enrichment options, as well as oral nutritional supplements, if an individual medical prescription is given, in addition to natural foods.

88% of residents have an updated Mini Nutritional Assessment (MNA®).

Listening to residents and family members.

Colisée wants excellent communication between residents, their relatives and the company.

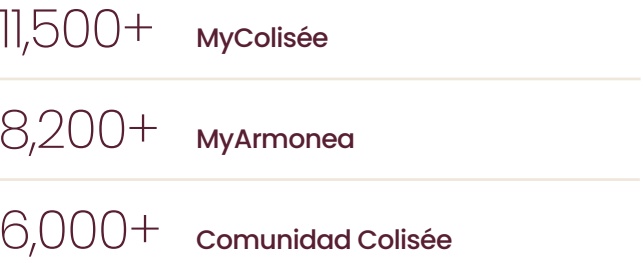
Strengthening communication.

Specific bodies are in place in each country to talk with residents and family members about their expectations, in order to modify the in-facility services provided. For example, in Spain, the “Family School” group gets together regularly with the goal of providing information, tools and support on precise topics identified by residents and family members. The Social Life Council in France facilitates and enhances dialogue

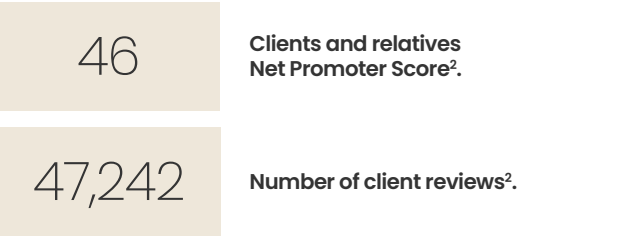
between facilities, employees, residents, family members and local entities.

Colisée has also introduced digital tools (*MyColisée* in France, *MyArmonea* in Belgium and *Comunidad Colisée* in Spain) that allow families and relatives to stay informed about residents’ activities and life at the facilities.

Users of digital tools in 2025.



Colisée has deployed a process to gather reviews, which is operated by an independent body. It ensures that the views of residents and their family members are heard and helps to improve the quality of service. In addition, a quarterly satisfaction survey is sent out to family members and residents.



Complaints handling.

Colisée works to ensure dialogue, transparency and responsiveness when handling complaints. In all countries, a variety of channels, tools and procedures are available to residents and family members to lodge complaints. All stakeholders connected with our facilities or head office can submit complaints via a variety of channels.

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

¹ Data for 2025.
² Scope: all Colisée activities in Europe except rehabilitation clinics.

- Employees: employees are informed about complaints, whether or not these concern them directly, during team briefings.
- Residents: if the complaint came directly from them, residents, as well as their family members and caregivers, are informed of the action taken in response.
- Persons from outside the facility: treating physicians are informed of any complaint concerning the care of their patients.

Crises and adverse events.

Crisis management.

Colisée is exposed to various risk factors that depend on the regions where the company operates and the nature of its services. Colisée identifies and assesses these risks in order to anticipate them and introduce appropriate management measures to reduce their probability or potential impact. These risks are dealt with and monitored, and clear communications are put in place so that key issues are known to stakeholders and integrated in their risk management policies.

Avoiding and eliminating mistreatment.

Mistreatment can affect any vulnerable person. It occurs when a behavior, comment, action or lack of action compromises a person's development, rights, basic needs or health – particularly in a relationship of trust, dependency, care or support. Whether one-off instances or ongoing situations, cases of mistreatment may stem from an individual, collective or institutional source and can take multiple forms. Non-exposure to mistreatment is a basic and inalienable right of elderly people. Fighting mistreatment is one of the commitments made by Colisée and is integrated in its corporate project.

The company has introduced a special policy based on transparency and training to understand, prevent and manage mistreatment:

- Identify and train: within each facility, teams are trained to identify and manage the risks of mistreatment. A Compassionate Care officer is appointed in each facility in France. In Spain, an Assessment Committee has been set up at each facility to improve detection and propose corrective measures.
- Prevent: the prevention policy is based on awareness-raising, continuous improvement in the working environment, and dialogue.
- Notify weak signals: all events are taken into account to ensure that behaviors do not drift into mistreatment. These events are subject to a procedure designed to ensure that they do not happen again or worsen.
- Address strong signals: these signals are dealt with transparently and reported to the authorities. After the fact, feedback is gathered to understand the reasons for the incident and introduce measures to prevent it from happening again. This action plan is shared with all stakeholders.

