Responsibility and Solidarity at Club Med

2024

Contents

ABOUT THIS REPORTING DOCUMENT

As an unlisted joint-stock company (SAS), the company Club Med Holding is currently not subject to Decree 2017-1265 regarding the declaration of non-financial performance. However, the Hong Kong listing of Club Med's holding company, the Chinese company Fosun Tourism Group, is set to give greater visibility to Club Med's environmental results.

The method of drafting this global CSR report remains identical to that audited by the independent third-party body during the work for the certificates of attendance and reasoned opinions on the fairness of the CSR information for 2014 and 2015.

The selection and structuring of the information published for 2024 has been carried out with a view to gradually aligning it with the CSRD guidelines, against a backdrop of uncertainty due to the fact that the deadlines and content of these guidelines are still subject to change and differing interpretations.

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Club Med

Founded in 1950 by Gérard Blitz and Gilbert Trigano, Club Med pioneered the all-inclusive vacation club, including a childcare concept with its Mini Club in 1967.

Still guided by the same pioneering spirit, Club Med remains committed to exploring and discovering exceptional destinations.

Club Med is now the world leader in experiential and all-inclusive premium vacations with French flair for families and active couples.

PRESENTATION OF CLUB MED

2024 key figures

1 532 000
customers

2 090 M€
in Resorts revenue

68
exploited resorts
around the world

A commercial and operational presence in over
forty
countries

30 196
GO®-GE of
100 different
nationalities

Sales and marketing of holidays Resorts

In 2024, Club Med manages 68 resorts.
These are broken down into three operating structures: ownership, lease, and management contract.

Club Med is pursuing its Asset Right strategy which aims to establish a balanced portfolio of resorts:

- 10% of resorts are owned: Club Med owns and manages the resort;
- 41% of resorts are leased: the village is operated by Club Med, which pays rent to the owner of the premises;
- 17% of resorts are managed: Club Med is entrusted with the management of a resort by its owner, who pays it a management commission. The owner incurs capital expenditures and operating and maintenance costs for the resort.

Club Med mainly markets all-inclusive vacations in upscale holiday resorts based worldwide. Club Med also offers its customers the opportunity to go on Tours & Discovery through Club Med programmes and cruises aboard the Club Med 2 sailboat. These services can be individually packaged for corporate seminars with our “Meeting & Events by Club Med” offer.

Club Med Property offers its customers the opportunity to acquire freehold Villas, Apartments-Chalets or Suite-Apartments in the vicinity of its resorts of Plantation d'Albion (Mauritius), Valmorel, Grand Massif Samoëns Morillon and La Rosière (France).

The Group is present in about forty countries spread over four continents and **employs 30,196 GO® (Gentils Organisateurs) and GE (Gentils Employés) of more than 100 nationalities**. Embodying the Club Med spirit, a combination of professionalism and friendliness, GO®-GE teams are at the heart of Club Med's “free spirit” holiday promise and at the heart of the HR policy.

A successful year in 2024

In 2024, Club Med experienced strong growth across all its markets in the first half of the year, achieving record performance. Despite the second half marked by a more uncertain geopolitical and economic environment, annual business volume grew by +7% at constant exchange rates, enabling the company to maintain stable operating income for its Resorts compared to 2023.

Club Med's resilience in 2024 is the direct result of its transformation towards a high-end, glocal, sustainable and digital business model, where it is an employer of choice in the sector.

In 2024, this transformation reached a key milestone with the complete transition of Club Med's resort portfolio: since April 2024, 100% of its resorts are Premium or Exclusive Collection.

1./ INTRODUCTION, MAIN STAKES AND CSR GOVERNANCE

1.1 CSR Governance

The tourism industry has multiple environmental, social and societal impacts, both positive and negative, which give rise to considerable debate. As a historic and iconic actor in the sector, Club Med is exposed to ever higher demands for responsibility. Its upscale strategy, presence in exceptional sites, brand positioning associated with happiness, and "Asset Right" policy increase this exposure.

Nonetheless, Club Med does not view social and environmental responsibility exclusively as a matter of managing constraints or preventing risks but as principles intrinsically linked to its purpose and founding values. Addressing these issues permeates every level of the Group's business: our brand, products, employer branding, and developer branding ("license to operate").

Sustainable Development and Philanthropy Department

- Club Med's Sustainable Development Department was created in 2005 **to liaise with the Management Committee** in defining the Group's corporate social responsibility (CSR) priorities, guide its various entities and departments in an improvement process, better grasp the impacts of its activities on the environment and society, and manage them in the best way possible.
- **The Sustainable Development** and **Club Med Foundation** teams merged in 2014 to form the Sustainable Development and Philanthropy Department, reflecting the similarity of their values and shared vision and making it possible to optimize synergies between them, whilst still retaining their individuality.
- **Mission Handicap** also reports to this department.
- The Sustainable Development and Philanthropy Department, including Mission Handicap, currently has seven people (7,5 FTEs) at the end of 2024, located either at the Paris headquarters or the Lyon office.

Local intermediaries and in operational business units

- The SDDM teams also rely on a network of business and/or geographic correspondents, as well as on "Sustainable Development and Foundation Coordinators" within the Business Units *(➠ see § 4.1.4)*, who support the deployment of the "Happy to Care" roadmap, and in particular the Green Globe certification process, as well as the Club Med Corporate Foundation's programmes within resorts.
- Since 2021, the continuation and expansion of the STM "Safe Together Manager" position have supported the CSR approach, as its missions include a CSR component, including monitoring the resort's compliance with the Happy to Care and Green Globe programmes and coordinating solidarity actions. *(➠ See chapter 6.3: Customer health and safety: a goal for peace of mind)*.

1.2 Listening to stakeholders and defining key CSR issues

Ever since it was created, the Sustainable Development Department (SDD) has listened carefully to stakeholders to identify major challenges and develop its own policy: document analysis, consultation with experts, scientists and NGOs, non-financial ratings, existing and prospective customer surveys, holiday village Life Cycle Assessment (LCAs), internal status reviews, discussions with Business Units (BUs), studying customer reviews, competitors and peers, etc. In addition, feedback from customers and other stakeholders through various channels is processed by the departments concerned in conjunction with the Sustainable Development Department. It gives rise to ad hoc monitoring of the main issues addressed.

These various internal and external sources are analysed and summarised *(➠ see diagram on the main monitoring methods and the various stakeholder groups)*.

Main modes and listening channels of the different groups of stakeholders

<table>
<tr><th>Stakeholders</th><th>Listening methods</th><th>Sector benchmarks expressing expectations accross all stakeholders</th></tr>
<tr><td>Customers</td><td>Reports from operational and sales teams

"GM Feedback", customer letters, contact forms for CSR, Foundation, Club Makers sites, Review Pro to follow comments on websites (e.g. TripAdvisor) and social networks,

Feedback from « Sustainable Development and Foundation Coordinators » (formalized direct discussions with clients in the Village about sustainable development)

Consumer trends survey
Ad Hoc marketing studies
Specific CSR survey of customers and prospects in April 2023</td><td rowspan="6">Sector analyses of priority issed lead by various entities based on consultation with stakeholder groups:
- GRI Sustainability Topics for Sectors,
- Gobal Sustainable Tourism Criteria,
- BREEAM repository,
- Green Globe repository,
- Expert consultations on carbon strategy,
- Expert consultations on biodiversity strategy,
...

Results and benchmarks of non-financial rating and analyses:
- Ecovadis, ...

Sustainable tourism intelligence:
- Monitoring of literature and media on sustainable tourism,
- Ongoing relationships with CSR, Tourism, and Sustainable Tourism experts,
- Information sharing with industry compagnies,
- Involvement in industry initiatives</td></tr>
<tr><td>Employees</td><td>Team ownership of sustainability initiatives and proposals from them

Social dialogue

Report from HR and operational teams

Internal employees surveys including the internal barometer GO-GE Voice and a specific CSR survey in March 2023

Workplace: Facebook collaborative working tool

Professional alert system</td></tr>
<tr><td>Communities</td><td>Feedback from local operational department, the Development and Construction departments, and the offices of the chairman and the Corporate Secretary

Local supplier relationships

Local relations with local staff representatives

Feedback from partner associations and NGOs of Club Med Foundation</td></tr>
<tr><td>Civil society</td><td>Dialogue with scientists, academics and associations

Environmental challenges: sector standards GRI, CDP, Water DP, WWTC Net Zero

Consultation with local stakeholders for the establishment of new sites

Exchanges with peers and professional associations and networks (C3D, GREEN GLOBLE, ATR, ATD, SETO, ABTA, WWTC, WHSA, ARGHO Project, RespectOcean ...)

Contact forms on https://www.clubmedjobs.com and http://sustainability.clubmed</td></tr>
<tr><td>Investors</td><td>Resquests and feedback from investors and funders, specific feedback from banks on financing expectations and criteria (green loans)

Feedback from Development and Construction teams</td></tr>
<tr><td>Suppliers</td><td>Feedback from buyers and suppliers
Insurers' feedback on climate change risks

Suppliers agreements

Exchanges with peers within ICS (Social Clause Initiative)

Contact form on the website https://www.suppliers.clubmed.com</td></tr>
</table>

1.3 Double materiality assessment

The formalisation of priority topics was initiated in 2014 and updated in 2018. A double materiality analysis was developed in 2024 *(➨ see also § 5.1.1. – Mapping of the Group's CSR risks)*.

Double materiality assessment methodology

In preparation for the CSRD, a double materiality assessment was carried out in accordance with the ESRS 2 methodology with the support of external consultants. A methodological review and consistency analysis of the material issues identified were carried out. A mixed method was chosen for the double materiality assessment (DMA):

- First, relevant topics were identified based on professional knowledge acquired through feedback from all stakeholders over time, sector data, benchmarks, expert reports and various consultations *(➨ see § 1.2. Stakeholder engagement)*, ensuring comprehensive coverage of risks, opportunities, impacts and dependencies.
- Then, nearly 200 impacts and 200 risks and opportunities (IROs) for 47 ESG issues were identified and linked to the topics and sub-topics listed in the ESRS, described and assessed using a rating system (from 0 to 4) measuring the intensity of their criteria (severity, probability, etc.). Internal stakeholders (CSR, Finance, HR, Legal and Purchasing departments) were involved in defining and assessing the IROs. Level 2 was chosen as the threshold above which an IRO is considered material.

Each risk and opportunity were then rated for the company's own operations and for the upstream and downstream parts of the value chain in terms of reputation or financial impact, time horizon and frequency, in order to establish its severity and financial materiality. Each impact was rated for the Bank's own operations as well as for the upstream and downstream value chain in terms of positive or negative impacts, their proven or theoretical nature, time horizon, magnitude-importance, scope-extent, frequency and remediability to determine the severity and materiality of the impact.

Each issue was assigned the maximum risk rating and the maximum impact rating, upstream, downstream or in its own operations. A list of 39 issues (out of the 47 initially identified) with a material impact either on the financial aspect or on the impact was retained as material.

At the end of this analysis, issues were grouped together to produce a more concise matrix of 27 issues, 24 of which were material. The resulting materiality table was submitted to the same departments and to the Audit Committee, which approved it in September 2024.

Double materiality assessment results

It follows that no ESRS can be excluded. Certain sub-issues have been identified as immaterial in financial terms and in terms of impact (E3 - Water discharges; G1 - Political commitment and lobbying activities; G1 - Protection of whistleblowers).

➨ *These IROs (impacts, risks, opportunities) will be reiterated and explained in more detail in the relevant chapters.*

Impact materiality ↑ / Financial materiality →	1	2	3	4
4	**S2** - Working conditions in the supply chain	**S3** - Social and cultural impacts on local communities	**E1** - Adapting to climate change **E4** - Biodiversity and ecosystems **S1** - Human rights and working conditions **S1** - Health and safety at work **S1** - Training and development **S3** - Local economic contribution **S4** - Customer health and safety	**E1** - Mitigating climate change **E1** - Energy
3	**E5** - Consumption of resources **S3** - Environmental impact on local communities **G1** - Animal welfare	**E2** - Pollution from operations **E2** - Microplastics **E3** - Water consumption **S4** - Living together & Product accessibility **G1** – Ethics / Corporate culture	**E5** - Waste and waste management **S1** - Diversity and inclusion **S4** - Responsible communication/ raising customer awareness **G1** - Supplier relations **G1** – Corruption	
2	**E3** - Water discharges **G1** - Political commitment and lobbying activities	**G1** - Protection of whistle-blowers		
1				

1.4 Happy to Care strategy

The CSR programme, called "Happy to Care" in 2019, reflects the Club Med's desire to draw on its capacity to reach out to GM®, GO® and GEs, and, more broadly, to its entire sphere of influence. It is the programme of a company that seeks to combine continued development with paving the way for a more sustainable, and therefore more desirable, form of tourism. Club Med is convinced that, to be viable in the future, tourism must be more resource-efficient and low-carbon, respectful of countries and people, and should resolutely contribute to host communities and to promoting understanding and peace.

This ambition has been applied to all lines of work and aspects of the product. It is now included in BUs' strategic plans and forms the basis of an action plan ensuring that "at Club Med, responsibility is also part of the all-inclusive vacation".

1.4.1 Scaling-up ambitions of the "Happy to Care" program

In 2023, phase 1 of the "Scale up Happy To Care" project further mobilised the Management Committee on CSR issues. In 2024, phase 2 was launched in the form of a project-based approach to reinforce the effects of the "Happy to Care" program, in particular:

- specify the levels of ambition;
- translate them into short- and medium-term operational roadmaps;
- drive this momentum through appropriate communication;
- accelerate the momentum for sustainable commitment at all levels of the company.

The priorities focused in particular on capitalising on the two strengths of sustainable certification and social responsibility, strengthening ambitions in terms of biodiversity, support for local communities and value sharing, and developing ambitions for the sustainable use of resources and the limitation of carbon emissions.

The Happy To Care roadmap for the end of 2024 is as follows:

Climate-conscious holidays

- Carbon emissions reduction trajectory for scopes 1 & 2 (buildings) of 50% by 2030 and at least 80% by 2050.
- Amplification of existing actions and development of new actions to reduce carbon emissions for Scope 3 (nearby villages, mode of transport, length of stay, local purchases, green IT, etc.).

Preserved resources

- Waste management: systematisation of comprehensive monitoring and reduction of waste intensity by an average of 30% by 2030.
- Bye Bye Plastics: maintaining the elimination of single-use items and reducing the use of plastic bottles by 50% by 2025.
- Food waste: rollout of a measurement system across the global scope, with a target of a 30% reduction in food waste intensity by 2030 compared to the average measured between 2019 and 2024.
- Water consumption trajectory: 12% reduction in water consumption intensity for all resorts located in water-stressed areas by 2030 vs. 2023 baseline.

Exceptional biodiversity protected

- *Construction*
  - Control and maintain low levels of surface artificialisation.
  - 100% of new buildings will undergo an environmental assessment and have an implementation plan starting in 2027.
- *Operations*
  - Partnering with experts to protect local nature: 100% of villages with a biodiversity partnership by 2030.
  - Reducing pressure on biodiversity through the supply chain.
  - Develop green activities to discover and protect flora and fauna: 100% of villages offering green activities by 2030.
  - Comply with animal welfare policies.

Certified sustainable holidays

- Buildings: 100% of new buildings must be fully compliant with Eco-standards and Breeam Very Good eco-certified or equivalent, from 2027 onwards.
- Operations: Achieve and maintain 100% Green Globe-certified villages every year from 2025 onwards.
- Club Med Discovery tours: maintaining the ATR certification obtained in 2017.

Contributing to local economies

- Achieve 65% local sourcing for meat, dairy products and fruit & vegetables by 2030.
- Green Farmers: 400 tonnes of agroecological products purchased from local producers in 2026 (+100% vs 2023).
- Managing impact and developing contribution.

Supporting vulnerable communities through the Club Med Foundation

- Since 1978, solidarity at heart: 100% of villages involved in the Foundation's initiatives by 2030.
- Fundraising (Villages & Marketing): reach €400,000 in donations by 2026 (+200% vs 2023).
- Involvement of G.M.s in our solidarity approach.
- Combating child abuse in tourism with ECPAT.

More than just a job: an experience to be enjoyed

- Enabling G.O®s and G.E.s to develop, surprise themselves and forge lifelong bonds.
- A unique culture in unforgettable workplaces.

Diversity, inclusion and equal opportunities

- Offering continuous talent development: diverse career paths and Talent University.
- Meeting the world: working every day with people from all backgrounds, nationalities and cultures.

1.4.2 Driving progress

Twelve KPIs relating to these commitments are monitored by the Sustainable Development Department and shared with the Group's Executive Committee.

Since 2024, following the previous debt financing agreement (2019-2023), which already included CSR performance indicators, three of these sustainable development indicators have been added as new variables for adjusting the cost of credit:

- certification of the eco-construction of new Resorts (Breeam Very Good or equivalent);
- reduction of Greenhouse gase in our scopes 1 & 2;
- Reducing water consumption in resorts located in water-stressed areas.

2./ ENVIRONMENTAL REPORT

Notes on environmental data:

The reporting period runs from January 1 to December 31.

The scope covers villages operated for at least one season (winter and/or summer) over the year, for all activities, whether these are directly managed by Club Med (Spas, Shops etc.) or not. It includes periods of seasonal closure and is based on actual consumption.

In 2024, the reporting scope was modified compared to 2023 with the opening of one new resort (Joyview Heilongtan in China), the reopening of Serre-Chevalier in France, and the definitive closure in 2024 of Arcs Extreme in France.

Data comparability from one year to the next is ensured by the following ratios:

- Bed Capacity in hotel days (bed capacity x number of days open),
- or by Hotel Night (HN),
- or by Total Hotel Day (THD) ratios which take into consideration customers and personnel living on-site, including during periods of closure
- or by sold room ratio (for sector comparability reasons).

➡ *For further details, see the note on environmental reporting methodology and the indicators table in §7*

2.1 General elements of the environmental policy

2.1.1 Introduction and key issues

Encouraging the appreciation for nature and its benefits is one of the founding principles of Club Med, whose very name reflects this vocation. Located in exceptional settings, Club Med is aware of their fragility and their vital need for protection. Being recognized as a tour operator with high standards as well as a pioneer in environmental management is a determining factor when it comes to enjoying the legitimacy to operate in some of the most beautiful sites in the world and of meeting the increasing expectations of GO® and GE and customers.

Environmental issues are addressed at three major levels:

- resort construction;
- resort operations;
- and outreach to customers, suppliers and GO®/GE.

In the context of its “Asset Right” strategy, Club Med’s ability to drive progress within its sphere of influence (i.e., its investment partners) is becoming a key element in the success of its environmental policy both during Village construction and operation. Promoting eco-certifications as being Club Med standards is a major source of leverage in terms of achieving such success.

2.1.2 Organisation

2.1.2.1 Organisation of teams

➡ *See section 1.1 for the organization of the Sustainable Development department.*
➡ *See section 1.2 for the inclusion of stakeholder views.*

Environmental issues are addressed in each Business Unit and at each stage of product delivery under the leadership of the Sustainable Development. It defines the group's CSR strategy in conjunction with the General Management Committee and the group's main support and operational departments, which are then responsible for implementing this strategy in their respective areas (Development and Construction, Products and Services, Purchasing, Technical Department, Operations, etc.).

The Development and Construction department relies on eco-construction expertise and consultants, in conjunction with our real estate partners.

In the villages, Technical Managers are key players in the environmental policy. Coordinated by the regional technical departments, they work closely with all services, and particularly with the Green Globe Coordinators or the "Safe Together Manager". Regional Technical departments unify the work carried out by Technical Managers in each village.

Regarding compliance upgrades, energy efficiency as well as other topics (disabled access, elevators etc.), actions are prioritised by the Technical or Construction Departments.

2.1.2.2 Tech Care: the environmental reporting tool

> **Since 2007, environmental data have been drawn from the *Tech Care reporting tool* which covers all Group villages (World scope).**

This tool enables the consolidation of quantitative data (water, energy, waste, GHG emissions, etc.), as well as the collection of qualitative contextual information on equipment, practices, and so forth. It serves a threefold objective:

- As an operating tool to manage Village performance, to serve as a village "memory" regardless of technical team changes, and measure progress against targets and return on investment;
- As a baseline for management control of resource consumption (water, energy etc.) in resorts;
- As a reporting and consolidation tool for the Group's non- financial communication and management of the environmental policy roll out.

It uses data on **actual consumption**, which is recorded by the Technical Manager of each Village.

A dual control is performed:

- On the completeness of monthly data by the Tech Care administrator in the Sustainable Development department;
- On the consistency of data on a quarterly and/or monthly basis by the technical departments.

Tech Care leads an annual project in September-October that covers nearly 350 qualitative and contextual indicators. This project puts these analyses into perspective and provides a better understanding of all the villages' environmental impacts.

2.1.3 Construction: eco-standards, eco-certification, promotion of green innovation

Routinely incorporating an eco-friendly approach and standards into construction projects is a key aim of Club Med's environmental policy.

BREEAM[1]-Club Med sustainable construction standards for resorts

In 2017, the first Club Med - BREEAM **"Resort" eco-construction standard**, the first standard specifically for Resorts whose specificity is to be composed of several buildings spread over large areas, was finalised. It combines the characteristics (that are best adapted to the context of resort construction) of the two BREEAM standards, "New Construction" and "Communities" with the requirements of this recognised international standard, certifiable by a third-party organisation.

In addition, in 2024, the 2017 Development and Construction eco-standards were updated following extensive consultation with representatives from the global Development, Construction, Architecture, Maintenance and CSR teams, as well as with the support of several consultants in the field of sustainable construction. These eco-standards are based on Club Med's long-standing expertise and on the key points of the BREEAM and Green Globe certifications, which are to be implemented across the board. The Eco-Standards also emphasise the achievement of eco-certification (BREEAM Very Good minimum or equivalent), energy and carbon performance thresholds in line with Club Med's carbon trajectory, and the systematic completion of environmental and social impact studies.

➡ *See: §2.5.1. et 2.5.2.*

Obtain recognised environmental certification for all new projects

For villages built as well as for large-scale renovation, the Group aims to obtain an eco-certification (BREEAM Good minimum or equivalent in mountain resorts and Very Good minimum or equivalent elsewhere).

KPI:

Ecocertify 100% of new resorts and large-scale renovation: in 2024, 72% of the resorts built or renovated since 2018 have been certified (or are in the process of being certified).

More specifically, 53% of major construction and renovation projects completed since 2018 have been certified and 19% are in the process of certification.

This means that 28% of the total portfolio has now obtained certification in construction or design, and 37% including resorts currently undergoing certification:

- BREEAM "New Construction" certification:
  - Pass level: Grand Massif Samoens (2017);
  - Good level: Arcs Panorama (2018), Alpe d'Huez (2019), La Caravelle (2020), Charlevoix, La Rosière and Peisey Vallandry (2021), Val d'Isère (2022), Vittel and Gregolimano (2024);
  - Very Good rating: Tignes (2022), Heilongtan and Serre Chevalier (2024);
  - Excellent rating: La Rosière Exclusive Collection (2023), Serre Chevalier (GO building – 2024);
- BREEAM "Design" certification: Very Good level: Changbaishan and Thousand Island (2022);
- AQUA-HQE[2] certification: the extensions to Trancoso (2020);
- HQE Very Good certification: Marrakech (2024);
- GBDL[3] 2-star certification: Lijiang (2021), Yanqing (2022 – design only), Taicang and Nanjing (2023);

[1] *BREEAM: Building Research Establishment Environmental Assessment Method.*

[2] *AQUA-HQE is an international certification for sustainable construction derived from the French HQE certification.*

[3] *GBDL (Green Building Design Label) is an official Chinese label that certifies the environmental performance of a building at the design stage.*

In addition:

- Valmorel is the first mountain hotel in France to be awarded the "NF Démarche HQE®" label (2012);
- BREEAM Resort Good certifications for Miches (2020) and the Seychelles (2021) are ongoing;
- Val Thorens Sensations was awarded the "THPE" (Very High Energy Performance) label in 2012.

Promoting certification to our partners

Club Med's objective is now to convince its partners of the merits of a certification process. The Group's objective is to formally propose and defend the construction eco-certification principle to its partners. To this end, this principle has been enshrined in the Eco-standards of the Development and Construction Department and in specific clauses incorporated in contracts.

Promote green innovation

In addition to certification, Club Med's construction Eco-Standards encourage the systematic integration of "green" innovations into construction projects, in order to test new technologies and promising processes.

Club Med also seizes the opportunity to communicate widely to its sphere of influence to raise the profile of innovative green technologies and share them with its customers (often decision-makers, influencers, or investors).

Green innovations put into practice since 2008		
Biological wastewater treatment via Jardins Filtrants® with Phytorestore	2006 2011 2013	Albion (Mauritius) Yasmina (Morocco) Guilin (China)
Natural swimming pools with Phytorestore	2013 2017 2018	Guilin (China) Da Balaïa (Portugal) Cefalu (Italia)
Automatic management of room amenities with wireless communication technology, or stack.	2012 2014 2014 2018	Opio (France) Kamarina (Italy) Gregolimano (Greece) Pointe aux Canonniers (Mauritius)
Hotel-specific thermostat from Aemec	2013	Gregolimano (Greece)
High-tech paint containing microspheres for increased reflection of solar radiation	2013 2014	Punta Cana (Dominican Rep.) Marrakech (Morocco)
"Self-learning" energy optimizer	2011 2014 2018 2019 2020	Valmorel (France) Val Thorens (Fr) Grand Massif (Fr) Arcs Panorama (Fr) La Rosiière (Fr)
"Smartgrid" and "load control switch" electricity load management in conjunction with EDF	2014	Alpes d'Huez, Serre -Chevalier, La Plagne 2100 et Val d'Isère (France)
LED to replace high-powered halogen lighting	2014	Da Balaïa (Portugal)
Biomass urban heating	2014	Vittel le Parc (France)
Solar LED for autonomous external lighting	2014	Opio (France)
SiteControl software for centralized irrigation management connected to a weather station	2015	Albion (Mauritius)
Photovoltaic biaxial tracking systems with Helioslite and CEA-INES	2015	Cap Skirring (Senegal)
Ice water unit with high efficiency electro-magnetic compressors without oil	2016	Pointe aux Canonniers (Mauritius)
Installation combining thermic solar, heating and A/C heat pump, and recovery of calories in the sanitary hot water network	2016	Gregolimano (Greece)
CO2 heat pump	2017	Da Balaïa (Portugal)

Green innovations put into practice since 2008		
Tweener® LED lighting suitable for outdoor tennis courts	2018 2021	Opio (France) Seychelles
High temperature heat pump for DHW preparation	2018	Pointe aux Canonniers Maurice)
Structure ossature bois	2018	Cefalu (Italia)
Production of domestic hot water by wood pellets (“solid bio fuel”)	2019	Rio das Pedras (Brazil)
Thermo-fridge-pump to simultaneously produce heat and cold by heat exchange (hot water and air conditioning)	2019 2021	Marrakech (Morocco) Albion (Mauritius)
Photovoltaic solar panels (retractable in case of cyclone)	2020	punta Cana (Dominican Rep.)
Recovery of waste energy for sanitary water heating	2021	Seychelles
Bio-disc treatment plant (ecological treatment) for reuse of waste water for irrigation	2021	Seychelles
Innovative liquefied storage and recovery system for organic waste	2021	Charlevoix (Canada)
Energy recovery from shower trays to preheat cold water in test	2022	Tignes (France)
Oil-free electromagnetic turbocor® refrigeration system	2023	Albion (Mauritius)

2.1.4 Becoming a leader in environmental management: Green Globe certification leverage

Increasingly demanding regulatory and company requirements on environmental and biodiversity protection, rising energy costs, climate-related regulations, and mounting pressure on water usage mean villages must be operated with increasingly complex constraints.

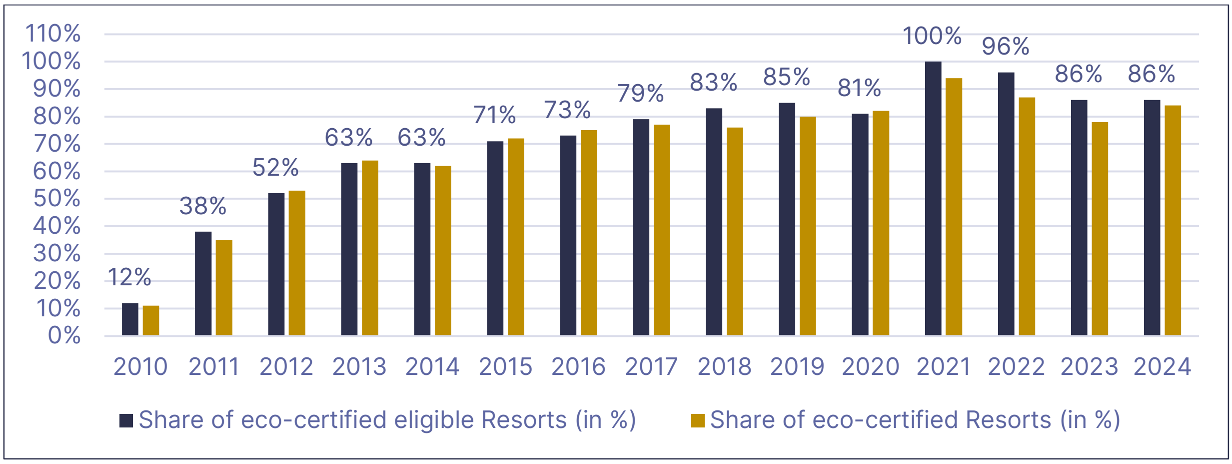
The certification process has proven effective and relevant for ramping up team commitment and instilling a continuous improvement mindset in each resort.

In **environmental terms**, this benchmark validates the existence and efficacy of policies to reduce water and energy consumption, policies on waste management, pollution risk control, biodiversity protection and eco-purchasing.

Objective: Maintain all resorts certified

KPI:

Certify Green Globe 100% of eligible resorts[1] in 2024: 86%.



[1] *After one year of opening.*

➡ *See details of eco-certified villages on the map below.*

In 2024, the Green Globe certification process initiated in 2010 continued. Of four new eligible resorts, one was newly certified Green Globe: La Rosière Exclusive Collection (France). As a result, at the end of 2024, the certification rate for eligible resorts stood at 86%.

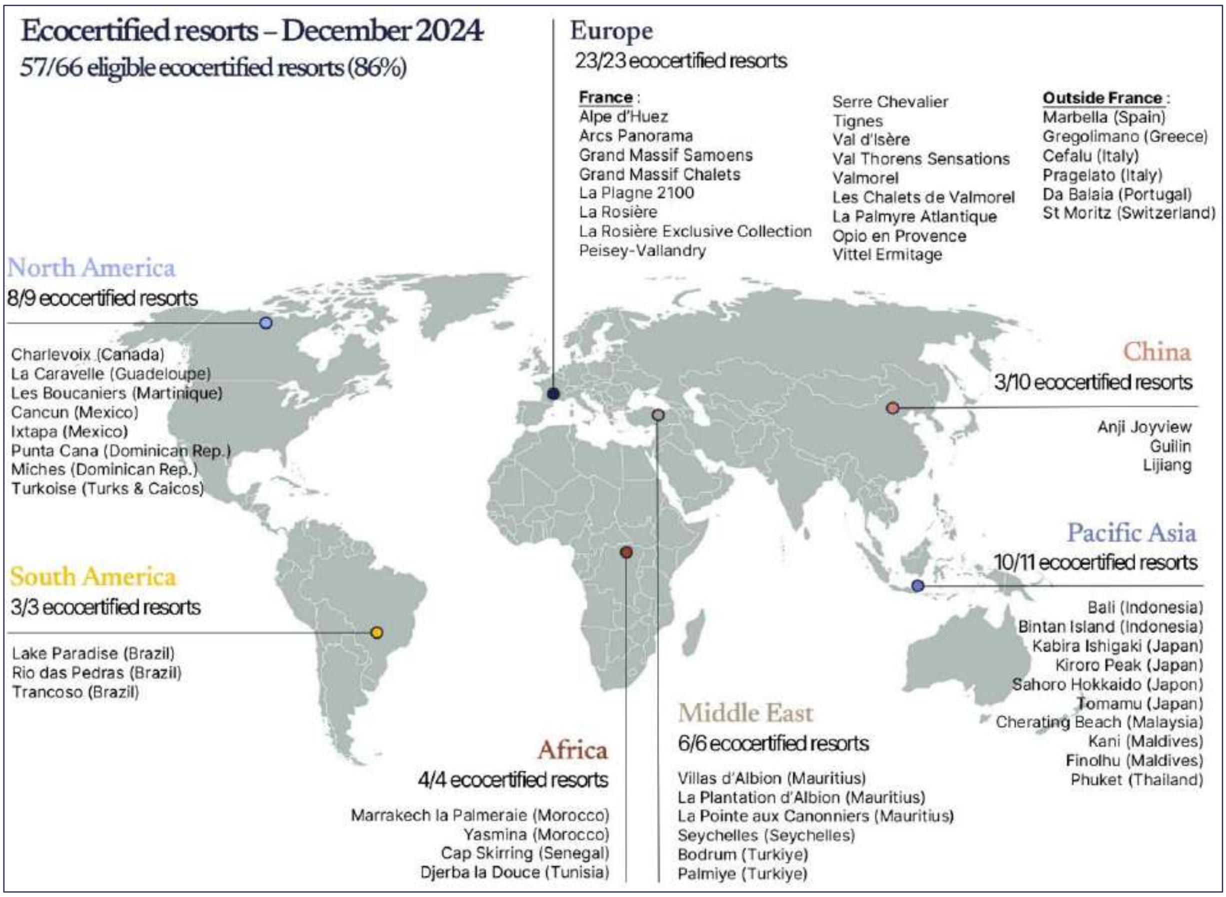
A dedicated organization supports the deployment process:

- a “Sustainable Development and Foundation Coordinator” in each BU to support local management and the resorts in maintaining responsible operations within the scope of their BU;
- an operational reporting structure with Health, Safety and Environment Manager per Village who spend a portion of their time ensuring coordination of the action plan and ownership of the process by the village teams. In the Southern Europe zone, the Administrative and Environment Managers (RAEs) are, naturally, in charge of coordinating the process.

To ensure lasting progress in the company's practices, tools and processes, a “CSR Manager”, reporting to the Sustainable Development department at Group level, coordinates the effort and provides necessary support to the “SD and Foundation Coordinators” in BU.

This approach, which is **highly structuring for the sustainable development action** in the Village but also in the offices and support functions, significantly feeds the responsible approaches of the various departments: Purchasing, Services, Construction, etc.

It enables better understanding and consideration of sustainable tourism issues in each Business Unit and by everyone concerned. All GO® and GE at Villages involved in the Green Globe certification or renewal process are trained in sustainable development issues and their day-to-day impact on what they do.



Green Globe international certification for sustainable tourism was launched in 1993. **Based on the commitments made by the tourism industry at the Earth Summit in Rio de Janeiro in 1992**, it applies to all tourism sectors. This demanding certification attests to an establishment's commitment to an active approach to sustainable tourism and ensures that it achieves a high level of performance and instills good practices concerning environmental, social and societal issues.

The Green Globe standard, based on international standards, is recognized by the Global Sustainable Tourism Council (GSTC) and Green Globe is an affiliate member of the World Tourism Organization (UNWTO).

These standard indicators cover the **three pillars of sustainable development** and are based on some **forty themes, broken down into more than 350 compliance indicators**, some of which are mandatory and others optional. Certification is awarded (audit by independent third-party audit) when the mandatory requirements are met and when the compliance rate with the indicators is over 50% for each theme. A new audit is conducted on an annual basis for each resort and ongoing improvement is required in order to retain the certification.

➡ *To learn more: www.greenglobe.com/france*

2.1.5 Provisions and charges for environmental risks

For the 2024 financial year, no provisions for environmental risks or any charges or indemnities related to the enforcement of a final court decision on environmental matters were recognized for the financial year.

2.2 Climate change

2.2.1 Risks and opportunities related to climate change

The material impacts, risks and opportunities related to climate change have also been defined through consultation with Club Med's internal and external stakeholders, based in particular on the Group's carbon footprint and on internal and external studies, both general and sector-specific*.

The overall assessment of climate change is based in particular on the World Travel & Tourism Council (WTTC) report "A Net Zero Roadmap for Travel & Tourism" published in 2021; and on the 2023 publication of "Envisioning Tourism in 2030 and beyond", a vision compiled by the Travel Foundation in collaboration with the Centre of Expertise for Leisure, Tourism and Hospitality at Breda University of Applied Sciences, the European Institute for the Future of Tourism and the Netherlands Board of Tourism & Conventions.

More specifically, the assessment of physical risks related to climate change has been the subject of several studies by the Development and Construction Department on current and future projects and by the Risk and Insurance Department on the existing portfolio. This work, carried out in 2022, has enabled these risks to be better taken into account throughout the company.

- The AXA study to assess current and future climate risks for active resorts in the Club Med portfolio between now and 2030 and 2050 was based on the SSP2-4.5 (low intermediate scenario - reduction in global emissions by 2040) and SSP5-8.5 global warming scenarios (known as the Business As Usual scenario).
- The study on physical risks to development projects conducted by EcoAct in 2022 is based on the RCP 2.6 (high intermediate scenario: reduction in global emissions by 2080) and RCP 8.5 (known as the Business As Usual scenario) scenarios.

E1 - climate change	Upstream	Operations	Downstream
Climate change mitigation			
Transport (customer, business, GO), particularly flights, emits GHGs in scope 3.	confirmed material impact in the medium term	confirmed material impact in the medium term	non-physical
GHG scope 1 emissions - buildings	confirmed material impact in the medium term	confirmed material impact in the medium term	non-physical
GHG scope 3 emissions - Food and value chain	confirmed material impact in the medium term	non-material	non-physical
Regulatory and reputational pressure linked to improving the carbon performance of buildings (construction and renovation)	medium-term financial risk	medium-term financial risk	non-physical
Building imaginary worlds (travel, food, etc.)	non-material	theoretical medium-term material impact	non-material
Transition risks (regulation, carbon taxation, etc.)	theoretical material impact in the medium term	theoretical material impact in the medium term	
E1 - Adapting to climate change			
Impacts on worker/customer health and safety if insufficient account is taken of the consequences of climate change (extreme temperatures, etc.)	confirmed material impact in the medium term	confirmed material impact in the short term	no equipment
Economic and social impacts linked to reductions in activity in the event of villages becoming inoperative	confirmed material impact in the short term	confirmed material impact in the short term	no equipment
Depreciation of assets	medium-term financial risk	medium-term financial risk	non-material
Acute and chronic physical risks	non-material	proven material short-term impact	material impact in the short term
E1 - Energy			
Regulatory and reputational pressure to improve the energy performance of buildings (construction and renovation)	non-material	short-term financial risk	non-material
Access/cost of energy (including green electricity)	non-material	short-term financial risk	non-material

In terms of climate change, the three topics of mitigation, adaptation and energy are material.

