Responsibility and Solidarity at Club Med

2025

Club Med

Contents

MESSAGE FROM THE PRESIDENT 3

ABOUT THIS REPORTING DOCUMENT 4

PRESENTATION OF CLUB MED 5

1./ INTRODUCTION, MAIN STAKES AND CSR GOVERNANCE 6
- 1.1 CSR Governance
- 1.2 Listening to stakeholders and defining key CSR issues
- 1.3 Double materiality assessment
- 1.4 Happy to Care strategy

2./ ENVIRONMENTAL REPORT 14
- 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 G.M awareness and train G.O-G.E

3./ SOCIAL REPORT 66
- 3.1 Employment
- 3.2 Working time organization
- 3.3 Social dialogue
- 3.4 Health, safety, and well-being at work
- 3.5 Training and talent development
- 3.6 Equal treatment

4./ SOCIETAL REPORT 84
- 4.1 Respect for host communities: an invitation to respect and discover
- 4.2 Contributing actively to local development
- 4.3 Beyond contribution: Solidarity

5./ ETHICS AND DUE DILIGENCE, RESPONSIBLE PROCUREMENT AND HUMAN RIGHTS 90
- 5.1 Compliance: risk mapping, anti-corruption program and due diligence
- 5.2 Responsible purchasing and due diligence
- 5.3 Respecting human rights

6./ CUSTOMERS: QUALITY AND SAFETY, THE FUNDATIONS OF LASTING TRUST 102
- 6.1 Responsible communication to customers
- 6.2 Quality and customer satisfaction
- 6.3 Customer health and safety: Aiming for total peace of mind
- 6.4 Disabled access in Resorts

7./ ADDITIONAL INFORMATION 106
- 7.1 External commitments and recognition
- 7.2 Additional social information
- 7.3 Additional environmental information
- 7.4 CSR correspondance tables
- 7.5 Glossary

As Gérard Blitz, founder of Club Med, liked to say:

“The place to be happy is here. The time to be happy is now.”

But happiness is also something we build for **tomorrow**. This belief drives us every day.

Each day, I witness how our decisions can make a real difference, for the destinations where we operate, the communities that open their doors to us, and the teams who bring our Resorts to life. This responsibility is real: it shapes every choice we make and runs through everything we do.

For more than 75 years, we have built a model unlike any other, rooted in warmth, care, and the art of living together in harmony with nature. Our ambition takes shape in concrete actions: designing more sustainable resorts, reducing our environmental footprint, supporting local economies, and guiding our teams as they develop. This is a transformation we are committed to for the long haul, and one we can only achieve together.

Founded in 1978, the Club Med Foundation is another expression of our commitment, supporting organizations that improve living conditions of vulnerable children and protect biodiversity.

Our purpose is clear: to contribute to the development of tourism that is more responsible, more human, and true to the spirit that has always defined Club Med: joy, connection, and generosity.

Stéphane Maquaire

CEO of Club Med

ABOUT THIS REPORT

As an unlisted SAS, Club Med Holding is not currently subject to Decree 2017-1265 on the disclosure of non-financial performance; however, the company has been committed to publishing this data since 2007.

The process for preparing this CSR report remains, in broad terms, identical to that audited by the independent third-party organization during the work related to the attendance certificates and to the reasoned opinions on the accuracy of the CSR information for 2014 and 2015.

The selection and structuring of the information published for 2025 was carried out with a view to gradual alignment with the CSRD guidelines, in anticipation of the European Commission's adoption in 2026 of a final delegated act incorporating the simplified ESRS.

Contact: developpement-durable@clubmed.com

PRESENTATION OF CLUB MED

2025 key figures

1 462 000
Customers

2 235 M€
in Turnover

64 resorts
operated worldwide
in 2025

A commercial
and operational
presence in over
forty
countries

29 741
G.O-G.E of
100 different
nationalities

Operation and marketing of vacation Resorts

As of December 31, 2025, Club Med operates a portfolio of 57 resorts (64 resorts for the 2025 fiscal year, with an additional 4 extensions).
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:

- 9 owned resorts: Club Med owns and manages these resorts;
- 37 leased resorts: Club Med operates these resorts and pays rent to the property owner;
- 11 managed resorts: Club Med is entrusted with the management of these resorts by their owners, who pay Club Med a management fee. The investment, as well as the resort's operating and maintenance costs, are the responsibility of the owner.

Club Med primarily offers all-inclusive vacations in its high-end resorts located around the world. It also offers its guests the opportunity to embark on Discovery Tours (or "Circuit Découverte by Club Med") and cruises aboard the Club Med 2 sailing cruise ship. All of these services are available for corporate seminars through a tailored program called "Meeting & Events by Club Med".

Club Med Property also offers its clients the opportunity to acquire newly built real estate properties in full ownership, developed on land adjacent to certain Club Med Resorts located in the French Alps (Les Chalets de Valmorel, Les Chalets du Grand Massif de Samoëns Morillon, and Les Suites de La Rosière).