Adverse event reporting procedure.

An adverse event is a discrepancy between what is expected and what actually happens. Whether serious or not, such incidents must be reported, analyzed and communicated about. To provide an appropriate response, Colisée has set up a clear procedure and a reporting form. Under the charter on supporting declarations, the company pledges to refrain from punishing those who report incidents.

Affected stakeholders (residents and relatives, team members or other participants) must be kept informed of any incident concerning them. Serious incidents are reported to the supervisory authorities with the capacity to provide assistance and tools.

The Ethics of Care Committee in Spain.

The Ethics of Care Committee is an advisory and interdisciplinary body responsible for supporting teams in analyzing complex clinical and socio-health situations, protecting the rights of those in care, and strengthening the ethical dimension of care.

The cases reviewed in 2025 primarily concerned individual autonomy, compliance with advance directives, the distinction between palliative sedation and euthanasia, the withholding of certain treatments, and support for families in situations of extreme emotional vulnerability. The Committee's recommendations reaffirmed the primacy of comfort, respect for the individual's wishes, multidisciplinary care, and the traceability of decisions in the medical record.

Colisée's workforce.

Quality and sustainability approach.

As an employer, Colisée is committed to abiding by the requirements set down by the legislation in force to ensure the well-being of individuals. These requirements are set down formally through quality and sustainability policies that all stakeholders agree to uphold.

The policies are based on a set of shared overarching principles: respect human dignity; protect vulnerable people; uphold inclusion and equity; engage personnel by encouraging them to be involved in their facilities; show honesty, transparency and trust, especially in situations of weakness and vulnerability; display professionalism, competence and responsibility.

Care management.

Care Management is the new management philosophy that guides Colisée's collective efforts and gives concrete expression to our purpose: "Fostering positive ageing to drive society forward". Grounded in the CORE spirit values of Cohesion, Respect and Engagement, it aims to make Colisée an environment where everyone feels recognized, supported and valued. This approach is rooted in a deeply-held conviction: the quality of care provided to residents is directly linked to the attention given to the professionals who look after them on a daily basis.

Care Management thus fits into a demanding and responsible management philosophy. It fosters team engagement, talent retention and quality of life at work, and makes a lasting contribution to facility performances, in particular by supporting team stability and improving the satisfaction of residents and their families.

Developed in collaboration with frontline managers, the Care Management approach provides a shared, practical and actionable framework.

Care Management is being deployed through a comprehensive support program including a hybrid training course and through the establishment of a community of managers to share best practices. Employee engagement is guided by the corporate purpose and underpinned by common values that are shared at every level. This is Colisée's Cohesion, Respect and Engagement (**CORE**) spirit.

Occupational health and safety.

Colisée's occupational health and safety policy relies on a proactive and structured approach to enhance risk prevention and improve working conditions and well-being at work.

To prevent workplace accidents and occupational illnesses, Colisée identifies potential risks and takes steps to avoid them as part of a continuous improvement approach.

To do this, it acts in several areas:

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

This preventive work is supported by a training and awareness-raising policy focused on OHS issues, which includes communications that are accessible to everyone about everyday risks and good practices, including proper hygiene, good posture habits and more.

Support schemes for employees.

In France and Belgium, employees are given support in partnership with professionals from the sector (PSYFrance or Securex in Belgium), and Facility Directors are trained to spot "weak signals".

Colisée France also enables employees to connect with social workers through a service provided by SocialDirect, while Agent de Carrière provides Facility Directors with tailored support. In Spain, as part of the 2023–2025 Health Promotion Plan, Colisée offers programs to promote well-being at and outside work, and provides employees with access to specialized medical services.

1,053

workplace accidents (with at least one day off)¹.

Absenteeism and return to work.

Absenteeism is a major issue in the medico-social sector. In compliance with national laws, a return to work following a protracted absence is managed and accompanied by compulsory medical appointments in the case of absences of several weeks due to illness or accident. In each country, specific mechanisms have been put in place to improve the monitoring of long-term absences and help people to ease back into work.