This chapter describes the external impacts, physical, transition and market risks, as well as the nature of potential financial risks.

External impacts

Club Med contributes to climate change through Scope 1+2 emissions from the operation of its resorts, Scope 3 emissions from customer transport, business travel and the transport of G.O®s to resorts, as well as emissions from its supply chain, particularly agriculture and construction.

Physical risks

Climate change impacts tourist destinations and operating conditions in many ways.

- *Acute physical risks*

It is already affecting destinations through an increase in the frequency and severity of extreme weather events such as cyclones, hurricanes and floods.

- *Chronic physical risks*

Climate change is affecting destinations by increasing the frequency of adverse weather conditions such as low snowfall, rising sea levels, wet summers, and chronic heat waves.

It may impact on the attractiveness of destinations through beach erosion, the disappearance of coral reefs, the development of jellyfish, the resurgence of tropical diseases, landslides, the reappearance of tropical diseases, higher temperatures and more unpredictable weather, etc.

In addition, the frequency and intensity of extreme weather events, the risk of supply shortages and conflicts of use, particularly for water and food resources, the risk of transport disruption, shorter operating periods, and more difficult working conditions could all impact on the conditions in which the business is carried out.

Transition risks

- *Political and legal risks*

Club Med operates in the context of tightening construction standards and technical regulations on existing buildings, and of increasing regulatory requirements on transparency and climate policy.

- *Technological risk*

Reducing emissions from air transport is a responsibility shared by several players:

- manufacturers, who act on and depend on technological developments;
- airlines, which depend on the availability of new, less carbon-intensive fuels to achieve their reduction targets;
- and tourism operators, who can reduce the weight of air transport in their packages.

- *Market risk*

There is a risk that tourists will turn away from air travel as sensitivities will change, and as costs begin to reflect external factors (price increases in the event of carbon tax on flights in Europe and in other parts of the world, possible introduction of greenhouse gas quotas).

- *Reputation risk*

Club Med also faces a reputational challenge with growing expectations from civil society, customers, and employees regarding the social commitment of companies and with players in the tourism industry making climate commitments (WTO recommendations, Glasgow Declaration, etc.).

Financial risks

- *Impacts on the income statement: revenues and expenses*

Climate change already presents risks of increased operational costs (energy, water, food, freight, etc.).

In the medium term, compliance with regulations, the introduction of a carbon cost, higher insurance costs and even the non-insurance of excessively exposed assets could impact the business model.

- *Impact on the balance sheet: Assets and Liabilities & Capital and Financing*

In the medium term, certain assets could become inoperable: buildings could suffer physical damage or no longer comply with regulatory energy and carbon performance criteria (“stranding” of buildings).

Opportunities

- *Efficiency and resource economy*

Mitigation measures to reduce emissions are closely linked to reductions in energy and resource consumption in general and therefore lead to financial savings and reduced dependence on supplies.

- *Energy sourcing*

Club Med is generally located in sunny regions where solar energy is, or should be, easily accessible.

- *Markets*

By changing tourist behavior, climate change is also creating opportunities to develop summer mountain tourism with a range of activities and to develop the off-season in more northern destinations. It may favor nearby destinations and longer stays, especially for more distant destinations.

The health crisis has complicated the industry but, paradoxically, has accelerated certain trends: the idea of travelling less but better and (re)discovering closer destinations has become even more appealing. In addition, the profound changes it implies in the way we work will lead to lasting changes: for example, it is likely that the boundary between time spent working, teleworking and leisure will become less clear, paving the way for longer, hybrid stays (teleworking and holidays, “workations”, etc.).

- *Resilience*

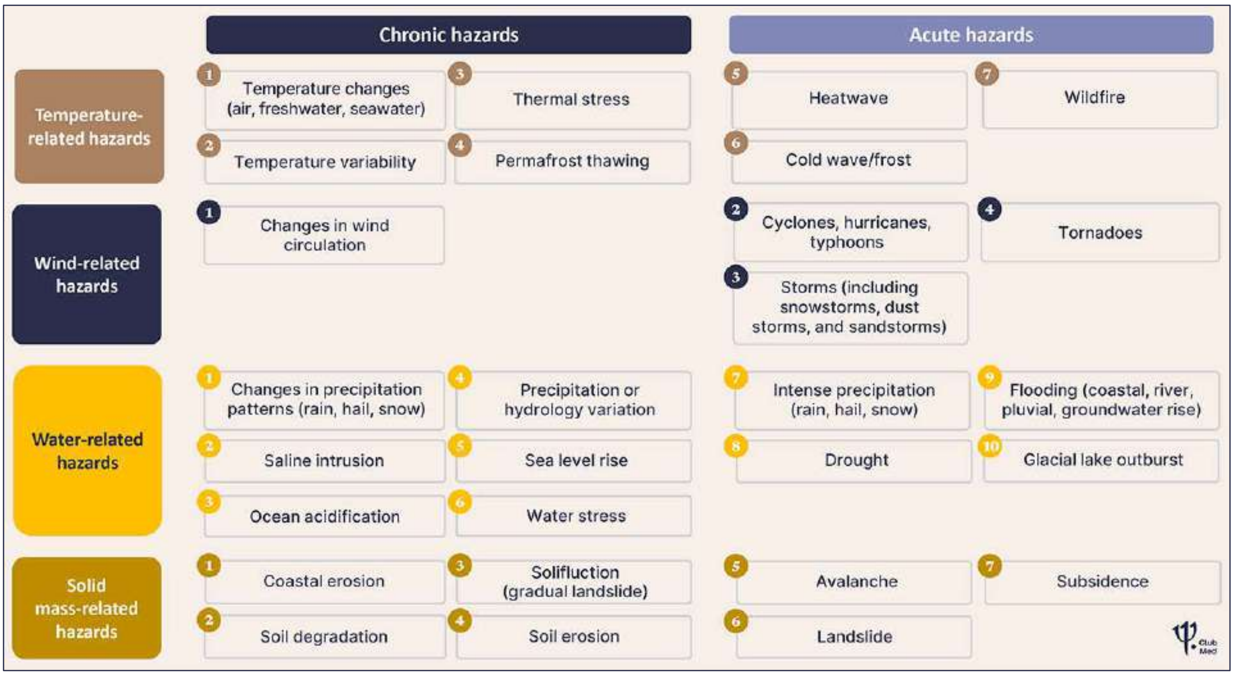
The commitment to develop new projects certified 100% BREEAM, with a focus on energy, and to draw up a quantified action plan for reducing carbon emissions from existing and planned buildings will contribute to the resilience of the Club Med model.

2.2.2 Climate change adaptation policy

Club Med considers and seeks to anticipate impacts that climate change may have on its business.

It relies on scientific sources, surveys and tools to assess and monitor the physical risks associated with climate change (➥ *see above*). In 2024, it enhanced its approach by adopting Ecoact's ECLR platform, which is dedicated to identifying climate risks for its existing and developing properties.

List of climate hazards according to the European taxonomy



The tool will enable the 28 climate risks identified in the European taxonomy to be studied in the short, medium and long term, based on two IPCC warming scenarios (SSP1-2.6 and SSP5-8.5). It will help assess the exposure to climate risks of existing villages, as well as the development opportunities considered by Club Med. This visibility should enable the company to gradually adapt its portfolio, particularly during the renovation of existing sites, and to supplement the study of new developments with information on changing climate conditions.

Coastal erosion and vulnerability

The risk of losing the attractiveness of “sea” destinations due to coastal erosion is assessed right from the design stage of the Villages, which are built based on appropriate studies and always set back from the coastline.

Furthermore, considering increased coastal vulnerability due to climate change, in 2012 Club Med commissioned an expert report on beach erosion and sustainable coastal development. In fact, sometimes tourism fights this type of erosion with significant beach development which just exacerbates the existing problems. Developing and managing beaches in consideration of the complex systems governing their dynamics is an efficiency and sustainability issue. Some villages benefited in this way from a diagnosis with a proposal for technical solutions for flexible treatment of erosion.

In addition, expertise was sought during the preliminary study phases for the settlements of new villages, and this approach is now standard practice through the Development and Construction eco-standards.

Mountains: reduced snowfall and renewed summer season interest

The risk of winter sports resorts losing their attractiveness due to reduced snowfall is considered and is reflected in the choice of the location of resorts at altitude or with excellent access to the summits.

The new mountain villages are adjoined to major ski areas and have been designed to open over two seasons, and activities in the villages are diversified (activities to supplement skiing in winter; summer activities).

Change in tourists' behaviour

Climate change also opens up opportunities to develop summer season tourism in mountain regions with diverse activities and to develop interseason business in more northerly destinations.

These opportunities are bound up with anticipating customers' behaviours and expectations to implement strategic changes to the facilities and activities on offer.

Likewise, refurbishments or plans for new Mediterranean villages are researched with a view to opening all year round or opening beyond the summer season.

Changes in comfort, health and safety requirements

The risk of loss of attractiveness due to climate change (rainfall, high temperatures, extreme weather such as hurricanes or heavy rain) is taken into account in risk management in the same way as natural disasters in general.

2.2.3 Climate change mitigation

2.2.3.1 Policies related to climate change mitigation

Club Med evaluated the feasibility of a long-term trajectory compatible with the Paris Agreement, by using the SBT (Science Based Target) methodology. In 2018, initial works have been focused on scopes 1 and 2. In 2019, it was supplemented with Scope 3 and the definition of a trajectory compatible with the Paris Agreement. In 2021-22, a trajectory simulation tool was developed in-house. This led, in 2023, to the establishment of a costed action plan to reduce emissions from the existing fleet (scopes 1 and 2), followed by the development, in 2024, of a simulation tool to project emissions from a fleet that will evolve over time.

In concrete terms, this reduction is achieved by reducing CO2 emissions, in particular through the location, construction and operation of resorts.

For stays

The main levers are reducing the amount of **energy used** directly by buildings, by changing the energy mix, and by decarbonizing food.

For transportation

The number of kilometers travelled to reach the destination divided by the length of stay gives a good estimate of the “carbon intensity” of a given holiday. It is therefore a question of encouraging customers to favour more local stays or stays that are longer the further away they are, of encouraging them to prefer gentler modes of transport, of continuing to develop new resorts close to the areas that generate customers (as it is the case in the Alps, or in China with Joyview, or even in Canada), and to encourage the design of products involving more days at the destination.

2.2.3.2 More specific actions related to mitigation

The main levers for action are:

Energy consumption reduction:

- ➨ *See § 2.2.3 Energy*

Switching progressively to lower-carbon energy sources:

- ➨ *See § 2.2.3 Energy*

Increase in the share of local food purchases:

- ➨ *See § 5.2.3. Local purchases*

Logistics and transport of goods

The main ways to cut greenhouse gas emissions from freight transport are:

- promoting local sourcing;
- grouping deliveries to sites from a logistics platform by operating area;
- criteria related to greenhouse gas reduction (age of vehicles, pre-transport by sea or rail, proportion of air transport/sea transport) were added to the key transport indicators in 2012. By regularly questioning its carriers on these criteria, the Global Purchasing and Logistics Department raises awareness and encourages carriers to reduce emissions;
- finally, working with suppliers to consolidate products and reduce packaging.

Waste sorting

Sorting waste for recycling helps prevent tons of CO2 from being emitted. However, this amount of CO2 avoided is difficult to measure reliably and is therefore not tracked accurately.

GM® and GO® transport policy

Club Med relies on air transport for a significant proportion of its destinations; the weight of emissions linked to customer air travel is estimated at nearly 71% of the Group's total emissions (Scopes 1, 2 and 3).

In the short term, the means available to Club Med to reduce the environmental impact of passenger transport may seem limited. The Group does not have the same operational control over transport as it does over its core business, namely the operation of its villages. However, it remains the Group's responsibility to take action where possible, even if the levers available are limited. Club Med is seeking in particular to:

- boost its range of destinations accessible by train and promote them as an alternative to air and road travel. Club Med wishes to strengthen its ability to offer train packages whenever suitable services are available (https://www.clubmed.fr/l/vacances-en-train);
- reduce distances by continuing to develop new resorts closer to where the majority of its customers live (Alps, JoyView, Canada, etc.);
- encourage longer stays by offering combined holidays, enriched experiences, promotions on long stays, etc., especially for long-haul destinations;
- work with environmentally friendly airlines and maximise the occupancy of the charter flights it charters.

Work in progress on these topics includes:

- analysing data on flight carbon emissions, distance travel and length of stay;
- developing offers that encourage longer stays;
- developing train offers wherever possible;
- integrating information on the carbon impact of transport into the booking process.

Information about carbon offsetting and an invitation to take part in the scheme

Aware that the elimination of emissions linked to its activity can neither be immediate nor total and because the climate challenge requires action throughout the world, Club Med has been raising awareness among its customers since 2008 by promoting emissions offsetting: the aim is to finance the deployment of emissions reduction or sequestration actions, at least equivalent in quantity to the emissions generated by the stays and transport purchased by the customer, through the purchase of certified carbon credits.

Club Med invites its GM® to find out about and offset the emissions associated with their travel through information provided in commercial documents and on the website www.clubmed.co.uk/offsetting. In addition, since 2013, Club Med has been complying with the French regulatory requirement to inform customers of the quantities of greenhouse gas emissions associated with transport. In the absence of information provided by all the global airlines used by its customers, the Group has chosen to refer its customers to the DGAC civil aviation eco-calculator for carbon emissions from air travel.

2.2.3.3 Metrics and targets related to climate change mitigation

➡ *See also § 2.2.4: GHG emissions*

Scope 1&2 reduction trajectory

Aware that its entire holiday offering has an impact on this issue, Club Med is working to manage and reduce its greenhouse gas (GHG) emissions.

Based on a comprehensive and measured carbon footprint, Club Med is actively exploring solutions to reduce its greenhouse gas emissions across all three scopes.

In 2023, a major project to develop a pragmatic action plan to reduce Scope 1 & 2 carbon emissions was launched with a specialised subsidiary of EDF: Urbanomy.

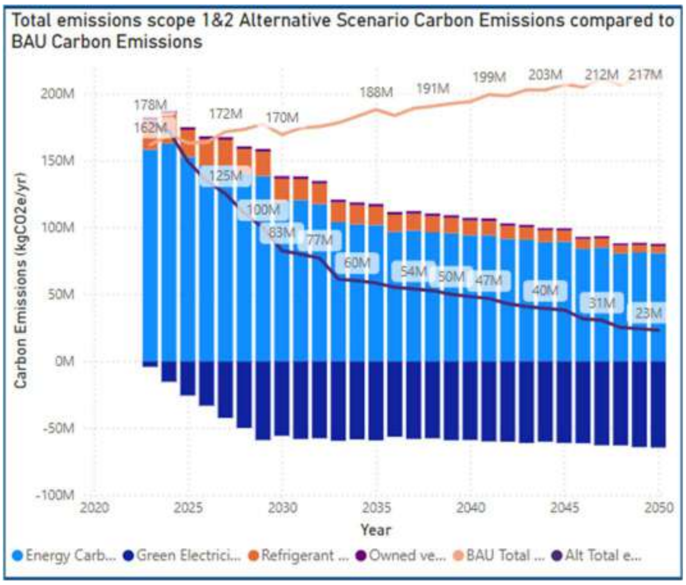
The approach, which included internal infrastructure analyses and a dozen external audits, identified possible actions (and quantified their environmental and financial impacts) across the entire existing fleet to reduce energy consumption, accelerate the electrification of uses and, incidentally, reduce carbon emissions.

A carbon emission trajectory simulation tool was then developed in 2024 to enable the main assumptions regarding the evolution of the fleet, the deployment of the actions identified in 2023 and the supply of renewable energy to be adjusted as part of an iterative process, ultimately enabling the definition and validation, with the Executive Management Committee, the group's Scope 1 & 2 carbon emission reduction commitments.

Building on this approach, Club Med has committed to reducing its Scope 1 & 2 emissions compared to 2023 by:

- 50% by 2030;
- At least 80% by 2050.

➡ *See also § 2.2.3.3.*
Metrics and targets linked to energy



Scope 3: Locally sourced food products

Club Med is committed to targeting seasonal and local products for food purchases with:

- 65% of fresh produce sourced locally by 2030 (vegetables, fruit, butter, eggs, cheese, meat);
- and regional food products promoted in all resorts.

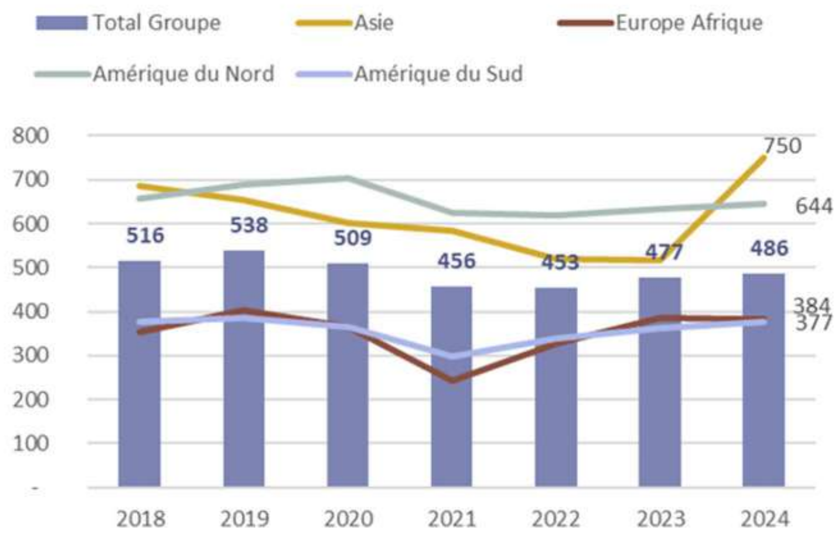
KPI:

By 2024, 62% of fresh food purchases will come from the country where the villages are located (vs. 59% in 2023).

Scope 3: transportation of GM® and GO®

As part of its all-inclusive offering, Club Med transported 24% of its customers in 2024 (vs. 33% in 2019 and 25% in 2023).

Transport (GMT+GM VV) Km / day – per destination BU



KPI:

The average ratio of distance travelled to destination based on length of stay is 486 km/day per passenger transported in 2024, slightly up on 2023 but down on 2019 (539 km/day in 2019)

2.2.4 Energies

2.2.4.1 General energy policy

Reducing energy consumption and using less carbon-intensive energy sources is a major challenge for the Group, given the impact of this factor on Scope 1 and 2 CO2 emissions, existing and future tensions on energy resources that could affect energy prices and the quality or regularity of supply, and the increase in the cost of carbon impacts to be expected in the long term.

2.2.4.2 Actions related to energy policy

Reducing energy requirements

- *Reduced construction requirements: design for new buildings and improvement of the envelope on old buildings*

The first lever for reducing needs is to improve the energy efficiency of buildings:

- In its existing portfolio, Club Med invests each year in improving the energy performance of its buildings during renovation and maintenance work. Energy performance audits are gradually being carried out on all buildings.
- In new buildings, Club Med aims to improve energy efficiency through insulation and renovation of older buildings, focusing on insulation, equipment (dual-flow ventilation, heat pumps and heat recovery systems) and the installation of advanced building equipment control systems.

- *Reduced requirements during operations: sobriety*

The challenge of energy efficiency became particularly pressing in 2022, with new tensions on the energy market arising in connection with the conflict in Ukraine.

In 2022, audits and support from EDF enabled us to begin defining how French villages will comply with the tertiary sector decree (-40% energy by 2030, -50% by 2040 and -60% by 2050). These studies also fed into broader work to refine a decarbonisation roadmap (scope 1+2) for the entire Group, which was launched in 2022 and will continue in 2023 and 2024.

In addition, all French sites (offices and villages) submitted their energy consumption reduction plans for winter 2022-23, in line with the target set for companies by the French government. This energy efficiency plan is now being gradually rolled out by the Group internationally.

- *Reduced requirements thanks to regularly updated equipment*

This equipment, which has become more efficient over time, includes:

- Building Energy Management Systems (BEMS): 58% of resorts;
- room control via a “smart-room” system: 24% of resorts;
- systems that recover energy lost from cold rooms (at new sites): 15% of villages;
- the installation of high-performance heat pumps (at new sites or during renovations): 36% of resorts;
- energy recovery systems on air treatment for water preheating: 24% of resorts.

By 2024, vehicles used in villages will be electric vehicles wherever possible, which now represent 57% of the vehicles fleet in villages (compared to 44% in 2023).

- *Reduction in requirements through changes in user behaviour*

As with water consumption, changing behaviour is a key lever for controlling energy consumption.

Team awareness is raised through:

- daily readings of actual consumption by Technical Managers and regular analyses from the AREE monitoring system for resorts equipped with it and from the Tech Care reporting platform for others;
- training for GO®-GE teams on best practices;
- a procedure for optimising practices at the start of each season;
- monthly energy reviews in Villages located in Europe and Africa since 2014;
- energy efficiency plans in Europe and Africa and monitoring of temperature guidelines, which have been lowered (by 1 to 3 degrees depending on the area of the Village and whether or not guests are present).

- *Evolution of the energy mix*

Actions to reduce direct and indirect greenhouse gas emissions from buildings also rely on developing renewable energy supplies wherever possible.

The Group's renewable energy equipment choices focus on mature, high-efficiency technologies.

➡ *See also § 2.2.3.3. Energy metrics and targets and § 2.2.4. GHG emissions*

2.2.4.3 Metrics and targets related to energy

- *Monitoring actual consumption*

Consumption monitoring is carried out by tracking actual consumption reported by the Technical Manager at each site based on water, electricity and natural gas meter readings, and calculating monthly consumption by reading the gauges on other energy tanks (fuel oil, LPG, LNG).

A double check is carried out:

- a check of the completeness of the monthly information by the Tech Care administrator in the Sustainable Development Department;
- a check of the consistency of the data through quarterly and/or monthly monitoring carried out by the Technical Departments of the BUs.

- *Key performance ratios used*

The most representative performance ratios for the business are mainly:

- **ratios per hotel night** (Hotel Night);
- **ratios per hotel day capacity** (capacity x number of days open), which are less affected by variations in occupancy;
- **ratios per room sold** (for comparability).

The kWh per square meter ratio is unsuitable for Club Med's business due to the wide disparity and variation in the number of days open from one year to the next...

- *Share of energy in total purchases*

The share of energy purchases in the Group's total purchases is 4.3% in 2024 (stable vs 2023), compared to the average of 6% for the hotel industry (source: EnergyStar).

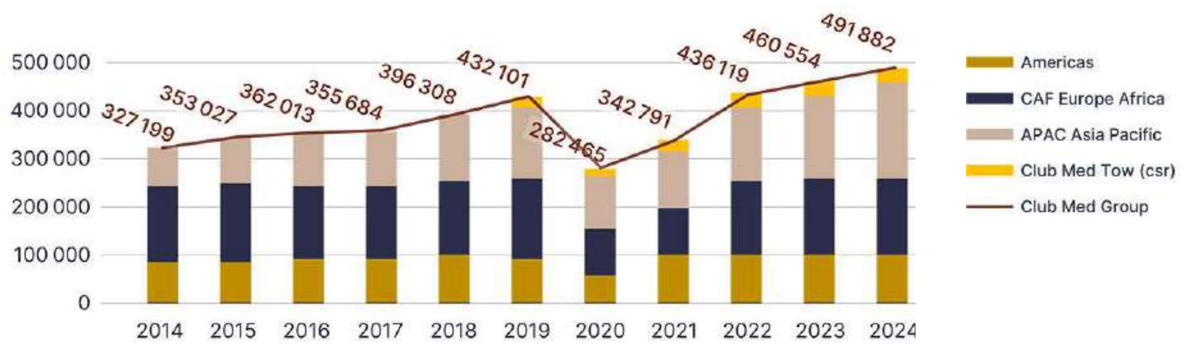
- *Building consumption levels and ratios*

In absolute terms, from 2019 to 2024, energy consumption in buildings will increase by 13.8% across the Group (and by 6.8% from 2023 to 2024).

This change is mainly due to the move upmarket and larger surface areas per customer. It can also be explained by:

- a 17% increase linked to changes in the portfolio;
- a 2.9% reduction linked to the constant portfolio;
- and a 0.2% decrease linked to temporary closures.

Building energy consumption (MWh)



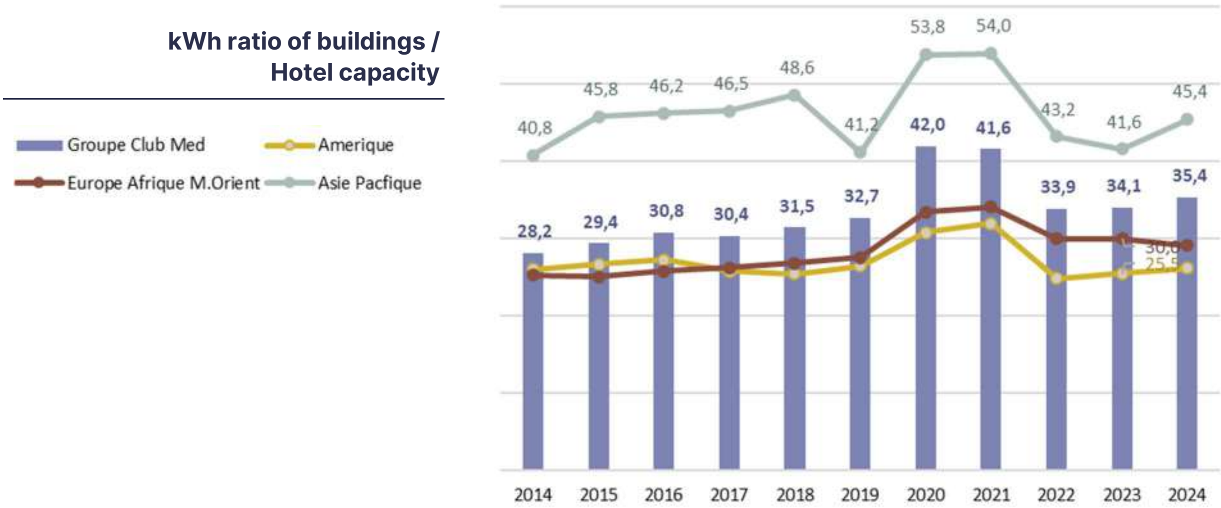
In 2024, the energy ratio of buildings consumed per hotel capacity will be 35.4 kWh.

This corresponds to:

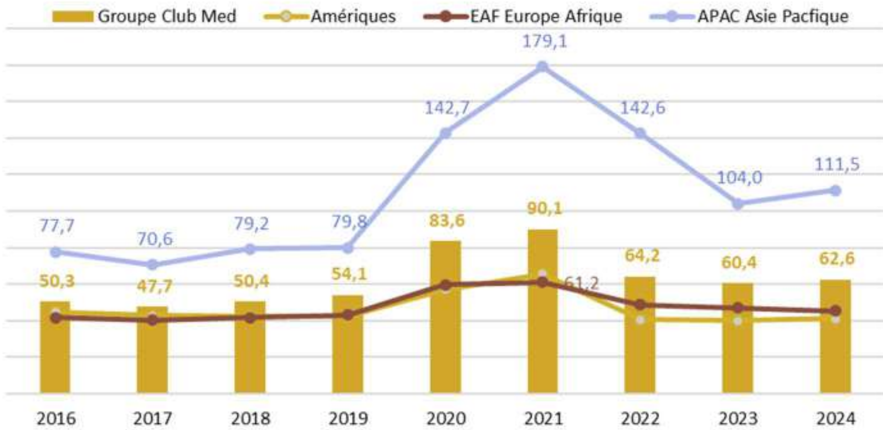
- an increase of 8.1% vs 2019 across the group;
- a reduction of 4.7% at constant scope vs 2019.

Energy intensity per hotel capacity is increasing overall due to the shift towards more upmarket resorts and the shift towards Asia, where energy is more carbon-intensive (0.399 kg eCO2/kWh in Asia vs. 0.316 for the group as a whole) – *(➡ see graph below)*.

kWh ratio of buildings / Hotel capacity



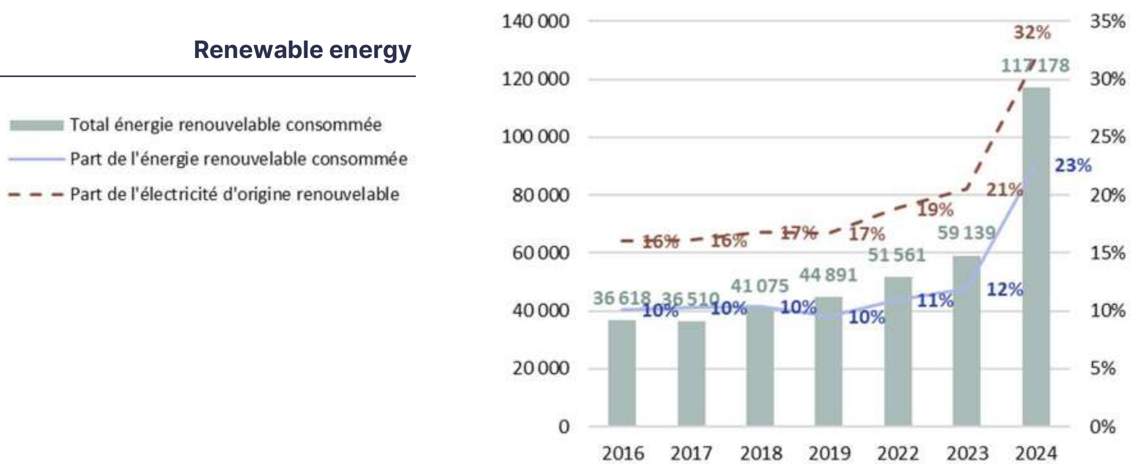
Building energy consumption / Hotel night (kWh)



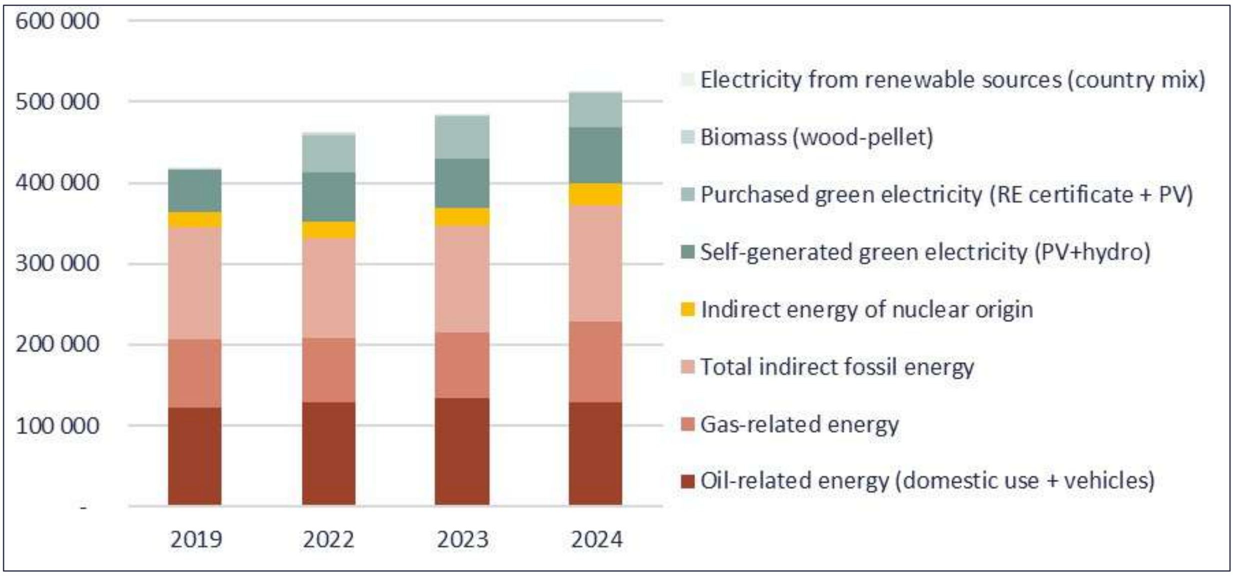
- *Changes in the energy mix and renewable energies*

In 2024, 32% of electricity consumed will come from renewable sources (EDF green certificates and photovoltaic electricity produced in villages or purchased), representing an increase of 11 points compared to 2023.

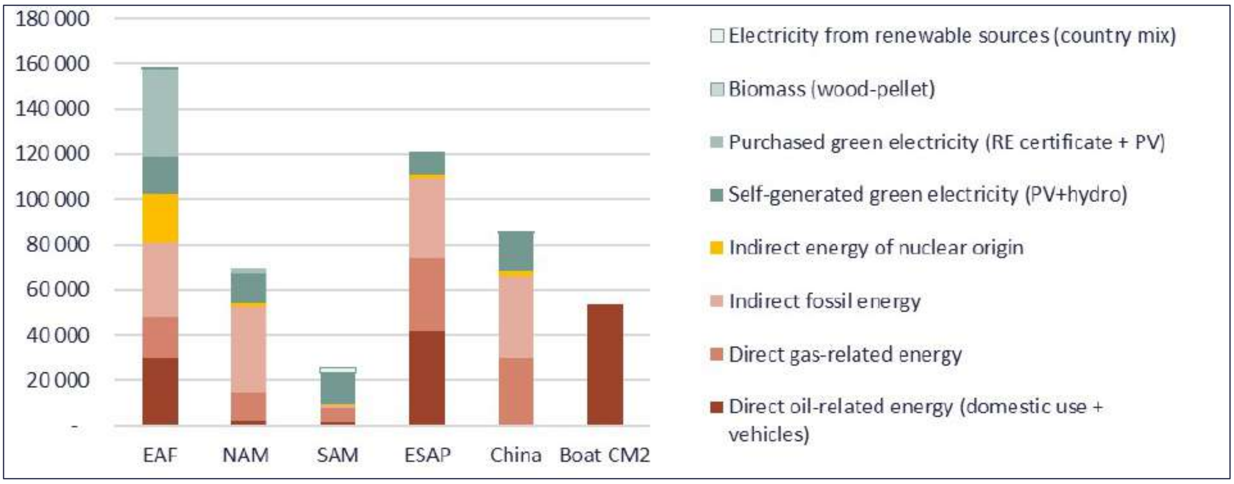
Renewable energy



Group energy mix (MWh)



Energy mix by BU (MWh) - 2024



- Currently, 12% of villages are equipped with photovoltaic solar panels (more than 14,000 m², including 12,000 m² in Punta Cana since 2021, 284 m² of photovoltaic panels in Tignes installed in 2022-23 and 372 m² in Cefalu in 2023);
- and 28% of villages are equipped with solar thermal panels (4,750 m²), partially covering the domestic hot water needs of the villages equipped.
- Aerothermal energy (heat pumps) will be in place in 35% of villages by 2024 (vs. 29% in 2023).

ESRS E1.5 – ENERGY CONSUMPTION and MIX
Reporting on the fiscal year from January 1, N to december 31, N

			reference year	year N
	note	Unit	2023	2024
ENERGY CONSUMED WITHIN THE ORGANISATION				
Coal-related energy	AR 34.1		NC	NC
Oil-related energy (domestic use + vehicles)	AR 34.2	MWh	133 556	129 402
Gas-related energy	AR 34.3	MWh	81 427	99 662
Total direct fossil energy		**MWh**	**214 983**	**229 063**
Electricity purchased (excl. renewable energy certificates)	AR 34.5	MWhef	131 223	142 338
Urban heat purchased		MWh	1 361	1 295
Total indirect fossil energy		**MWh**	**132 584**	**143 633**
Total fossil energy	AR 34.6	**MWh**	**347 567**	**372 696**
Rate of non-renewable energy		**%**	**72%**	**72%**
Indirect energy of nuclear origin	AR 34.7	**MWh**	21 040	27 091
Rate of nuclear energy		**%**	**4%**	**5%**
Biomass (wood-pellet)	AR 34.8	MWh	2 884	2 199
Purchased green electricity (RE certificate + PV)	AR 34.9	MWhef	51 978	41 638
Self-generated green electricity (PV+hydro)		MWh	1 166	1 064
Electricity from renewable sources (country mix)	AR 34.10		60 828	69 118
Total renewable energy consumed	AR 34.11	**MWh**	**116 856**	**117 178**
Rate of renewable energy consumed		**in % of MWh**	**24%**	**23%**
TOTAL ENERGY CONSUMED	AR 34.12	**MWh**	**485 464**	**516 302**
ENERGY INTENSITY				
... € net income		**kWh / €**	**0,262**	**0,270**
Net income used to calculate intensity			1 853	1 911
ADDITIONAL RATIOS				
Rate of electricity from renewable sources		**in % of MWh**	**43%**	**40%**
Building energy consumed per night	(1)	**kWh**	**60**	**63**
... per capacity (in overnight stays)	(2)	kWh	34	35
... per room sold		kWh	131	146
Surface area of solar panels (thermal +PV)		m2	19 677	17 042
Share of energy in total purchases (Group)		**in % of €**	**4%**	**5%**

(1). HN: Hotel nights sold
(2). Hotel capacity (capacity in number of people x number of days open)
AR. CSRD Application Requirement

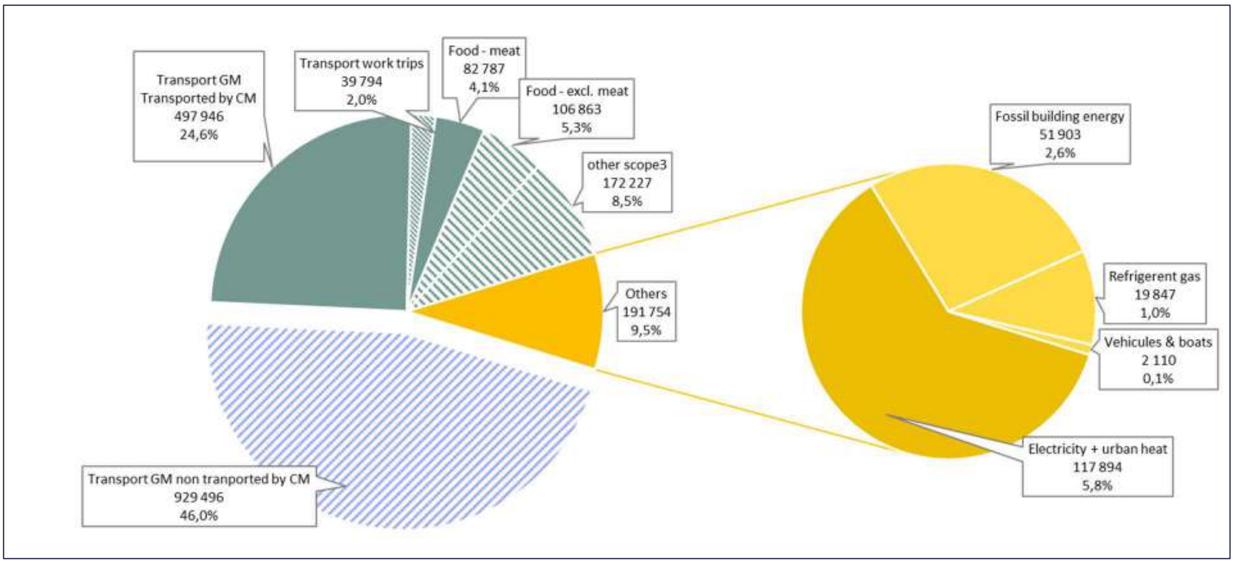
2.2.5 Greenhouse gas (GHG) emissions

Club Med evaluated the feasibility of a long-term trajectory compatible with the Paris Agreement, by using the SBT (Science Based Target) methodology. In 2018, initial work has been focused on scopes 1 and 2[1]. In 2019, it was completed with scope 3[2] and the definition of trajectory compatible with the Paris Agreement. In 2021-22, a trajectory simulation tool was developed in-house, and the updating of the trajectory was finalised in 2024.