Operating in around 40 countries across four continents, Club Med employs **29,741 G.O** (Gentil Organizers) **and G.E** (Gentil Employees) representing more than 100 nationalities. Embodying the Club Med spirit by blending professionalism and friendliness, the G.O-G.E teams are at the heart of Club Med's HR policy and of the "Free spirit" holiday experience offered by Club Med.

A successful year in 2025

In 2025, Club Med experienced strong growth across all its markets in the first semester, achieving record performance. Despite a second semester marked by a more uncertain geopolitical and economic environment, annual revenue grew by 4% at a constant exchange rate and scope basis, enabling the company to maintain stable operating income for its resorts compared to 2024.

Club Med's resilience in 2025 is the direct result of its transformation towards a high-end, "glocal" and responsible business model, driven by innovation and positioned as an employer of choice in the industry.

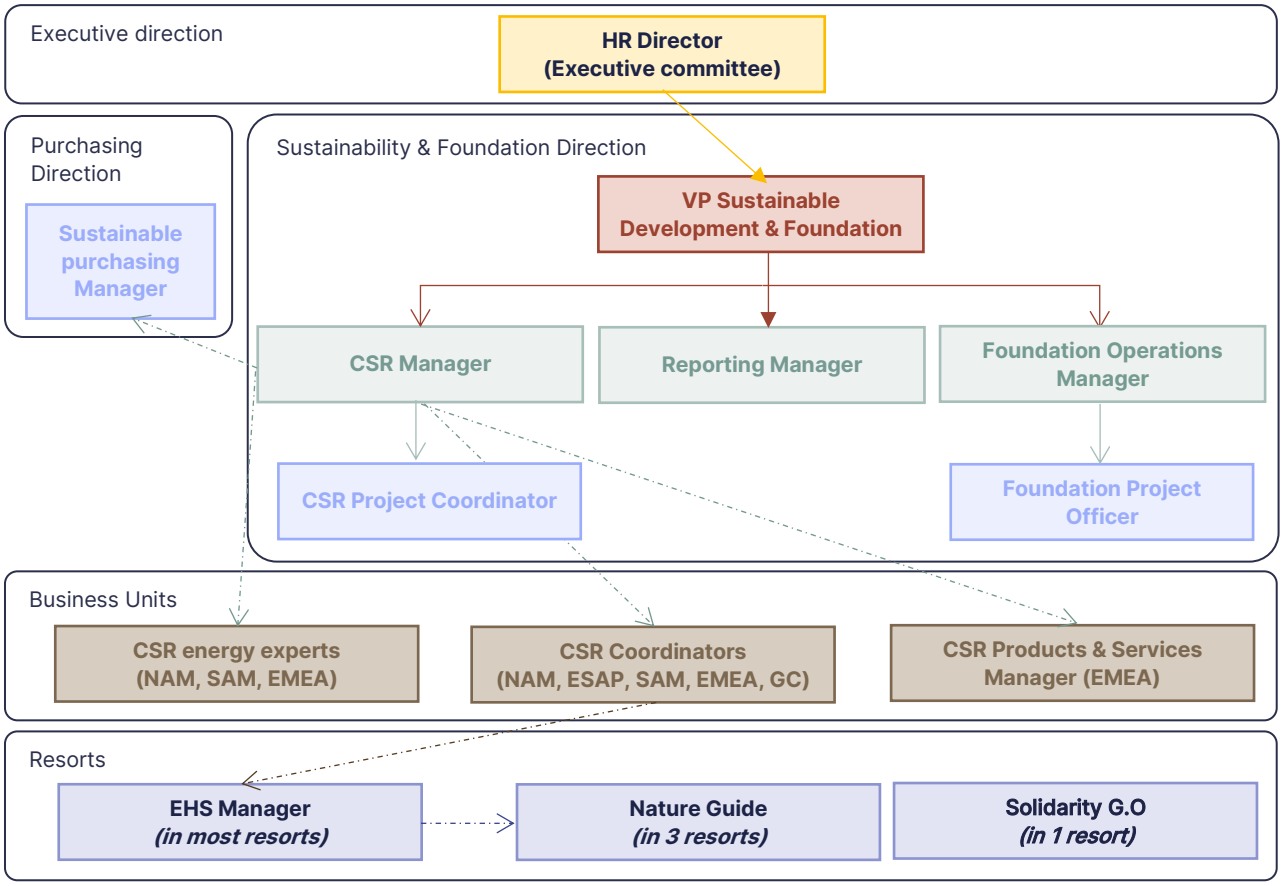
1./ INTRODUCTION, CHALLENGES AND CSR GOVERNANCE

1.1 CSR Governance

The tourism industry has numerous and controversial environmental, social and societal impacts, both positive and negative. Club Med faces heightened expectations regarding accountability, particularly given its status as a long-standing and iconic actor in the sector. As a historic and iconic actor in the sector, Club Med is exposed to ever higher demands for responsibility. Its upscale strategy, its presence in exceptional locations, its brand positioning associated with happiness, and its "Asset Right" policy all contribute to heightened exposure.

Nonetheless, Club Med does not view social and environmental responsibility requirements exclusively as constraints to manage or risks to prevent, but rather as integral to its purpose and founding values. Addressing these issues benefits all its assets: the brand, the product, but also the employer brand, and the developer brand ("license to operate").