21.7%

turnover rate¹.

12.3%

absenteeism rate¹.

¹ Data for 2025.

Colisée France: A Safety Committee to improve occupational health and safety.

To respond more effectively to workplace accidents and make them less frequent, Colisée France has set up a Safety Committee that meets annually, as well as a Regional Committee whose tasks include drawing up and analyzing accident reviews. The Regional Committee may decide on a specially tailored action plan and tracks the initiatives that are implemented.

Recruitment.

Colisée applies hiring principles based on equity, diversity and non-discrimination. Special attention is paid to the harmonization of hiring procedures, the integration of people from diverse backgrounds promotion of equal opportunities in terms of access to employment and helping young people to get their first job. The recruitment process is also an opportunity to present Colisée’s values and commitments as a mission-led company to strengthen employees’ buy-in to these issues.

Fair pay.

Remuneration principles at Colisée are determined by the position held. Colisée strives to offer fair pay and to work towards gender equality in pay and benefits.



Training, skills development and occupational mobility.

Colisée is committed to supporting the professional development of personnel, recognizing the work of its teams and promoting a better work/life balance.

Colisée offers:

- Ongoing and compulsory training for all employees to ensure that they can perform their duties as effectively as possible, as part of a process of continuous improvement;
- Qualifying training for positions held;
- Career development-related training;
- Training centered on management culture, employee motivation and engagement.

At Colisée in France¹

16,830

training course enrolments

94%

overall satisfaction rate

69%

of training participants are non-managerial staff

At Colisée in Europe¹

11%

of employees have taken a certificate-or diploma-earning course

Transforming leadership.

Colisée has made the evolution of its management culture a key focus of its commitment to teams.

- **In Belgium**, Armonea has introduced a structured training program for managers and executives to strengthen internal leadership.
- **In Spain**, this training program is built around care management and mindful management.
- In September 2025, **Colisée France** launched the first year of its “Women in Leadership” program, in partnership with Map & Match and L’Effet A, to strengthen women’s leadership and impact within Colisée by addressing practical issues related to the company’s transformation.



France – Colisée Talent Academy.

Founded in 2024, the Colisée Talent Academy is an in-house training academy at Colisée France and a cornerstone of the skills development policy. The courses on offer (continuing education, certifying programs and degree programs) are organized into four schools: care, food service, management, and customer experience. The Colisée Talent Academy’s training programs are Qualiopi-certified. This government certification attests to the quality of the training process provided to learners. The Academy is also authorized by France’s National Research and Safety Institute (INRS) and national health insurance system to provide training in the prevention of risks associated with physical activity in the health and medico-social sector (PRAP and PRAP2S).

Here are some of the training programs offered by the Academy:

- E-Clore Training: pre-qualification training for non-medical hospital personnel prior to training to become an orderly;
- Master’s in Management of Health Organizations. This is a one-year master’s-level qualification, certified in France’s national registry of vocational certifications (RNCP), for new Facility Directors;
- Intercultural Management: a program for Facility Management Committees to support them in valuing diversity.

Inclusion and diversity: respecting and celebrating differences.

An inclusive and non-discriminatory employer, Colisée is committed to the following principles:

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

These principles apply to hiring, training, internal promotion and general working conditions.

Colisée Spain has deployed its third Equality Plan, covering the 2022-2026 period. The plan comprises 42 specific measures, divided into ten action areas, plus indicators to monitor and track the effectiveness of measures taken. In France, officers in charge of preventing sexual harassment and sexist behavior are appointed at national and regional level. They are tasked with guiding, informing and supporting employees on these issues.

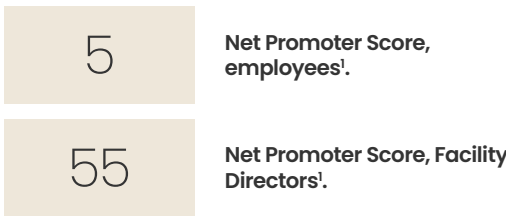
Workplace dialogue.