[1] *Scopes 1+2: direct greenhouse gas emissions (1) and emissions from indirect energy production such as electricity and urban heat (2).*

[2] *Scope 3: other indirect emissions (purchases, transport, etc.).*

The 2021 analysis conducted with ECOACT provided the following breakdown of GHG emission sources:



The data for 2024 and previous years are shown in the following table:

ESRS E1.6 – GHG EMISSIONS

Reporting on the fiscal year from January 1, N to december 31, N

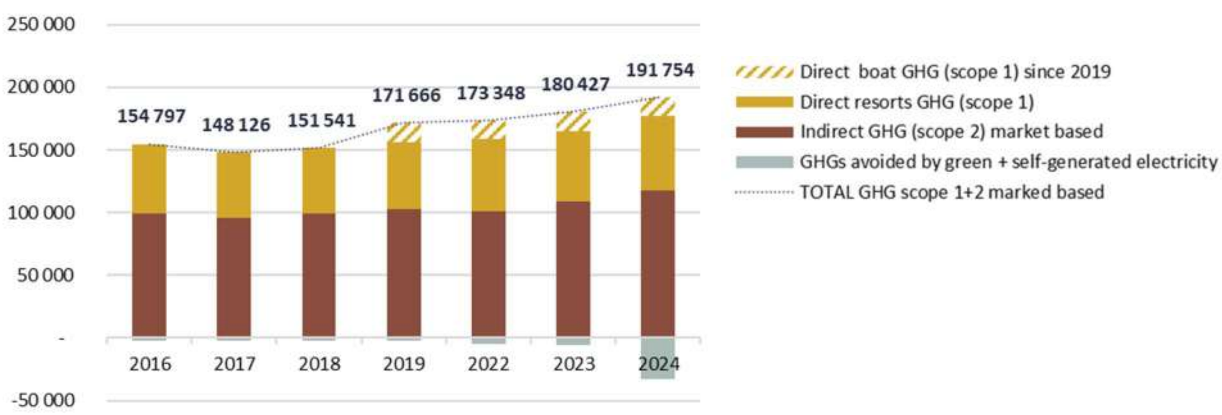
	note	Unit	reference year 2023	year N 2024	% N /N-1
SCOPES 1+2 emissions (GHG Protocol)					
Direct GHG emissions from stationary combustion sources (buildings)	-	teq CO2	34 393	37 516	9%
GHG from mobile combustion sources (vehicles and boats)	-	teq CO2	1 920	2 098	9%
Direct fugitive GHG (refrigerant gases)	-	teq CO2	19 575	19 827	1%
Direct GHG from Club Med boat	-	teq CO2	15 743	14 388	-9%
Total direct emissions (scope 1)	**-**	**teq CO2**	**71 631**	**73 829**	3%
Indirect GHG emissions from district heating	-	teq CO2	509	485	-5%
GHG emissions from purchased electricity (based on location)	-	teq CO2	107 525	120 942	12%
GHG emissions from purchased electricity (market-based)	-	teq CO2	103 466	117 351	13%
Total indirect emissions (scope 2) based on location	**-**	**teq CO2**	**108 034**	**121 427**	12%
Total indirect emissions (scope 2) based on the market	**-**	**teq CO2**	**103 466**	**117 351**	13%
SCOPE 3 emissions (GHG Protocol)	**1**				
Transported GM travel (upstream 1)		teq CO2	496 028	494 418	0%
Food purchases (upstream 1)		teq CO2	185 268	201 443	9%
of which meat		*teq CO2*	*83 658*	*94 580*	13%
Network water purchases (upstream 1)		teq CO2	522	552	6%
Other goods and services purchased (upstream 1)		teq CO2	94 571	97 559	3%
Total GHG emissions linked to goods and services purchased (upstream 1)		**teq CO2**	**776 388**	**793 972**	2%
Emissions linked to fuels and energy (upstream 3)		**teq CO2**	**33 274**	**35 646**	7%
Freight and purchasing logistics (upstream 4)		**teq CO2**	nd	nd	
Waste generated in operations (upstream 5)		**teq CO2**	**9 024**	**10 121**	12%
Business travel (upstream 6)		**teq CO2**	**19 962**	**23 686**	19%
Commuting (upstream 7)		**teq CO2**	**19 832**	**20 795**	5%
Total indirect emissions (scope 3)		**teq CO2**	**858 481**	**884 220**	**3%**
TOTAL DES EMISSIONS GES					
Non-transported GM travel (non-GHG Protocol)		teq CO2	808 746	923 264	14%
TOTAL GHG EMISSIONS BASED ON LOCATION		**teq CO2**	**1 846 892**	**2 002 740**	8%
TOTAL GHG EMISSIONS BASED ON MARKET		**teq CO2**	**1 842 324**	**1 998 664**	8%
GHG INTENSITY					
Location-based intensity (scope 1+2+3) on net income		**teq CO2 / M**	**997**	**1 048**	**5%**
Market-based intensity (scope 1+2+3) based on net income		**teq CO2 / M**	**994**	**1 046**	**5%**
Net income used to calculate intensity		M€	1 853	**1 911**	**0%**

			reference year	year N	
ADDITIONAL INDICATORS					
Building energy emissions		**teq CO2**	**138 369**	**155 351**	**12%**
Carbon intensity (building energy)		Kg eCO2			
... per overnight stay	2	Kg eCO2	19	20	8%
... per capacity (in overnight stays)	3	Kg eCO2	10	11	8%
Total market-based emissions (scopes 1+2)		**teq CO2**	**179 665**	**195 256**	**9%**
Market-based carbon intensity (scopes 1+2)					
... per overnight stay	2	Kg eCO2	24	25	5%
... per capacity (in overnight stays)	3	Kg eCO2	13	14	5%
... per room sold		Kg eCO2	51	57	12%
rate of GM transported by Club Med		**%**	**26%**	**24%**	**0%**

1. *Scope 3 = carbon footprint calculation methodology reviewed with EcoAct in 2019 and 2020.*
2. *HN: Hotel nights sold*
3. *Hotel capacity (capacity in number of people x number of days open)*

➡ *Detailed quantitative data are provided in the CSR indicator table in section 7.3. Additional environmental information.*

GHG scope 1+2 (t eCO2)



In absolute terms, from 2019 to 2024, Scope 1 and 2 (market-based) emissions increased by 14.7% across the Group.

This change is due to:

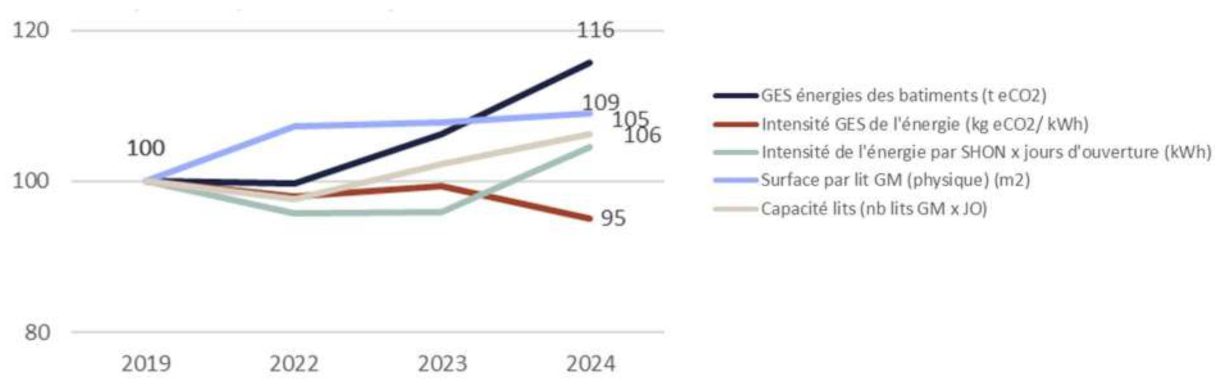
- an 8.5% increase linked to changes in the fleet;
- a 3.1% reduction linked to the existing fleet;
- and a 0.3% decrease linked to temporary closures.

Reducing carbon emissions from building energy

The breakdown of energy-related GHG emissions from buildings shows an increase (+9% since 2018), mainly due to:

- an increase in hotel capacity (+6%);
- an increase in space per customer as a result of upmarket trends (+10%);
- improved building efficiency (decrease in intensity per m2 x opening days insufficiently offset (+2%);
- to a lesser extent, a decrease in the carbon intensity of energy (2%).

Buildings Breakdown of energy-related GHG.
Club Med resorts (base 100 in 2019)

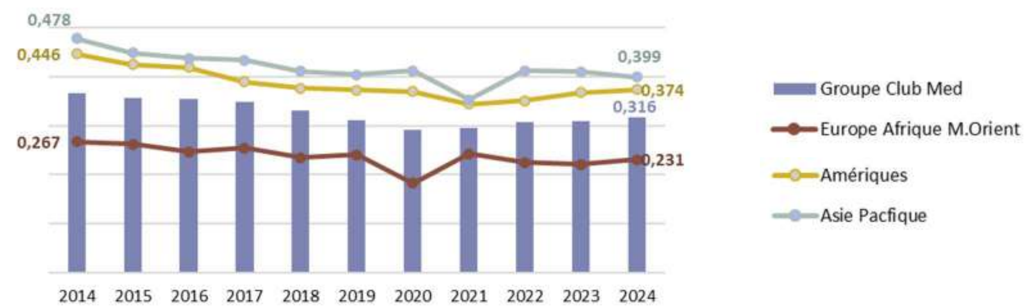


In 2024, the ratio per hotel capacity stands at 13.8 kg eCO2. This represents an increase of 6.1% compared to 2019, corresponding to:

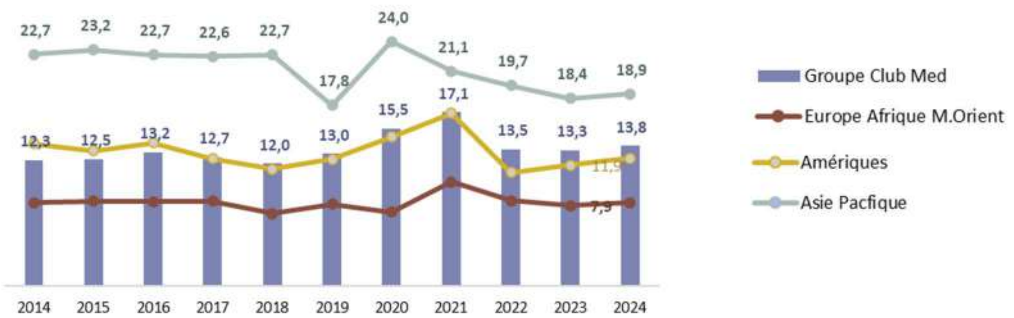
- a 1.1% increase outside Asia;
- a 4.1% reduction on a like-for-like basis.

Carbon intensity per hotel capacity increased overall due to the shift in the portfolio towards Asia, where energy is more carbon-intensive (0.399 kg eCO2/kWh in Asia vs. 0.316 for the group as a whole) – *(➨ see graph below)*.

Carbon intensity of building energy (kg eCO2 / kWh)



Kg eCO2 (scope 1+2) / physical bed capacity



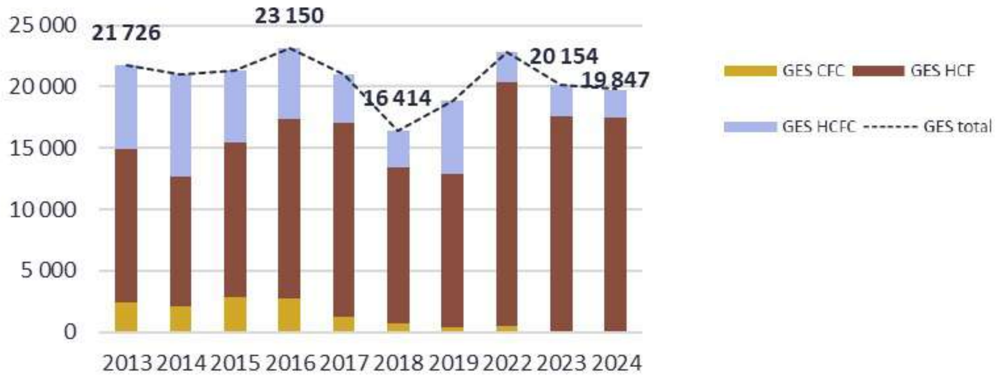
For the years 2020-2022, the carbon intensity per night sold is not representative of the global scope due to the ongoing health crisis in Asia.

GHG related to refrigerant gases

Club Med is seeking to reduce refrigerant gas emissions with the introduction of a new generation of HFO gas (Hydro Fluoro-Olefins) that not only has similar performance and safety characteristics to HFC, but most importantly good environmental properties and a low GWP ("Global Warming Potential"). In 2024, 32% of villages use those new refrigerant gas (vs 11% in 2019).

Gas leaks in few villages explain the increase in HCF gas refills.

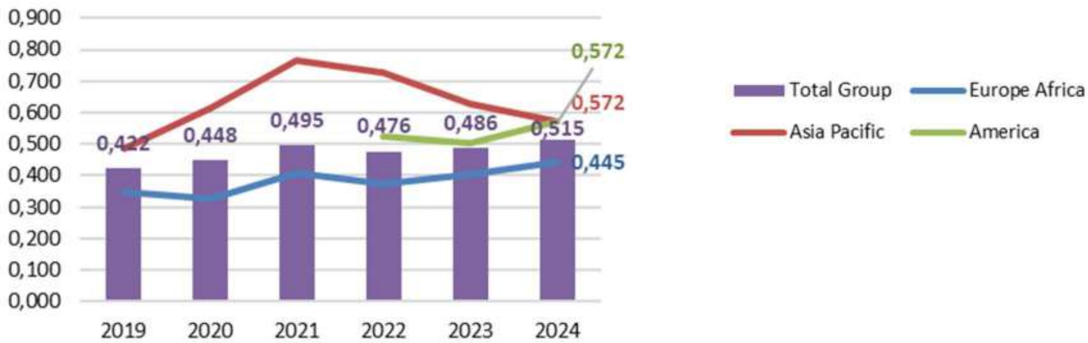
GHG emissions from refrigerants



Reducing GHGs related to food

The Life Cycle Assessment (LCA) of a village, conducted in 2006 by Bio Intelligence Service, showed that food accounted for a significant part of the CO2 emissions generated by an average vacation. This data has been updated and clarified in the carbon impact study conducted with Ecoact in 2019. A range of actions in resorts aimed at promoting vegetarian food and agroecology and at limiting food waste are contributing to reducing these emissions, even if they are still difficult to monitor in a very precise and regular way.

Kg meat / Hotel days sold (HN)



KPI:

515 grams of meat per paid hotel day (HN) in 2024 across the Group

➡ *See section 2.6.2.1. Raising awareness among GM® throughout their stay - A permanent range of vegetarian options*

APPENDIX to section 2.2.4.:
Methodology for calculating the carbon footprint

Since 2013, Club Med has been calculating its annual carbon footprint using the **GHG Protocol methodology**, based on energy quantities expressed in operational units and **using emissions factors updated for each year in the UL 360°C reporting tool**.

The chosen approach to accounting for emissions is "**operational control**".

Reviewed in 2019 (for 2018) and 2022 (for 2019) with EcoAct, the calculations of the main categories contributing to the carbon footprint are based on the following data and assumptions:

- *Scope 1+2*

Energy

Actual annual energy consumption recorded in the business units (in kWh, m3, or kg) consolidated into kWh of final energy consumed and then converted into GHG emissions using the emissions factors of:

- Dept. for Business, Energy & Industrial Strategy (BEIS) - 2023 v1.1 (AR5 Applied) for Scope 1 fossil fuels;
- Ademe Base Carbone 23.0 v1.2 for electricity in France;
- International Energy Agency (IEA) 2022 v1.1 (AR4 Applied) for electricity outside France.

Refrigerant gases

Monitoring of annual recharges (kg) by type of refrigerant in village air conditioning systems, then conversion into GHG emissions using data from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report - 100yr GWP (2021) V1.5 for refrigerant gases.

- *Scope 3*

Customers transported by Club Med

Tracking the annual number of train tickets by class and air tickets by class and by type of long, medium and short-haul flights of visitors transported, converted into GHG emissions using emission factors from the Dept. for Business, Energy & Industrial Strategy (BEIS) - 2023 v1.1 database (AR5 Applied). Estimated round trip distances (km) travelled by GM using the departure city and arrival village.

Customers not transported by Club Med

Estimated round-trip distance travelled (km) by non-transported customers based on their country of departure and village of arrival, converted into GHG emissions using emissions factors from the Dept. for Business, Energy & Industrial Strategy (BEIS) - 2023 v1.1 database (AR5 Applied) and Ademe for the TGV.

Food

Collection of the quantities of food consumed in a sample of villages (Sun and Mountain) then extrapolated to the entire perimeter using the number of hotel days sold. The emission factors used are those of the ADEME Carbon Base.

Non-food purchases

Number of purchases of goods and services (€) categorized then converted into GHG emissions using the emission factors of the ADEME Carbon Base.

Construction and renovations

Emissions were calculated on the basis of the volume of steel, concrete and glass used for the "Arcs Panorama" site and then extrapolated on the basis of the total surface area of the sites constructed / renovated in 2018. The emission factors used come from the INIES database. The volume of emissions in this category is variable and depends on the number of clubs built/renovated during the year.

Management ratios used

The most representative performance ratios for the business are mainly:

- **ratios per hotel night** (HN);
- **ratios per hotel day capacity** (capacity x number of days open), which are less affected by variations in occupancy rates;
- and **ratios per room sold** (for sector comparability).

The kWh per square meter ratio is unsuitable for Club Med's business due to the wide disparity and variation in the number of days open from one year to the next.

2.3 Pollution and waste management

2.3.1 Risks and challenges related to pollution and waste

There are pollution risks during the construction or operation of resorts, but these do not represent a financial materiality. They are related to:

- wastewater discharges (non-material);
- the storage and use of harmful substances for building maintenance, landscaping and mosquito control;
- refrigerants, including CFCs;
- ICPE sites (Classified Installation for Environmental Protection);
- noise and light pollution affecting wildlife;
- the use of single-use plastics by the sea that can generate microplastics in the sea.

In addition, risks of impact related to the value chain have been identified: air pollution from the manufacture and transport of products and water pollution from food production.

E2 - Pollution	Upstream	Operations	
Air pollution			
Noise pollution affecting local residents and wildlife	non-material	material impact in the short term	non-material
leakage of CFC refrigerant gas impacting the ozone layer	non-material	material short-term impact	non-material
Manufacturing pollution in the supply chain	proven material impact in the short term	non-material	non-material
Water pollution			
Accidental discharge of untreated water	non-material	proven short-term material impact	non-material
Use of solar products by customers and teams (impacting coral reefs)	non-material	non-material	proven material impact in the short term
Manufacturing-related pollution in the supply chain	proven short-term material impact	non-material	non-material
Soil pollution			
Accidents involving the storage and handling of chemical products	non-material	proven short-term material impact	non-material
Use of phytosanitary products	non-material	material short-term impact	non-material

E2 - Pollution	Upstream	Operations	
Pollution from microplastics			
Scraps of discarded or scattered plastic articles	non-material	proven short-term material impact	non-material
Use of discarded but not recycled plastic (including bottles)	non-material	proven short-term material impact	non-material
Microplastics present in granular fillers used on artificial sports surfaces, detergents, fabric softeners, fertilisers, etc.	proven short-term material impact	proven short-term material impact	no equipment

2.3.2 Preventing pollution

2.3.2.1 Wastewater treatment

➠ *See § 2.4.3. Actions taken to control water consumption.*

2.3.2.2 Managing the storage and use of harmful substances

Club Med uses harmful substances such as paints, swimming pool and kitchen maintenance products, cleaning agents and, to a far lesser degree, pesticides. Misuse or improper storage of these products would pose a threat to the environment and to human health.

Implementing the Green Globe certification process for all its villages has led Club Med to monitor even more closely the proper use and safe storage of these products. The Group aims to reduce their use or to replacing them with ecolabel products as soon as possible. The villages are routinely audited by an independent and officially accredited auditor of Green Globe on this topic made compulsory by Club Med.

2.3.2.3 Other potential sources of pollution

Refrigerant gases and CFCs

A plan to gradually phase out refrigeration or air conditioning units running on CFC (chlorofluorocarbon) gases and replace them with more energy-efficient equipment was established in 2013 after the 2012 inventory. The percentage of Villages with equipment using CFC gases dropped from 68% in 2012 to 9% in 2024 (stable vs. 2023). This equipment is being progressively eliminated in villages where it is still used.

Light pollution

Steps have been taken to prevent light emitted by the company from having an impact on wildlife (especially in the context of marine turtle protection). This is a Green Globe criterion for respecting biodiversity that is generally met.

2.3.3 Waste management

2.3.3.1 Reduce and recycle waste

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

The waste management improvement process is supported by the Green Globe initiative, which requires:

- reducing waste at the source via purchasing (minimizing packaging) and changes in services (eliminating some individual packaging);
- increasing the reuse of resources and decreasing the use of disposable products;
- generalising quantitative monitoring of waste; and
- setting targets for reducing waste that is not recycled with the aim of moving toward zero waste.

“Bye-Bye Plastic”

The “Bye-Bye Plastic” program, launched in 2018, aims to gradually eliminate single-use plastic products from bars, restaurants and rooms (straws, dishware, amenities in the rooms, etc.) in all Club Med resorts.

In 2020, Club Med joined the Global Tourism Plastic Initiative (GTPI) led by UNEP and UNWTO in partnership with the Ellen MacArthur Foundation, as part of the “One Planet Sustainable Tourism” program.

KPI:

Zero single-use disposable plastic

- *Achievement of previous objectives*

- Since the end of 2019, all single-use straws, cups, plates, cutlery and plastic containers have been removed from all our Resorts around the world (excluding Brazil for cutlery).
- Since the end of 2021, the removal of the plastic packaging for accessories has been made available in the rooms in all resorts.
- Since the end of 2022, individually wrapped shower gels and shampoos have been eliminated from all resorts.
- Since the end of 2022, single-use plastic accessories for festive events (such as balloons, LEP glow sticks, wristbands and flags) have been eliminated from 88% of resorts (100% outside North America).
- Since 2023, single-use plastic accessories in rooms have been replaced by accessories made primarily of alternative materials.
- By the end of 2024, bottle consumption had been reduced by 34.4% compared to 2019.

- *New additional targets*

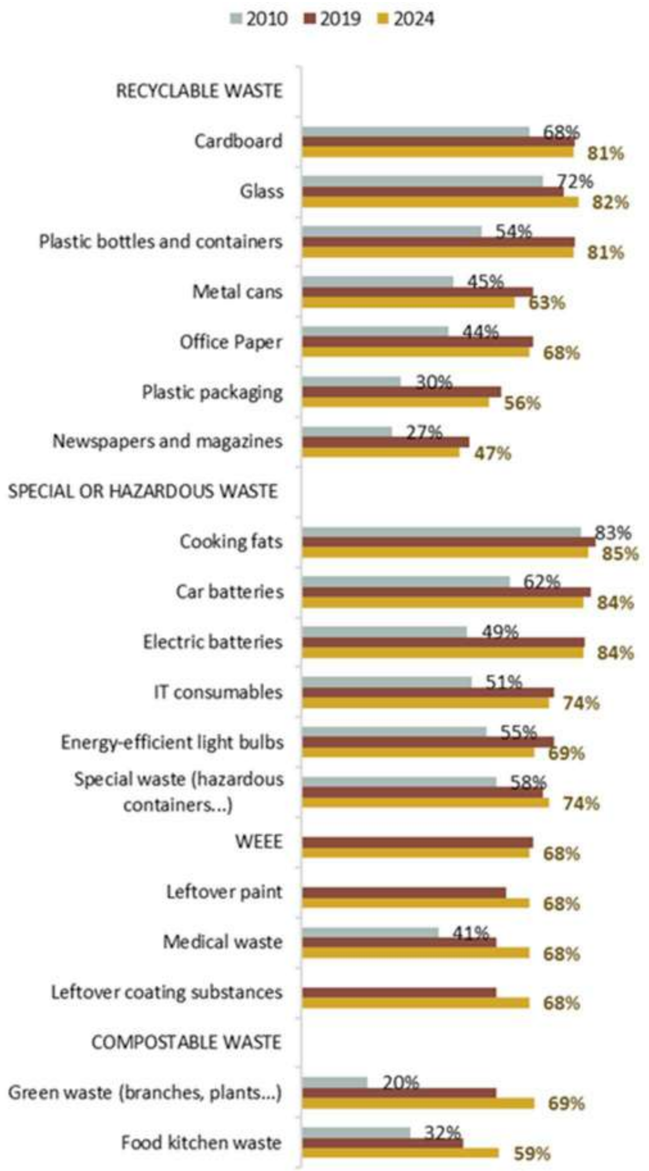
The consumption of plastic water bottles will be reduced by 50% in 2026 compared to 2019. Depending on the context, several options are gradually being implemented: in-house bottling facilities, use of returnable bottles, removal of bottles from rooms with a dense network of water fountains, provision of plastic-free bottles in rooms + access to water fountains. Water bottles are also available in our shops.

Waste sorting – circular economy

In 2024, the rollout of commitments under Green Globe certification continued with:

- systematic sorting across all departments;
- more proactive research into existing channels, particularly in France in collaboration with Take a Waste, through assessments of practices and channels used in resorts;
- and the signing of contracts in France for food waste collection since 2017.

Pourcentage of Villages using recycling or treatment channels – Worldwide:



Beyond the villages committed to the eco-certification process, all villages are systematising recycling where channels exist. However, development in countries where channels do not exist explains the stagnation of certain sorting rates.

Club Med has a second life partnership with Ski and Surf (for 15 years) and with Rossignol (for 25 years).

Since 2021, the partnership with Ski and Surf has been enhanced by a circular economy and eco-responsible programme with SKI'R, supported by Tri-Vallées, a recycler in Auvergne-Rhône-Alpes, Ski'N Surf, a ski equipment re-employer, and Cycla, a circular economy consultant in Savoie-Mont-Blanc, so that at the end of each season, all helmets and skis at the end of their life cycle in the rental fleet are recycled in a new eco-design cycle. In addition to helmets, these two partnerships enable Club Med to recycle an average of nearly 9,000 skis and snowboards, 4,500 ski boots and snowboard boots, and 1,000 poles each year.

Quantitative waste monitoring

Club Med has **chosen one single indicator for monitoring waste: the quantity of residual waste** (instead of recycled, reprocessed or recovered). This indicator reflects the end result of all waste reduction, sorting and recovery actions, and is the only one that can reasonably be consolidated on a world scope.

In 2024, **69% of the villages operated report residual waste quantities by weight or volume** (vs 63% en 2023).

Among resorts reporting residual waste by weight, the **average quantity of residual waste is 1,4 kg per HN night** (calculated on a perimeter representing 37% of the number of nights).

In 2024, **38% of resorts use recycling channels for the five most common types of waste** (paper, cardboard, plastic, metal and glass).

Monitoring and combatting food waste

As part of its efforts to strengthen its ambitions, Club Med is refining its program to combat food waste and is working to update its commitment for 2030.

Pressure on food resources is a significant operational and image issue for Club Med. Purchasing responsibly, contributing to the development of local food production, excluding overfished products *(➠ see § 3.2 on Purchasing)*, and **reducing food waste** are important issues that the Group is working on addressing.

The Club Med villages' extensive experience in buffet management (precise knowledge of the number of meals to be served, practices such as accompanied service, preparation on demand, frequent replenishment of small containers at buffets, etc.) enables it to control food waste per hotel day. In 2014, the Group conducted a study quantifying food waste per meal and compiling best practices in this area in an awareness-raising tool for kitchen[1] teams. Since 2015, a customer awareness program has also been in place *(➠ see § 2.6.2.1. GM® awareness throughout their career - Awareness of the fight against food waste)*.

KPI:

2/3 Resorts monitor their waste

Since 2017, Club Med has been deploying the Winnow solution: a smart, connected bin technology that enables teams to measure and limit food waste.

As part of Act44Nature, Club Med has committed to bringing all Club Med resorts up to the level of waste at its best sites (i.e. 100g/meal) by 2030. To achieve this, by 2025, 50% of resorts will be actively measuring and reducing waste (Winnow-type measures, audits, training and support), and 100% by 2030.

In 2024, 11 resorts in Europe, Asia Pacific and China will have an automated food waste monitoring process, and 5 audits on food waste will complement this approach.

KPI:

Average amount of avoidable food waste. 120g per person per meal (updated in 2024 based on data collected from 14 villages worldwide over the period 2019-2024) vs. previously 140g per person per meal (average measured in 2020 across three resorts in Europe and Africa)

Finally, in mainland France, **food waste recycling** has become widespread since 2018 with the signing of a contract with an industrial company for the collection and recovery of organic waste. In total, by 2024, 69% of Club Med villages (vs. 62% in 2023), including 92% of villages in France, will recycle their food waste (vs. 87% in 2023).

2.4 Water

2.4.1 Water risks and issues

E3 - Aquatic and marine resources	Upstream	Operations	Downstream
Water consumption			
Risk of supply (questioning of drilling rights or conflicts of use)	non-material	short-term financial risk	non-material
Capture of water resources (conflicts of use, etc.)	non-material	material impact in the short term	non-material
Increased consumption with the move upmarket (more swimming pools and baths, watering, etc.)	non-material	proven short-term material impact	non-material
Consumption linked to purchases and construction	material short-term impact	non-material	non-material
Consumption of marine resources			
Excessive consumption of fish stocks	material short-term impact	non-material	non-material

[1] http://developpementdurable.clubmed/wp-content/uploads/2015/12/FR-Etude-gaspillage-alimentaire.pdf

Water and fishery resource consumption are material issues for Club Med in its operations and value chain, with risks of resource grabbing and local conflicts over water use.

Often located in water-stressed regions, tourism faces the challenge of **drinking water scarcity**. This is:

- a local acceptability issue, especially as pressure on water resources often coincides with periods of scarcity and wastewater treatment capacity is sometimes insufficient on the part of local authorities;
- and an operational issue with supply risks in water-stressed regions that could lead to challenges to drilling rights or conflicts over use.

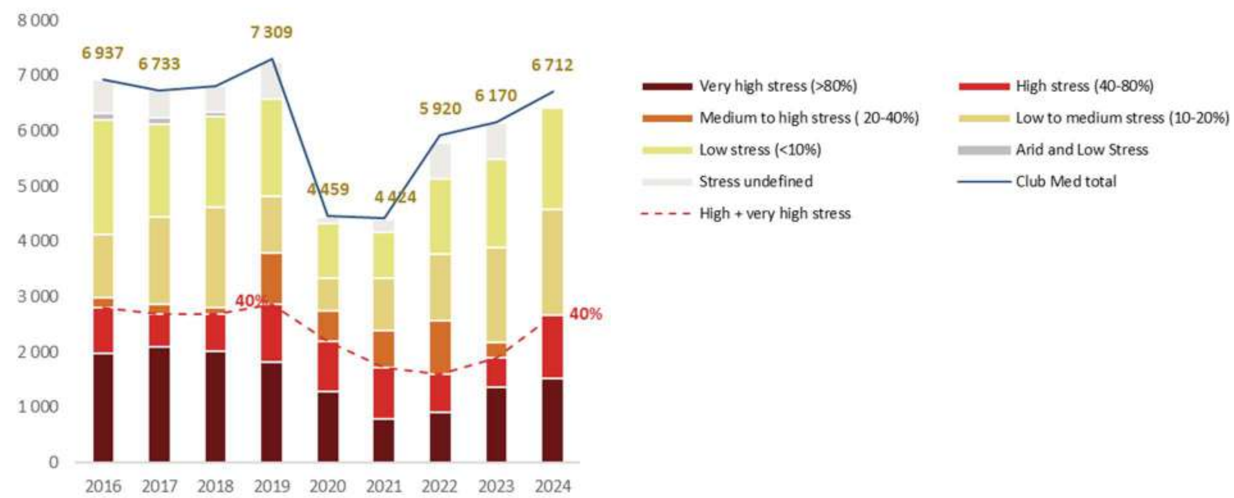
2.4.2 Consumption and issues by area of water stress

Risks and opportunities related to water management are mainly local issues, unlike those involving greenhouse gas emissions.

> The mapping of water consumption by country is based on the use of the World Resources Institute (WRI) Aqueduct tool. This tool enables an analysis of water stress for each village based on its location, by watershed.

Club Med frequently operates in seaside locations in warm-weather regions, which explains the high percentage of water drawn by its villages in areas of high or very high-water stress (34% of sites are in areas of high to very high water stress).

Withdrawal water by water stress zone (in thousand of m³) - Worldwide



The change in average consumption depends on the village mix: level of range, geographical location, irrigated area, equipment in place, type of vegetation, as well as their level of use and weather conditions.

In absolute terms, from 2019 to 2024, water withdrawals are down 8.2% across the Group.

In 2024, the ratio of water withdrawn per hotel capacity will be 482 litres. This corresponds to a reduction of 13.1% compared to 2019 across the Group (+5.5% compared to 2023).

Mediterranean villages in areas of high and very high-water stress are penalised by higher needs, particularly for irrigation.

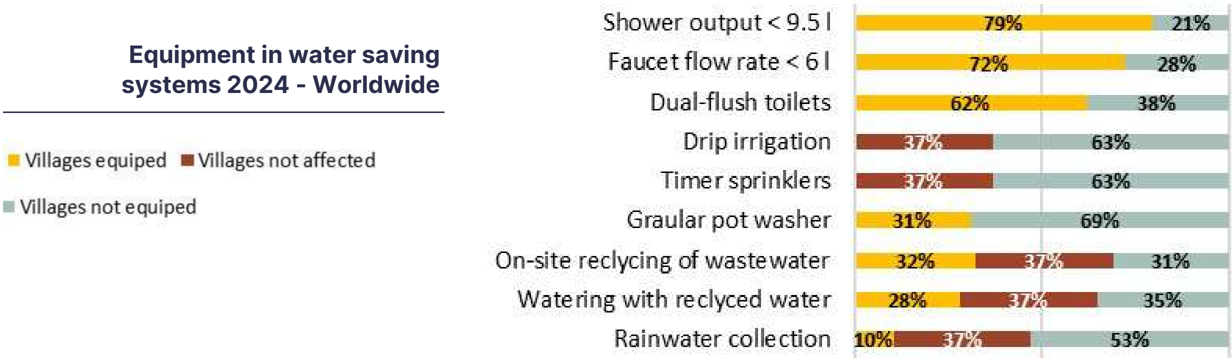
2.4.3 Actions taken to control water consumption

2.4.3.1 Reusing recycled water, curbing watering needs

Because its operations are often in far-flung locations, Club Med has frequently had to “produce” its own water by drilling wells or through desalination (seawater or brackish groundwater) from very early on. Hence, its ingrained conservation habits in these areas, such as night-time watering, reusing treated wastewater, etc. Water recycling is standard in the villages, especially those with green spaces where virtually all treated water is reused for irrigation. 49% of resorts with green areas use their own or purchased recycled water for irrigation.

2.4.3.2 Efficient equipment

Village facilities and equipment have been designed to control water consumption (flow regulators on taps, pressure reducers, water-saving flushing, centralised irrigation management systems, irrigation programmers, etc.). In addition, maintenance work, such as repairing leaks in the water supply, is performed regularly at all villages.



Leak detection

Daily monitoring of consumption allows the detection and repair of network leaks.

In 2024, leak detection continued with the installation of additional meters in several resorts, as well as through water performance audits and leak detection.

2.4.3.3 Special efforts in areas of water stress

In line with its commitment to reduce water consumption in areas of water stress, Club Med launched water performance audits in five of its villages at the end of 2024: Marrakech, Marbella, La Pointe aux Canonniers, La Plantation d'Albion and Bali.

The results of these audits will be analysed and extrapolated to the entire Club Med resort network, prioritising resorts with high and very high-water stress, in order to develop an initial pragmatic, quantified roadmap for reducing water consumption by 2030.