CSR Governance Structure of the Club Med Group - 2025



Definitions of Business Unit acronyms:

- EMEA: Europe, Middle East and Africa
- NAM: North America
- SAM: South America
- ESAP: Southeast Asia and the Pacific
- GC: Greater China

Sustainable Development and Philanthropy Department

- Club Med's Sustainable Development Department was established in 2005. It is responsible for defining, **in collaboration with the Executive Committee**, the Group's key CSR priorities and for supporting the Group's various entities and departments in a continuous improvement process, aimed at better understanding and managing the environmental and social impacts of their activities.
- The Sustainable Development and Club Med Foundation teams merged in 2014 to form the **Sustainable Development and Philanthropy Department**[1], 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 Director of Sustainable Development & Philanthropy reports to the Group Human Resources Director, who is a member of the Executive Committee.
- The Sustainable Development and Philanthropy Department, including Mission Handicap, currently has eight people (7,5 FTEs) at the end of 2025, 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 § 2.1.4)*, who support the deployment of the "Happy to Care" roadmap, and particularly the Green Globe certification process, as well as the Club Med Corporate Foundation's programs within resorts.
- Since 2021, the "Safe Together Manager" (STM) role has been expanded and transformed into HSE Manager (Hygiene, Safety, Environment). This role includes responsibility for monitoring compliance with the Happy to Care program at resort level, coordinating Green Globe certification, and supporting solidarity actions. *(➟ See chapter 6.3: Customer health and safety: a goal for peace of mind)*.

1.2 Stakeholder Engagement

Since its creation, the Sustainable Development Department (SDD) has listened carefully to stakeholders to identify major challenges and develop its own policy through document analysis, consultation with experts, scientists and NGOs, extra-financial ratings, market studies, Life Cycle Assessment (LCAs), internal assessments and field visits, customer feedback, competitor and peer analysis... In addition, feedback from customers and other stakeholders through various channels is relayed by relevant departments, shared with the SDD and used to monitor recurring themes. These various internal and external sources are analyzed and summarized *(➟ see diagram below on the main monitoring methods and the various stakeholder groups)*.

[1] *Sustainable Development and Philanthropy Department (SDPD)*

Key engagement methods and channels for different stakeholder groups

Stakeholders	Listening methods	Sector benchmarks expressing expectations accross all stakeholders
Customers	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	 **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
Employees	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	
Communities	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	
Civil society	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	
Investors	Resquests and feedback from investors and funders, specific feedback from banks on financing expectations and criteria (green loans) Feedback from Development and Construction teams	
Suppliers	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	

The process of identifying priority issues began in 2014 and was updated in 2018. A double materiality analysis was conducted in 2024/2025 *(➟ see also § 5.1.1. – Mapping of the Group's CSR risks)*.

Double materiality analysis methodology

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

- First, relevant topics were identified based on professional knowledge gained from feedback over time from all stakeholders, 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 these IROs. Level 2 was chosen as the threshold above which an IRO is considered material.

Each risk and opportunity was thus scored for the company's own operations and for the upstream and downstream segments of the value chain, in terms of reputational or financial impact, and based on the time horizon and frequency, to determine their severity and then their financial materiality. Each impact was assessed for the company's own operations as well as for the upstream and downstream segments of the value chain in terms of positive or negative impacts, whether proven or theoretical, based on the time horizon, magnitude, scope, frequency and irreversibility, to determine the severity and materiality of the impact.

Each issue was assigned the maximum risk score and the maximum impact score, whether upstream, downstream or within its own operations. A list of 39 issues (out of the initial 47) that were deemed materially significant in terms of either financial impacts or other impacts was identified as material.

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

Double materiality assessment results

The analysis shows that no ESRS can be excluded. Certain sub-issues were identified as non-material, both in financial terms and in terms of impacts (E3 – Water discharge; G1 – Political engagement and lobbying activities; G1 – Protection of whistleblowers).