In France, the Diversity and Inclusion Agreement was negotiated in 2025 and signed in early 2026. It is structured around four main pillars: gender equality in the workplace; recognition of experienced employees; management of individuality; and disability. Initiatives, objectives and monitoring indicators have been established. With this agreement, Colisée thus affirms its ambition to make diversity a collective strength that benefits both staff and residents.

Employee complaints and concerns: channels of dialogue.

Employee surveys.

Colisée regularly assesses the well-being of employees and clients through satisfaction surveys. Employee satisfaction is assessed twice a year using the NPS for employees (eNPS), and an annual engagement survey is set to be introduced in 2026.



Whistleblowing system.

In accordance with the legal framework and its own Charter of Ethics (code of conduct), Colisée has set up a whistleblowing system in each of the countries where it operates. Secure and anonymous for those who wish their names to be withheld, the system is open to everyone, but especially to employees who have witnessed or been the victims of inappropriate behavior that breaches Colisée’s Charter. The system makes it possible to identify potential violations and take steps to control the associated risks (see also p. 13).



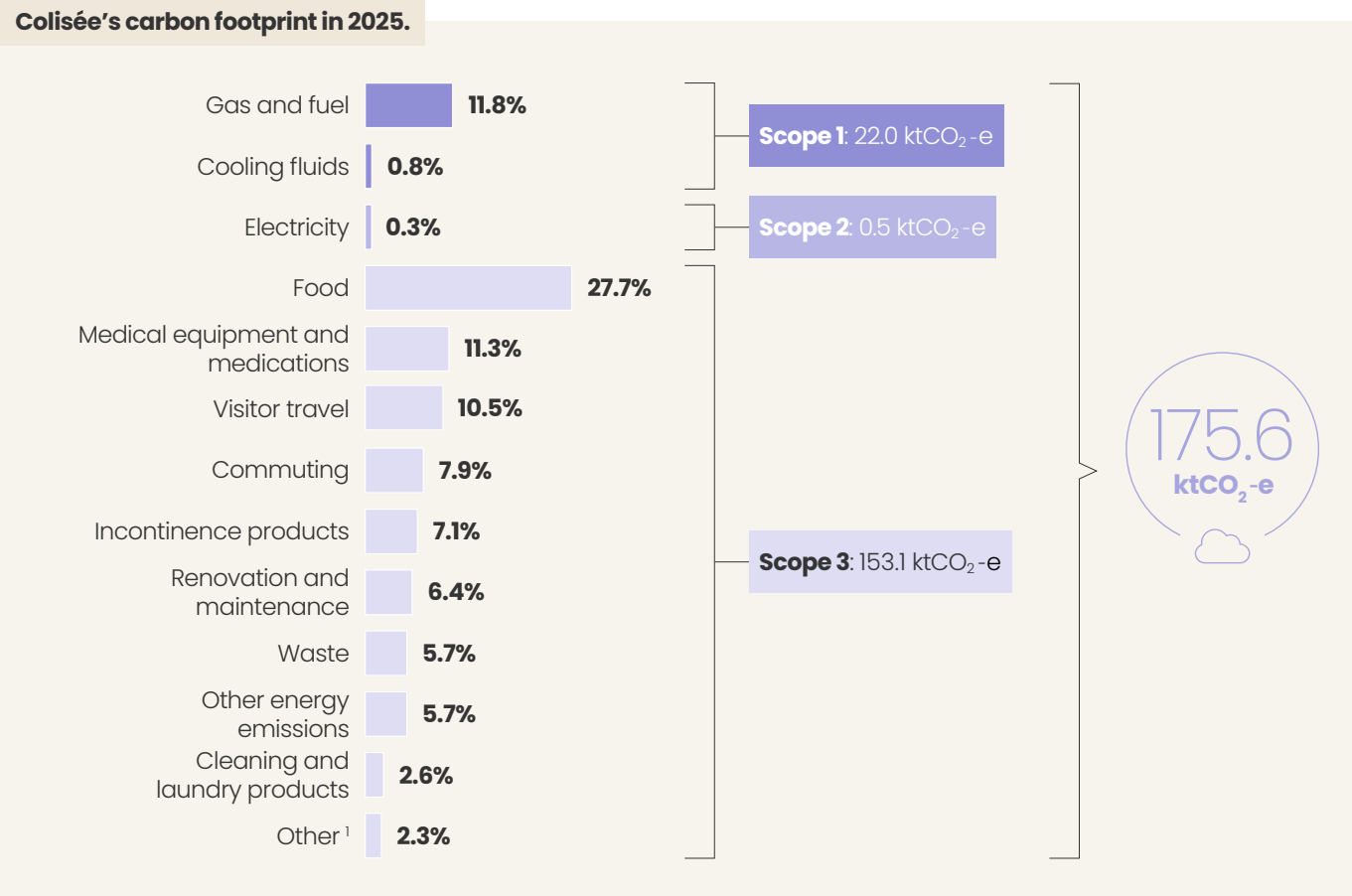
¹ Data for 2025.