In concrete terms, water resource management is based on efficiency in the design and operation phases, the performance of equipment and processes, water recycling and recovery, combined with consumption monitoring to identify any deviations in usage and any leaks.

2.4.3.4 Changing users’ behavior

Changing people's behavior is a key factor in controlling consumption. Raising awareness among our teams and customers of the need to preserve water resources is a crucial theme of our environmental policy.

For more than 20 years now, all customers of Club Med around the world have been invited to reuse their bath towels if they wish. This procedure was revised as part of the Green Globe deployment to make it more efficient, and was extended to bed linens in the suites, given the more demanding hotel standards in this category of accommodation.

2.4.3.5 Treat, manage wastewater and reuse it

Club Med has always tried to avoid discharging untreated wastewater into the natural environment.

Historically, treatment plants were built when water treatment facilities were unavailable locally, particularly for Villages in remote areas or those lacking infrastructures. Club Med now tries, whenever local regulations allow, to recover grey water for watering or to purchase it when it is available and of good quality.

In the rare cases where there are doubts about the performance of existing treatment facilities, Club Med pursues an active policy with local authorities to resolve difficulties as quickly as possible.

- ➡ *See also the above section on water recycling.*

2.4.4 Preventing contamination of soil and groundwater

Keen to avoid any pollution of soil and groundwater and to protect ecosystems beyond pollution prevention through systematic wastewater treatment, Club Med's policy is to manage runoff, secure the storage of hazardous products (particularly liquid hydrocarbons) and reduce the use of synthetic plant protection products *(➡ see § 2.5 on biodiversity protection)*.

Club Med is not able to provide consolidated measurements of wastewater discharges as suggested by the Global Reporting Initiative (GRI) CSR reporting standard. The only water discharged is domestic water. Monitoring is carried out locally in the villages with the keeping of a “water logbook” which includes technical data, administrative authorizations, physical, chemical and bacteriological analyses, treatment protocols and monitoring, network modifications, etc. All this data is managed locally but is not consolidated.

2.5 Protecting biodiversity

2.5.1 Impacts, risks and opportunities linked to biodiversity

E4 - Biodiversity and ecosystems	Upstream	Operations	Downstream
New regulations linked to biodiversity	non-material	medium-term financial risk	non-material
Rising construction costs	long-term financial risk	non-material	non-material
Pressure from building materials (sand, wood, etc.)	proven material impact in the medium term	non-material	non-material
Pressure on resources in the value chain (agriculture)	proven material impact in the medium term	non-material	non-material
Land artificialisation, vulnerability of endemic species	non-material	proven material impact in the medium term	non-material
Construction/infrastructure on the seafront and modification of the coastline and impact on mangroves	non-material	proven material impact in the medium term	non-material
Use of land for agriculture	proven material impact in the medium term	non-material	non-material
Use of nitrogenous fertilisers/liquor containing phosphates favouring the development of green algae	proven material impact in the medium term	proven material impact in the medium term	non-material

E4 - Biodiversity and ecosystems	Upstream	Operations	Downstream
Phytosanitary products, plastics, accidents involving the handling of dangerous products, etc.	non-material	proven material impact in the medium term	non-material
Impact on biodiversity due to pollution linked to construction sites	non-material	proven material impact in the medium term	non-material
Raising customer awareness of biodiversity	non-material	proven material impact in the medium term	non-material
Dependence on the attractiveness of destinations	non-material	proven material impact in the medium term	non-material
Deforestation to build villages	non-material	proven material impact in the medium term	non-material
Urbanisation around our sites, especially if we are ahead of the game	non-material	proven material impact in the medium term	non-material

Access to unspoilt nature is a major asset of Club Med villages. In fact, by 2024, 45% of the surface area of Club Med villages will be adjacent to a protected area, and 21% of the surface area of Club Med villages will be located less than 3 km from a protected area.

By welcoming its employees and customers to often exceptional natural sites, Club Med considers its responsibility to raise awareness of their beauty and fragility, as well as the environmental challenges associated with these ecosystems, as encouraged by the UNWTO (World Tourism Organisation).

This proximity to remarkable sites is both a risk of damage and an opportunity for preservation by playing a role in conserving biodiversity within tourist regions and raising awareness among different audiences.

Preserving biodiversity requires limiting land artificialisation, protecting ecosystems and endemic species, controlling pollution risks and not overexploiting natural resources throughout the supply chain during the development and operation phases of sites *(➨ see also § 5.2. Responsible purchasing and due diligence) and combating global warming see also §2.2.2 on adapting to climate change).*

Village in or adjacent to a restricted zone

Cancun	Mexique	Manglares de Nichupté - mangroves (Flora and Fauna Protection Area) + Parque Nacional Costa Occidental de Isla Mujeres, Punta Cancún y Punta Nizuc (National Park) D'autres zones protégées à proximité du Club
La Caravelle	Guadeloupe	Agoa (Specially Protected Area, Cartagena convention)
Les Boucaniers	Martinique	Le club se situe au sein du parc naturel régional et les côtes font partie du Marine Nature Park + Agoa
Miches Playa Esmeralda	Dominican Republic (the)	Marine Protected Areas: Santuario de los Bancos de La Plata y La Navidad Reserva científica natural lagunas Redonda y Limón
Punta Cana	Dominican Republic (the)	Marine Protected Area : marine sanctuary (Arrecifes del Sureste) : situé sur la côte
Turkoise	Turks and Caicos Islands (the)	Princess Alexandra Land and Sea National Park
Charlevoix	Canada	Réserve de territoire aux fins d'aire protégée du secteur de l'Isle-aux-Grues (Territorial reserve for protected area purpose) ; Réserve de la biosphère de Charlevoix (UNESCO)
Rio das Pedras	Brésil	Contigu à la Área De Proteção Ambiental De Mangaratiba, à la Reserva Particular Do Patrimônio Natural Fazenda Cachoeirinha et au Parque Estadual Cunhambebe
Bali	Indonésie	Ngurah Rai (Grand Forest Park ; Mangrove)
Kabira	Japon	National park de Iriomote ishigaki & Zone de droit de pêche commun (Okinawa)
Phuket	Thailande	Phuket Environmental Protected Area (zone maritime protégée)
Albion - les villas	Maurice	
Seychelles CM	Seychelles	L'Ile de Sainte-Anne fait partie du Parc National Marin de Sainte-Anne + Morne Seychellois National Park (entre 3 km et 10 km)
Marrakech La Palmeraie+Riad	Maroc	Permanent Hunting Reserve (Centre Marrakech)
Yasmina	Maroc	Permanent Hunting Reserve (Tetouan - Mdiq - Fnideq)
Vittel Ermitage	France	nappe eau de sources Vittel et hépar
La Palmyre Atlantique	France	Presqu'île d'Arvert & Estuaire de la Gironde : zone spéciale de conservation (directive Habitats)
Arcs Extreme	France	Réserve naturelle des Hauts De Villaroger à proximité + aire d'adhésion du parc national de la Vanoise
Arcs Panorama	France	Le site de Club Med est bâtit à 2 km du Ruisseau de l'Eglise (classé par Arrêté de biotope), et plus de 5 km de la zone Natura 2000 la plus proche Localisé plus de 200 m de « l'aval de la Cachette » et de la ZNIEFF 1 « Forêts de Malgovert et de Ronaz », aucune zone humide n'est inventoriée sur l'emprise Une ZICO (zone importante pour la conservation des oiseaux) est identifiée à 100 m En revanche, la zone du projet est partiellement situé sur la ZNIEFF 2 « Massif de la Vanoise » et pleinement dans l'aire d'adhésion du Parc national de la Vanoise
Serre Chevalier	France	Zone spéciale de conservation de Clare (Natura 2000) + Parc national des Ecrins à proximité
Val Thorens Sensations	France	compris dans le Parc National de la Vanoise.
Valmorel	France	Aire d'adhésion du Parc National de la Vanoise
Valmorel Chalets	France	Aire d'adhésion du Parc National de la Vanoise
Peisey Vallandry	France	Compris dans le Parc National de la Vanoise, et à 1km de ZNIEFF (types I et II) au Sud
Tignes - French Alps	France	Parc national de mla Vanoise + à proximité d'une ZNIEFF de type 1 (Marais du Val Claret)
Val D Isere	France	Compris dans le Parc National de la Vanoise, le village est situé dans 'l'aire d'adhésion 2017 2018 + ZNIEFF de type 1 à proximité (Rive gauche de l'Isère entre Pont St Charles et Laisinant)
Pragelato Via Lattea	Italie	Zone de protection spéciale des oiseaux (Val Troncea)
Saint Moritz Roi Soleil	Suisse	Dans une réserve naturelle privée "St Moritz Bad - iz Rosatsch" + réserve forestière "Gianda Naira"

Village located less than 3 km from a regulated area

Columbus Isle	Bahamas (the)	West Coast Dive Site (National Park) D'autres zones protégées situées entre 3km et 10km
Trancoso	Brésil	Reserva Particular Do Patrimônio Natural Rio Do Brasil
Sahoro	Japon	Zone préfectorale de protection de la faune et de la flore (Karikachi)
Cherating Beach	Malaisie	Réserve forestière (Cherating Soil Reclamation Forest)
Kani	Maldives	Mangrove and Wetland areas (Huraa Mangrove Area) + Thanburudhoo Thila (HP Reef)
Kani Finolhu - les villas	Maldives	Mangrove and Wetland areas (Huraa Mangrove Area) + Thanburudhoo Thila (HP Reef)
Joyview Anji	Chine	Located in the bamboo forest (Anji Zhuxiang National Forest Park)
Joyview Yanqing	Chine	
Alpe d'Huez la Sarenne	France	Zone de protection du biotope
Grand Massif Samoens	France	Zone de protection du biotope Combe De Vaconnant Et Du Secteur De Lededian
Les Chalet De Grand Massif Samo	France	Zone de protection du biotope Combe De Vaconnant Et Du Secteur De Lededian
La Plagne 2100	France	parc de la vanoise ZNIEFF (type II)

act4nature international

In 2021, Club Med wanted to reinforce the commitments to biodiversity conservation made in 2018 to Act4Nature. Act4Nature's NGOs and scientists have recognised the SMART nature of the new commitments.

At the same time, work with BL Evolution was carried out to identify the main biodiversity issues, those that are priorities and those already addressed elsewhere by Club Med. This work was based on a series of analyses (ENCORE, benchmarking, sector analysis and analysis of internal documentation). These issues are divided into four types of Club Med activities:

During the construction and development phase:

- Establish rules for village development to guide the choice of sites: reduce or even halt urbanisation linked to village development.
- Work on construction methods and choice of materials.
- Define commitments and objectives relating to energy, pollution and water management linked to construction and infrastructure.

During site operation:

- Improve the management of natural spaces: work with stakeholders and environmental associations, generalise differentiated space management, ban exotic (invasive) species and promote local species.
- Improve the integration of spaces into the natural heritage of which they are part.
- Reduce pollution: chemical (air, water, soil), noise and light.
- Reduce water consumption related to buildings and leisure services (swimming pools).

Regarding food:

- Reduce pressure related to chemical pollution from pesticides used in farming by sourcing organic and less water-intensive products.
- Reduce land artificialisation and degradation linked to the consumption of certain foods such as meat.
- Combat the over-exploitation of seafood.
- Encourage local agriculture by sourcing locally and offering seasonal products.

Regarding leisure activities:

- Combat the degradation of natural areas linked to activities and increased human presence in fragile locations, both on land and at sea.
- Raise awareness among customers and consumers about biodiversity issues.

2.5.2 Managing impacts on biodiversity and ecosystems

Reducing the drivers of biodiversity loss: commitments Act 4Nature

act4nature international

Cross-cutting commitments to the 5 erosion factors

By 2025, all new buildings and significant extensions will be BREEAM eco-certified and will meet at least one biodiversity criterion of this standard.

By 2025, 100% of eligible resorts will be Green Globe certified and will meet the mandatory criteria of the standard for the protection of biodiversity and ecosystems. Monitoring will be put in place to maintain this target in the years to come.

- Since 2018, 73% of new resorts and major renovations have been certified or are in the process of being certified by BREEAM or equivalent.
- By 2024, 86% of eligible villages will be Green Globe certified.

Commitments to reduce land and sea use change

From 2022 onwards, for 100% of new projects launched (apart from certain documented exceptions) an Environmental Impact Assessment (EIA) will be carried out, even in countries where it is not required by regulations; the projects will then ensure that sensitive points identified in the EIA are protected, degradation is kept to a minimum, and any disruption to vegetation and wildlife caused by the building process is made good. A person will be assigned to be responsible for this at the project design phase.

The percentage of ground covered by construction (building footprint) will be maintained at less than 10% on average. The monitoring of artificialization (in the European sense) measures is currently being implemented. Levers to limit artificialization include large overall surfaces for resorts, reuse of previously artificialized spaces, and a relative densification of buildings (while continuing to blend in with the landscape).

The two primary forests of Rio das Pedras (Brazil) and Cherating (Malaysia) respectively covering 1,000 and 60 ha are and will continue to be unexploited and only used in the context of awareness visits by small groups.

- *Environmental Impact Assessment on new projects*

Sensitive habitats have to be identified during the environmental impact study. The impact mitigation measures mentioned in the study (revision of the footprint plan, etc.) are taken into account during the project. The eco-standard construction aims to systematise these practices. The construction eco-standard (presented in § 2.1.3 Construction: eco-standards, eco-certification, promotion of green innovation) contains a specific section on biodiversity which deals with the following topics:

- Environmental impact and biodiversity strategy study.
- Vegetation alteration and restoration.
- Differentiated management of green areas.

En 2024, 100% of eligible resorts (construction on greenfield land) have undergone an EIA, and 80% of new greenfield projects have benefited from support from an expert such as an ecologist.

- *Artificialization of soils*

Inside the villages, natural spaces and landscapes are preferred, with constructed areas occupying just 7% of the total surface area[1], Mountain villages often have a role to play in conserving biodiversity within tourist regions.

Example : the Rosières village

Open in 2021, the site was built on a former altiport on the edge of a woodland. The project did not result in any clearing and the project area does not contain any wooded areas. The unbuilt areas of the wasteland (4000m2, 40% of the surface) have been cleared and revegetated. Club Med worked with the mountain pasture experts (GAEC des Biais), the Commune and the ski lifts for the areas of soil deposits near the village and in the surrounding area. The latter are sown with a seed that preserves the Beaufort AOC.

Around 180 large, trained trees were replanted on the village site: existing and local species, classic spruces, various species of maple, many rowan trees that flower in early summer; around 300 shrubs and bushes; more than 2,000 forest seedlings that will develop while being protected by the larger ones; and 2,500 to 3,000 perennials, 2,000 grasses, around 100 old rosebushes, as well as around 300 herbs and medicinal plants.

[1] *En comptant les 1.000 ha de forêt primaire préservée à Rio das Pedras (Brésil).*

Controlling invasive alien species

Club Med is committed to maintaining a strict policy to control invasive species:

- Plants are chosen from non-invasive and local varieties; endemic species are systematically preserved and often re-implanted.
- Extreme care is given to the choice of species to avoid the spread of diseases (e.g.: proliferation of red weevil, or deadly olive tree bacteria). In 2025, 100% of projects will call on independent external expertise (such as ecologists) to approve planting plans, in addition to our existing internal expertise.

- *Selection of plant species*

Plants are selected from the appropriate varieties (primarily local and non-invasive) and endemic species are always maintained and often replanted. The choice of vegetation depends on their natural local presence, sensitivity to the local weather conditions, water needs, ease of maintenance and, as the case may be, the environmental benefit the plants provide (stabilisation of soil/beaches, soil drainage, protection against sea spray, etc.).

The Group is extremely vigilant in the choice of species to prevent the propagation of diseases. For example, importing and planting Phoenix canariensis palm trees has been prohibited since 2013 to fight against the proliferation of red palm weevil. Regarding the Xylella fastidiosa bacteria killing olive trees, extreme care must be taken for the entire Mediterranean basin: no planting of vegetation not produced locally is authorised.

Commitments to fight overexploitation of resources in the supply chain

- **Agroecology**: by 2025, an average of 1 new Green Farmers program per year to be set up to support producers in situations of vulnerability to use their land more sustainably and adopt agroecological practices (so that they can supply Club Med).
- **Overfishing**: 0% purchase of overfished species in accordance with the Seafood Purchasing Charter (regularly updated based on recommendations from scientists and NGOs).
- **Food waste**: by 2030, level up all Club Meds in line with the level of waste at our best-performing sites (i.e., around 100 gr / meal). From 2025, 50% of resorts will have a proactive approach to measuring and reducing waste (Winnow system measurement, audit, training and support approaches) (100% in 2030).

- *Agroecology*

By the end of 2024, the Green Farmers programme will be rolled out across 11 resorts to promote local small-scale farming and agroecology in the vicinity of our resorts. This unique programme aims to support the creation of viable and sustainable micro-agricultural businesses around our sites.

➠ *See § 5.2.3. Focus on local purchasing and the Green Farmers program (partnership with Agrisud)*

- *Overfishing*

Club Med has had a purchasing charter for responsible fishing since 2008. This charter has been revised several times, with the latest updated version published in 2023.

Based on 2024 consumption data, it was established that 0.7% of purchases (in terms of purchase value) corresponded to species prohibited for consumption under the responsible fishing purchasing charter (vs. 1.1% in 2022).

➠ *See § 5.2.2. Responsible purchasing.*

- *Food waste*

In 2024, 11 resorts in Europe, Asia Pacific and China will have an automated food waste monitoring process in place. In addition, five audits to measure food waste have been carried out in Europe, Africa and North America.

By 2025, 15 scales for monitoring food waste and 11 scales for monitoring organic waste are planned to be deployed, representing 40% of the total fleet.

➠ *See § 2.3.3 Managing waste - Monitoring and combating food waste.*

Commitments to reducing pollution

- In 2025, 80% of maintenance service contracts for new or renewal of green spaces will involve the **elimination of synthetic phytosanitary products** (100% in 2030).
- In 2025, 100% of designs to feature **differentiated management of green spaces** with a view to keeping maintenance to a minimum.
- Phasing out of single-use **disposable plastic** in restaurants and bedrooms in line with the bye-bye plastics program.

- *Phasing out of single-use disposable plastic*

➡ *See § 2.3.3 Managing Waste – "bye-bye plastic" program*

- *Differentiated management of green spaces*

Differentiated management of green spaces recommends treating all green spaces differently according to their use, location and nature (lawns, planted or flowering spaces). Accordingly, village centers are carefully landscaped, while in their surroundings, maintenance is more limited, and the more remote areas are kept as natural spaces.

Many villages have already committed to this approach through actions such as: higher and less-frequent mowing in time (delayed mowing) and in space (continuity of rich environments and preservation of breeding areas), mulching of garden beds (which limits the use of weed killers, enriches the soil, provides shelter and cover for invertebrates, limits drought sensitivity), moderate trimming, use of local flora, etc. Such actions can generate savings in many areas including irrigation water, waste management, equipment, fertilisers, pesticides, interventions and energy.

- *Treatment of green spaces towards "zero phytosanitary"*

The Group is committed to eliminating pesticides for green spaces (trees, shrubs and lawns), and is turning its efforts towards gradually reducing pesticide use on golf courses.

The phytosanitary treatment policy for green areas follows a prophylaxis rationale to remove any use of synthetic phytosanitary products:

- identifying the diseases, the species that are the most sensitive to these diseases and the conditions favouring their appearance;
- knowing the attacker and its development cycle as best as possible in order to develop the most suitable strategy, by favouring mechanical and/or biological response techniques;
- removing the species that are impacted too strongly or too often;
- anticipating the appearance of these diseases and increasing of the level of vigilance at critical periods.

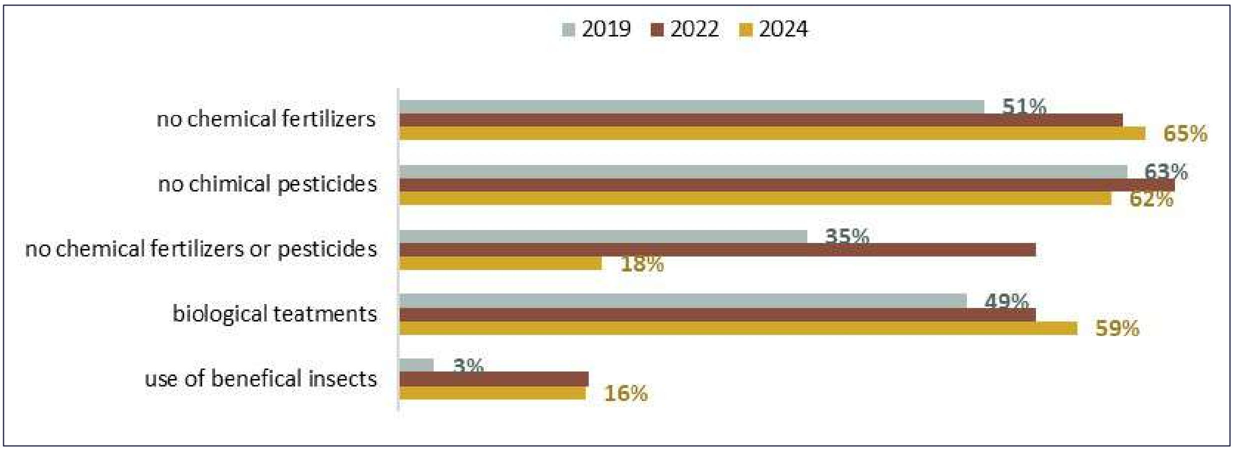
More specifically, this practice is for example reflected by the following actions:

- Eliminate preventive pesticide treatments, using them for pest remedies at last resort only;
- Eliminate chemical fertilisers by substituting organic matter inputs by spreading leaves on planting beds and increasing the use of mulching;
- Prohibit chemical weed killers in favor of thermal weed control or mechanical weeding;
- Replace pesticides by natural means that can be used without affecting the environment, such as specific predators for each type of invasion, beneficial insects (selected with scientists to avoid invasive species), pheromone traps, natural products, etc.

Differentiated management of green spaces and recycling of green waste by shredding was incorporated into all maintenance contract renewals.

In 2024, 71% of resorts (vs. 35% in 2019) will not use nitrogen fertilisers or chemical pesticides, 59% are committed to organic treatments (vs. 49% in 2019) and 16% use beneficial insects as a replacement for plant protection products (vs. 3% in 2019). The fight against red weevils and cochineal beetles justifies the marginal reuse of pesticides. Nitrogen fertilisers are used in some cases, at low doses.

Change in % of villages committed to more environmentally friendly practices
World



Commitments to fight climate change

- Reduction of **Scope 1 + 2 GHG** / hotel capacity rate by at least 20% by 2025 vs 2019.
- **Transport**: reduction of average distance / length of stay by at least 10% by 2025 vs 2019.
- Reduction in weight of **meat** / hotel days of at least 10% by 2025 vs 2019.

  ➡ *See § 2.2.3 Climate change mitigation*

Commitments to protect biodiversity

- By 2030, 100% of resorts will have a partnership (financial and/or for raising awareness among our stakeholders GO®-GE et GM®) with a local community or non-governmental organisation.
- At least three specialised NGOs are consulted annually to improve our procedures relating to biodiversity issues (the same NGOs for several years in a row and/or new ones).

- *Specialized NGOs solicited*

Between 2020 and 2024, Club Med has requested:

- ABTA for drafting the animal welfare charter *(➡ see section below on animal welfare)*;
- WCA for implementing guidelines co-drafted by WCA & Club Med for the observation of wild cetaceans *(➡ see section below on animal welfare)*;
- Open Wing Alliance for defining and supporting its commitment to eliminating eggs from cage-based farming *(➡ see section on responsible product purchasing/actions and monitoring of actions)*;
- As well as various local associations through partnerships with resorts *(➡ see section on beyond contribution, solidarity/local partnerships)*.

- *Local partnerships*

Protecting biodiversity also takes the shape of partnerships at village level with local environmental non-profits. These groups apprise the teams of local issues, share their best practices and communication tools, and occasionally lead joint activities.

In 2024, there will be 56 partnerships in place (vs. 44 in 2023) in 40 resorts, representing 62% of resorts worldwide (vs. 45% in 2023). These partnerships focus, for example, on protecting turtles, birds, corals, cetaceans and local ecosystems, as well as on agroecology.

The existence of such partnerships is one of the criteria evaluated and monitored by the Green Globe label.

- *Sharing best practices between Villages*

In 2013, the “Very Important Turtles” Kit was rolled out to share best practices among Club Med resorts in areas where sea turtles have their spawning grounds.

In all these villages located in a nesting area, Club Med works in partnership with local experts to protect the turtles by securing the nests, ensuring non-disturbance, and raising public awareness. The Club Med turtle conservation guide is available to all staff on demand and its application is monitored with the Green Globe deployment tool.

- *Protecting endangered species*

Protecting biodiversity during operations is also based on focusing on biodiversity at the most sensitive sites, including invasive species and destabilizing species and pest organisms (eg red weevil).

For the new Rosière village, measures to preserve tetralyres were put in place during the works and the lighting was adapted to reduce light pollution on the fauna (notably thanks to the building management system BMS).

- Maintaining the fight against the red palm weevil
  - In order to cope with the rapid spread of the red palm weevil, Technical Managers and green space service managers in the Mediterranean basin continue to take measures to detect, prevent and eradicate this pest that wreaks destruction on palm trees.
  - This initiative which has been in place since 2011 has achieved exceptional results: except for the loss of six palm trees in Greece and one palm tree on the Opio site in 2018, no other palm loss was observed in 2018 for the entire Europe-Africa area.
  - Since 2014, treatment has been administered via “endotherapy” by injection, which is more effective, less polluting, and less expensive (only requires two interventions a year, instead of nine).

- The fight against the bacteria Xylella fastidiosa
  - Likewise, monitoring the bacteria Xylella fastidiosa, responsible for major damage to olive trees, is specifically monitored in the villages located in sensitive areas. No village was affected; monitoring continues to be in effect for all of the Mediterranean basin.

Raising GM® awareness

In 2025, 50% of resorts will offer “green activities” to educate customers and employees (100% in 2030).

Respect for **animal welfare** in activities involving animals: in 2021, Club Med will:

- only offer elephant observation activities and no longer those involving interaction with the animals;
- only offer cetacean observation activities in the wild (all activities involving cetaceans in captivity are banned); excursion providers involving animals will be audited on the basis of an ABTA-validated charter.

- *Raising customer and colleague’s awareness*

➡ *See § 2.6. Raise GM® awareness and train GO®-GE*

KPI:

90% of resorts offered at least one “green activity” in 2024

Animal welfare: respect for animal welfare in activities involving animals

Animals are an important element in tourism and enhance the attractiveness of destinations, both in terms of natural and cultural heritage. Club Med is aware of both the strong interest in animals and the fact that some tourist activities are not conducive to the well-being of the animals concerned. It has therefore worked alongside specialists for several years to identify acceptable practices, select suppliers and support them to adopt best practices.

- *Activities involving elephants*

Since 2021, Club Med has banned circus activities, elephant rides, and swimming with elephants and only offers elephant watching activities or a visit to an elephant sanctuary.

- *Cetaceans in captivity*

In 2018-2019, Club Med participated and funded the drafting by the World Cetacean Alliance (WCA) of the first international guidelines for “the supervision of cetacean-watching and interaction activities in the wild”.

Since 2021, Club Med has banned activities involving captive cetaceans and offers only wild cetacean-watching activities. Since 2019, it has supported its service providers on best practices related to this activity with the WCA (World Cetacean Alliance). As such, Club Med is listed on the PETA as one of the companies most committed to the protection of whales and dolphins.

- *Working animals*

From 2023, Club Med will begin auditing its activities involving working animals (horses, donkeys, etc.) and including an animal welfare chart in its contracts with service providers.

KPI:

Respect of animal welfare

- KPI: 100% of resorts have stopped offering excursions with captive cetaceans.
- 100% of resorts comply with Club Med's elephant welfare guidelines.

Animal welfare charter for working animals in the process of being finalized

In 2019, Club Med initiated drafting an “Animal Welfare Charter”. This is based on the ABTA recommendations on animal welfare. It is intended to serve as a basis for audits of excursion providers involving animals. In the event of non-compliance, they will have to take corrective action. Le lancement de la charte de bien-être animal pour les excursions a démarré en 2023, and in 2024, 5 activities involving working animals were audited, representing 33% of eligible activities.

In the context of ATR (Agir pour un Tourisme Responsable) certification, in 2017, the revision of clauses in conjunction with hospitality operators has made it possible to include detailed references to animal welfare.

Animal welfare in the supply chain

Furthermore, Club Med has not sold any fur items in Club Med shops in Europe and Africa since the end of 2022.

Finally, at the beginning of 2020, Club Med made a strong commitment to eliminating the use of eggs from battery-farmed hens *(➡ See § 5.2.2. Responsible purchasing)*.

FOCUS ON SGD 14

Conserve and sustainably use oceans, seas and marine resources

The oceans and the sea are at the heart of Club Med's origins and remain a major asset for its resorts today. It is therefore only natural that Club Med is committed to preserving them and has adopted SDG 14, one of the three targets highlighted by the World Tourism Organisation.

This focus is based on the work of the Fondation de la Mer, the Minister for Ecological and Solidarity Transition and the Boston Consulting Group, which shed light on possible levers and actions to reduce pollution, acidification and global changes in the marine environment.

These levers are recalled below by referring to the paragraphs dealing with this subject in the report:

- Reduce the quantity of waste generated, increase the proportion of waste collected and recycled, reduce the quantity of plastic used and increase its recycling in order to limit the physical pollution of marine aquatic environments *(➨ see § 2.3 Pollution and waste management*);
- Limit the chemical pollution of aquatic and marine environments by treating the wastewater discharged *(➨ see § 2.4.3.5. Treat, manage wastewater and reuse it)* and by reducing the use of phytosanitary products *(➨ see § 2.5.2. Managing impacts on biodiversity and ecosystems - Treatment of green spaces)*.

  - *Reducing GHG emissions to limit ocean acidification*

- Limiting the intensity, frequency and scope of noise pollution in the marine environment and reducing the intensity, frequency and scope of light disturbance in aquatic and marine environments (particularly in the context of marine turtle protection) to limit disturbance to marine ecosystems.
- Increase the share of extraction or purchase of sustainably exploited marine products *(➨ see 3.2.2 on responsible purchasing)*.
- Reduce the impact of operations on coastal and marine natural habitats and increase the share of projects taking into account the interest of local coastal communities to limit disturbance and artificialization of coastal and marine natural habitats.
- Raise awareness of staff and clients on these subjects (several coastal resorts have local partnerships with non-profits working on marine environment protection).

In 2024, Club Med signed RespectOcean's Manifesto for Committed Tourism Practices that Respect Marine Biodiversity and joined their Working Group on “Escape, Resort and Ocean Preservation” alongside other stakeholders.

➨ *More information on RespectOcean: www.respectocean.com*

2.6 Raise GM® awareness and train GO®-GE

2.6.1 GO® and GE training

As part of Green Globe certification, all GO® and GE in relevant villages are trained on environmental issues and eco-friendly behavior related to their professional activities and life in the village. In addition, in the Villages, numerous dedicated GO-GE staff members support local environmental protection projects, such as beach clean-ups, turtle conservation and coral reef preservation.

2.6.2 Raising GM® awareness

Just like the World Tourism Organization, Club Med believes that it also has a responsibility to raise its customers' awareness of the fragility and beauty of nature and of the environmental issues faced by its destinations and, at the same time, to encourage them to get involved in environmental preservation.

The exceptional sites in which the villages are located, in fact, the perfect place to raise GM® awareness and Club Med's credo is therefore to celebrate nature in order to create a desire to protect it.

2.6.2.1 Raising awareness among GM® throughout their journey

Offering transport carbon offsetting

➡ *See § 2.2 on climate change*

Discovering nature

Instructive signs, nature trails, botanical booklets, aromatic gardens, themed walking tours, educational films, biodiversity information points[1] etc.: these and many more activities and tools allow GM® to better discover the natural wealth of the local surroundings. The deployment of these actions has gone hand in hand with Green Globe certification, one criterion of which involves offering customers the opportunity to discover biodiversity with for example:

- the protection of turtles and the observation of the birth of baby turtles and their journey to the ocean, in Cherating (Malaysia);
- jungle trails in the Seychelles, Cherating (Malaysia);
- mountain hikes to discover the flora and fauna in the Alps;
- educational diving and snorkelling at Kani and Finolhu (Maldives).

KPI:

In 2024, 90% of resorts (excluding China - information not available) **offer nature activities** (educational gardens, treasure hunts and the Club Med Play application, jungle trails, underwater trails, sea turtles and baby sharks releases, wildlife walks, local arts and crafts, etc.).

Nature Guide in Cherating (Malaysia), Kani (Maldives) and the Seychelles

A Nature Guide (or Green GO) position was created in Cherating in 2017. Its purpose is to develop and promote the resort's natural heritage by offering GM® guests experiences related to the site's nature and biodiversity, visits to the turtle sanctuary, and awareness-raising activities on sea turtles or nature hikes.

In 2018, this experience was duplicated in Kani (Mauritius) with the creation of a “Marine Biologist” Nature Guide position to promote the rich marine heritage through various activities:

- a snorkeling route visiting various micro-habitats, each attracting a specific variety of marine life, allowing to raise the awareness of GM® and revitalize marine biodiversity around the resort;
- the awareness of GM® through the reimplantation of coral on a metal structure in order to repopulate the coral reef;
- a “snorkeling clean up” activity to snorkel and collect rubbish encountered on the course;
- a “Nature Walk” with the Mini Club® in the format of a environmentally-friendly “treasure hunt” on the theme of local plants and animals.

In 2021, a “Nature Guide” post has also been created in the Seychelles.

Partnership with Expédition Med

Since its first campaign in 2010, Club Med has supported Expédition Med, a scientific expedition that studies pollution caused by plastic in the Mediterranean Sea.

Since 2015, solidarity leave has been offered to GO® by the Corporate Foundation. Several GO®s went on the ship of the scientific expedition, Expédition Med, on an ecology volunteer service.

[1] *Examples taken from Albion (Mauritius), Guilin (China), Cherating (Malaysia), Kabira (Japan), Kani (Maldives), Marrakech (Morocco), Val d'Isère, Vittel and Opio (France), Columbus (Bahamas), Turquoise (Turk & Caicos), …*

Informing customers about eco-friendly behaviors in the villages and on excursions

In the resorts, customers are encouraged to follow eco-friendly practices throughout their stay. They are informed about water and energy savings and protecting nature through messages at welcome meetings, on information boards and displayed in the rooms.

In all resorts, the Discovery Center displays and distributes a charter to GM® informing them about respecting the host country. Significant space is given over to recommendations on the behaviours to adopt to best preserve the resources and the ecosystem of the country visited.

A permanent offer of vegetarian options

After rolling out its Healthy programme, Club Med has committed to offering vegetarian options at all meals and restaurants.

For example, since 2022, Club Med launched new plant-based menus in its eight resorts in the Caribbean and Mexico. These menus were developed in collaboration with renowned vegan chef Chloe Coscarelli.

Club Med strives to develop products derived from agroecology. Products from farms supported by Agrisud (Green Farmers programme) are showcased in the villages of Rio das Pedras, Lake Paradise and Trancoso (Brazil), Cap Skirring (Senegal), Bali (Indonesia), Marrakech (Morocco), La Pointe aux Canonniers and Les Jardins d'Albion (Mauritius) and Seychelles. *(➡ See § 5.2.3. Focus on local purchasing and the Green Farmers program)*.

Raising awareness about fighting food waste

In addition to the actions taken to reduce food waste *(➡ see § 2.3.3. Waste management - Monitoring and combatting food waste)*, a poster for raising customer awareness "Food waste: what are our solutions..." is displayed in main restaurant in the resorts. This was to raise the awareness of our GM® regarding food waste by presenting what is already being done to reduce it at all stages upstream and downstream.

3./ SOCIAL REPORT

The Group uses the WORKDAY software application for human resources reporting and social indicator management.

The data reporting process is managed at the corporate office with no intermediate levels of consolidation. The social reporting protocol thoroughly details the processes and definitions used for the Group, the data computing methods and key indicators. Whenever data are unavailable or unreliable, the reporting scope is limited and specific.

➡ *See the social indicators table and methodology note in section 7.2.*

Club Med’s employment model is based on the proposition of a life experience for all employees, geographical mobility, and internal promotion for its rising leaders.

Teams are very diverse, with strong local representation (75% of employees are nationals) which contributes to the vitality of the labor market around the villages and gives local employees the opportunity for mobility. In the villages, the uniqueness and attractiveness of this model is nurtured by multiculturalism, the special relationship between GM® and GO® and the teams’ highly visible presence. Team diversity and employee well-being are particularly crucial at Club Méditerranée because these issues directly impact service delivery, which plays a key role in the GM® experience.

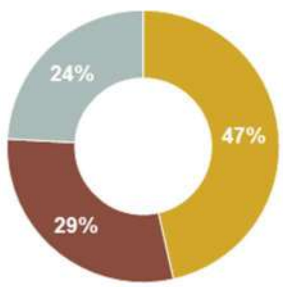
In a world in which the geographical mobility of employees is very impacted by changes in local regulations and in which digitalization is profoundly changing behaviors, the relationship to work (where recruitment in the tourism sector) is becoming more challenging, the Group's key challenge is to keep this model alive, attract and develop talent to accompany pursuing its strategy and developing new resorts.

8 DECENT WORK AND ECONOMIC GROWTH

3.1 Employment

As of 31 December 2024, Club Med had 30,196 employees, corresponding to 16,390 full-time equivalents (annual FTEs) (87% of whom work in the villages) and 49,181 assignments. The number of employees is down 2% compared to 2023, despite a 1.7% increase in FTEs, which means that we are improving employee retention and using longer assignments for our GOs.

Breakdown of GO®-GE staff by BU in 2024 – In FTE
Worldwide excl. Corporate



In 2024, Club Med was ranked among the top three best employers in France in the Hospitality, Tourism and Leisure category by Capital magazine, demonstrating that despite the challenging environment, particularly for tourism, Club Med has managed to maintain its image among its employees and those in its sector.

Considering that recruits are often seeking to gain life experience, regardless of their nationality, owing to the seasonality of the villages themselves, employment in the villages is characterized by:

- a large majority of seasonal contracts (66%);
- 17% of employees are under the age of 25.