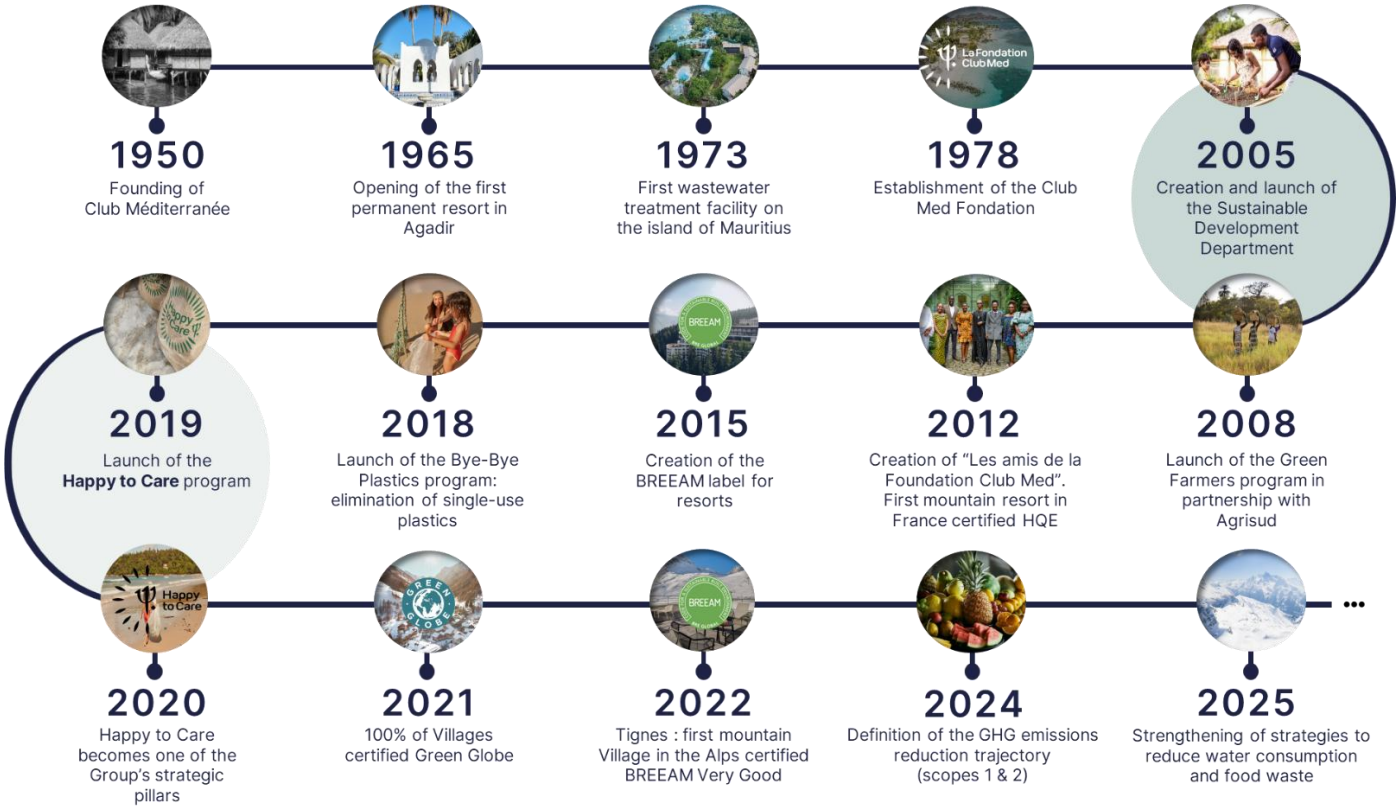
➡ *These IROs (impacts, risks, opportunities) will be reiterated and elaborated upon in the relevant chapters.*

Impact materiality

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	**2**	**3**	**4**

Financial materiality

1.3 A Historical Commitment



1.4 Happy to Care strategy

The CSR program, named "Happy to Care" in 2019, reflects the Club Med's desire to draw on its capacity to reach out to G.M, G.O and G.E, and, more broadly, to its entire sphere of influence. It is the program 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 mobilized the Executive 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, specifically:

- To define specific levels of ambition.
- Translating them into short -and medium- term operational roadmaps.
- Fueling this momentum through appropriate communication.
- Accelerating the momentum for sustainable commitment at all levels of the company.

In 2025, this initiative evolved into Greener Together, a new name that signifies its integration into the core of the company's mission and now makes it one of the strategic priorities for building Club Med's 2030–35 vision. Greener Together amplifies and accelerates the implementation of the "Happy to Care" strategy by strengthening the alignment between vision, ambitions, and operational execution. The program thus provides a reinforced management framework, a common methodology, and shared tools, fostering greater engagement across all business lines and Business Units.

All while building on the two key strengths of sustainability certifications and social responsibility, the priorities were to strengthen ambitions regarding biodiversity, support for local communities, and value sharing, and to expand ambitions regarding the sustainable use of resources and the reduction of carbon emissions. Thanks to Greener Together, these areas have seen major progress, notably a more refined structuring of objectives, better integration of environmental and social issues into investment and operational decisions, and an acceleration of the deployment of roadmaps on the ground.

This new collective momentum helps make Happy to Care a driver of sustainable transformation and positions the Group on an ambitious and consistent trajectory.

Happy to Care Roadmap

Climate-conscious vacations E1

- Carbon emissions reduction trajectory for scopes 1 & 2 (emissions related to energy consumption in resorts, Club Med 2, refrigerant gases, company-owned vehicles) of 50% by 2030 and at least 80% in 2050 (vs 2023).
- Amplification of existing actions and development of new actions to reduce Scope 3 carbon emissions (local resorts, mode of transport, length of stay, local purchases, green IT, etc.).

Preserved resources E5

- Waste management: systematize complete monitoring and reduce waste intensity.
- Bye Bye Plastics: maintain the elimination of disposable items and reduce the use of plastic bottles by 50% (vs 2019).
- Food waste: deployment of a measurement system on a worldwide perimeter, targeting a 30% reduction in food waste intensity by 2030 (vs 2019-2024).
- Water consumption trajectory: 15% reduction in water consumption intensity for all resorts by 2030 (vs 2023). E3

An exceptional biodiversity protected E4

Construction

- Monitor and maintain low surface artificialization.
- 100 % of new constructions are subject to an ecological study and an action plan from 2027.