Environment.

Climate: challenges, mitigation and adaptation.

One of Colisée's strategic objectives is to operate within a sustainable, environmentally friendly model. Fighting climate change is a key component of this commitment and is written into the third statutory objective of Colisée's mission: "Reduce the impact of our activities, protect our quality of life on the planet". Because the elderly care sector is particularly affected by the consequences of climate change, the company provides support for vulnerable populations affected by these changes and pays especially close attention to heatwaves, whose duration and intensity are on the rise.

Since 2020, Colisée has performed a company-wide carbon assessment covering Scopes 1, 2 and 3 emissions.



Carbon footprint by country.				
	France	Belgium	Spain	Italy
Number of facilities	205	95	67	16
Total	78.3 ktCO ₂ -e	50.0 ktCO ₂ -e	37.8 ktCO ₂ -e	9.4 ktCO ₂ -e

Emissions reduction targets.

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

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

Colisée has therefore pledged:

- 1) to reduce its Scope 1 and 2 emissions in absolute terms, despite increasing its place capacity by more than 30% between 2020 and 2024;
- 2) to lower its Scope 3 emissions by reducing its emissions in tons of CO₂-e per million euros of revenue.

Scopes 1 and 2

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

-32%

reduction between 2020 and 2025.

Scope 3

Reduce emissions by 52% per million euros of revenue by 2030 relative to 2020.

-22%

reduction between 2020 and 2025.

Climate action plans.

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

Reduce energy-related emissions.

- monitor energy use at each facility;
- conduct campaigns to raise awareness about reducing energy consumption;
- provide training in saving water and energy;
- reduce food-related emissions.

Reduce mobility-related emissions.

- encourage low-carbon methods of transport;
- encourage employees to limit and rationalize business-related travel.

¹ Equipment, IT, investments and business travel. Data at 31 December 2025. All European activities, excluding rehabilitation clinics.

² In 2015, several institutions teamed up to launch the Science Based Targets initiative (SBTi), which seeks to help companies to set CO₂e emissions reduction targets in line with the objectives decided by the COP21. At 31 December 2025, SBTi had validated the emissions reduction targets of around 10,000 companies worldwide.

Reduce value chain-related emissions.

- prioritize the purchase of eco-designed products and services;
- commit suppliers to upholding their own environmental responsibility approach.

Adapt to climate risk.

- make landlords cognizant of climate-related physical risks.
- deploy measures to make residences resilient;
- set up an emergency and evacuation plan for facilities;
- set up an Emergency and Climate Risk Committee in Spain.

62%

share of renewable sources in total energy consumption in 2025.

45%

share of electric or hybrid vehicles in the Colisée France fleet.

75%

share of responsible food served in catering in 2025.

Resources and circular economy.

Colisée undertakes to act responsibly in terms of using resources and reducing its environmental footprint.

The circular economy policy is decentralized and collaborative.

Working groups have been set up in each country to share good practices and develop action plans. Progress is monitored several times a year to check that action plans are being effectively implemented.

Promoting a circular economy approach.

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

- get information about suppliers' practices on circularity, end-of-life management and the impacts of their products and services;
- integrate ESG criteria when selecting suppliers.

Apply a waste management policy at Colisée facilities.

- reduce use of single-use plastics, particularly linked to food;
- manage medical and paramedical products more effectively (lower-impact, recyclable and, where possible, reusable);
- explore refurbished products;
- prioritize local partners;
- limit food waste.

By 2025, the recycling rate at Colisée's facilities in France had increased significantly, climbing 10 percentage points compared with 2023.



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