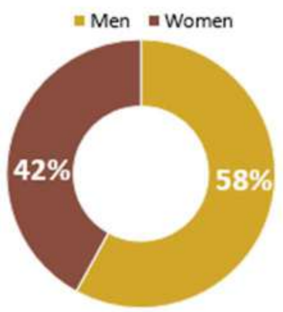
There are two categories:

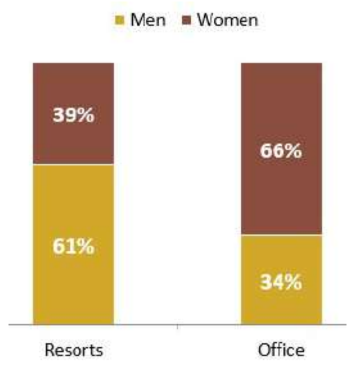
- GE positions, which are mainly traditional hotel and back office positions (accommodation, food & beverage, technical services). There is little movement in these positions, which represent 63% of FTEs;
- GO® positions correspond to positions in more direct contact with the customer and are open to geographical mobility. The result is highly multicultural teams (8 nationalities or more in 60% of villages and, on average, 8 languages).

The wide range of amenities also entails highly diverse job skills: more than 120 professions in the resorts and 400 in the offices.

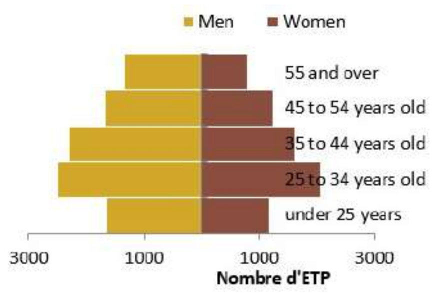
Average seniority within the Group is stable at 6.0 years. It is 6 years in villages (including seasonal workers). The average age in the villages is 36, and 37 for the whole Group.

Male / Female split of GO®-GE in 2024
Worldwide

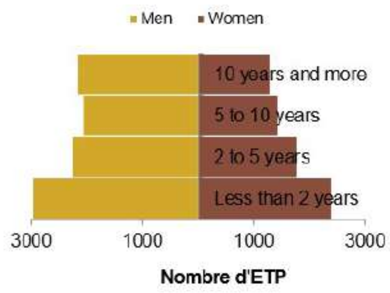




GO®-GE ages pyramide
Worldwide 2024



GO®-GE seniority pyramide
Worldwide 2024



➠ *See detailed information on headcount in appendix section 7.2.*

Outsourced activities

Club Med's main concern in outsourcing is to limit fixed costs while maintaining optimal service quality, whether it relates to GM® activities or the back office.

Certain services are subcontracted, either in all the villages concerned by certain services (ski school, diving excl. China and Japan, horse riding, IT services), and others in some villages only, depending on the context and quality of local offerings.

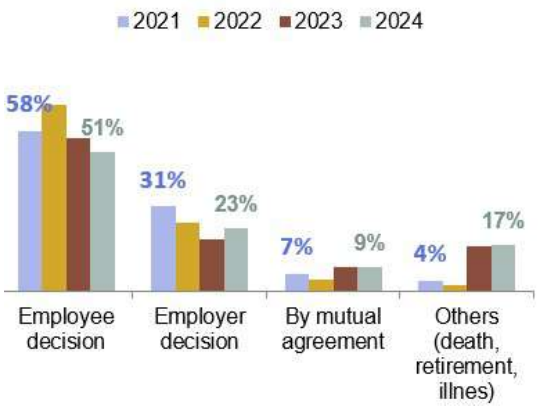
in 2024, there was no major change at world level in sub-contracted activities (approximately 20% of the salary mass, which has been stable over the last 4 years).

Hiring and departures

Although GO® retention[1] des GO® e is satisfactory (half of "first-season" GO® returned to Club Med in the following two years, the structurally high proportion of seasonal employment requires continuous recruitment. in 2024, despite a challenging context, Club Med recruited 8.490 GO®-GE, 85% of them in its villages, making it a major player in the employment market.

Our business lines in Resorts

Breakdown of departure by reason
Worldwide



The average turnover rate[2] is 9.8% in 2024 (vs 10.5% en 2023).

In villages, recruitment and departures are structurally very different from one zone to another, given the different nature of contracts (permanent, seasonal, bi seasonal). In 2024, 46% of permanent GO®-GE departures will be due to resignation. For seasonal workers, there is less difference between business units, with an overall turnover rate of 9% and 51% of departures due to resignation.

[1] Retention is expressed as the percentage of employees who returned in a given period (the average over the last 3 years).

[2] Turnover is expressed as a percentage and represents the number of employees who left Club Med before the end of their contract over the period, divided by the number of positions during the period.

Pressure on the employment market for certain skills and in some countries (e.g., food preparation in general; and early childhood graduates in France in particular) underlines the challenge of attracting talent.

The Clubmedjobs.com recruitment site was redesigned at the beginning of 2024 to improve the applicant experience and recruitment. It will be available in 10 languages.

- *Launch of a new employer brand strategy:*

> **Club Med Exclusive Collection**
> ***"When luxury is the art of being yourself"***

Club Med has built a strong employer brand based on the idea that Club Med offers those who join the company "more than just a job, a truly life-changing experience that challenges and transforms us for life".

With Club Med having successfully completed its upmarket strategy, with 100% of its resorts now Premium or Exclusive Collection, the development of an employer communication strategy dedicated to the Club Med Exclusive Collection range has become an important challenge. The challenge is to raise awareness of Club Med's distinctive vision of luxury, which is different, more emotional and more human, and to attract more candidates who are drawn to this vision.

To achieve this, work was carried out on a differentiating positioning, with the message "When luxury is the art of being yourself". Recruiters were trained and the recruitment website was updated with a dedicated page.

The Club Med Exclusive Collection employer campaign achieved significant results and exceeded its targets by 22% in terms of impressions, strengthening the attractiveness of the Club Med Exclusive Collection employer brand among its key targets.

Compensation and benefits

In 2024, Club Med's payroll was €450.7 million which represents 23.7% of the business volume

	2021	2022	2023	2024	Evol. Vs 2023
Worldwide payroll (in M€ and at constant rate)					
Population Outside Villages	(122,6)	(150,2)	(178,8)	(190,0)	6,3%
Population Villages	(142,5)	(224,8)	(248,4)	(260,7)	5,0%
Population Worldwide	**(265,1)**	**(375,0)**	**(427,2)**	**(450,7)**	**5,5%**
Payroll as a percentage of sales	35,7%	23,6%	23,4%	23,7%	+0,3 pts

➡ *See social indicators tables in section § 7.2*

The Group has a wide variety of employment contracts owing to the regional diversity of the villages, the many home countries of employees, their employment status (permanent or seasonal, GO® or GE, etc.) and the jobs they do. Salary levels depend on the position, the type of contract and on the job market. The Group's compensation policy respects all local laws on minimum wages and is governed by principles of merit recognition and fairness. Compensation is based on performance, which is formally evaluated during an annual or bi-annual meeting between the GO® or GE and his or her manager.

Salaries are raised once a year: an overall budget for salary increases is set with social partners if provided for by law. During the salary review process, consolidations are made to ensure that raises are linked to performance evaluations and that no discrimination is practiced, particularly related to age or gender (CMSAS level).

Regarding social protection, Club Med enrols its employees in basic plans and, depending on local conditions and requirements, establishes supplemental plans for important risks.

The wide variety of payroll systems differs from country to country, so consolidation is not always reliable. The new Workday and Adaptive Insight tools now provide more reliable information for consolidating employee compensation worldwide.

3.2 Organization of working time

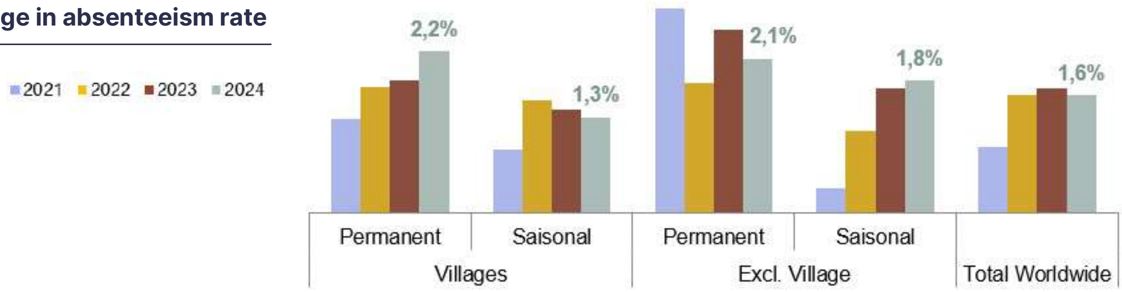
Within the Group's different villages, working time is organized in line with applicable regulations and local legal working hours for both GO® and GE. The length of the work week varies between 35 and 48 hours. Working hours may be fixed or variable, depending on the period, to allow for adjustment to seasonal fluctuations in fill rates, including in the permanent French villages.

In the French villages, GO® working time is regulated by a CMSA collective agreement signed in 2000. GO® and GE are entitled to time off corresponding to overtime pay for time worked between 35 and 39 hours. The working time of GE personnel corresponds to the statutory working time, i.e. 39 hours, since the entry into force of an amendment to GE personnel working time signed on the September 29, 2022.

The Paris and Lyon head offices and sales agencies Club Med Voyages have been covered by a working time agreement since 1999. These offices operate based on a work week of 37 hours and 30 minutes, supplemented by 12 days off in lieu as well as two extended weekends for public holidays per year. Very little overtime is recorded at these sites. Agency employees work on an annual basis.

3.2.1 Absenteeism

Change in absenteeism rate



The absenteeism rate for permanent non-village staff was higher than for permanent village staff. This is mainly due to a higher proportion of non-village female employees, which entails more absences related to parental leave (41% of non-village periods of absence).

3.3 Social dialogue

Club Med has continually focused on building and sustaining social dialogue at its various establishments around the world (villages and head offices). One manifestation of this is the presence of employee representatives at almost every village, including those that operate seasonally.

In Europe, the Group created a European Social Dialog Committee (ESDC) in 1996, before it was required by law. The committee brings together union representatives from the various European countries where it operates. In 2004, the Group signed an agreement with international trade unions (EFFAT-IUF) on respect for fundamental rights at work. This agreement, which was expanded and renewed in 2009, reaffirms the trade union rights of all employees around the Group.

➨ *See section below on the "summary of current agreements".*

Organisation of social dialogue

Regular dialogue is established for CMSA and employers under French law assigned to foreign posts.

Social and trade union dialogue was reorganised in 2018 on the occasion of the negotiation of an agreement that was signed with all representative trade union organisations on 22 May 2018. A new body was created (the Economic and Social Committee) combining the former specialised committees (Health, Safety, Working Conditions, Training, Affordable Accommodation, VSCA Commission), with which the company's economic situation, strategic orientations and any change that may impact the operation and organisation, are shared.

The last staff representative elections took place in the winter of 2022. Three trade unions are representative at CMSAS level, with whom the various company agreements are negotiated and signed.

At the European level, the European Social Dialog Committee (ESDC) has twelve members: seven French, one Italian, one Greek and one Portuguese member. It specifically addresses issues of employment, recruitment, development, and CSR. In 2024, this body met three times in plenary session and there were two CEDS liaison meetings per year (in a select committee).

Across the world, social dialogue is developed closest to the ground (resorts and offices) with employee representatives and within the various entities concerned. Regular meetings and discussions are organised with them at local level, in line with local regulations and whenever necessary.

Summary of collective agreements

GO/GE by laws and related rights	1. Establishment agreement (1979-05-31, CMSAS Permanents) 2. Status of managers and supervisors (2006-08-04 Resorts) 3. Employment of service personnel & endorsements (1985-03-08 seasonal workers) 4. GE personnel (2006-12-19, GE Resorts France) 5. End-of-season bonus (1984-12-2 seasonal workers) 6. Fundamental rights at work & transnational mobility of GE EAF (2009-07-28) 7. Participation agreement (2023-04-18)
Working hours	8. Resorts working time (2000-11-17) 9. Intermittent work (2000, Vittel) 10. GE working hours (2008, 2011, 2015, 2022 France) 11. Night work (26 July 2002 Resorts France) 12. Village on-call duty (2004-05-1, NAO Resorts 2011, 2012 et 2023) 13. Sunday work in Agencies (2011-05-12 Agencies) 14. Working hours (1999-05-19, 2000-01-18, 2003-01-31 Office and Agencies)
QWL	15. Defined contribution pension (2009-02-26 Executive, 2023-02-23) 16. Complementary health insurance for non-executives/executives (2014-11-7, 2015-11-26, 2023-02-22, 2024-11-13) 17. Supplementary health insurance for non-executives/executives (2014-11-7, 2015-11-26, 2023-02-22, 2024-11-13) 18. Telecommuting offices (2022-09-1) 19. Agreement on persons with disabilities situation (2019-06-23) 20. Professional equality and quality of working life at Club Med (2024-02-19)
UNIONS	21. CSE and trade union rights (2018-05-18) 22. OS and CSE communication resources (2023-01-17) 23. CEDS (2018-08-1, 2024-05-16)
GEPP	24. Collective agreement on the management of jobs and career paths (2024-09-20)

- *Agreement on professional equality and quality of life at work (2020)*

On February 6, 2020, a new agreement on professional equality and quality of life at work was signed with the social partners (CFDT, CFTC, UNSA). Based on Club Med's five values, it covers offices, branches and resorts.

This first agreement on quality of life at work is in addition to other more specific agreements, which also contribute to a better quality of life at work for GO®-GE, and which concern:

- Health insurance and medical expense reimbursement for non-executives and executives, signed in 2014 and amended in 2015, subject to two amendments on 22 February 2023;
- teleworking: new agreement signed on 7 July 2022;
- employment of people with disabilities, agreement renewed on 22 May 2024.

Through this agreement, Club Med SAS is committed to three areas:

- strengthening prevention and protection measures in terms of **health, safety and working conditions** *(➥ see § 3.4. Health, safety, and well-being at work)*;
- **diversity and professional equality** *(➥ see § 3.4. Health, safety, and well-being at work)*;
- attention to the needs of GO®-GE on the content, **conditions and organisation of their work** with the social barometer, GO®-GE Voice with co-constructed action plans to increase sources of satisfaction and reduce sources of dissatisfaction *(➥ see § 3.4. Health, safety, and well-being at work)*.

A new agreement is currently being negotiated for the period 2025-2029, which will aim to strengthen the measures mentioned above, with a particular focus on the prevention of psychosocial risks (PSR) and the mental health of teams.

3.4 Health, safety, and well-being at work

The year 2024 was marked by:

- Strengthening HSE (Health, Safety, Environment) teams in villages and close coordination by the BUs;
- Support and training for HSE managers in villages on HSE roles and responsibilities;
- Launching the new Club Med Safety Dashboard tool as the foundation for our prevention efforts; Used by all villages, agencies and head offices, this application is designed to facilitate the collection of incident data and risk assessment;
- Formalising global best practices in Health, Safety and Environment with the implementation of operational procedures and standards for high-risk activities;
- The establishment of a new partnership in the field of medical assistance and repatriation with International SOS;
- The definition and implementation of an ambitious audit program for 2025, enabling us to support 30% of our villages each year;
- The launch of “Mental Fitness” training for village and office staff.

3.4.1 Health and safety conditions at work

Club Med has developed a high degree of expertise in preventing risks related to its customers' and employees' health and safety.

All professional training courses place the safety of employees and customers as an absolute priority. Beyond that, Club Med places particular emphasis on prevention and also provides medical support and assistance to its teams when needed. To do this, it relies on the Health, Safety and Security Department (HSS) and its network of representatives.

This assistance is also provided at a more local level through the network of nurses in the Villages: all teams have a permanent nurse. Assistance is also provided by a network of local doctors, identified and recommended by International SOS.

Drawing on the experience of the villages, the prevention policy is structured around the identification of factors that lead to accidents. In France, the concept of arduousness has been assessed and monitored in the villages, resulting in the identification of 28 typical jobs in the villages.

A GO®-GE awareness module covering all priority topics (health, lifestyle, alcohol, harassment, risky behaviour, addiction, drugs, health and safety implications for oneself and others), developed in 2013 in collaboration with the UDT (Université des Talents) department, enables us to train and support our teams in their development.

The **KARE program**, which aims at fighting abusive behaviors of a sexual nature and addictive conducts linked to alcohol & drug consumption, was officially launched across the Group in Club Med Arcs Panorama in December 2019. The program is based on 4 main elements:

- the KARE guide, which specifies acceptable and unacceptable behaviour and has been distributed worldwide;
- training provided through specific e-learning modules on the WORKDAY website for GOs® and GEs in all offices and villages (67% of GOs® and GEs were trained out of the total workforce in 2024);
- the central whistleblowing line (ethics.alert@clubmed.com) which allows all Group employees (whether internal or external occasional workers) to report situations that contravene the Anti-Corruption Code, as well as incidents of sexual harassment;
- the launch of the “Mental Fitness” training programme, which is an extension of the KARE programme for village and office teams and is often delivered in tandem with Club Med doctors.

Prevention of psychosocial risks

In 2024, psychosocial risks were prevented through:

- training HR teams around the world in how to detect weak signals and manage psychosocial risks, with the "Raising awareness and preventing psychosocial risks & How to become an ambassador for mental health" module;
- the "Managers@clubmed" training programme, which focuses on psychosocial risks with the "Raising awareness, preventing psychosocial risks and adapting your management" module;
- training for Village Managers with a tailor-made program on psychosocial risks: "Preventing and managing psychosocial risks, anticipating and resolving conflicts with my team";
- access to medical teleconsultation offering 4 teleconsultations/year with a psychologist (in France).

Health prevention

Club Med has decided to adapt its response to the global Covid crisis by adopting two key principles:

- Maintaining preventive measures in place to maintain an adapted level of protection for teams and customers: reinforced cleaning processes, provision of hydro-alcoholic gel at various points where the public is received, provision of masks for people with symptoms, ventilation of reception areas, etc.
- Monitoring local prevention measures in conjunction with the local authorities. However, internal monitoring is also conducted via the infirmary and indicators to identify any resurgence of infection.

Frequent reminders to teams are in place. Training courses incorporating prevention standards have been maintained in our protocols.

Health monitoring is in place to identify and alert teams to any sharp rise in cases. In the event of a significant increase in the number of positive cases, more restrictive measures are defined.

In terms of **AIDS prevention**, Club Med was the first company to make condoms available free of charge to its employees (since 1985), and it naturally includes prevention rules in the training provided to all GO®-GE. Village nurses or the HHS Direction can assist the GO® or GE to obtain a free screening if necessary.

Since 2017, the **business travel notification and tracking system** has enabled communication with and monitoring of GOs® travelling abroad. The system includes advance information on applicable medical and safety provisions, as well as continuous tracking of their movements so that immediate action can be taken in the event of any unforeseen circumstances. The system is based on travel bookings made by teams with the four main travel agencies worldwide. It also covers Club Med Discovery activities.

Employees travelling with this application can send their location in real time if necessary, so they can receive assistance in an emergency.

The SHS Department has set up a **malicious intrusion risk awareness** module for Club Med Village teams. A version tailored to the specific needs of the Baby, Petit and Mini Club facilities was also created in 2018, meeting the requirements of the French Maternal and Child Protection Agency (PMI).

3.4.2 Frequency and severity of work accidents and work-related illnesses

An accident occurring in the workplace resulting in an incapacity to work of at least one day in a given financial year is recorded as an accident at work.

Accidents on the route usually taken by the employee between his or her home and place of work are recorded as travel accidents and classified as work accidents.

The unique features of village life and activities mean that some occupations have a higher risk of accidents - particularly food preparation and sports activities. Training sessions specific to each type of risk, together with ongoing accident investigation and analysis, are helping to reduce the number of accidents.

The Safety Dashboard tool provides detailed monitoring of workplace accidents, in-depth analysis of root causes and management of necessary corrective actions. It also identifies accident trends and changes in safety indicators (frequency and severity) across all Club Med sites (agencies, offices and resorts).

Each village carries out an assessment of its occupational risks, based on the French DUERP (single document for the assessment of occupational risks) principle, and ensures that a preventive action plan is put in place to minimise human risks. This register will soon be integrated into the Safety Dashboard tool to ensure continuity with accident monitoring.

Absenteeism among GO®-GE employees			**2 023**	**2 024**
Absenteeism rate (%)		**% FTP**	**1,7%**	**1,6%**
Total duration		In days	98 953	98 593
• of which % sickness			59%	63%
• of which % Work-related accidents (commuting and at work)			8%	7%
• of which % others	2		33%	30%
GO®-GE Permanent Villages				
Absenteeism rate (%)		**% FTP**	**1,8%**	**2,2%**
Total duration		In days	32 421	38 682
• of which % sickness			70%	76%
• of which % Work-related accidents (commuting and at work)			10%	6%
• of which % others	2		19%	18%
GO®-GE Seasonal Villages				
Absenteeism rate (%)		**% FTP**	**1,4%**	**1,3%**
Total duration		In days	48 249	43 659
• of which % sickness			53%	54%
• of which % Work-related accidents (commuting and at work)			8%	11%
• of which % others	2		39%	35%
GO®-GE Permanent Non Village				
Absenteeism rate (%)		**% FTP**	**2,5%**	**2,1%**
Total duration		In days	17 900	15 849
• of which % sickness			55%	58%
• of which % Work-related accidents (commuting and at work)			1%	1%
• of which % others	2		43%	41%
GO®-GE Seasonal Non Village				
Absenteeism rate (%)		**% FTP**	**1,7%**	**1,8%**
Total duration		In days	383	404
• of which % sickness			90%	85%
• of which % Work-related accidents (commuting and at work)			0%	0%

3.4.3 Well-being at work

With a long-standing conviction that “happy GO®-GE make happy GM®,” Club Med deeply values the welfare and fulfilment of its employees in offices, agencies, and villages, where particular living and working conditions may need to be recognised and appropriate actions taken. In 2024-25, Club Med launched its fifth internal listening campaign, “G.O & G.E Voice”, supported by Peakon, an independent firm specialising in human resources and opinion research.

“GO®-GE Voice” is designed to allow all GO®-GE around the world to express themselves and share their opinions on their experience at Club Med as employees. The study is based on an online questionnaire dealing with subjects such as pride, integration, sense of belonging, management, development, and work environment. The questionnaire on PC and smartphone is personal, anonymous, and accessible to everyone; it has been translated into 20 languages and has an audio version aimed at people with a lower literacy level.

The survey has been repeated every two years since 2014. It was repeated in Resorts in summer 2024 with a participation rate of 65% (+14 points vs. 2022), then in September 2024 in offices and agencies with a participation rate of 85% (+3 points vs. 2022). It was repeated in winter 2024-2025 in Resorts with a participation rate of 62% (+24 points vs. 2022). The overall participation rate is 70% (+15 points vs. 2022).

One of the key findings of the study is that GO®-GE are true ambassadors for Club Med. They gave a score of 7.8 (on a scale of 0 to 10) to the question “Overall, how satisfied are you with your job at Club Med?” Highly committed to their work and to Club Med (7.9), proud to work at Club Med (8.2), GO®-GE appreciate the company's values and culture, which are particularly evident in its CSR commitment, multiculturalism, autonomy and integration. Finally, GO®-GE employees gave a score of 7.7 to the question “I would recommend working at Club Med to others”. Two new indicators were included in this campaign: employee satisfaction with Club Med's efforts in terms of diversity and inclusion, which scored 8, and the perception of health and well-being as a priority at Club Med, which scored 7.1.


Resorts, Offices & Agencies WW
Participation at 70% (+15 pts)
13 336 respondents (vs 12454 2022) on 23 217 targeted

	Evol.	Score	vs bench	eNPS	vs bench
Satisfaction	=	7,8	+ 0,1	20	-0,1
Recommendation	=	7,7	0	20	=
Pride	=	8,2	NA	36	NA
Motivation	=	7,9	NA	24	-NA
Diversity & inclusion NEW	NA	8	-0,2	27	-9
Health & wellbeing NEW	NA	7,1	-0,6	1	-19

Agreement on telework

On 6 July 2021, Club Med unanimously signed a new agreement with all social partners on remote working, extended to all offices in France. It offers a new work experience with the “SmartWorking@ClubMed” concept, which will contribute to their fulfilment and professional development. This agreement sets out the terms and conditions for employees to access this form of work organisation. It came into force on 1 September 2021 for a period of one year. On 7 July 2022, Club Med renewed this agreement with all social partners for a period of four years, which is to be renewed at the end of this period.

This agreement offers GO® office staff the option of teleworking up to 10 days per month and 90 days per year, including one full week per quarter, i.e. four weeks per year (including one week per year at a Resort with the pioneering Workation scheme, which allows employees to telework in one of the Club Med villages located within approximately two hours' time difference from their place of work). Club Med also offers an increased quota for employees with disabilities (+24 days per year), pregnant women (+5 days per month) and family carers (+16 days per year with flexibility to spread the quota over the year).

3.5 Training and talent development

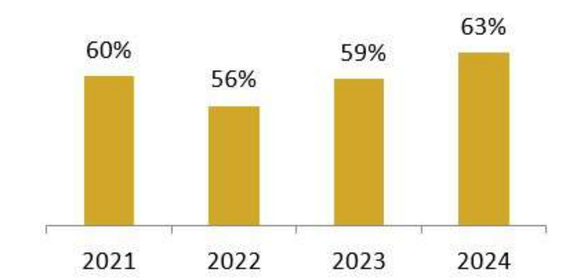
Developing skill and employability is essential at Club Med because it is one of the key pillars for delivering the customer promise, supporting the creation of new resorts and strengthening its attractiveness as an employer, particularly for seasonal jobs. This development takes place through professional enrichment and personal growth related to the life experience offered by Club Med. The main benefits the Group can offer are therefore training, a rich and varied career path, and professional and geographic mobility.

3.5.1 Skills development training with the Talent University

As skills development is a key lever for workplace development, professionalisation and strengthening employability, Club Med set up a Corporate University in 2006. The University of Talents by Club Med (UdT) is a vital element in the implementation of this strategy.

In 2024, 63% of employees received training. 255,707 hours of training were provided, corresponding to 78,112 trainees (-1.7% vs. 2023) and 18,980 employees trained (+3.3% vs. 2023) with an average of 2 days of training per employee trained per year.

% of GO®-GE having received training
Worldwide



The University of Talents operates through a network. It is based in Paris and has relays in all Business Units: Lyon, Miami, Shanghai, Rio. The network creates a training structure connected to the company's reality and carries out actions to integrate and develop employees in all types of skills.

It relies on a team of 85 permanent trainers, based either in the resorts closest to the GOs® and GEs, or in the country offices, and on a network of more than 100 occasional trainers, experts in their field. The University also regularly calls on renowned external service providers to add to its training offer.

Annual events: Academy Weeks and Academy Days

These events are major annual training events that bring together between 300 and 1,600 employees for a few weeks, depending on the size of the organising Business Unit. The training topics covered are aimed at strengthening knowledge, know-how and interpersonal skills, as well as the managerial skills and leadership of employees in all sectors. They also help to strengthen employees' sense of belonging, motivation and self-esteem.

Major development goals and achievements in 2024:

- *Club Med continues its learning transformation to improve efficiency and impact*

This year, the UdT focused their efforts on managers in accordance with the 2024 plan.

75% of Key RDSs have joined Brain-up, a personalised, omnichannel development program that aims to build the skills of Key RDSs and improve the skills of resort department managers in all areas of the reference framework.

It was rolled out on a pilot basis in EAF and then gradually in each BU during the year.

Brain-up is a demanding program for UdT in terms of resources, and rightly so, as it reflects the level of ambition we have for our department managers.

- *The Talent University is constantly enriching and expanding its training offer*

In 2024, Club Med laid the foundations for a new way of learning. The goal: to make training more accessible, more autonomous, more useful – and more impactful.

- Digital Learning Factory was launched: a team dedicated to designing engaging and useful training courses, directly integrated into Workday.
- A diverse training offering (languages, soft skills, professional skills and hard skills) was rolled out via innovative partners such as Speexx, GoodHabitz, Tipsy and My Talent Box.
- Training courses were made accessible to as many people as possible, at any time and on any device, promoting independent learning.
- Change management: supporting G.O.s and G.E.s in this transformation, in particular through the support of VTMs in resorts and events such as Booster Learning Days in offices.

In collaboration with the UDT teams, awareness-raising workshops on the well-being of our teams, mental health and, more broadly, on sustainable development issues are held in our offices and resorts.

- *Developing management talent consistent with the strategy and originality of the Club Med Spirit*

Launched in 2011, "Manager@Club Med" is a training program for managers in resorts and offices or agencies that aims to align and standardize management practices. This multi-level managerial path aims to support the development of the managerial culture of Club Med, to put people first when considering business performance, and to define and strengthen the differentiating aspects of a "Club Med" manager.

3.5.2 Talent development through career and geographical mobility

Club Med enables all GO® and GE who wish to do so and have the means to do so to progress within the company, and consequently to achieve a higher level of responsibility.

In 2024, the mobility rate returned to a level closer to that before Covid, with 20% of GO®s and 11% of GEs changing roles from one year to the next (vs. 33% and 5% in 2019 and 20% and 12% in 2023), and geographical mobility of 46% for international GO®s and 18% for international GEs (vs. 42% and 9% in 2018).

The Group offers development paths that enable GO®-GE employees to progress towards managerial responsibilities: 100% of Village Managers and around 91% of Village Department Managers have been promoted internally.

➡ *See figures on job mobility in the appendix.*

Several mechanisms are in place to manage these movements:

- the Villages talent committee, which monitors the development of talent pools and forecast changes in **job roles**;
- **the Key GO®-GE program**, which offers personalized development and progression pathways to identified high-potential employees.

Moreover, an original agreement on transnational mobility of GE employees in the Europe-Africa region, was signed in 2004 and then expanded and renewed in 2009. It concerns GE from Turkey, Morocco, Tunisia, Mauritius, Greece, Italy and Portugal who have the necessary experience and qualifications. It allows them to take up positions at Club Med sites other than in their home country, as long as it meets the needs of the company and the desires of the person concerned and where such solutions are unlikely to threaten positions, working conditions, wage levels or other social conditions for employees in the host country.

This mobility allows us to continue building our local talent pools by offering rising leaders the opportunity to travel and to receive training. It also helps to support Club Med's upscale strategy through the assignment of the best hospitality professionals to the villages.

➡ *See also 3.3. Social dialogue - ummary table of agreements*

3.6 Equal treatment

Club Med was named “Company Committed to Diversity” by Capital magazine in June 2023, following a survey conducted in partnership with the research institute Statista. Club Med was ranked first in the 2023 rankings across all sectors, with a score of 9.16/10 (based on 6,000 companies), and first in the “Hotels, Tourism, Leisure” sector (based on 83 companies).

This ranking recognises Club Med's commitment to diversity and the prevention of discrimination (disability, gender equality, ethnicity, age, sexual orientation, etc.).

3.6.1 Diversity and preventing discrimination

Hiring diversity for GO® and GE is reflected today, for example, by the number of different nationalities represented in each village:

- 100 nationalities represented;
- 60% of Club Med villages have 8 or more nationalities among their employees;
- 49% of villages have 10 or more nationalities among employees;
- some villages can have up to 21 different nationalities (average of the 5 villages with the greatest spread of nationalities).

As a signatory to the **Diversity Charter** in 2004 (the year of its launch), Club Med has long been sensitive to workplace diversity issues. By virtue of its history and values, and considering the countries where it operates, Club Med promotes pluralism of origins and seeks diversity through recruitment and career management.

The principles of diversity and non-discrimination have been reaffirmed in the ethics charter since 2009.

This “cultural mix” and diversity are fundamental elements that have shaped Club Med's culture and identity since its inception, but now more than ever. Among the elements that illustrate and help ensure non-discrimination are the importance attached to “interpersonal skills” and the objectivity of the related competencies in the recruitment process. Multiculturalism remains important: 8 or more nationalities in 60% of villages and an average of 8 different languages.

3.6.2 Measures taken to promote equality between women and men

Since 2012, Club Med introduced a set of dedicated measures to promote the principle of workplace gender equality and enable all employees to fulfil their family duties more easily.

This commitment is built around three action areas:

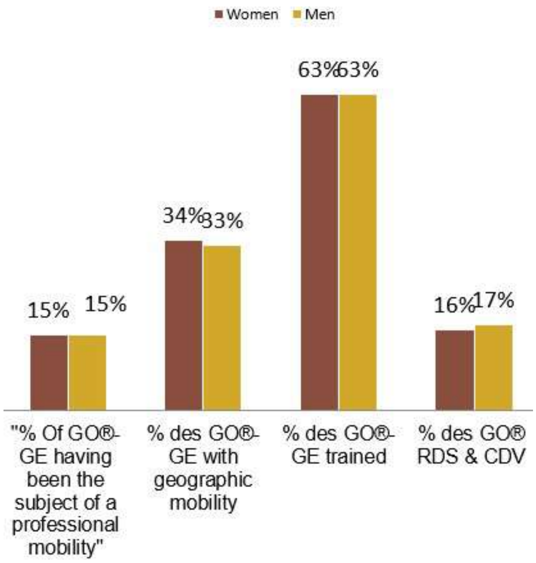
- hiring;
- promotion;
- work/life balance.

Club Med operates a gender-transparent hiring policy and offers the same salary to men and women of equivalent experience and job profile.

In the villages, women benefit somewhat more than men (in FTE) from occupational and geographical mobility, as well as from training. The proportion of women managers compared to men among Village Managers (VMC) and Service Managers (SM) is 40% in 2024 vs. 41% in 2022. The ratio of women on the Club Med Leadership Committee was 41% in 2024 (vs. 46% in 2019). The proportion of women at the General Management Committee is 29%.

Since 2019, under the French legal obligation, Club Med SAS published its gender equality index. This indicator enables companies to measure gender equality in the workplace through an indicator calculated each year based on elements of pay, increases, promotions, maternity leave, and parity within top management. In 2024, Club Med SAS achieved a score of 93/100, 3 points above the average score for companies with more than 1,000 employees. This satisfactory overall score reflects Club Med's commitment to gender equality.

Breakdown of GO®-GE by gender in 2024
Perimeter – Villages



Agreement on Professional Gender Equality (CMSAS)

The agreement on professional equality and quality of life at work concluded on 6 February 2020 with the social partners (FO, CFDT, CFTC, UNSA) applies to Club Med SAS. It includes a section on diversity and professional equality with:

- the application of the principle of non-discrimination in all its forms in all management and decision-making activities of the company or organisation, and in particular in all stages of human resources management and communication;
- quantified objectives for professional equality with actions aimed at promoting gender diversity in all sectors; improving the promotion of women to managerial positions in villages; remaining vigilant in maintaining low pay gaps between men and women; facilitating the exercise of family responsibilities by fathers and the work-life balance (family responsibility leave, alignment of paternity leave with maternity leave, places in nurseries, etc.).

Agreement on Equality at Work and Quality of Life at Work (CMSAS)

In 2020, the commitments to gender equality in the workplace have been strengthened as part of a broader agreement on gender equality and quality of life at work based on the five Club Med values:

- Responsibility with a commitment to continuous improvement of working conditions and a commitment by all to the health and safety of teams.
- Pioneering spirit by facilitating access to medical care 24/7 with the implementation of teleconsultation.
- Multiculturality by reinforcing our commitment to diversity.
- Freedom:
  - by further promoting professional equality in terms of hiring, promotion, remuneration and reconciliation of private and professional life, in particular by maintaining remuneration during paternity leave, including in the case of multiple births and in the event of hospitalisation of the new-born child, and by allowing paid leave to be carried over after the return from paternity leave;
  - by improving mobility conditions for GOs at the head office and Lyon offices while encouraging alternative modes of transport to reduce CO_2 emissions for home/office journeys.
  - by providing a framework for the right to disconnect
  - and by committing to drafting the next best practice guide adapted to each environment (Resorts & offices).
- Kindness: by promoting listening to teams and taking their needs into account to encourage their development & commitment.

3.6.3 GEPP Agreement

This agreement sets out the terms and conditions for forward-looking management of jobs and career paths (GEPP) within Club Med. It is in line with the 2020 collective agreement on professional equality and quality of life at work, promoting a better work-life balance.

Club Med's GEPP policy aims to anticipate, identify, mobilise and develop technical, human and environmental skills, both for current and future needs, in order to meet the challenges facing Club Med, while supporting employees in becoming actors in their own development and career paths throughout their careers.

This ambition is based on the following fundamental principles:

- Having the right skills, at the right level, at the right time and in the right place, in line with Club Med's strategy, the expectations of G.E.s and G.O.s, and the requirements of the ecological transition.
- Developing the employability and skills of teams by offering training tailored to individual needs and encouraging internal mobility.
- Support employees throughout their careers, taking into account the specificities of each key stage of their career.

The management of the GEPP must ensure that the GEPP approach is aligned with and effective in relation to the company's overall strategy. As such, its main tasks are as follows:

- Ensuring that job, skills and career path mapping is relevant and regularly updated, taking into account market developments, customer needs and the challenges of the ecological transition.
- Measuring the impact of existing HR processes (recruitment, training, career management, etc.) on the objectives of the GEPP, and adjusting these processes if necessary to improve efficiency.
- Manage geographical mobility and internal promotion, ensuring that these measures contribute to the skills development and professional fulfilment of G.E. and G.O. staff.
- Monitor and evaluate the progress and impact of the various GEPP measures (training, career support, etc.), and adapt them based on feedback and changes in the context.

3.6.4 Equal treatment related to disabilities (CMSAS)

Club Med is committed to welcoming employees with disabilities into its teams and is attentive to employees affected by disabilities or chronic illnesses. We strive to provide them with the conditions best suited to their situation to facilitate their career development.

Scope CMSAS

The company's commitments in this area are governed by a company agreement signed in 2024.

The objectives set out in this agreement aim to welcome more and more new employees with disabilities into the company, then to respond to their specific needs and provide solutions to compensate for their disabilities, in order to ensure they have the best possible conditions to carry out their duties.

To make progress in sourcing and recruiting candidates with disabilities, Club Med is taking steps to raise its profile as a committed employer.

In order to further improve the retention of employees with disabilities, Club Med will roll out awareness-raising initiatives on disability and training modules on disability in the workplace.