Operations

- Partner with experts to protect local nature: 100% of resorts with a biodiversity partnership by 2030.
- Reduce pressure on biodiversity caused by the supply chain.
- Develop Happy to Care activities to discover and protect wildlife: 100% of resorts offering Happy to Care activities by 2030.
- Comply with animal welfare policies.

Certified sustainable stays E5

- *Buildings*: 100% of new constructions must be fully compliant with Eco-standards and Breeam Very Good eco-certified or equivalent, from 2027.
- *Operations*: Achieve and maintain 100% of Green Globe-certified resorts every year from 2027.
- “Club Med Découverte”: maintaining the ATR certification obtained in 2017.

Contributing to local economies S2

- Achieve 65% local sourcing for meat, dairy products and fruits & vegetables by 2030.
- Green Farmers: 400 tons 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 S3

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

More than just a job: an experience to live S1

- Enabling G.Os and G.Es to develop, surprise themselves, and forge lifelong bonds.
- A unique culture in unforgettable workplaces.

Diversity, inclusion, and equal opportunities S1

- Continuous talent development: diversified career paths and Talent University.
- Encountering the world: working every day with people from all backgrounds, nationalities and cultures.

2./ ENVIRONMENTAL REPORT

Notes on environmental data:

The reporting period runs from January 1 to December 31.

The scope covers resorts 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 closures and is based on actual consumption.

The scope of reporting has been adjusted compared to 2024 following the exit of seven Club Med resorts: Joyview Heilongtan, Joyview Anji, Joyview Yanqing, Joyview Thousand Island, Urban Oasis Nanjing Xianlin, and Urban Oasis Taicang as of July 1, 2025, as well as Ixtapa Pacific as of December 1, 2025.

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),
- Hotel Night (HN),
- Total Hotel Day (THD) ratios which take into consideration both customers and personnel living on-site, including during periods of closure,
- 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 SBM3

Fostering an appreciation for nature and its benefits lies at the very heart of Club Med's founding, a mission reflected even in its name. Located in exceptional destinations, Club Med is mindful of their fragility and the need to preserve them. Being recognized as a tourism leader and pioneer for its environmental management is crucial to maintaining the legitimacy to operate in the world's most beautiful locations; and also to meet the growing expectations of G.O-G.E staff and guests.

- Environmental challenges are primarily addressed at three main levels:
- During the construction of the Resorts;
- During their operations;
- And through raising awareness among guests, suppliers, and G.O-G.E.

As part of the "Asset Right" strategy, Club Med's ability to expand its sphere of influence (i.e., its investor partners) is becoming a key factor in the success of its environmental policy both during the construction and operation of its Resorts. Promoting eco-certifications as being Club Med standards is a major driver in achieving this goal.

2.1.2 Organization

2.1.2.1 Organization 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 service, and at every stage of product development, under the leadership of the Sustainable Development Department. This department defines the Group's CSR strategy in collaboration with the Executive Management Committee and the group's support and operation Direction Departments, which are then responsible for implementing this strategy within their respective perimeters (Development and Construction, Products & Services, Purchasing, Technical Department, Operations...).

The Development and Construction Direction Department, in addition to the expertise and eco-construction consultants it relies on in collaboration with real estate partners, has been structuring an internal division since 2025 dedicated to steering and implementing its eco-construction strategy.

In each resort, the Technical Manager is a key player in environmental policy; they work in coordination with all departments, and particularly with the HSE (Health, Safety, Environment) managers who coordinate the Happy to Care initiative at the resort level (including Green Globe certification). The Technical Departments for each zone coordinate the work of Technical Managers in each resort.

Regarding compliance upgrades, (ex: energy efficiency, handicap accessibility, etc.), actions are prioritized by the Technical or Construction Departments.

2.1.2.2 Tech Care: the environmental reporting tool

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

This tool enables the centralization of quantitative data (water, energy, waste, GHG emissions, etc.), as well as the collection of qualitative contextual information on facilities and practices, with three main objectives:

- To serve as an operational tool: enable performance management within the resort, serve as a memory for the resort beyond changes in the technical team, and measure progress against set objectives and return on investment.
- To serve as the reference basis for managing resource consumption (water, energy, etc.) in the resorts.
- To serve as a reporting and data consolidation tool for the group's non-financial communications and for steering the implementation of environmental policy.

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

A dual control system is implemented:

- Verification of the completeness of monthly data by the Tech Care administrator in the Sustainable Development Department.
- Data consistency checks through quarterly and/or monthly monitoring conducted by the Technical Departments of the Business Units.

Each year, a campaign is conducted in Tech Care to evaluate nearly 350 qualitative and contextual indicators. This campaign helps provide a better understanding of the overall environmental impacts of the resorts and puts the analyses into perspective.

2.1.3 Construction: eco-standards, eco-certification, promotion of green innovation E1

Systematically incorporating environmental considerations and requirements into its construction projects is a key priority of Club Med's environmental policy.

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

In 2017, the Club Med–BREEAM "Resort" green building standard, the first standard specifically tailored to resorts – which are characterized by multiple buildings spread across large areas – was finalized. It incorporates the characteristics of the two BREEAM "New Construction" and "Communities" standards, along with the requirements of this internationally recognized standard, which can be certified by a third-party organization.