Figures for the 2024 calendar year: 46 new hires and 154 employees (fixed-term and permanent contracts), corresponding to an employment rate of 2.76% of the workforce.

Cumulative results since 2007

Mission Handicap Club Med

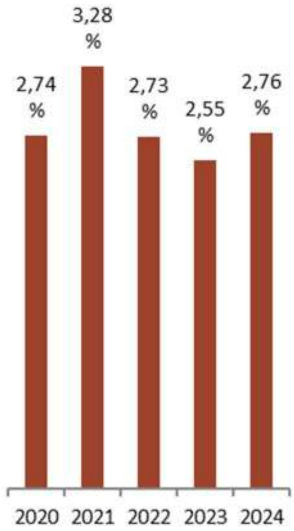
The graph below shows the employment rate of disabled workers in France in 2024. This rate takes into account the full-time equivalents of employees with disabled worker status, as defined by Article L5212-13 of the Labour Code, in relation to the total workforce.

People who qualify for disabled worker status are:

- People who hold an RQTH (Recognition of Disabled Worker Status).
- People who have been victims of an accident at work or an occupational illness if they have a disability rating of 10% or more.
- Holders of a disability pension.
- Recipients of an allowance for disabled adults.
- People with a mobility inclusion card marked “disability”.
- War victims and volunteer firefighters who have been injured in the line of duty.

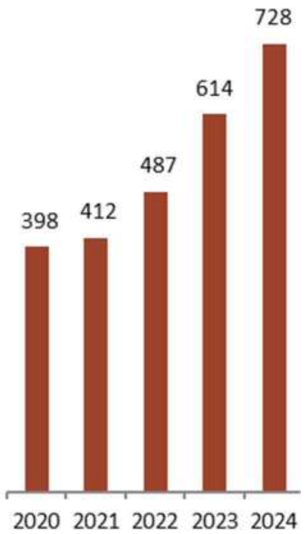
Rate of employees with disability

Number of unit benefiting / FTE (%)



Theoretical contribution to the Employment Obligation for Disabled Workers

(K€)



4./ SOCIETAL REPORT

As a world pioneer in tourism, Club Med is firmly convinced it must actively contribute to the development of the regions where it operates.

The main identified issues for the Group are showing respect for its hosts, boosting the local economic and social fabric and supporting local production.

COMMUNITIES: RESPECT AND CONTRIBUTION

Introductory comment: it should be noted that beyond the actions described below, the management of impacts on local communities is also reflected in the deployment of Green Globe certification *(➡ see section § 2.1.4. Becoming a leader in environmental management: Green Globe certification leverage)* especially through criteria based on socio-economic and cultural issues.

4.1 Respect for host communities: an invitation to respect and discover

Respect for host countries and their inhabitants is one of the founding principles of Club Med and is an essential condition for the local acceptance of its villages.

Fighting against sexual exploitation of children in tourism

This concern for respect relates to all of the riches of the country hosting a village, starting with the most precious of them: its children.

The actions defined in the partnership agreement signed with ECPAT in 2005 have been regularly renewed since then, with the continued distribution of the joint Club Med – ECPAT leaflet that ties in with the NGO's communication campaign. These leaflets are sent to customers heading to sensitive countries by post or e-mail.

A procedure for Reception staff on high-risk destinations to ensure identification of underage guests was put in place in 2005, updated regularly.

> ECPAT is an international non-profit organization with a presence in over 70 countries worldwide. Its aim is to fight against child prostitution, child pornography, and the trafficking of children for sexual purposes. Many tourism professionals are committed with ECPAT to fight against the sexual exploitation of children in tourism.
>
> ➡ *www.ecpat-france.org*

In addition, in some countries, the Club Med Foundation supports associations in the field that provide assistance to street children (social and family reintegration).

An invitation to respect the host country

Since 2008, the Discovery Centers at all African and European villages have displayed a charter on respecting local hosts, their culture, environment and economy and distributed it to all GM® going on excursions. Charters at least in English and French are posted at the tour desk or at the reception.

In villages where the Green Globe certification process is deployed, i.e. almost all of them *(➡ see § 2.1.4. Becoming a leader in environmental management: Green Globe certification leverage)*, an awareness poster in the rooms of all GM® invites them to refer to the Charter.

This Charter is also included in the travel itineraries sent to clients of Discovery Tours by Club Med. In 2017, as part of ATR (Agir pour un Tourisme Responsable) certification for the Discovery Tours by Club Med, the Handbook for Guides was revised to provide even better training for our guides in terms of respect for cultures, people and environmental protection.

In addition, the Ethics Charter available to all GO® and GE, incorporates the principles and commitments that govern the company's relationship with its host countries.

An invitation to discover

- *Villages steeped in local culture*

Club Med villages have always been steeped in local culture, as can be seen from their architecture, decoration, vegetation, cuisine and so on. The activity programs offered also reflect local practices, frequently through lessons in dance, cooking and languages, as well as lectures on the host country. Almost all Villages also organise weekly evenings, full days or events dedicated to the culture of the host country or region.

- *Discovery tours by Club Med and excursions*

In all Villages, the Discovery Area is located in a highly visible place for GM® members and encourages them to visit the country. It offers a wide range of excursions and outdoor activities outside the villages. Services such as childcare during day trips make it easier for parents to organise their time. In 2024, around 12% of GM® guests will go on an excursion during their stay (excluding Club Med Joyview).

In addition, since its creation, Club Med has sought to develop, alongside its village activity, holidays in the form of tours or combined tours + village stays. Every year, the Discovery Tours by Club Med offer the chance to discover around 60 countries in small groups, accompanied by guides and tour leaders.

4.2 Contributing actively to local development

8 DECENT WORK AND ECONOMIC GROWTH

The presence of a Club Med village has economic and social impacts on the host region. Club Med is committed to not contenting itself with observing the positive impacts, but rather to maximising and developing them.

Through local employment

The level of comfort and service and the variety of activities offered in a Club Med resort explain the high number of jobs created when a resort opens. In 2024, the proportion of these jobs allocated to local[1] GO® or GE increased by 1% compared to 2023 (74%).

Working with local subcontractors also contributes to the revitalisation of the economic and social fabric, as does indirect employment, although this is more difficult to quantify precisely.

By developing the employability of local employees

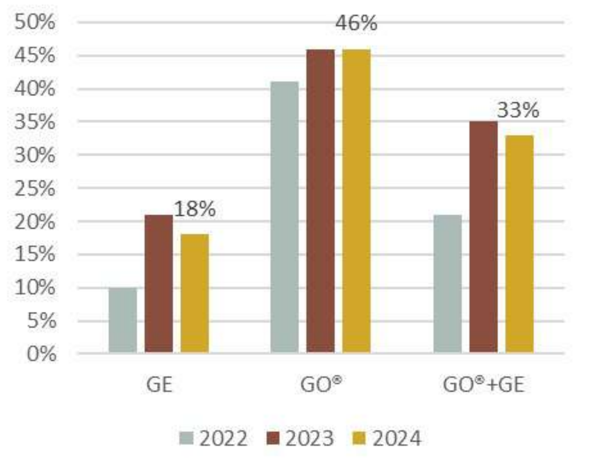
Raising the skills and employability of local workers is a priority for the Group.

Thus by 2024, on a World scope, 48% of the GE assigned to the World network will have received training.

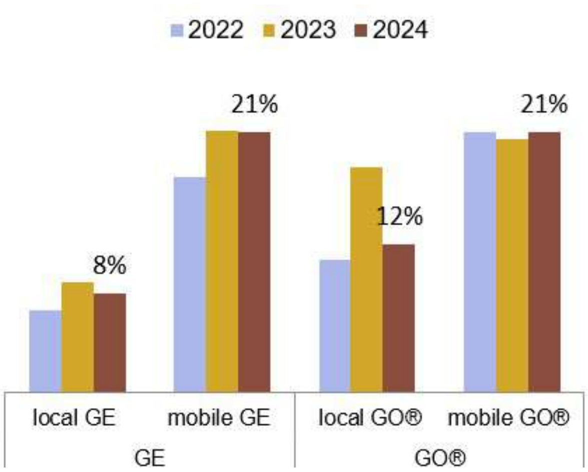
[1] *Assignment in the employee's country of origin.*

Geographical and occupational mobility[1]

Geographic mobility scope Villages



Professional mobility scope Villages



The professional mobility[2] of local and mobile GO® and GE varies significantly according to their status as a GO® or GE. However, no medium-term trend is emerging, and percentages are subject to fluctuations related to village openings and closings and to the "jobs-mix".

Through local purchases

➡ *See section 5.2.3 on responsible purchasing*

Through the prevention of counterfeiting

Counterfeiting goes against the economic development of its host countries by hindering local creation and sidestepping all social and environmental standards. The Group therefore decided to raise awareness among its teams and among GM® on this topic, particularly through Sustainable Tourism training courses for Club Med Discovery guides, and as part of the roll out of the villages' Green Globe eco-certification.

Through the transfer of know-how and innovation

Boosting a community's economic and social fabric also involves transferring know-how. The Group seeks to implement innovative practices and techniques on a local level.

Examples of practices and techniques	year	sites
Biological wastewater treatment by Filter Gardens® with Phytorestore	2006 2011 2013	Albion (Mauritius) Yasmina (Morocco) Guilin (China)
Natural swimming pools with Phytorestore	2013 2017 2018	Guilin (China) Da Balaïa (Portugal) Cefalu (Italy)
Waste recycling with Oasis Boucotte	2009	Cap Skirring (Senegal)
Support for the publication and promotion of the Agrisud agroecology manual	depuis 2009	Senegal, Morocco, Brazil, Tunisia, Indonésia

Examples of practices and techniques	year	sites
Fighting the red palm weevil with INRA	depuis 2011	8 resorts around the Mediterranean
Support for international guidelines for the observation of cetaceans in the wild and assistance in their deployment with our service providers	2019	Da Balaïa (Portugal) Dominican Republic

[1] *Assignment to posts in countries other than the employee's home country.*

[2] *Professional mobility: change in function. See the details of the calculation of the rate in the methodological overview in § 7.2*

4.3 Beyond contribution: Solidarity

4.3.1.1 The Club Med Corporate Foundation

Convinced that “happy GO® and GE make happy GM”, and that the company must contribute to the public interest, Gilbert Trigano, one of the founders of Club Med, created one of the very first corporate foundations in 1978 (with an “umbrella” status as the status of “company foundation” had not yet been created).

The Foundation mobilizes Club Med's teams and resources to participate in solidarity actions around its Villages and offices. It works to support vulnerable children and protect the environment, with access to education and recreation for all, as well as the protection of biodiversity as its priority areas.

In 2024, nearly 2,000 GO®-GE were involved in 29 countries through nearly 500 projects.

In 2024, Club Med's contribution to the Corporate Foundation amounted to €615,000. This includes the multi-year grant allocated to the Corporate Foundation, costs covered by Club Med, the value of skills sponsorship (based on working time) and donations in kind. In addition, the Corporate Foundation also benefits from the voluntary work of GO®-GE staff outside working hours and from solidarity donations from their salaries. This commitment by Club Med and its teams inspires that of its customers and drives the momentum of the Friends of the Club Med Foundation.

➠ *For more information:* *https://www.amisfondationclubmed.com/fr/menu_item_pages/discover-the-foundation*

In the resorts

In the Villages, the Foundation identifies key partners selected for their reliability and effectiveness. In 2024, there were 18 key youth partners in 34 sites and 13 key youth partners in 27 sites. It supports them by mobilising all of Club Med's resources, including the following examples:

Among the actions of the Club Med Foundation in 2024:

- 18 key partners in social or educational initiatives supported over the long term
- 118 children supported in three sports schools
- 1,032 beneficiaries through the organization of 86 solidarity trips
- 15 young people hired (internships or fixed-term contracts) through career transition programs
- 28 dreams of sick children made come true

Donations of food

Every week, the villages in Bali and Phuket make a food donation in partnership with “Scholars of Sustenance” to more than 5,000 beneficiaries. The resorts also make occasional donations to local associations and institutions in many countries, particularly during seasonal closures.

Donations in kindness and time

In the **Sports Schools**, children are welcomed weekly in the Villages, where they have access to facilities and, depending on the sport, coaching from local professional instructors. The aim is to offer rewarding, motivating, educational and recreational activities to as many children as possible, as well as training courses in tourism-related professions for the most motivated young people. In 2024, two Sports Schools in Cap Skirring and one in Albion will enable 118 children to play tennis, golf, archery, dance and swim.

The **career pathways** seek to set up professional training programs within Club Med for young people supported by these associations. In 2024, 15 contracts (11 fixed-term contracts and 4 internships) were awarded to young people supported by the Sport dans la Ville association, Casamasanté and the Cap Skirring Tennis School.

The highlight of the solidarity season, the **Worldwide Snack** welcomes children from local associations and schools to all Club Med villages: in 2024, during the 23rd edition of the event, 35 villages welcomed nearly 3,600 children for a day of fun and dreams, with funfairs, sports and artistic activities, festive buffets, shows and more.

A high-impact lever for the beneficiaries of partner associations is **the gift of a holiday**, which meets a variety of needs: making the dreams of sick children come true, enabling disadvantaged young people to go on holiday, participating in trips to discover tourism professions, and more. In 2024, 86 holidays were organised for nearly 1,032 beneficiaries (25 partners).

Making facilities available

In several Villages, Club Med makes swimming pools, seminar rooms, auditoriums or sports facilities available to partnering non-profits.

The **Foundation also organises initiatives in favour of the environment** and sustainable development, by facilitating ad hoc actions or by supporting long-term local projects with partner associations, such as the NGO Agrisud International in 8 countries *(➡ see § 5.2.3. Focus on local purchasing and the Green Farmers program)* and Expedition MED association in France, or by encouraging one-off actions such as beach clean-ups.

Foundation Corners, that the GM® can join. To respond to the ever-increasing numbers of GM® who want to get involved in initiatives, 'Foundation Corners', associated with local Education Programmes, were created in 2006 to collect their donations of school supplies or products for very young children. Furthermore, in 2012, the 'Friends of Club Med Corporate Foundation' was created to collect the cash donations of GM® *(➡ see below).*

At the headquarters and offices

At the Paris headquarters or in country offices in Miami, Singapore, Lyon, Shanghai, GOs offer their time and skills to the benefit of local associations close to their place of employment. Others also dedicate part of their holidays to Solidarity Leave in the field of education or health (in Senegal at Cap Skirring) or environment (eco-volunteering on a sailboat to study and prevent plastic pollution in the Mediterranean).

The Friends of the Club Med Foundation

The Friends of the Club Med Foundation, a charity account under the auspices of the King Baudouin Foundation (Belgium), aims to collect financial donations from customers. In 2024, they are able to provide financial support for around 20 solidarity projects targeted by the Club Med Corporate Foundation. As a result, €215,000 was raised in 2024 and projects were funded to the tune of €193,000.

- ➡ *For more information, https://www.amisfondationclubmed.com/en*

Overall contribution in terms of time spent

In 2024, nearly 2,000 GO®-GE volunteers worked on solidarity or fundraising missions, contributing 10,917 hours of volunteer work and skills transfer.

Non-Foundation philanthropy (or direct patronage)

- *Local partnerships*

The villages carry out other environmental and solidarity initiatives locally without necessarily being officially recorded. Partnerships include the LPO (Ligue de Protection des Oiseaux) in France, the MOm in Greece for the protection of Mediterranean monk seals, the Mauritian Wildlife Foundation, the Turtle Sanctuary in Malaysia, the Parc National de la Vanoise, for the 8 villages close to the park, the Ecrins National Park for the 2 villages near the park, Fondo Peregrino in the Dominican Republic, SEMARNAT Mexico's Secretariat for the Environment and Natural Resources (Cancun and Ixtapa), Un rêve d'abeilles (Grand Massif Samoens), Villages Propres pour l'Environnement (Marrakech) and WiseOceans Ltd (Seychelles)...

Direct patronage also includes other donations, including part of the contribution to Agrisud *(➡ see § 5.2.3. Focus on local purchasing and the Green Farmers program).*

5./ ETHICS AND DUE DILIGENCE, RESPONSIBLE PROCUREMENT AND HUMAN RIGHTS

5.1 Compliance: risk mapping, anti-corruption program and due diligence

5.1.1 Group CSR risk mapping

In 2024, as part of its continuous improvement process, Club Med worked on updating its risk mapping for its duty of vigilance, in order to better understand and target the additional measures and tools needed to improve risk management and existing procedures.

This new map was drawn up based on interviews with the Development/Construction, Purchasing, Risk Management, Internal Audit, Risk and Insurance, Sustainable Development and Human Resources departments.

It resulted in the drafting of risk sheets that enable:

- a detailed and individual analysis of each risk, based on several dimensions, using Club Med's internal documentation, interviews with stakeholders and public documentation;
- and the development of an action plan based on the identification of areas for improvement in risk management.

➡ *See also § 1.3. Double materiality assessment.*

5.1.2 Anti-corruption program

Preventing and fighting corruption is a priority for Club Med and all of its employees. Due to the Group's internationalisation, part of the workforce is based in countries where the Transparency International corruption perception index is rated as high.

Over and above the existing internal procedures that are regularly updated within Club Med, particularly in the area of purchasing and development/construction, the anti-corruption program effectively reasserts the commitment of the management body and implements procedures, provides more detailed information on training about high-risk situations, and provides greater support for the job functions most exposed to these risks.

In accordance with the provisions of Law n°2016-1691 relating to transparency, the fight against corruption and the modernisation of economic life, known as the “Sapin 2 Law“, in 2017 the Group has set up an anti-corruption program, which was accompanied by the Ethics and Compliance Department responsible for coordinating the implementation of the measures to detect and prevent acts of corruption as set out in the Sapin 2 Law.

Corruption risks map

The mapping of corruption risks is periodically updated every two years. It is developed on the basis of interviews with the various Business Units and functions concerned, such as development/construction, purchasing, HR, operations, sales, marketing and communication, and finance, on multiple issues that have been identified as potentially giving rise to acts of corruption and influence peddling.

As risk mapping is designed to identify, analyse and prioritise the Group's exposure to external corruption-related risks, risk prioritisation was based in particular on risk factors, measures in place to reduce these risks, the Transparency International Corruption Perception Index, the number of resorts in the country in question and the function's exposure to corruption.

Assessment and ranking of corruption risks

The corruption risk assessment confirmed, clarified and prioritised the risks already identified, which are linked in particular to:

- establishing operations through partners in countries with a high corruption perception index, as well as direct operations in specific geographical areas (administrative authorisation requests and supply chain);
- to subcontracting construction work;
- to relations with suppliers and service providers;
- to the management of gifts, invitations and gratuities.

Anti-corruption measures

- *Codes of conduct to prevent and fight against corruption and influence peddling (“Anti-Corruption Code”)*

As part of its anti-corruption compliance program, Club Med developed its **Anti-corruption Code**, based on the findings of the corruption risk mapping. This code was distributed in April 2019 and is regularly the subject of awareness raising for all employees as well as more specific training for those most exposed to the risk.

The Anti-Corruption Code constitutes an annexe to the 2009 **Ethics Charter**. The planned overhaul of the Ethical Charter is set to widen its scope, including a chapter on the Anti-Corruption Code and refer to more specific internal procedures.

The **CSR clauses of standard contracts** also explicitly include the prevention of corruption and aim to share these expectations with suppliers better.

- *Accounting controls procedure*

The financial and accounting information control procedures are based on the following:

- monthly financial controls applied to all accounting and financial information by the Business Units, at country level and at head office by all financial teams;
- legal obligations verified by the statutory auditors when reviewing the financial statements and information presented in the half-year and annual reports.

Controls have been implemented for each entity by the Finance Department to assess the principal risks inherent in the conduct of business that have the potential to affect the account preparation process and the financial effects of those accounts.

These controls are applied monthly by all Finance Department staff at Country, Business Unit and Group level with the aim of identifying any anomalies.

In accordance with the Sapin 2 law and the recommendations issued by the French Anti-Corruption Agency (AFA), Club Med ensures that the accounting controls applied by the Group adequately cover all the operations identified as “at risk” by the corruption risk map. To this end, Club Med has chosen a solution called Supervizor to automate these controls and enable the automatic and systematic detection of accounting anomalies and errors. This solution is currently in the test phase; if the test phase proves conclusive, it should be progressively deployed throughout the Group.

- *Internal control and assessment process*

Club Med's internal control system is based on the decentralisation of the functions and responsibilities inherent in internal control and on a set of organisational rules, policies, procedures and practices designed to ensure the implementation of the measures required to control all those risks with the potential to impose a significant negative impact on Group business activities.

To achieve these goals, the Group internal control process is applied in each Business Unit and is the responsibility of the operational and functional departments at all levels of the organizational structure.

The Club Med anti-corruption action plan sets out to:

- integrate key level-one corruption prevention and detection controls into the existing internal control process self-evaluation system (the self-checking matrix issued periodically to all, Club Med travel agencies in France and and the sales offices);
- define level-two controls in accordance with a plan prepared by the Compliance Director to ensure correct implementation of level-one controls covering all parts of the corruption prevention and detection process;
- integrate an anticorruption measure implementation assessment mechanism into the Club Med internal audit plan.

- *Training and awareness program*

As part of its action plan to prevent and combat corruption, Club Med has introduced a training and awareness program. This includes regular reminders, face-to-face training for the functions most exposed to risk, and the distribution of awareness-raising modules.

Prior to the training program itself, the corruption risk mapping interview phase provides an opportunity to raise awareness among all BUs of the functions most exposed to corruption, and to position the Ethics and Compliance Director as the point of contact for these same functions on these issues.

By 2025-26, e-learning training is planned, with the aim of rolling it out worldwide.

- *Specific disciplinary regime*

In terms of the anti-corruption action plan, all sanctions and procedures existing in the various companies within the group around the world will continue to apply.

- *Internal whistleblowing procedure*

Club Med set up a system for reporting and handling alerts.

This system will allow any group employee (whether internal or occasionally external) to report situations that do not comply with Club Med's ethical principles and policies in conducting its activities to a referent.

The whistleblowing system is currently being reviewed to take account of the changes provided for in Act No. 2022-401 of 21 March 2022 aimed at improving the protection of whistle-blowers.

In 2024, 26 alerts were raised via the internal alert system, including no reported cases of corruption.

- *Anti-corruption measure monitoring process*

In terms of the action plan for preventing and fighting corruption, Club Med has set up a program to monitor measures developed together with the Internal Audit Department, which implements it during its audits.

5.1.3 Due diligence procedure

As a major force in the tourism industry, Club Med operates at the intersection of the expectations of national governments, local communities, and a vigilant customer base. Club Med must therefore comply with standards-based requirements and increasingly high expectations in terms of environmental protection and fundamental human rights.

In addition to the internal procedures that already exist and are regularly updated within Club Med, particularly in the areas of purchasing and development/construction, the reasonable vigilance implies a process of reaffirmation of the management body's commitment, the implementation of consistent and reinforced procedures, and more detailed education on risk situations.

Procedures for assessing subcontractors and suppliers

➡ *See § 5.2 Responsible purchasing and due diligence*

Mitigation, prevention and monitoring actions

The results delivered by the policies and actions implemented in response to the above are explained in each of the sections or sub-sections in which they are described.

Supply-chain

➠ *See § 5.2. Responsible purchasing and due diligence*

Human rights and fundamental freedoms

➠ *See § 5.3. Respecting human rights*

Health & Safety

➠ *Health and safety measures applying to employees are described in chapter 2.4 Health & Safety and well-being at Work.*
➠ *Health and safety measures applying to customers are described in chapter 3.3 Customers: Quality and Safety, the foundations of lasting trust.*

Environment

➠ *Environmental policy is described in chapter 2 - Environmental Report.*

Whistleblowing procedure

Feedback from clients and local stakeholders was expressed via customer letters and the CSR contact link. They are dealt with by the appropriate departments and services, generating internal reports on the issues.

5.2 Responsible purchasing and due diligence

➠ *The process for identifying and assessing impacts, risks and opportunities is described in the double materiality analysis*

S2 -Workers in the value chain	Upsteam
Rights and HR in the value chain	
Unequal treatment and discrimination in the value chain	theoretical short-term impact
Risk of child labour, forced labour, lack of access to water, lack of respect for privacy, etc. in the supply chain	theoretical short-term impact
Working conditions in the value chain	
Abusive precariousness of workers in the value chain	theoretical short-term impact
Creation of indirect jobs induced by tourism activity	proven positive short-term impact
Failure to respect the law on working hours	short-term theoretical impact
Lack of respect for decent wages/social protection in the value chain	short-term theoretical impact
Poor working conditions in the value chain	short-term theoretical impact
Risk of indecent housing conditions in the value chain, particularly in subcontracted activities and during resort construction	theoretical short-term impact

As the inventor of all-inclusive holidays, Club Med's role is to assemble a wide range of services, a role to which purchasing makes an active contribution, with purchases accounting for around three quarters of Business Volume. **The responsible purchasing approach is therefore an obvious part of the Group's responsible performance strategy**.

Sustainable procurement is an important part of the Green Globe certification process for the villages: around fifty criteria (out of the 350 or so criteria in the Green Globe reference framework) relate to purchasing and supply. They cover four dimensions: social, fair trade, local and environmental.

5.2.1 Due diligence in the value chain

The Purchasing Department pursues a policy of reasonable vigilance through:

- the **Group Ethics Charter**, which governs the behaviour of all Club Med employees;
- **CSR clauses** included in contracts (67% of contracts in 2024), which in particular promote fundamental labour rights among suppliers, as well as environmental and health protection, prevention of corruption, etc. *(➨ see below)*;
- the **purchasing process**, which includes CSR at every stage;
- the **prioritisation of CSR risks** through targeted mapping;
- performance assessments and **audits of food suppliers** as part of our Check Safety First and Cristal membership:
- **regular dialogue with strategic suppliers**.

A mapping of supplier risks was carried out in 2024 with strategic and critical suppliers in order to assess various themes (financial health, verification of the presence of CSR clauses, anti-corruption, data protection, cyber security, etc.) and to draw up the associated action plans.

Ethics of the Purchasing Department

Club Med's Purchasing Department oversees supplier relations through a sustainable purchasing charter applied by each buyer.

Clearly defined roles and responsibilities take into account the principles of separation of functions. Audits organised either by Purchasing Department management or by the Group's Internal Audit Department at various points in the supply chain ensure greater vigilance.

Seamless communication on corruption risks and their consequences is regularly addressed to all buyers.

Finally, teams have been reminded of their duty to alert as soon as they become aware of abnormal behaviour.

➨ *See www.suppliers.clubmed.com under the "Our values" tab.*

CSR training and awareness for teams

Since 2007, frequent workshops have focused on **raising buyers' proficiency in sustainable purchasing**. Sustainable procurement is a concern that everyone has taken on board, although the degree of maturity still varies from one geographical area to another. In 2024, several presentations on CSR objectives and challenges were made at plenary purchasing sessions worldwide.

Qualitative and quantitative CSR targets have been systematically incorporated into purchasers' objectives since 2023.

CSR clauses in contrats

A CSR clause incorporated into model contracts since 2006 requires Club Med suppliers to comply with ethical principles and practices. This clause commits suppliers and service providers on key points: freedom from harassment; no use of child labour; no discrimination; no use of forced labour; existence of a minimum wage; freedom of association and trade union rights.

In 2017, these clauses were rewritten to include more explicit environmental and health protection, the prevention of corruption and the implementation of an action plan in case of breach.

In 2024, the percentage of global contracts identified with **a CSR clause is 67% (+9 pts vs 2023)**.

Stages of the purchasing process

Sustainable development commitments are included at each stage of the purchasing process::

- in defining the purchasing policy in line with Club Med's strategy: managing risks and developing responsible purchasing is one of the pillars of the policy;
- in anticipation of future new regulations;
- in sourcing criteria: obtaining certifications and implementing good environmental and social practices are among the questions asked of any potential new supplier on the supplier website;
- in the main operational specifications;
- in the criteria for selecting bids and contracts;
- in reporting on sustainable purchasing: objectives based on performance indicators have been defined. The rate at which these indicators are included in product and supplier listing catalogues has increased since 2023. In fact, a special effort has been made by our buyers with our suppliers to obtain precise data from them (country of production codes, environmental and social codes); the 2024 performance is now over 90% of the lines completed with this information at global level.
- and in the process of requesting progress plans from suppliers.

➠ *The commitment to eco-friendly purchasing has been clearly communicated and the sustainable purchasing charter can be downloaded from the website: www.suppliers.clubmed.com*

Subcontractor and supplier assessment procedures

Club Med identifies the Group's risk areas throughout its supply chain to better prioritise reasonable vigilance initiatives (audits in particular) based on the CSR **purchasing risk map** conducted in 2016 with the firm Buy Your Way, supplemented with annual data from the Transparency International report.

ICS membership and pooled audits

Launched in 1998, the goal of Initiative Clause Sociale (ICS) is to act together to sustainably improve working conditions and responsibly help suppliers take charge of their own progress.

➠ *For more information: www.ics-asso.org*

Since 2015, Club Med is a member of ICS (Initiative Clause Sociale) to complement its supply chain employment and human rights policies, to learn from the sharing of experience with other Initiative members and to share supplier audits.

Belonging to ICS has allowed the Group to gain increased competence in risks relating to Human Rights in the supply chain, to envisage common positions on specific achievements (Syrian, Thailand, Turkey, etc.), to be alerted to evolutions in regulations and to benefit from the ICS reference and ICS experience in auditing.

5.2.2 Responsible purchasing

Since 2018, beyond reasonable vigilance and the fight against corruption, the main issues of responsible purchases include taking into account criteria regarding water consumption, energy efficiency, the emission of greenhouse gas, waste reduction, the preservation of biodiversity and animal welfare in calls for tenders.

Commitments

Club Med is committed to targeting **seasonal and local** products for **food** purchases with the following:

- 65% of fresh produce from local sources by 2030 (vegetables, fruit, butter - egg - cheese, meat).
- and regional food products promoted in all resorts *(➠ see § 3.2.3 Focus on local purchases and the partnership with Agrisud).*

Club Med is committed to offering **environmentally friendly** products with:

- 100% Fairtrade certified coffee;
- the introduction of organic baby corners in our villages from 2023 onwards;
- a range of organic wines available on our wine list;
- self-service organic teas and herbal teas;
- 100% FSC or PEFC-certified paper for paper-based products (paper towels, etc.) and catalogues;
- the gradual elimination of single-use plastics with sustainable alternatives (paper / cardboard / wood-based products and packaging, reusable / refillable products, large packaging, etc.) *(➡ see § 2.3.3 Managing waste - bye-bye plastic)*.

Animal welfare

- *Animal welfare in the purchasing chain*

Club Med is committed to respecting biodiversity and animal welfare in the supply chain by:

- compliance with the “Seafood Products” Charter introduced in 2007 and revised every year in line with changes in scientific recommendations;
- eliminating the use of eggs from caged hens *(➡ see below)*;
- reducing meat consumption and seeking alternatives to animal proteins;
- the removal of fur items from Club Med shops since the end of 2022;
- respecting animal welfare in activities involving animals.

THE HUMANE LEAGUE

OPEN WING ALLIANCE

“We are pleased to join other companies in our industry in committing to source 100% of our eggs (shells, liquids and egg products) from cage-free sources for all our portfolio establishments by the end of 2025 in Europe and Brazil, and by the end of 2027 in other markets. We will also make our policy on sourcing cage-free eggs available in all the languages in which we publish our annual report, and we will continue to report annually on our progress and any challenges we face.

This commitment is part of Club Med's purchasing policy, which means that all products purchased must meet the company's health and safety requirements.”

- *Progress eggs free cage sources*

Club Med made a strong commitment in 2019 to eliminate eggs from caged farms: to reach 100% in Europe by the end of 2025 and 100% in 2027 for the rest of the countries in which it operates.

Progress: in 2024, 51% (+16 points vs. 2023) of eggs (shell, liquid and ingredient) purchased by all Club Med establishments worldwide will come from free-range hens. The breakdown of cage-free sourcing is as follows:

- Europe Africa (EAF): 71.3% (vs. 55% in 2023).
- Focus Europe: 92.3% (vs. 65% in 2023).
- South America/Brazil (SAM): 68% (vs. 30% in 2023).
- North America (AMN): 31% (vs. 18% in 2023).
- Asia-Pacific (ESAP): 3.2% (vs. 2% in 2023).
- China: 2.1% (+2 points vs. 2023), with new producer listings at the end of 2024.

The AMN and ESAP BUs have resorts on islands such as the Dominican Republic, the Bahamas and Malaysia, where island sourcing poses supply challenges.

Actions and follow-up

- *Social, societal*

In 2024, the percentage of purchases for which social criteria are specified will reach 95.8% for PMH (+12.8 points vs. 2023) (small hotel equipment) and 98.1% for F&B (Food & Beverages) (+13.1 points vs. 2023) thanks to campaigns run by the Group's CSR purchasing coordination and actions implemented by buyers in collaboration with suppliers.

- *Environmental*

Whenever possible, certified purchases are preferred: organic cotton for around 15% of GO® outfits (in Europe and Africa), use of green energy, 100% FSC or PEFC certified paper for paper-based products (paper towels, etc.).

- *Key indicators*

The five responsible purchasing indicators below have been selected to form part of the key CSR indicators regularly monitored by the General Management Committee (GMC):

KPI:

- Accelerate responsible purchasing (data excluding China)
- In 2024, the place of production could be traced for 98% of textile and small hotel equipment references (vs 91% in 2023).
- In 2024, 93% of purchases of dairy products (butter - eggs - cheese), fruit and vegetables, and fresh meat had a traced origin of production, and 62% were of local origin (vs. 85% for traced origin, and 59% for local origin in 2023).
- In 2024, for 97% of PMH products (small hotel equipment), environmental criteria were included in the purchasing catalogues, with 21% of them presenting an environmental benefit (vs. 85% and 23% in 2023).
- In 2024, worldwide, only 0.7% of seafood purchases will come from species that are overfished outside the charter, in terms of purchase value (vs. 1.1% in terms of purchase value in 2023).

5.2.3 Focus on local purchasing and the Green Farmers program (partnership with Agrisud)

Local purchases

In 2024, 62% of fresh food purchases were made locally (vs 59% in 2023).

Supporting and developing local farming: a unique partnership with Agrisud

Finding that in some cases local supply was inadequate to meet its villages' demand for fresh produce, Club Med decided to help strengthen this network, thereby playing an active role in the economic development of the regions where it operates.

This decision led to a partnership with the NGO Agrisud, signed in late 2008, to enable local small family farms to supply Club Med resorts and to guide them towards more sustainable land use based on the principles of agroecology. Since 2019, Club Med has committed to developing one new program per year on average.

For over thirty years, the NGO Agrisud has been involved in the fight against poverty and for food security for deprived populations in many countries in the South. Its response is to support these populations in the creation of very small sustainable family farms, anchored in the local market. Its approach is also ecological, favouring practices that reconcile local development with low pressure on the environment.

Agrisud, with the help of local partners whom it trains, works with very small farms close to villages to:

- farms' technical skills (dissemination of agro-ecological practices), economic management (support in drawing up and analysing farm accounts) and organisational skills (group purchase of seeds, maintenance of irrigation systems, etc.);
- setting up a sustainable local supply system (participative development of a purchasing protocol; positioning the local partner or groups as intermediaries between small family farms and the Club Med village).

➡ *www.agrisud.org*

The benefits of the partnership relate to most of the Sustainable Development Goals (SDGs):

- helping small family farms out of precariousness by providing support and training in market economy and sustainable land use (SDG 1, SDG 8, SDG 4, SDG 10 and SDG 15);
- contributing to the relocation of small-scale subsistence farming (SDG 8);
- buffets offering customers fresh, local, environmentally friendly and meaningful products (SDG3);
- securing supplies of fresh produce (SDG3) and increasing the proportion of local purchases in Club Med's supplies (SDG12);
- carbon sequestration through agroecology and reducing the CO2 impact of transporting the products concerned (MDG13);
- securing access to water for family farms using solar energy (MDG6 and MDG13);
- equal access to economic resources for women on the project in Senegal, which concerns exclusively women market gardeners (MDG5);
- and improving the territorial anchoring of the resorts (MDG11);
- all by involving a wide range of stakeholders: customers… (ODD 17).

The partnership represents:

- 653 VSEs[1] upported in 2024, i.e. almost 1,900 beneficiaries in eight countries;
- and 13 groups in 11 resorts;
- since 2008 by the end of the 2024 financial year, cumulative support of €1,996k, 8,733 cumulative tonnes grown using agroecology and 838 cumulative tonnes of products delivered to Club Med or via the Foundation;
- more than 130 ha of land farmed using agroecology with an average of 30 varieties grown per program supported, in 5 product categories (vegetables, aromatic herbs, fruit, eggs and processed products).

In addition, the generosity of customers has made it possible to participate in the financing of the Agrisud program to the tune of de 114,000 K€ since 2014.

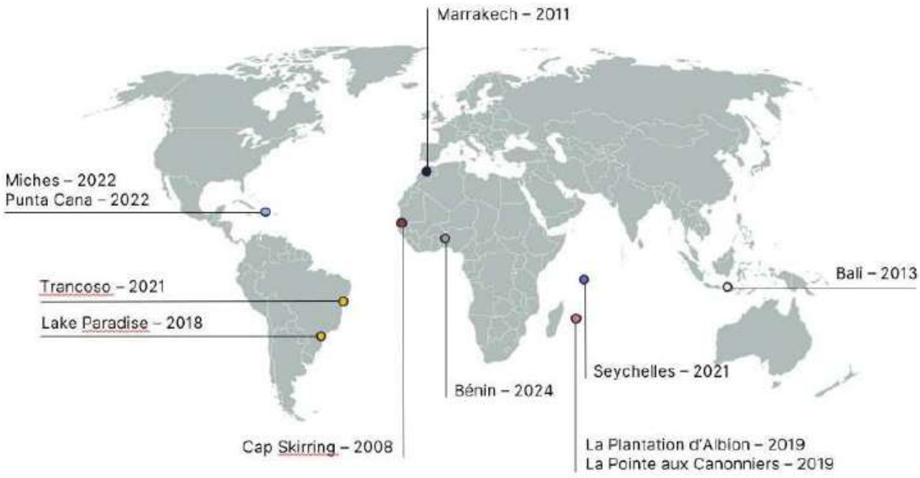
[1] *Very Small Business.*

The partnership with Agrisud has been rewarded:

- by procurement professionals obtaining the Golden award for responsible supply at "Trophées Décision Achats" in 2013;
- by the actors of sustainable tourism in Morocco being the winner of the Moroccan Sustainable Tourism award in the "economic and social development" category in 2014;
- by personalities from the international hotel industry obtaining the Worldwide Hospitality Awards "Best initiative in sustainable development & social responsibility (deployed concept)" in 2015;
- by the World Tourism Organisation (UNWTO) that used the partnership in 2017 to illustrate the good practices efficiently contributing to the Sustainable Development Program at the 2030 horizon (link to the site);
- and in 2021, by the world of social entrepreneurship with the selection of Club Med's Director of Sustainable Development to the "Unusual Pioneers" program led by Yunus Social Business and the Schwab Foundation for Social Entrepreneurship.

Assessment of the various projects in 2024

The partnership between Club Med and Agrisud is now in place in 8 countries and 11 villages: Cap Skirring (Senegal), Marrakech (Morocco), Lake Paradise and Trancoso (Brazil), Bali (Indonesia), La Pointe aux Canonniers and Albion (Mauritius), Seychelles (Seychelles), Punta Cana and Miches (Dominican Republic) and Benin.



The year 2024 saw:

- a joint effort by purchasing and Agrisud to step up purchases by resorts from supported VSEs with 237 tonnes (+28% of tonnes delivered between 2023 and 2024 and +134% between 2022 and 2024);
- the start of deliveries to small family farms in the Dominican Republic (Punta Cana);
- and the ramping up of deliveries to the Seychelles and Trancoso, Brazil (doubling of deliveries between 2023 and 2024).

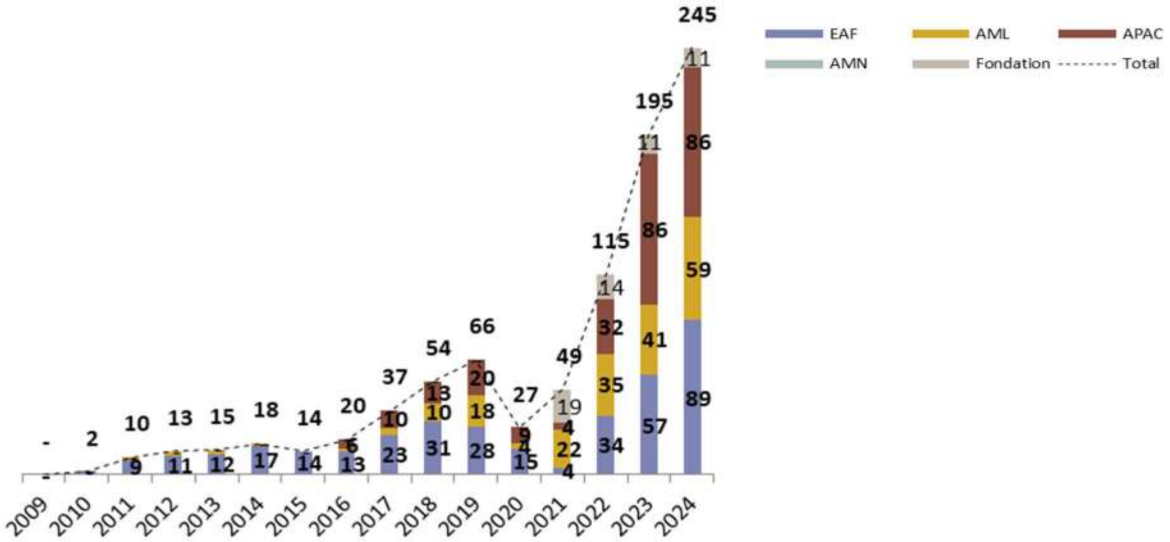
Solidarity action decided in response to the health crisis and the subsequent site closures

To limit the loss of income for the supported farmers, who usually sell a large part of their produce to Club Med, during the periods of closure linked to the health crisis, the Club Med Foundation decided in 2020 to buy part of their production and redistribute it to families made vulnerable by the crisis, in the form of fruit and vegetable baskets, through local associations.

This initiative has been repeated every year in Senegal and Indonesia. In 2024, this project helped 3,885 people in Senegal thanks to our local partner, the Casamasanté association, and 600 people in Indonesia thanks to our local partner, Scholars of Sustenance.

- *Agrisud Projects – 2024*

Agrisud - tonnage purchased by Club Med from supported family farms



5.3 Respecting human rights

5.3.1 Human rights and fundamental freedoms of local communities

Club Med is committed to the respect of human rights in particular through:

- combating the sexual exploitation of children in tourism *(➨ see § 4.1. Respecting host communities, inviting respect and discovery - Combating the sexual exploitation of children in tourism)*;
- disseminating the principles of its Ethics Charter to all employees.
- In addition, Club Med ensures respect for local populations and the non-appropriation of resources through;
  - ensuring that land acquisition and use comply with regulations governing protected areas and listed heritage sites;
  - ensuring that Village activities have no impact on the supply of water, energy or other essential services to neighbouring communities. These points are mandatory for obtaining Green Globe certification.

Finally, since 2000, Club Med has been a signatory of the **French National Charter of Ethics in Tourism**. This is the French version of the principles of the Global Code of Ethics for Tourism. And in November 2015, President Henri Giscard d'Estaing signed the **Global Code of Ethics for Tourism** at the 16th meeting of the World Committee on Tourism Ethics in Paris.

➨ *See http://ethics.unwto.org/content/global-code-ethics-tourism*

5.3.2 Human rights and fundamental freedoms of employees

In addition to applying and promoting the **freedom of association and the right to collective bargaining** *(➨ see section 3.3 "Social relations")* and as part of **fight against discrimination** *(➨ see section 3.6 "Equal treatment")* in all countries where it operates, **Club Med only hires employees who are over the age of 18 and prohibits all forms of forced or compulsory labour**. This requirement is specifically met during hiring sessions in employment areas, and subsequently by the village HR Manager. Checks are included in the resorts' internal audit program.

It promotes fundamental rights at work through its Ethics Charter, as well as the agreement on **respect for fundamental rights** at work *(➨ see § 5.3 Respect for human rights)*, which refers directly to the ILO principles and describes in detail Club Med's commitment to respect them.

6./ CUSTOMERS: QUALITY AND SAFETY, THE FUNDATIONS OF LASTING TRUST

Club Med has grown alongside its members: they are the ones who, starting in 1950, called the activity leaders "Gentils Organisateurs" (GO®), and were in return called "Gentils Membres" (GM®).

The close relationship of trust, and even complicity, that has existed between Club Med and its GM® for 70 years is one of its most valuable assets.

If it is especially obvious in the relationship between the GO® and GM® in the Villages, it is also the reflection of the entire organization's core commitments towards its customer.

6.1 Responsible communication to customers

The quality and reliability of sales information is the sine qua non of a relationship of trust between a company and its customers, especially when it comes to products with a strong emotional charge, such as vacations.

In light of this, and of its strong brand awareness and reputation, Club Med relies on a specific process managed by the Marketing Department, and on various departments, including the Legal Department, to ensure that promotional materials are reliable and do not contain exaggerated promises. This includes making sure that the terms and conditions of sale provided for products and services are clear, complete, reliable and comply fully with all applicable tourism legislation.

Club Med is an associate member of SETO, the French trade union for tour operators, and adheres to its travel charter, which aims to inform the consumer about the commitments made by professional tour operators and the guarantees that they offer to their customers.

Club Med attaches a great deal of importance to compliance with regulations regarding marketing communication.

Information Security – Protection of personal data

Club Med also attaches great importance to the protection, security and confidentiality of personal data, particularly that of its customers and employees. It closely monitors the implementation of and compliance with the provisions relating to the protection of privacy and the processing of personal data in accordance with the General Regulation on the Protection of Personal Data, which constitutes the standard applicable worldwide. This approach is in line with Club Med's commitments in terms of customer consideration and employee protection.

The Company has had a Personal Data Protection Officer (DPO) since January 2018.

In 2024, to the Company's knowledge, there were no significant complaints based on an invasion of privacy or loss of data.

6.2 Quality and customer satisfaction

Club Med's Quality approach is based on a long-standing culture of satisfaction and on tools that are rooted in the practices of each business.

GM®s are first listened to in the Village through the relationship between GM® and GO®. Beyond the stay period, we listen to them through satisfaction surveys (GM® feedback), analysis of complaints letters and, increasingly, through feedback on specialised websites and social networks. A Customer Relations France department is dedicated to processing customer feedback on these different channels, and to monitoring and steering quality, with monthly feedback to operational staff.

In terms of GM Feedback, the rate of very satisfied GMs® for 2024 (winter + summer) has risen slightly compared with the average for the last two years. This increase is mainly due to the summer season, which rose by 1.2 points, and to performances in the European mountains, France and Turkey (+4.5 points).

Customer satisfaction remains 6 points higher in the top-end “Exclusion Collection” than in the “Core Range”, but the luxury range has been penalised by certain high-volume villages such as Michès and Club Med 2, which have recorded below-standard performances, causing the range average to fall by 2.5 points compared with the 2022-2023 average.

In 2024, Club Med's new customers are more satisfied than ever before.

6.3 Customer health and safety: Aiming for total peace of mind

The number one priority communicated to all GO® and GE is personal safety.

The health and safety policy relies on the expertise and coordination of a dedicated Safety, Hygiene and Health (SHH) department available 24 hours a day, which reports to the Group's General Secretariat.

It defines the **priorities in terms of prevention, safety, hygiene and health policy**, both for GM® and GO® and GE. It designs awareness and training tools and actions in collaboration with the UDT (University of Talents), and it organizes their deployment, all with an adaptation by BU according to specificities (cultural, geographical, political, etc.).

The SHH Department manages the **crisis management system** through dedicated training and the dissemination and updating of the Sensitive Situations and Crises Management Manual.

In the Villages, Health and Safety meetings review problems encountered and implement **corrective or preventive action plans**. At the same time, self-checks by department (digitalised since January 2020) are regularly carried out by department managers and can be requested at any time.

An SHH intranet accessible by all Villages centralises all existing **procedures**. Updates are regularly posted online and are immediately available in each Village. Training and prevention courses on safety issues are organised on a regular basis and are followed by audits and ad hoc investigations.

Continuation of the HSE (Health, Safety and Environment) manager

The year 2024 was marked by:

- anchoring the HSE manager function in all villages and Business Units;
- updating existing HSE standards and identifying missing standards;
- support for managers (RDS) in taking account of and managing HSE aspects in their day-to-day work, in order to define a common level of requirements and give them the tools to monitor HSE aspects in their activities.

In 2024, HSE managers continued to develop their skills through internal and external training and the introduction of the village function. Tools have been implemented: monthly EHS meetings with the leading indicators, issues to be addressed, and a village action plan for planning and monitoring achievements.

The Safe Together Manager is now a Service Manager (RDS) who reports to the Resort Manager (CDV) and is part of the Village Management Committee.

The key tasks of this position are as follows:

- internal coordination of health and safety and CSR with all the SDRs;
- external relations with local SHS authorities and CSR partners;
- crisis management: support to the CDV;
- monitoring of food H&S action plans;
- safety: monitoring compliance with standards;
- CSR: resort compliance with Happy to Care program, Green Globe and coordination of solidarity actions.

Health and food safety

The Purchasing Department pursues a policy of reasonable vigilance, mainly through **performance evaluation and audits of food suppliers** as part of its membership of Check Safety First and Cristal.

In 2019, to reinforce the safety and healthiness of the provided food and beverages, the Purchasing Department set up a **risk mapping on sensitive countries and on high-risk** categories such as the supply of fresh meat and fish and frozen products. This mapping is followed by a supplier self-assessment addressed and analysed by Check Safety, which is followed by on-site controls depending on the supplier results and their relevance. More than 130 sensitive suppliers have been contacted.

In terms of dietetics and improving health by limiting sugary drinks, an extension of the **elimination of sweetened drink fountains**, particularly in restaurants and bars, has been completed out in Europe-Africa since 2019.

In addition, in terms of **food hygiene**, since 2021, the SHS Department has implemented **an audit policy** in all Club Med Villages, in partnership with a world-renowned company that monitors compliance with HACCP (Hazard Analysis Critical Control Points) standards every two months, according to harmonised standards. As an integral part of HACCP standards, a food traceability system is being deployed worldwide with the E pack solution.

In addition, in order to once again strengthen our measures to control food safety throughout the chain, 2023 saw the reinforcement of supplier audits integrating the presence and support of Club Med hygienists. Work was also carried out on the sensitive product ranges listed.

In Asia, the Lijinag resort in China was the first resort to be certified for food safety using a recognised international standard. The aim is now to roll out this certification to other resorts in China.

Rooms hygiene and cleanliness

Since 2021, the room check has been operational. This is a surveillance audit carried out by an external organisation and based on international standards regarding room hygiene and cleanliness. This audit includes a documentary part (process, disinfection protocol, and products used), a visual part in the room (review of the execution and implementation of the protocols), and tests on the contact surfaces to verify the level of cleanliness.

Product and process adaptation in the context of Covid-19

Club Med has adapted its product and process in detail around the world in the context of Covid-19, with the safety of its customers and teams the top priority. The aim was to enable customers to travel, enjoy themselves and their families, with the assurance that Club Med was aligned with local regulations and clear on health and safety.

The operational procedures for the reopening of the villages had been:

- prepared by the Global Products and Services Department, in coordination with the Safety/Health team and the operational departments of all BUs, including network experts;
- reviewed by Club Med's Scientific Committee, which is made up of eight medical experts;
- made available in several languages.

In 2023, their applications and adaptations evolved with the Covid-19 context and according to local regulations under the responsibility of the product/operations managers of each BU. The health situation allowed a formal resumption of activities. Still, the fundamentals were maintained in certain activities or processes: hydroalcoholic gels on buffets, increased frequency of cleaning plans in high-traffic areas (buffets, mini clubs, communal areas, testing of ozone generators in certain restaurants to disinfect rooms and air, etc.).

The worldwide certification (POSI Check) set up with Cristal International Standards to verify the conformity of anti-Covid measures has been maintained:

- only at the opening of the season in the Americas and Europe-Africa or twice a year for permanent villages.
- with a higher frequency depending on the pandemic situation in the Asia-Pacific region.

Audit et monitoring

In 2025, the Group is launching an ambitious program of SHS audits aimed at verifying compliance with ClubMed requirements in nearly 20% of its villages each year. A specific audit grid has been prepared for this purpose, based on ClubMed best practices and the most stringent regulatory requirements. Club Med is clearly demonstrating its commitment to excellence in customer satisfaction.

GM® indicators and incidents

Club Med's active approach to accident and incident prevention was materialised in 2019 with the creation of two safety director positions within the APAC and AMN/AML BUs. Each BU now has an SHS relay structure responsible for deploying the Group's policy in its villages, adapting to the local context and market.

At the end of 2024, a new Safety Dashboard tool was set up by the SHS department to better manage safety performance and support improvement initiatives throughout the Group. This application is used to analyse accident data and coordinate corrective actions. It encourages the sharing of best practice and continuous learning. In the near future, it will also be used to structure the mandatory regulatory risk analyses (Document Unique) and to monitor village audits.

An analysis of the accident rate was carried out, in parallel with a support mission with the prevention department of the civil liability insurer to audit the new activities developed by Club Med in recent years. The focus was on two villages (Tignes and Val d'Isère) to audit the operating procedures and safety measures in place for activities developed in the mountains during the summer (in particular mountain biking and external service activities). The audit report will be used to define uniform operational standards for these activities, particularly the most high-risk ones (such as downhill mountain biking).

6.4 Disabled access in Villages

In accordance with French legislation, Club Med has introduced accessibility registers and trained all its hospitality staff working in its French vacation villages and offices in how to welcome disabled customers and employees.

In addition, a project was launched in 2018 to provide better information on the accessibility of Club Med premises and activities, in partnership with Picto Access. By the end of 2024, 38% of Club Med villages and 100% of villages in France shared information on accessibility on their French-language commercial websites.

7./ ADDITIONAL INFORMATION

7.1 External commitments and recognition

Club Med signed:

- the Global Code of Ethics for Tourism in November 2015, becoming the first French tourism operator to do so;
- the National Ethics for Tourism Charter in 2000 (the French Charter applying the principles of the Global Code of Ethics for Tourism);
- the International Tourism Plastic Pledge (2019);
- the GTPI (Global Tourism Plastic Initiative) led by UNEP and UNWTO in partnership with the Ellen McArthur Foundation, as part of the "One Planet Sustainable Tourism" program (2020);
- the Diversity Charter: a commitment to a proactive approach to diversity beyond the legal framework of the fight against discrimination (2004).
  - ➡ *To view the Code, go to: http://ethics.unwto.org/en/content/global-code-ethics-tourism*

To contribute to the collective effort to promote more sustainable tourism by sharing good practices between industry stakeholders and working jointly on practical initiatives, Club Med is a member of the following:

- WHSA;
- RespectOcean;
- ARGO Projet (International Food waste Coalition) ;
- ATR (Agir pour un Tourisme Responsable), which it joined in 2017 (Discovery Tours by Club Med have been labelled ATR (since November 2017) and renewed every year since then;
- ATD (Acteurs du Tourisme Durable), since 2016.

Among the external recognitions

Club Med was rated by Ecovadis in 202 on 2024 data (evaluation of suppliers to major clients) with a score of 73/100, i.e. Silver level (vs 70/100 in 2023), which was equal to or higher than 92% of the companies evaluated by Ecovadis (vs 93% in 2023).

At the end of 2024, the Group had 57 Green Globe eco-certified villages in operation *(➨ see section 2.1.4 Environmental management: the leverage of Green Globe certification for more details)*, representing 86% of eligible villages in operation.

7.2 Additional social information

7.2.1 Summary of reporting methodology

The Group uses the WORKDAY software application for its reporting and social indicator management. The tool, which is also used for global HR reporting, collects and consolidates social indicators upon request.

A Group reporting process has been created and is defined in the "social reporting protocol". The data reporting process is managed centrally with no intermediate levels of consolidation. All requests for Workday Human Capital Management tools are made to the head office. An organization has been set up with the aim of formalizing contributors' responsibilities and making the Social Studies department responsible for centralizing and validating information for external publication. This document applies to all key participants in the reporting process. It thoroughly details the processes and definitions used for the Group, the data computing methods and the key indicators.

Unless stated otherwise, the scope of social reporting includes: village employees, headquarters, agencies and country office employees

The Group's social reporting does not include interns, external and temporary service providers

The reporting scope is currently worldwide, with the exception of some data for which the level of demand concerning the information to be produced in Workday Human Capital Management by HR managers has been raised so that it can be published over the next few years. When information required on a global scale is not reliable or complete, we specify the fact that the scope is limited in our social reporting.

Reporting period: the period covered by the indicators corresponds to the Group's fiscal year.

Employee movements and changes in the scope of consolidation

Changes in consolidation scope result from changes in our village portfolio (new, re-opened or closed). Some villages are also subject to changes in their hotel capacity in terms of days of opening and number of beds.

DEFINITIONS OF INDICATORS

Workforce indicators

- Number of employees: number of employees who worked at least once for Club Med during the period.
- Number of job assignments: number of contracts/positions assigned to employees during the period.
- Number of FTE: theoretical annual full-time positions corresponding to the number of employees during the period.
- Number of hires: number of employees given job assignments for the first time at Club Med during the period.
- Number of departures: number of employees who left Club Med during the period.
- Number of permanisation: number of employees whose employment contracts were changed from fixed term to open term, or from seasonal to permanent during the period.

Training indicators

Training considers complete and incomplete sessions without deducting those who were absent.

Job mobility indicators

The job mobility rate is calculated as the number of employees who changed jobs in the year N versus year N-1 in the Winter season divided by the total number of workers in the Winter season. The same calculation is performed for the Summer season before being weighted to obtain an annual figure. To avoid skewing the data, it excludes employees assigned to any village for a period of less than 30 days and/or assigned to “filler” posts.

Geographical mobility indicators

Geographical mobility is expressed as the number of employee job assignments to villages in a country other than their home country divided by the total number of village job assignments.

Evaluation indicators

To avoid skewing the data, the evaluation rate is calculated excluding employees assigned to any village for a period of less than 30 days and/or assigned to “filler” posts and/or who have left the Group during the period.

Absenteeism indicators

- The absenteeism rate is defined as the percentage of the total number of days absent, converted to FTE, divided by the total number of FTEs over the period.
- Absences due to accidents include work and commuting accidents resulting in sick leave.
- Absences for “other” reasons include family events, therapeutic part-time, partial disabilities, unjustified absences, Solidarity Day, maternity and paternity leave, and administrative formalities (tests, identity papers).

Health and Safety indicators

- Theoretical hours worked were taken into consideration when calculating frequency and severity rates.
- The frequency rate of work accidents takes into consideration the number of accidents resulting in sick leave occurring during the year in question. The calculation formula is as follows: FR = (number accidents resulting in sick leave * 1,000,000)/No. theoretical hours worked.
- The severity rate of work accidents takes into consideration the number of days of sick leave in the year resulting from work accidents occurring during the year in question. The calculation formula is as follows: SR = (No. of days lost as N * 1,000)/No. of theoretical hours worked.

CSR SOCIALDATA (Reporting on fiscal year Jan. 1, N to Dec. 31, N)

	note	Unit	2020	2021	2022	2023	2024	Evol. Vs 2023
EMPLOYMENT - Worldwide								
Total Group employees								
Employees	1	No. of employees	23 788	24 398	29 306	30 802	30 196	-2,0%
Posts		no. of post	35 499	37 260	46 015	49 699	49 181	-1,0%
FTE		In FTE	11 633	11 816	14 885	16 118	16 390	1,7%
• of which women (%)		In FTE	39%	42%	39%	41%	42%	2,4%
• of which men (%)		In FTE	61%	58%	61%	59%	58%	-1,7%
• of which employees with permanent contract (%)		In FTE	52%	40%	44%	43%	42%	-2,3%
Average age		In FTE	31,9	30,6	31,0	36,0	37,0	2,8%
Average senority		In FTE	5,4	5,3	4,9	6,0	6,0	0,0%
Average senority (permanent staff)		In FTE	10,9	10,3	9,5	10,0	10,0	0,0%
Employees excluding villages								
Employees		no. of employees	2 356	2 266	2 365	2 485	2 511	1,0%
Posts		no. of post	2 527	3 110	2 620	2 657	2 696	1,5%
FTE		In FTE	2 037	1 846	1 936	2 025	2 101	3,8%
• of which women (%)		In FTE	63%	61%	65%	66%	66%	0,0%
• of which men (%)		In FTE	37%	39%	35%	34%	34%	0,0%
• of which employees with permanent contract (%)		In FTE	94%	75%	97%	97%	97%	0,0%
Average age		In FTE	39,3	39,4	38,4	41,0	42,0	2,4%
Average senority		In FTE	11,0	10,8	10,3	10,4	11,0	5,8%
Average senority (permanent staff)		In FTE	11,7	11,8	10,8	11,0	11,0	0,0%
Employees Villages								
Employees		no. of employees	21 432	22 132	26 941	28 317	27 685	-2,2%
Posts		no. of post	32 972	34 150	43 395	47 042	46 485	-1,2%
FTE		In FTE	9 596	9 970	12 949	14 093	14 289	1,4%
• of which during winter season (%)		In FTE	50%	50%	50%	50%	50%	0,0%
• of which during summer season (%)		In FTE	50%	50%	50%	50%	50%	0,0%
• of which women (%)		In FTE	34%	39%	35%	35%	39%	11,4%
• of which men (%)		In FTE	66%	61%	65%	65%	61%	-6,2%
• of which GO® (%)		In FTE	36%	35%	37%	37%	37%	0,0%
• of which GE (%)		In FTE	64%	65%	63%	63%	63%	0,0%
• of which GO® with permanent contract (%)		In FTE	22%	21%	17%	17%	16%	-5,9%
• of which GE with permanent contract (%)		In FTE	60%	58%	48%	46%	45%	-2,2%
Average age		In FTE	31,4	29,9	30,5	35,0	36,0	2,9%
Average senority		In FTE	5,0	4,8	4,6	5,0	6,0	20,0%
Average senority (permanent staff)		In FTE	10,6	10,4	9,2	9,0	10,0	11,1%

Notes:

1. Consolidated data are consolidated as of December 31st
2. Absenteeism and incidents of accidents are treated following the same logic. In order to present comparable date in the table above, the absenteeism and accident figures for fiscal years 2015 and 2016 have had to be restated to cover strictly the same scope as the 83% scope previously covered.
3. Absences for “other” reasons include family events, therapeutic part-time, partial disability, unjustified absences, Solidarity Day, maternity and paternity leave, administrative formalities (tests, identity papers).
4. Rate calculation methods are specified in the note on methodology *(➡ see section 5.1. below)*.
5. The theoretical length (in hours) is the number of hours set aside for the training.
6. The increase in this rate is related to both the increase in the number of employees trained and to the new protocol which has enabled more training sessions to be recorded.
7. SM-VM: Service/Activity Managers and village Managers.
8. Employee members of the Leadership Committee (LC): employee members of Club Med Business Unit management committees or major corporate functions (Finance, Marketing, HR and Development).

CSR SOCIALDATA
Reporting on fiscal year Jan. 1, N to Dec. 31, N

	note	Unité	2021	2022	2022	2023	2024	Evol. Vs 2023
ENTRES AND DEPARTURES - Worldwide								
NEW HIRES								
Permanent		No. of employees	476	1 707	1 010	1 557	1 166	-25,1%
Seasonal		No. of employees	2 218	2 997	2 946	8 989	7 603	-15,4%
Made permanent		No. of employees	403	487	677	434	266	-38,7%
Rate of permanent hires		% of posts	5%	19%	11%	17%	12%	-26,6%
Rate of seasonal hires		% of posts	9%	12%	9%	26%	22%	-14,5%
Rate of global hires		**% of posts**	**8%**	**14%**	**10%**	**24%**	**20%**	**-16,5%**
GO® excluding Village								
Permanent		No. of employees	139	232	359	288	247	-14,2%
Seasonal		No. of employees	6	113	60	50	67	34,0%
Made permanent		No. of employees	17	32	35	41	37	-9,8%
Rate of permanent hires		% of posts	6%	12%	17%	13%	11%	-17,0%
Rate of seasonal hires		% of posts	3%	35%	29%	24%	37%	50,1%
Rate of global hires		**% of posts**	**6%**	**15%**	**18%**	**14%**	**13%**	**-9,1%**
GO®-GE Villages								
Permanent		No. of employees	337	2 115	651	1 269	919	-27,6%
Seasonal (1st season)		No. of employees	2 212	2 775	2 886	8 939	7 536	-15,7%
Made permanent		No. of employees	248	455	642	393	229	-41,7%
Rate of permanent hires		% of posts	4%	21%	9%	18%	13%	-28,7%
Rate of seasonal hires		% of posts	9%	11%	9%	26%	22%	-14,8%
Rate of global hires		**% of posts**	**8%**	**13%**	**9%**	**24%**	**20%**	**-16,7%**
LEAVERS		**No. of employees**	**3 768**	**2 896**	**4 860**	**5540**	**5213**	**-5,9%**
Employee decision		% of employees	29%	58%	68%	56%	51%	-8,6%
Employer decision		% of employees	64%	31%	25%	19%	23%	21,6%
By mutual agreement		% of employees	5%	7%	4%	9%	9%	-1,4%
Others (death, retirement, illnes)		% of employees	2%	4%	2%	16%	17%	5,0%
Turnover		**% of posts**	**12%**	**8%**	**12%**	**11%**	**10%**	**-6,4%**
GO® excluding Village		**No. of employees**	**299**	**278**	**315**	**280**	**268**	**-4,3%**
Employee decision		% of employees	47%	60%	67%	64%	63%	-0,8%
Employer decision		% of employees	30%	14%	18%	16%	15%	-5,0%
By mutual agreement		% of employees	16%	11%	10%	10%	9%	-13,5%
Others (death, retirement, illnes)		% of employees	7%	15%	5%	10%	13%	26,9%
Turnover		**% of posts**	**13%**	**16%**	**13%**	**11%**	**10%**	**-9,1%**

	note	Unité	2021	2022	2022	2023	2024	Evol. Vs 2023
Permanents GO®-GE Villages		**No. of employees**	**1 197**	**1 033**	**1 122**	**1077**	**1160**	**7,7%**
Employee decision		% of employees	20%	49%	49%	43%	46%	6,6%
Employer decision		% of employees	72%	33%	40%	34%	39%	14,0%
By mutual agreement		% of employees	2%	13%	5%	6%	3%	-52,8%
Others (death, retirement, illnes)		% of employees	5%	5%	6%	17%	12%	-27,2%
Turnover		**% of assign-ments**	**17%**	**14%**	**14%**	**12%**	**14%**	**11,9%**
Seasonal GO®-GE Villages		**No. of employees**	**2 272**	**1 751**	**3 423**	**4183**	**3785**	**-9,5%**
Employee decision		% of employees	32%	64%	75%	58%	52%	-11,7%
Employer decision		% of employees	64%	30%	21%	15%	19%	22,9%
By mutual agreement		% of employees	4%	5%	4%	10%	11%	10,5%
Others (death, retirement, illnes)		% of employees	0%	0%	1%	17%	19%	14,0%
Turnover		**% of posts**	**10%**	**1%**	**11%**	**10%**	**9%**	**-11,1%**
Payroll (worldwide)								
Excluding villages		In M€ constant rate	(102,1)	(122,6)	(161,3)	(178,8)	(190,0)	6,3%
Villages		In M€ constant rate	(127,3)	(142,5)	(228,9)	(248,4)	(260,7)	5,0%
Global		**In M€ constant rate**	**(229,4)**	**(265,1)**	**(390,2)**	**(427,2)**	**(450,7)**	**5,5%**
Payroll as a percentage of sales			**34,5%**	**35,7%**	**25,1%**	**23%**	**24%**	**+0,3 pts**

CSR SOCIALDATA

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GO®-GE Absenteeism	note	Unit	2022	2023	2024	Evol. Vs 2023
Absenteeism rate (%)		**% of FTE**				
Total lenght		in days	**1,6%**	**1,7%**	**1,6%**	-3,1%
of which % illness			88 157	98 953	98 593	-0,4%
of which % workplace accident (commute or work)			81%	59%	63%	6,6%
of which % others	2		6%	8%	7%	-4,4%
Permanent GO®-GE Villages			13%	33%	30%	-10,8%
Absenteeism rate (%)		**% of FTE**				
Total lenght		in days	**1,7%**	**1,8%**	**2,2%**	21,3%
of which % illness			28 951	32 421	38 682	19,3%
of which % workplace accident (commute or work)			89%	70%	76%	7,6%
of which % others	2		4%	10%	6%	-40,8%
Seasonal GO®-GE Villages			8%	19%	18%	-5,6%
Absenteeism rate (%)		**% of FTE**				
Total lenght		in days	**1,5%**	**1,4%**	**1,3%**	-12,2%
of which % illness			46 903	48 249	43 659	-9,5%
of which % workplace accident (commute or work)			72%	53%	54%	1,7%
of which % others	2		8%	8%	11%	30,9%
Permanent GO®-GE excluding Village			19%	39%	35%	-8,8%
Absenteeism rate (%)		**% of FTE**				
Total lenght		in days	**1,8%**	**2,5%**	**2,1%**	-14,7%
of which % illness			12 059	17 900	15 849	-11,5%
of which % workplace accident (commute or work)			95%	55%	58%	4,0%
of which % others	2		3%	1%	1%	-33,7%
Seasonal GO®-GE excluding Village			2%	43%	41%	-4,1%
Absenteeism rate (%)		**% of FTE**				
Total lenght		in days	**1,1%**	**1,7%**	**1,8%**	1,7%
of which % illness			245	383	404	5,5%
of which % workplace accident (commute or work)			81%	90%	85%	-5,2%
of which % others	2			0%	0%	
			19%	10%	15%	45,8%
GO®-GE Accidentology						
Severity		in no. of days	0,27	**0,20**	**0,19**	-5,0%
Frequency rate		in periods of sickness	17,8	**15,04**	**16,34**	8,6%
Taux Absenteeism rate (%)		% of FTE	0,17%	0,13%	0,12%	-7,7%
Total lenght		in days	9 251	7 642	7 283	-4,7%
of which % illness			619	565	622	10,1%
of which % workplace accident (commute or work)			0%	0%	0%	
of which % others			100%	100%	100%	
Total lenght		**in days**				
nb periods od sickness			407	252	148	-41,3%
Villages			16	12	15	25,0%
Total lenght		**in days**				
no. periods od sickness			8 844	7 390	7 135	-3,5%
			603	553	607	9,8%
SKILLS DEVELOPMENT - Worldwide						
Number of employees having received training		nb sessions x employees	17 434	18 379	18 980	3,3%
Number of trainees	3	No. of theorical hours	83 961	79 457	78 112	-1,7%
Number of training hours			281 204	279 923	255 707	-8,7%
of which % Europe Africa			61%	63%	61%	-2,6%
of which % Américas			28%	28%	26%	-7,3%
of which % Asia	4		11%	9%	13%	42,9%
% of GO®-GE having received training						
Shared of trained GO®-GE		% of no. of employees	60%	60%	63%	5,5%
Shared of trained GO® excluding villages		% of no. of employees	38%	44%	53%	21,0%
Shared of trained GO® villages		% of no. of employees	77%	81%	83%	2,3%
Shared of trained GE villages		% of no. of employees	44%	45%	48%	6,4%
Shared of trained GO®-GE villages		% of no. of employees	59%	61%	63%	3,1%
EGAL OPPORTUNITY (Villages scope)						
Professional mobility						
% of female GO®-GE subject to professional mobility		% of no. of employees	15%	15%	15%	+0,0 pts
% of male GO®-GE subject to professional mobility		% of no. of employees	14%	16%	15%	-1,0 pts
Greographic mobility						
% of female GO®-GE subject to geografical mobility		% of no. of posts	23%	35%	34%	-1,0 pts
% of male GO®-GE subject to geografical mobility		% of no. of posts	21%	34%	33%	-1,0 pts
Training						
% trained female GO®-GE		% of no. of employees	63%	61%	63%	+2,0 pts
% trained male GO®-GE		% of no. of employees	60%	61%	63%	+2,0 pts
Managers						
% of women GO® RDS & CDV	5	% of FTE	17%	16%	16%	-0,5 pts
% of men GO® RDS & CDV		% of FTE	19%	19%	17%	-1,6 pts
Percentage of GO®-GE women in LC (worldwide)	6	% of FTE	42%	44%	42%	-1,6 pts

CSR SOCIALDATA (Reporting on fiscal year Jan. 1, N to Dec. 31, N)

INDICATORS	note	Unit	2021	2022	2023	2024	Evol. Vs 2023
LOCAL CONTRIBUTION BY LOCAL EMPLOYEES (Villages worldwide)							
Share of local jobs among GO®-GE		% of employees					
Local development (Villages scope)							
Training							
Shared of local GO® trained		% of employees					+0,0 pts
shared of mobilie GO® trained		% of employees					+0,0 pts
Share of local GE trained		% of employees					+0,0 pts
Share of mobile GE mobiles trained		% of employees					+0,0 pts
Share of local GO®-GE trained		% of employees					+0,0 pts
Evaluation							
Shared of local GO® evaluated		% of employees					+0,0 pts
shared of mobilie GO® evaluated		% of employees					+0,0 pts
Share of local GE evaluated		% of employees					+0,0 pts
Share of mobile GE mobiles evaluated		% of employees					+0,0 pts
Share of local GO®-GE evaluated		% of employees					+0,0 pts
Geographic mobility							
Share of international GO®	1	% of posts	7%	41%	46%	46%	+0,0 pts
Share of international GE	1	% of posts	2%	10%	21%	18%	-3,0 pts
Share of international GO®-GE	1	% of posts	7%	21%	35%	33%	-2,0 pts
Professionnal mobility							
% of local GO® who beneficed from professional mobility		% of employees	4%	11%	18%	12%	-6,2 pts
% of mobile GO® who beneficed from professional mobility		% of employees	19%	21%	21%	21%	+0,5 pts
% of GO® who beneficed from professional mobility		% of employees	7%	20%	20%	20%	-0,0 pts
% of local GE who beneficed from professional mobility		% of employees	5%	7%	9%	8%	-0,9 pts
% of mobile GE who beneficed from professional mobility		% of employees	15%	17%	21%	21%	-0,2 pts
% of GEwho beneficed from professional mobility		% of employees	6%	9%	12%	11%	-0,8 pts
% of local GO®-GE who beneficed from professional mobility		% of employees	9%	7%	9%	8%	-1,3 pts
% of mobile GO®-GE who beneficed from professional mobility		% of employees	33%	20%	21%	21%	+0,3 pts
LOCAL CONTRIBUTION (Worldwide)							
VSB supported -Agrisud partnership		nb of VSBs	281	396	407	653	60,4%
Tonnage purchased from VSB suported		tons	49	115	195	248	27,1%
CLUB MED CNTRIBUTION TO CHARITABLE ACTIVITIES (Worldwide)							
Direct patronage	2	€ thousands	232	220	274	551	101,1%
Foundation (including skill development devoted)		€ thousands	387	427	526	615	16,9%
Friends of the Fondation (excluding GM® donations)		€ thousands	82	94	112	129	15,2%
RESPONSIBLE PUCHASHING (worldwide)	3						
Share of purchases from host country suppliers		% € thousands	78%				
Standard contrats with sustainability clause (France)		% no. of contrats	100%				
Current contracts with SD clause (monde)		% no. of contrats	46%				
Paper for Club Med catalogs	4	tons	nd	nd			
Share of PEFC/FSC papers in catalogs	4	%	100%	100%	100%	100%	
Fishing : compliance with responsible purchasing policy	5	% kg	nd	98%	99%	99,3%	
RESPONSABILITY TOWARDS CUSTOMERS (worldwide)							
Share of ecocertified Villages		% no. of Villages	100%	96%	86%	86%	
Customer incidents		No. of claims	1 494	3 470			
ACTIONSTO PROMOTE HUMAN RIGHT (Worldwide)							
Aggregated number of ECPAT flyers		Number	970 037				

Notes:

1. Number of job assignments in which employees work in a country other than their home country (mobile vs. local)
2. Other donations are made locally (not listed exhaustively)
3. World scope (excluding China) all purchasing categories excluding distribution fees, royalties, VAT and duties.
4. All FBS countries (France, Benelux and Switzerland) + all commercial countries Europe Africa except with the exception of countries that print their brochures on site (South Africa, Spain, Israel and Portugal
5. World scope for seafood purchases, Summer N-1 + Winter N.