Furthermore, 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 historical expertise as well as key elements from BREEAM and Green Globe certifications that need to be systematized. The eco-standards also emphasize the obtention of an eco-certification (minimum BREEAM Very Good or equivalent), meeting energy and carbon performance thresholds in line with Club Med's carbon trajectory, and systematically conducting environmental and social impact assessments.

➡ *See: §2.5.1. and 2.5.2.*

Obtain a recognized environmental certification for all new projects

For new resorts as well as major renovations, the Group aims to obtain BREEAM Eco-certification or equivalent, and, starting in 2027, to obtain BREEAM certification at the minimum level of Very Good (or equivalent).

KPI:

Eco certify 100% of new resorts and large-scale renovation: in 2025, 62.9% of eligible resorts built or renovated since 2018 have been certified (or are in the process of being certified).

More specifically, 57.1% of major construction and renovation projects completed since 2018 have been certified and 5.7% are in the process of certification.

This means that 29.4% of the total portfolio has now obtained certification in construction or design, and 32.4% 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 extension (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.

- GBDL[1] 2-star certification: Lijiang (2021), Yanqing (2022 – design only), Taicang and Nanjing (2023);

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 goal is to convince its partners of the merits of a certification process. The Group aims to formally propose and advocate for, among its partners, the construction eco-certification principle. To this end, this principle has been enshrined in the Eco-standards of the Development and Construction Department and specific clauses incorporated in contracts.

Promoting green innovation

Beyond certification, Club Med's construction Eco-standards encourage the integration of "green" innovations into construction projects, in order to experiment with new technologies and test promising processes.

Club Med is thus seizing the opportunity to leverage its sphere of influence to raise awareness of and promote innovative green technologies among its clients (who are moreover 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	2017 2018	Da Balaïa (Portugal) Cefalu (Italia)
Automatic management of room amenities with wireless and battery-less communication technology.	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	2015	Cap Skirring (Senegal)
Ice water unit with high efficiency electro-magnetic compressors without oil	2016	Pointe aux Canonniers (Mauritius)

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

Green innovations put into practice since 2008		
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 2023	Da Balaïa (Portugal) Tignes, La Rosière (France)
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)
Wood frame structure	2018	Cefalu (Italia)
Production of domestic hot water by wood pellets (“solid biofuel”)	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 wastewater 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)
Aerobic food waste composter by Shiva Industries	2025	Bali (Indonesia)

S1

E5

2.1.4 Environmental management: leveraging the Green Globe certification

Growing regulatory and societal demands regarding environmental respect and biodiversity conservation, rising energy costs, climate-related regulations, increasing water stress, and the need to account for the social impact of projects means that resorts must operate under more complex constraints.

The certification process has proven to be an effective and relevant way to achieve this. It enables the rapid deployment in each resort of an internal dynamic that mobilizes teams and fosters a culture of progress.

The Green Globe international sustainable tourism certification was established in 1993. **Based on commitments made by the tourism industry at the 1992 Earth Summit in Rio de Janeiro**, it applies to all sectors of the tourism industry. This rigorous certification attests to establishments’ commitment to an active approach to sustainable tourism and ensures that they achieve high performance and adhere to best practices in environmental, social, and societal matters.

In **environmental terms**, this standard validates the existence and effectiveness of policies for reducing water and energy consumption, waste management, pollution risk control, biodiversity protection, and responsible procurement.

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

This standard covers the **three pillars of sustainable development**; it is based on some **forty themes broken down into more than 350 compliance indicators,** some of which are mandatory and others optional. Certification is granted (following an audit by an independent third party) when the mandatory requirements are met and when the compliance rate for the indicators exceeds 50% for each theme. Each year, a new audit is conducted for each resort, and continuous improvement is required to maintain certification.

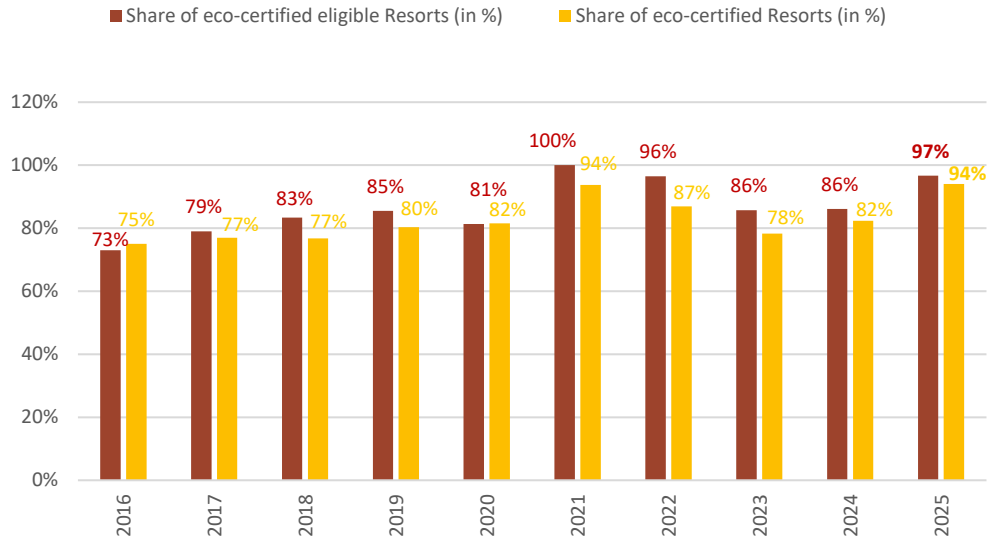
Learn more: https://www.greenglobe.com/

One objective:
Certify 100% of eligible[1] Resorts by 2026.