7.3 Additional environmental information

Summary of reporting methodology

Environmental data are drawn from the Tech Care reporting tool.

- *Reporting period*

Since 2019, the reporting period has run from 1 January to 31 December, corresponding to the company's new fiscal year. The history has been recalculated on this basis.

- *Scope of reporting*

For each fiscal year, the environmental reporting **takes into account all Club Med Villages worldwide, operated for at least one season during the year in question**.

Since 2012, **100% of the Villages** have been reporting in the tool and from 2019 the **Club Med 2 boat** is reporting to the tool, but remain excluded:

- headquarters, offices, agencies;
- Closed Villages that are not operated but remain in the Club Med portfolio and are therefore maintained;
- periods when a village is not operated by Club Med but by a third party.

However, **consumption during off-season periods** (including those related to Village maintenance or renovation work) **is included in the reporting scope**.

The reporting scope includes all businesses operated directly or indirectly by Club Med (spas, shops, etc.).

- *Actual consumption*

This involves monitoring **actual consumption** supplied by the Technical Manager of each site based on the indexes of water, electricity and natural gas meters, and calculating monthly consumption by reading the gauges of other energy sources (fuel oil, LPG, LNG).

Water consumption includes all water used by the sites, whether paid or free of charge.

- *Carbon footprint*

Since 2013, Club Med has been calculating its annual carbon footprint using the **GHG Protocol methodology**, based on energy quantities expressed in operational **units and using emissions factors updated for each year in the UL 360°C reporting tool**.

The chosen approach to accounting for emissions is “**operational control**”.

Reviewed in 2019 (for 2018) and 2022 (for 2019) with EcoAct, the calculations of the main categories contributing to the carbon footprint are based on the following data and assumptions:

Scope 1+2

Energy: Actual annual energy consumption recorded in the business units (in kWh, m3, or kg) consolidated into kWh of final energy consumed and then converted into GHG emissions using the emissions factors of:

- Dept. for Business, Energy & Industrial Strategy (BEIS) - 2023 v1.1 (AR5 Applied) for Scope 1 fossil fuels;
- Ademe Base Carbone 23.0 v1.2 for electricity in France;
- International Energy Agency (IEA) 2022 v1.1 (AR4 Applied) for electricity outside France.

Refrigerant gases: Monitoring of annual recharges (kg) by type of refrigerant in village air conditioning systems, then conversion into GHG emissions using data from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report - 100yr GWP (2021) V1.5 for refrigerant gases.

Scope 3

- **Customers transported by Club Med**; Tracking the annual number of train tickets by class and air tickets by class and by type of long, medium and short-haul flights of visitors transported, converted into GHG emissions using emission factors from the Dept. for Business, Energy & Industrial Strategy (BEIS) - 2023 v1.1 database (AR5 Applied). Estimated round trip distances (km) travelled by GM using the departure city and arrival village.
- **Customers not transported by Club Med**: Estimated round-trip distance travelled (km) by non-transported customers based on their country of departure and village of arrival, converted into GHG emissions using emissions factors from the Dept. for Business, Energy & Industrial Strategy (BEIS) - 2023 v1.1 database (AR5 Applied) and Ademe for the TGV.
- **Food**: Collection of the quantities of food consumed in a sample of villages (Sun and Mountain) then extrapolated to the entire perimeter using the number of hotel days sold. The emission factors used are those of the ADEME Carbon Base.
- **Non-food purchases**: Number of purchases of goods and services (€) categorized then converted into GHG emissions using the emission factors of the ADEME Carbon Base.
- **Construction and renovations**: Emissions were calculated on the basis of the volume of steel, concrete and glass used for the "Arcs Panorama" site and then extrapolated on the basis of the total surface area of the sites constructed/renovated in 2018. The emission factors used come from the INIES database. The volume of emissions in this category is variable and depends on the number of clubs built/renovated during the year.

- *Management ratio*

Most representative business ratios are primarily expressed:

- as **per Total Hotel Days (THD)**, which comprises customers and employees living on-site, including during off-season;
- as **per Hotel Day Capacity** (number of beds x numbers of opening days) less disturbed by attendance variations;
- and ratios based on rooms sold (for sector comparability).

The ratio of kWh per sq.m. is unsuitable for Club Med's business because there is too great a disparity and variation from one year to the next in the number of opening days.

CSR ENVIRONMENTAL DATA

Reporting on fiscal year from Jan. 1, N to Dec. 31, N

	note	Unit	2019	2022	2023	2024	2024 vs. 2019	2024 vs 2023
SCOPE OF ENVIROMENTAL REPORTING								
World resorts operated (excl. boats)	1	number of reso	63	62	65	67		
World resorts included in the reporting	2	number of reso	63	62	65	67		
resort coverage of report		% of resorts	100%	100%	100%	100%		
Club Med 2 boat included in reporting			yes	yes	yes	yes		
Total Hotel Nights(HN) of the reporting scope	2		7 986	6 794	7 627	7 858	-2%	3%
Hotel Day Capacity (HDC) of the reporting scope	3	thousands	13 211	12 878	13 523	13 914	5%	3%
Occupied Rooms (OR) of the reporting scope		thousands	3 671	3 095	3 454	3 395	-8%	-2%
ECO-CERTIFICATION								
New resorts & main renovations eco-certified in construction		% of resorts	75%	63%	75%	100%	+25 pts	+25 pts
Share of the eligible resorts Green Globe eco-certifed		% of resorts	85%	96%	86%	86%	+0 pts	+0 pts
WASTE								
resorts tracking of quantities (coverage)		**% of resorts**	**65%**	**62%**	**63%**	**63%**	**-2 pts**	**+0 pts**
Waste directed to disposal per HN	2 & 6	**kg / HN**	1,925	1,647	1,345	1,4		
Coverage of waste reporting in weight		*% of HN*	*47%*	*39%*	*37%*	*40%*		
Hazardous waste for treatment per HN	2 & 6		0,412	0,133	0,076	0,1		
Biowaste per HN	2 & 6		0,466	1,110	1,046			
Waste sent to a recycling chain by HN	2 & 6	**kg / HN**	1,186	0,610	0,530	0,5		
Coverage of waste reporting in weight		*% of HN*	*70%*	*75%*	*72%*	*78%*		
Rate of waste recycled and treated		**% de tonnes**	**52%**	**53%**	**55%**	**30%**	**+3 pts**	**-25 pts**
Share of resorts using recycling or treatment channels: see chart in section 2.3								
WATER								
Surface water		1000 m3	171	320	255	254		
Fresh goundwater		1000 m3	2 870	1 551	1 488	1 687		
Osmosis groundwater		1000 m3	5	35	19	19		
Sea water		1000 m3	293	282	331	401		
third-party water		1000 m3	3 895	3 668	3 924	4 205		
Recycled water purchased		1000 m3	75	64	153	146		
Total water withdrawn		**1000 m3**	**7 309**	**5 920**	**6 170**	**6 712**	**-8,2%**	**8,8%**
Water withdrawn in hight water stress regions	**4**	**1000 m3**	**2 863**	**1 609**	**1 897**	2 666	-6,9%	40,5%
Water recycled and reused in resorts		**1000 m3**	**742**	**717**	**803**	**777**	**4,7%**	**-3,2%**
% of water recycled and reused		**%**	**10%**	**12%**	**13%**	**12%**	**+3 pts**	**-1 pts**
Water withdrawn by M€ of net revenue		**1000 m3 / M€**	**4,503**	**3,639**	**3,330**	**3,512**	**-22,0%**	**5,5%**
ADDITIONAL RATIOS								
Water withdrawn by Hotel Night (HN)	2	**m3**	**0,919**	**0,877**	**0,809**	**0,854**	**-7,1%**	**5,5%**
Water withdrawn by Hotel Day Capacity (HDC)	3	m3	0,555	0,462	0,457	0,482	-13,1%	5,5%
Water withdrawn by Occupied Room (OR)		m3	1,997	1,924	1,787	1,977	-1,0%	10,6%
Water stress: water withdrawn per HDC (excl. golf)	3	**m3**	**0,516**	**0,570**	**0,553**	**0,570**	**10,3%**	**3,0%**
Water stress: water withdrawn per OR (excl. golf)		**m3**	**1,994**	**2,236**	**2,222**	**2,095**	**5,0%**	**-5,7%**
Share of villlages with water saving systems: see chart in section 4.3.1								
BIODIVERSITY								
Surface area of resorts in or next to protected area		% ha	63%	28%	39%	42%		
Surface area of resorts < 3 km from a protected area		% ha	10%	25%	19%	21%		
Interior footprint of building resorts		% ha	8%	8%	7%	7%		
ENERGY (compliant with GRI and CSRD)								
ENERGY CONSUMED WITHIN THE ORGANISATION								
Oil-related energy (domestic use + vehicles)		MWh	125 383	126 141	133 603	129 402		
Gas-related energy		MWh	86 060	81 209	84 919	97 803		
Direct fossil energy		**MWh**	**211 443**	**207 350**	**218 521**	**227 204**	**7,5%**	**4,0%**
Electricity purchased (excluding renewable energy certificates)		MWhef	211 885	209 862	217 404	**245 390**		
Urban heat purchased		MWh	3 793	1 233	1 361	1 295		
Indirect fossil fuels (electricity, district heat, etc.)		**MWh**	**215 679**	**211 095**	**218 766**	**143 718**	**-33,4%**	**-34,3%**
Total fossil fuels		**MWh**	**427 122**	**418 446**	**437 287**	**370 923**		
Rate of non-renewable energy		**%**	**90%**	**89%**	**88%**	**72%**		
Biomass (wood-pellet)		MWh	2 269	2 760	2 884	2 199		
Purchased green electricity (RE certificate + PV)		MWhef	41 667	47 839	55 089	113 915		
Self-generated green electricity (PV+hydro)		MWh	954	962	1 166	1 064		
Total renewable energy consumed		**MWh**	**44 891**	**51 561**	**59 139**	**117 178**	**161,0%**	**98,1%**
Rate of renewable energy consumed		**en % de MWh**	**10%**	**11%**	**12%**	**23%**		
Rate of electricity from renewable sources		**in % of MWh**	**17%**	**19%**	**21%**	**32%**	**+15 pts**	**+11 pts**
TOTAL ENERGY CONSUMED		**MWh**	**472 013**	**470 007**	**496 426**	**516 302**	**9,4%**	**4,0%**
ENERGY INTENSITY								
... € net income		**kWh / €**	**0,291**	**0,289**	**0,268**	**0,270**	**-7,1%**	**0,8%**
ADDITIONAL RATIOS								
Building energy consumed per night		**kWh**	**54,1**	**64,2**	**60,4**	**62,6**	**15,7%**	**3,7%**
... per capacity (in overnight stays)		kWh	32,7	33,9	34,1	35,4	8,1%	3,8%
... per room sold		kWh	117,7	140,9	133,3	144,9	23,1%	8,6%
Surface area of solar panels (thermal +PV)		m2	-	19 677	19 677	19 677		
Share of energy in total purchases (Group)		**in % of €**	**3,3%**	**4,3%**	**4,1%**	**4,8%**	**+1 pts**	**+1 pts**
Rate of energy saving systems installed: see graph in § 2.2.5								

GREENHOUSE GAS EMISSIONS (compliant with GHG Protocol a	5							
SCOPES 1+2 emissions (GHG Protocol)								
Direct GHG emissions from stationary combustion sources (buildings)		teq CO2	31 461	32 546	33 991	37 516		
GHG from mobile combustion sources (vehicles and boats)		teq CO2	2 833	2 283	1 928	2 110		
Direct fugitive GHG (refrigerant gases)		teq CO2	18 871	22 794	20 154	19 847		
Direct GHG from Club Med boat		teq CO2	15 738	14 486	15 743	14 388		
Total direct emissions (scope 1)		**teq CO2**	**68 903**	**72 109**	**71 815**	**73 860**	**7,2%**	**2,8%**
Indirect GHG emissions from district heating		teq CO2	784	461	509	485		
GHG emissions from purchased electricity (based on location)			103 721	104 016	112 029	121 108		
GHG emissions from purchased electricity (market-based)		teq CO2	101 980	100 778	108 102	117 409		
Total indirect emissions (scope 2) based on location			**104 505**	**104 478**	**112 538**	**121 592**	**16,4%**	**8,0%**
Total indirect emissions (scope 2) based on the market		**teq CO2**	**102 763**	**101 240**	**108 612**	**117 894**	**14,7%**	**8,5%**
SCOPE 3 emissions (GHG Protocol)	7							
Transported GM travel (upstream 1)		teq CO2	654 649	478 408	498 054	497 946	-23,9%	0,0%
Food purchases (upstream 1)		teq CO2	175 860	169 748	187 381	189 650	7,8%	1,2%
of which meat		*teq CO2*	*73 267*	*77 349*	*83 659*	*82 787*	13,0%	-1,0%
Network water purchases (upstream 1)		teq CO2	483	462	518	555	14,9%	7,2%
Other goods and services purchased (upstream 1)		**teq CO2**	**76 995**	**80 632**	**94 571**	94 571	22,8%	0,0%
Total GHG emissions linked to goods and services purchased (upstrean		**teq CO2**	**907 988**	**729 250**	**780 524**	**782 722**	**-13,8%**	**0,3%**
Emissions linked to fuels and energy (upstream 3)		**teq CO2**	**31 307**	**37 053**	**39 304**	**39 303**	**25,5%**	**0,0%**
Freight and purchasing logistics (upstream 4)		**teq CO2**	**5 660**	**nd**	**nd**	**nd**		
Waste generated in operations (upstream 5)	**8**	**teq CO2**	**18 163**	**10 362**	**9 227**	**10 246**	**-43,6%**	**11,0%**
Business travel (upstream 6)		**teq CO2**	**13 016**	**17 304**	**19 962**	**19 962**	**53,4%**	**0,0%**
Commuting (upstream 7)		teq CO2	**20 200**	**21 720**	**19 832**	**19 832**	**-1,8%**	**0,0%**
Non-transported GM travel (non-GHG Protocol)		teq CO2	996 335	815 690	868 849	**872 066**	**-12,5%**	**0,4%**
Total indirect emissions (scope 3)		teq CO2	817 232	587 418	810 883	929 496	13,7%	14,6%
TOTAL GHG EMISSIONS BASED ON LOCATION		teq CO2	**1 986 974**	**1 579 694**	**1 864 086**	**1 997 014**	**0,5%**	**7,1%**
TOTAL GHG EMISSIONS BASED ON MARKET		teq CO2	**1 985 233**	**1 576 456**	**1 860 160**	**1 993 315**	**0,4%**	**7,2%**
GHG INTENSITY								
Location-based intensity (scope 1+2+3) on net income		teq CO2 / M€	**1 224**	**971**	**1 006**	**1 045**	**-14,6%**	**3,9%**
Market-based intensity (scope 1+2+3) based on net income		teq CO2 / M€	**1 223**	**969**	**1 004**	**1 043**	**-14,7%**	**3,9%**
ADDITIONAL INDICATORS								
Carbon intensity (building energy)								
... per overnight stay	2	eqKg CO2	16,8	19,7	18,7	19,8	17,7%	5,8%
... per capacity (in overnight stays)	3	eqKg CO2	10,2	10,4	10,5	11,2	9,9%	5,9%
Market-based carbon intensity (scopes 1+2)			-	-	-			
... per overnight stay	2	eqKg CO2	21,5	25,5	23,7	24,4	13,5%	3,2%
... per capacity (in overnight stays)	3	eqKg CO2	13,0	13,5	13,3	13,8	6,1%	3,3%
... per room sold		eqKg CO2	46,8	56,0	52,2	56,5	20,8%	8,1%
rate of GM transported by Club Med		%	**33%**	**27%**	**25%**	**24%**	-28,3%	-5,0%

Notes:

1. Resorts (excluding boats) operated for at least one season during the financial year, whether or not the activity is managed directly by Club Med (Spa, shops, etc.).
2. HN: Hotel Nights Sold.
3. Hotel capacity (capacity in number of people x number of days open).
4. High and very high-water stress areas according to the WRI (World Resources Institute) Aqueduct definition. *(➨ See details and mapping in § 4.3.1).*
5. GHG Protocol, emission factors from the Ademe/Carbon Footprint, DEFRA (for transport) and IEA (for electricity by country) databases.
6. Monitoring restricted to villages with monitoring by weight provided by the service provider.
7. Scope 3 = carbon footprint calculation methodology reviewed with EcoAct in 2019 and 2020.
8. Based on extrapolation of waste according to coverage rate.
9. Also includes electricity purchased from nuclear sources (not distinguished).

7.4 CSR correspondance tables

7.4.1 CSR Reporting

Cross table with GRI[1] Standards

2021 GRI CSR disclosures	chapter of the CSR Report 2024
GRI 2: General disclosure	
THE ORGANIZATION AND ITS REPORTING PRACTIVES	
2-1 Organizational details	Sales and marketing of holidays Resorts 7.5. Glossary
2-2 Entities included in the organization's sustainability reporting	2. Environmental report - Notes on environmental data + 7.3. Additional environmental information
2-3 Reporting period, frequency and contact point	2. Environmental report - Notes on environmental data + 7.3. Additional environmental information
ACTIVITIES AND WORKERS	
2-7 Employees	3.1. Employment 7.2. Additional social information
2-8 Workers who are not employees	3.1. Employment
GOUVERNANCE	
2-9 Governance structure and composition	1.1. CSR Governance
2-15 Conflicts of interest	5.1.2 Anti-corruption program 5.1.3. Due diligence procedure
2-16 Communication of critical concerns	1.2 Listening to stakeholders and defining key CSR issues 1.3. Double materiality assessment
STRATEGY, POLICIES AND PRACTICES	
2-22 Statement on sustainable development strategy	1.4. Happy to Care strategy
2-23 Policy commitments	1.4. Happy to Care strategy 2.1. General elements of the environmental policy 5.3. Respecting human rights 7.1. External commitments and recognition
2-24 Embedding policy commitments	2.1. General elements of the environmental policy 2.2. Climate change 2.3. Pollution and waste management 2.4. Water 2.5. Protecting biodiversity 2.6. Raise GM® awareness and train GO®-GE 3.1 Employment 3.3. Social dialogue 3.4. Health, safety, and well-being at work 3.6. Equal treatment 4.1. Respect for host communities: an invitation to respect and discover 4.2. Contributing actively to local development 4.3 Beyond contribution : Solidarity

[1] *Global Reporting Initiative.*

2021 GRI CSR disclosures	chapter of the CSR Report 2024
2-25 Processes to remediate negative impacts	2.2.3. Climate change mitigation 2.2.5. Greenhouse gas (GHG) emissions 2.3.2. Preventing pollution 2.3.3. Waste management 2.4.3. Actions taken to control water consumption 2.4.4. Preventing contamination of soil and groundwater 2.5.2. Managing impacts on biodiversity and ecosystems 3.3. Social dialogue 3.6. Equal treatment 4.1. Respect for host communities: an invitation to respect and discover 4.2. Contributing actively to local development
2-26 Mechanisms for seeking advice and raising concerns	1.2 Listening to stakeholders and defining key CSR issues 2.5.2. Managing impacts on biodiversity and ecosystems - Reducing the drivers of biodiversity loss: commitments Act4Nature 3.3. Social dialogue 3.6. Equal treatment
2-27 Compliance with laws and regulations	2.1.5. Provisions and charges for environmental risks 3.3. Social dialogue 3.6. Equal treatment 5.1.2 Anti-corruption program 5.1.3. Due diligence procedure 6.1. Responsible communication to customers
2-28 Membership associations	7.1. External commitments and recognition
STAKEHOLDER ENGAGEMENT	
2-29 Approach to stakeholder engagement	1.2 Listening to stakeholders and defining key CSR issues
2-30 Collective bargaining agreements	3.3. Social dialogue - Organization of social dialogue
GRI 3: Material Topics	
3-1 Process to determine material topics	1.2 Listening to stakeholders and defining key CSR issues 1.3. Double materiality assessment 1.4. Happy to Care strategy
3-2 List of material topics	
3-3 Management of material topics	
GRI 203: Indirect Economic Impacts	
203-1 Infrastructure investments and services supported	4. Social report - Communities: respect and contribution
203-2 Significant indirect economic impacts	
GRI 204: Procurement Practices	
204-1 Proportion of spending on local suppliers	5.2.3. Focus on local purchasing and the Green Farmers program (partnership with Agrisud)
GRI 205: Anti-corruption	
205-1 Operations assessed for risks related to corruption	5.1.2 Anti-corruption program
205-2 Communication and training about anti-corruption policies and procedures	
205-3 Confirmed incidents of corruption and actions taken	

2021 GRI CSR disclosures	chapter of the CSR Report 2024
GRI 302: Energy	
302-1 Energy consumption within the organization	2.2. Climate change 2.2.4. Energies 7.3. Additional environmental information
302-3 Energy intensity	
302-4 Reduction of energy consumption	
302-5 Reductions in energy requirements of products and services	
GRI 303: Water and Effluents	
303-1 Interactions with water as a shared resource	2.4. Water 7.3. Additional environmental information
303-2 Management of water discharge-related impacts	
303-3 Water withdrawal	
303-4 Water discharge	
303-5 Water consumption	
GRI 304: Biodiversity	
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	2.5.1. Impacts, risks and opportunities linked to biodiversity
304-2 Significant impacts of activities, products and services on biodiversity	2.3. Pollution and waste management 2.4.4. Preventing contamination of soil and groundwater 2.5. Protecting biodiversity Focus on SGD 14 - Conserve and sustainably use oceans, seas and marine resources
304-3 Habitats protected or restored	2.5.2. Managing impacts on biodiversity and ecosystems
GRI 305: GHG Emissions	
305-1 Direct (Scope 1) GHG emissions	2.2.5. Greenhouse gas (GHG) emissions 7.3. Additional environmental information
305-2 Energy indirect (Scope 2) GHG emissions	
305-3 Other indirect (Scope 3) GHG emissions	
305-4 GHG emissions intensity	
305-5 Reduction of GHG emissions	2.2.3.3. Metrics and targets related to climate change mitigation
305-6 Emissions of ozone-depleting substances (ODS)	2.3.2.3. Other potential sources of pollution
GRI 306: Waste	
306-1 Waste generation and significant waste-related impacts	2.3. Pollution and waste management 7.3. Additional environmental information
306-2 Management of significant waste-related impacts	
306-3 Waste generated	
306-4 Waste diverted from disposal	
306-5 Waste directed to disposal	

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GRI 308: Supplier Environmental Assessment	
308-2 Negative environmental impacts in the supply chain and actions taken	5.2. Responsible purchasing and due diligence
GRI 401: Employment	
401-1 New employee hires and employee turnover	3.1 Employment - Hiring and departures 7.2. Additional social information
401-3 Parental leave	3.2. Organization of working time - Absenteeism
GRI 403: Occupational Health and Safety	
403-1 Occupational health and safety management system	3.3. Social dialogue 3.4. Health, safety, and well-being at work 7.2. Additional social information
403-2 Hazard identification, risk assessment, and incident investigation	
403-3 Occupational health services	
403-4 Worker participation, consultation, and communication on occupational health and safety	
403-5 Worker training on occupational health and safety	
403-6 Promotion of worker health	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8 Workers covered by an occupational health and safety management system	
403-9 Work-related injuries	
403-10 Work-related ill health	
GRI 404: Training and Education	
404-1 Average hours of training per year per employee	3.5. Training and talent development 7.2. Additional social information
404-2 Programs for upgrading employee skills and transition assistance programs	
404-3 Percentage of employees receiving regular performance and career development reviews	
GRI 405: Diversity and Equal Opportunity	
405-1 Diversity of governance bodies and employees	3.6. Equal treatment 7.2. Additional social information
405-2 Ratio of basic salary and remuneration of women to men	
GRI 406: Non-discrimination	
406-1 Incidents of discrimination and corrective actions taken	3.6. Equal treatment 7.2. Additional social information
GRI 407: Freedom of Association and Collective Bargaining	
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	5.2.1 Due diligence in the value chain 5.3. Respecting human rights

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GRI 408: Child Labor	
408-1 Operations and suppliers at significant risk for incidents of child labor	5.2.1 Due diligence in the value chain 5.3. Respecting human rights
GRI 409: Forced or Compulsory Labor	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	5.2.1 Due diligence in the value chain 5.3. Respecting human rights
GRI 410: Security Practices	
410-1 Security personnel trained in human rights policies or procedures	4.1. Respect for host communities: an invitation to respect and discover 5.3.1. Human rights and fundamental freedoms of local communities
GRI 413: Local Communities	
413-1 Operations with local community engagement, impact assessments, and development programs	4.1. Respect for host communities: an invitation to respect and discover 4.2. Contributing actively to local development 5.2.3. Focus on local purchasing and the Green Farmers program (partnership with Agrisud)
413-2 Operations with significant actual and potential negative impacts on local communities	1.3. Double materiality assessment 5.3.1. Human rights and fundamental freedoms of local communities
GRI 414: Supplier Social Assessment	
414-1 New suppliers that were screened using social criteria	5.2.1 Due diligence in the value chain
414-2 Negative social impacts in the supply chain and actions taken	5.2.2. Responsible purchasing
GRI 416: Customer Health and Safety	
416-1 Assessment of the health and safety impacts of product and service categories	6.3. Customer health and safety: aiming for total peace of mind
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	6.3. Customer health and safety: aiming for total peace of mind - GM® indicators and incidents
GRI 417: Marketing and Labeling	
417-1 Requirements for product and service information and labeling	6.1. Responsible communication to customers
417-2 Incidents of non-compliance concerning product and service information and labeling	
417-3 Incidents of non-compliance concerning marketing communications	
GRI 418: Customer Privacy	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	6.1. Responsible communication to customers – Information Security – Protection of personal data

Cross table with Standards ESRS[1] from CSRD[2]

ESRS disclosures requirements	chapter of the CSR Report 2024
ESRS E1 - CLIMATE CHANGE	
BP-1 – General basis for preparation of sustainability statements	About this reporting document 2. ENVIRONMENTAL REPORT – Notes on environmental data 7.3. Additional environmental information Sales and marketing of holidays Resorts
BP-2 – Disclosures in relation to specific circumstances	
GOV-1 – The role of the administrative, management and supervisory bodies	
GOV-2 – Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	1.4. Happy to Care strategy
GOV-3 - Integration of sustainability-related performance in incentive schemes	
GOV-4 - Statement on due diligence	1. INTRODUCTION, MAIN STAKES AND CSR GOVERNANCE
GOV-5 - Risk management and internal controls over sustainability reporting	
SBM-1 – Strategy, business model and value chain	1.4. Happy to Care strategy
SBM-2 – Interests and views of stakeholders	1.2 Listening to stakeholders and defining key CSR issues
SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	1. INTRODUCTION, MAIN STAKES AND CSR GOVERNANCE
IRO-1 - Description of the processes to identify and assess material impacts, risks and opportunities	1.3. Double materiality assessment – Double materiality assessment methodology
IRO-2 – Disclosure requirements in ESRS covered by the undertaking's sustainability statement	1.3. Double materiality assessment – Double materiality assessment results
MDR-P – Policies adopted to manage material sustainability matters	1.4. Happy to Care strategy
MDR-A – Actions and resources in relation to material sustainability matters	1.4. Happy to Care strategy
MDR-M – Metrics in relation to material sustainability matters	7.2. Additional social information 7.3. Additional environmental information 2.2.3.3. Metrics and targets related to climate change mitigation 2.2.4. Energies - Evolution of the energy mix 2.2.5. Greenhouse gas (GHG) emissions 2.4.2. Consumption and issues by area of water stress 3. SOCIAL REPORT
MDR-T – Tracking effectiveness of policies and actions through targets	2.2.3.3. Metrics and targets related to climate change mitigation 2.3.3. Waste management 2.5.2. Managing impacts on biodiversity and ecosystems - Treatment of green spaces towards "zero phytosanitary"
ESRS E1 - CLIMATE CHANGE	
ESRS 2 GOV-3 Integration of sustainability related performance in incentive schemes	

[1] *European Sustainability Reporting Standards.*

[2] *Corporate Sustainability Reporting Directive.*

ESRS disclosures requirements	chapter of the CSR Report 2024
E1-1 – Transition plan for climate change mitigation	2.2.3.1. Policies related to climate change mitigation
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	2.2.1. Risks and opportunities related to climate change
IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities	2.2.1. Risks and opportunities related to climate change
E1-2 – Policies related to climate change mitigation and adaptation	2.2.2. Climate change adaptation policy 2.2.3.1. Policies related to climate change mitigation 2.2.4.1. General energy policy
E1-3 – Actions and resources in relation to climate change policies	2.2.3.2. More specific actions related to mitigation 2.2.5. Greenhouse gas (GHG) emissions 2.4.2. Consumption and issues by area of water stress
E1-4 – Targets related to climate change mitigation and adaptation	2.2.3.3. Metrics and targets related to climate change mitigation 2.5.2. Managing impacts on biodiversity and ecosystems
E1-5 – Energy consumption and mix	2.2.4. Energies - Evolution of the energy mix
E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions	2.2.5. Greenhouse gas (GHG) emissions 7.3. Additional environmental information
E1-7 – GHG removals and GHG mitigation projects financed through carbon credits	
E1-8 – Internal carbon pricing	
E1-9 – Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	
ESRS E2 - POLLUTION	
IRO-1 – Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	2.3.1. Risks and challenges related to pollution and waste 2.3.2. Preventing pollution
E2-1 – Policies related to pollution	2.3.2. Preventing pollution 2.3.3. Waste management 2.4.4. Preventing contamination of soil and groundwater 2.5.2. Managing impacts on biodiversity and ecosystems - Treatment of green spaces towards “zero phytosanitary”
E2-2 – Actions and resources related to pollution	2.3.3. Waste management 2.3.3.1. Reduce and recycle waste 2.5.2. Managing impacts on biodiversity and ecosystems - Treatment of green spaces towards “zero phytosanitary”
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E2-4 – Pollution of air, water and soil	2.3. Pollution and waste management
E2-5 – Substances of concern and substances of very high concern	
E2-6 – Anticipated financial effects from pollution-related impacts, risks and opportunities	
ESRS E3 - WATER AND MARINE RESSOURCES	

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IRO-1 – Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	2.4.1. Water risks and issues
E3-1 – Policies related to water and marine resources	2.4.3. Actions taken to control water consumption
E3-2 – Actions and resources related to water and marine resources	
E3-3 – Targets related to water and marine resources	
E3-4 – Water consumption	
E3-5 – Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	
ESRS E4 - BIODIVERSITY AND ECOSYSTEMS	
SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	2.5.1. Impacts, risks and opportunities linked to biodiversity
IRO-1 Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	2.5.1. Impacts, risks and opportunities linked to biodiversity
E4-1 – Transition plan and consideration of biodiversity and ecosystems in strategy and business model	2.5.2. Reducing the drivers of biodiversity loss: commitments Act 4Nature
E4-2 – Policies related to biodiversity and ecosystems	2.5.2. Managing impacts on biodiversity and ecosystems
E4-3 – Actions and resources related to biodiversity and ecosystems	2.5.2. Managing impacts on biodiversity and ecosystems
E4-4 – Targets related to biodiversity and ecosystems	2.5.2. Managing impacts on biodiversity and ecosystems
E4-5 – Impact metrics related to biodiversity and ecosystems change	
E4-6 – Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	
ESRS E5 - RESOURCE USE AND CIRCULAR ECONOMY	
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E5-1 – Policies related to resource use and circular economy	2.6.2. Raising awareness among GM® throughout their journey - Raising awareness about fighting food waste 2.3.3.1. Reduce and recycle waste
E5-2 – Actions and resources related to resource use and circular economy	2.6.2. Raising awareness among GM® throughout their journey - Raising awareness about fighting food waste 2.3.3. Waste management
E5-3 – Targets related to resource use and circular economy	2.3.3. Waste management
E5-4 – Resource inflows	
E5-5 – Resource outflows	
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ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	1.3. Double materiality assessment – Double materiality assessment results
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S1-2 – Processes for engaging with own workers and workers' representatives about impacts	3.3. Social dialogue
S1-3 – Processes to remediate negative impacts and channels for own workers to raise concerns	
S1-4 – Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	3.4.1. Health and safety conditions at work
S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	
S1-6 – Characteristics of the undertaking's employees	3.1 Employment
S1-7 – Characteristics of non-employee workers in the undertaking's own workforce	3.1 Employment - Outsourced activities
S1-8 – Collective bargaining coverage and social dialogue	3.3. Social dialogue - Organization of social dialogue 3.6.2. Measures taken to promote equality between women and men 3.6.3. GEPP Agreement
S1-9 – Diversity metrics	3.6.1. Diversity and preventing discrimination 3.6.2. Measures taken to promote equality between women and men 7.2. Additional social information
S1-10 – Adequate wages	3.1 Employment - Compensation and benefits
S1-11 – Social protection	3.1 Employment - Compensation and benefits 3.3. Social dialogue - Summary of collective agreements
S1-12– Persons with disabilities	3.6.4. Equal treatment related to disabilities (CMSAS)
S1-13 – Training and skills development metrics	3.5. Training and talent development 7.2. Additional social information
S1-14 – Health and safety metrics	3.4. Health, safety, and well-being at work 7.2. Additional social information
S1-15 – Work-life balance metrics	
S1-16 – Compensation metrics (pay gap and total compensation)	3.1 Employment - Compensation and benefits 7.2. Additional social information
S1-17 – Incidents, complaints and severe human rights impacts	
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ESRS 2 SBM-2 Interests and views of stakeholders	
ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	5.2. Responsible purchasing and due diligence
S2-1 – Policies related to value chain workers	5.1.3. Due diligence procedure 5.2. Responsible purchasing and due diligence 5.3. Respecting human rights
S2-2 – Processes for engaging with value chain workers about impacts	
S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns	
S2-4 – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	5.2.3. Focus on local purchasing and the Green Farmers program 5.2.1 Due diligence in the value chain – CSR clauses in contrats

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S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	
ESRS S3 - AFFECTED COMMUNITIES	
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ESRS 2 SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	1.3. Double materiality assessment – Double materiality assessment results
S3-1 – Policies related to affected communities	4.1. SOCIETAL REPORT 5.2.3. Focus on local purchasing and the Green Farmers program
S3-2 – Processes for engaging with affected communities about impacts	
S3-3 – Processes to remediate negative impacts and channels for affected communities to raise concerns	
S3-4 – Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	4.1. SOCIETAL REPORT 5.3.1. Human rights and fundamental freedoms of local communities
S3-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunitie	5.2.3. Focus on local purchasing and the Green Farmers program
ESRS S4 - CONSUMERS AND END-USERS	
ESRS 2 SBM-2 – Interests and views of stakeholders	6.1. Responsible communication to customers
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business mode	1.3. Double materiality assessment – Double materiality assessment results
S4-1 – Policies related to consumers and end-users	6.2. Quality and customer satisfaction
S4-2 – Processes for engaging with consumers and endusers about impacts	5.1.3. Due diligence procedure
S4-3 – Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	6.2. Quality and customer satisfaction
S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	6.3. Customer health and safety: Aiming for total peace of mind 6.4. Disabled access in Villages
S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	
ESRS G1 - BUSINESS CONDUCT	
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ESRS 2 IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities	1.3. Double materiality assessment
G1-1– Corporate culture and business conduct policies and corporate culture	5.2.2. Responsible purchasing 5.3. Respecting human rights
G1-2 – Management of relationships with suppliers	5.2. Responsible purchasing and due diligence
G1-3 – Prevention and detection of corruption and bribery	5.1. Compliance: risk mapping, anti-corruption program and due diligence
G1-4 – Confirmed incidents of corruption or bribery	
G1-5 – Political influence and lobbying activities	
G1-6 – Payment practices	

7.5 Glossary

Activity

The activity is divided into three BUs:

- Europe-Africa:
  - EAF market
  - EAF opérations
- Americas:
  - AMN: commercial BU and villages in North America
  - AML: commercial BU and villages in South America
- Asia:
  - ESAP: commercial BU and villages in Southeast Asia and the Pacific (Japan, Australia, New Zealand, Singapore, South Korea, Malaysia, Thailand, India, Indonesia)
  - Greater China: commercial BU and villages in China, Taiwan and Hong Kong

Other operating income and expenses

This includes costs related to restructuring operations, claims and litigation, and the impact of natural disasters.

Business Unit (BU)
Level of activity consolidation in a geographical area

Capacity.... Hotel Day capacity for sale over a season or year

Calculation. Hotel capacity x days the village is open

CMSAS...... Club Med SAS

CSR............ Corporate Social Responsibility

DEFRA .... Department for Environment, Food & Rural Affairs (UK)

Employee accounting measure
Different to Manpower which corresponds to the number of registered employees

ESRS.......... European Sustainability Reporting Standards

FTE............. Full Time Equivalent

GE .... A *Gentil Employé* is a Club Méditerranée employee, originating in the country where the village is located. Their job is in a fixed location, and they have a status different from that of a GO

GHG........... Greenhouse Gas

GG.............. Green Globe Certification

GM®........... *Gentil Membre*: Club Med customer

GMT........... *GM Transporté*: Club Med customer having purchased a holiday package including transport

GO® .... *Gentil Organisateur*: a Club Med employee in direct contact with customers. A GO is above all a link creator within the village

GRI .... Global Reporting Initiative

HD.............. Total Hotel Days

IEA.............. The International Energy Agency

Other operating income
This includes costs related to restructuring operations, claims and litigation, and the impact of natural disasters

SBTI .... Science Based Targets

SBTI .... Science Based Targets

THD............ Total hotel days

Villages Managed
Operation wherein Club Med and the owner have signed a management contract. Club Med receives a commission which compensates the sales entities

WRI............. World Resources Institute

WTO........... World Tourism Organization (United Nations)

Any comments or questions regarding this document are welcome and can be sent to developpement-durable@clubmed.com

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