KPI:

In 2025, the certification rate was 97%.

Eco-certified Resorts



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

In 2025, the Green Globe certification process initiated in 2010 continued. At the end of 2025, the certification rate for all resorts was 94%.

A dedicated organization supports the deployment process:

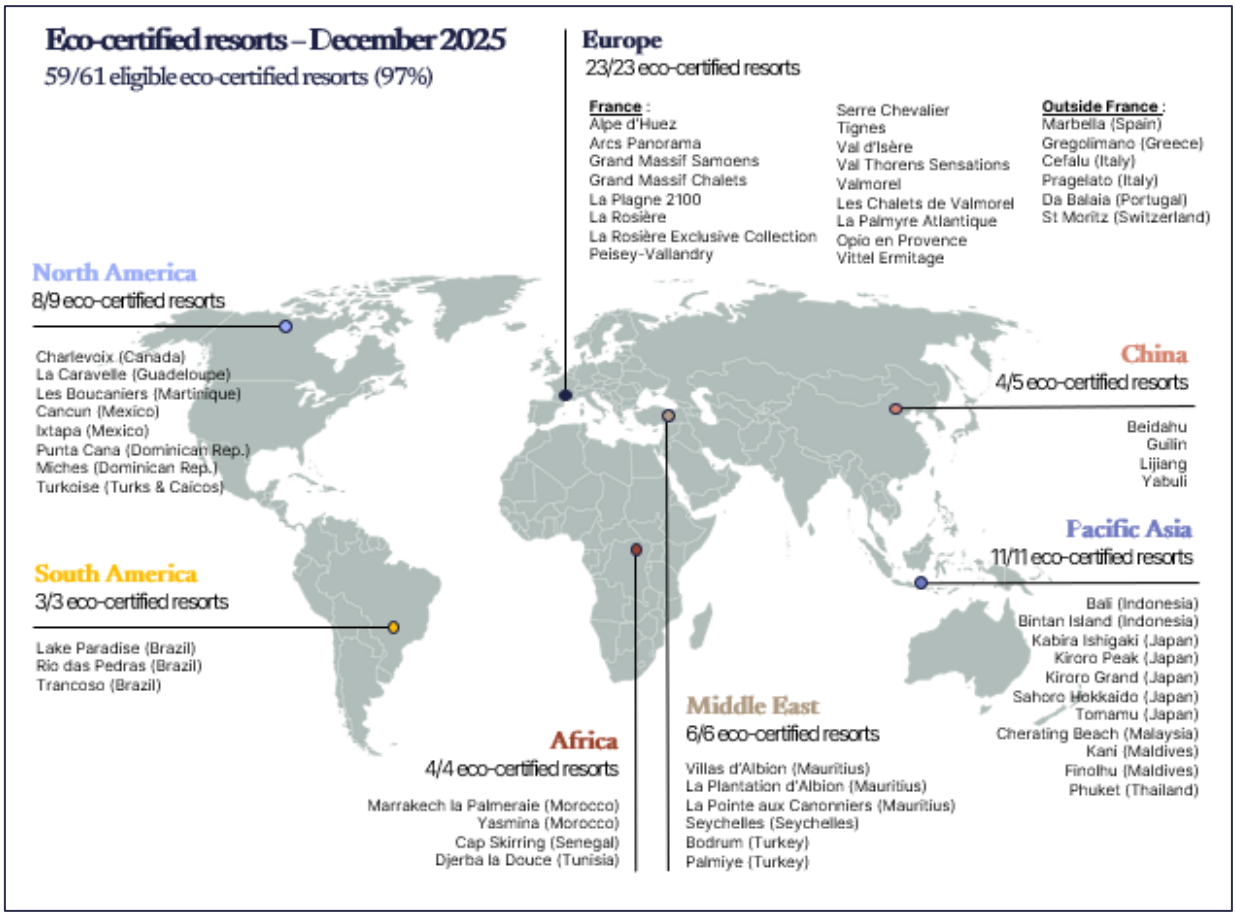
- A Sustainable Development and Foundation Coordinator" in each BU, tasked with supporting local departments and the resorts to roll out the Happy to Care strategy at the BU level;
- One Health, Safety and Environment manager per resort dedicates part of their time to coordinating the action plan and supporting the resort team in adopting the approach. In Southern Europe, this coordination is also naturally handled by the Administrative and Environment Managers.

To ensure the viability of progress in the company's practices, tools, and processes, a Sustainability Manager, supported by a Project Manager at the Group level who reports to the Sustainability Direction Department, coordinates the initiative and provides the necessary support to the Sustainability and Foundation Managers within the Business Unit.

This **approach, which provides a strong framework for sustainable development initiatives** in the Resorts as well as in offices and support functions, significantly fuels the responsible initiatives of various departments: Purchasing, Products and Services, Construction, and others.

It enables a better understanding and consideration of sustainable tourism issues across most business lines and stakeholders: all G.O-G.E staff of resorts involved in the Green Globe certification or renewal process are made aware of sustainable development challenges and their implications for their daily work.

[1] *Resorts open for more than 12 months.*



2.1.5 Provisions and charges for environmental risks

For the 2025 fiscal year, no provisions for environmental risks, nor any expenses or indemnities related to the enforcement of a final court decision on environmental matters, were recognized for the financial year.

2.2 Climate change E1

2.2.1 Risks and opportunities related to climate change

The material impacts, risks, and opportunities related to climate change were also identified through consultation with Club Med's internal and external stakeholders, particularly drawing on the Group's carbon footprint assessment 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's (WTTC) "A Net Zero Roadmap for Travel & Tourism" published in 2021; and on the 2023 publication "Envisioning Tourism in 2030 and beyond," a vision compiled by the Travel Foundation in collaboration with the Center of Expertise in Leisure, Tourism, and Hospitality at Breda University of Applied Sciences, the European Institute for the Future of Tourism, and the Netherlands Board of Tourism and 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 regarding current and future projects and by the Risk and Insurance Department regarding the existing portfolio. This work, conducted in 2022, has helped to better disseminate awareness of these risks throughout the company.

- The AXA study assessing current and future climate risks for active resorts in the Club Med portfolio by 2030 and 2050 was based on the SSP2-4.5 (low-medium scenario: global emissions reduction by 2040) and SSP5-8.5 (the so-called Business As Usual scenario).

- The study on physical risks to projects under development conducted by EcoAct in 2022 is based on the RCP 2.6 (high-medium scenario: reduction in global emissions by 2080) & RCP 8.5 (the so-called Business As Usual scenario) scenarios.
- In terms of climate change, the three topics of mitigation, adaptation, and energy are material.
- This chapter describes external impacts, physical risks, transition risks, market risks, and the nature of potential financial risks.

External impacts

Club Med contributes to climate change through Scope 1 and 2 emissions resulting from the operation of its resorts, though Scope 3 emissions related to guest transportation as well as its supply chain.

Physical risks

Climate change affects tourist destinations and operating conditions in various 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 also affects destinations through the increased frequency of adverse weather conditions such as low snowfall, rising sea levels, wet summers, and chronic heat waves.

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

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 working conditions.

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 rely on the availability of new, less carbon-intensive fuels to achieve their reduction targets;
- Tour operators, who can reduce the weight of air transport in their packages.

- *Market risk*

Climate change risks altering tourists' travel habits to the detriment of air travel as public awareness evolves and costs reflect externalities (price increases in the event of carbon taxes on air travel in Europe and other parts of the world, and the potential implementation of GHG quotas).

- *Reputational 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: revenue and expenses*

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

In the medium term, regulatory compliance, the introduction of a carbon price, rising insurance costs and even the non-insurability of assets that are too exposed 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).

We are currently conducting an analysis to estimate the potential future financial impacts of physical risks on our resorts. The results of this analysis will be included and disclosed in our 2026 report.

Opportunities

- *Efficiency and resource conservation*

Mitigation efforts, that is, measures to reduce emissions, are closely linked to reductions in energy and resource consumption in general and thus lead to financial savings and reduced dependence on external supplies.

- *Energy sourcing*

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

- *Markets*

By altering tourist behavior, climate change also creates opportunities for developing summer mountain tourism with a diverse range of activities, as well as for expanding the off-season in more northern destinations. It can boost local destinations and encourage longer stays, with this effect being even more pronounced the farther away the destination is.

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. Furthermore, 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” ...).

- *Resilience*

The commitment to developing new projects, certified 100% BREEAM, with a focus on energy, as well as the development of a costed action plan for reducing carbon emissions from existing and planned buildings, should contribute to the resilience of the Club Med model.

2.2.2 Climate change adaptation policy

IRO	ASSOCIATED HTC STRATEGY PILLARS	Action	Targets
E1 - Adaptation to climate change			
Impacts on the health and safety of employees and guests in case of insufficient consideration of climate change consequences (extreme temperatures, etc.)	Policy on hygiene, health and safety risk prevention for both guests and employees	The Health, Hygiene and Safety (HHS) Department and its Business Unit representatives provide support to Village teams in prevention and operational assistance matters.	-
Economic impacts (reduced attractiveness of certain destinations, increase in insurance and maintenance costs, impairment of real estate assets in high-risk areas, disruption of supply chains)	-	-	-
Social impacts (greater vulnerability of seasonal jobs, destabilization of local economies dependent on tourism)	-	-	-
Physical risks (damage to tourism infrastructure, interruption of activity, displacement of tourist flows to less exposed areas)	Sustainable construction policy	Club Med has implemented in 2025 a physical climate risk assessment tool.	-

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

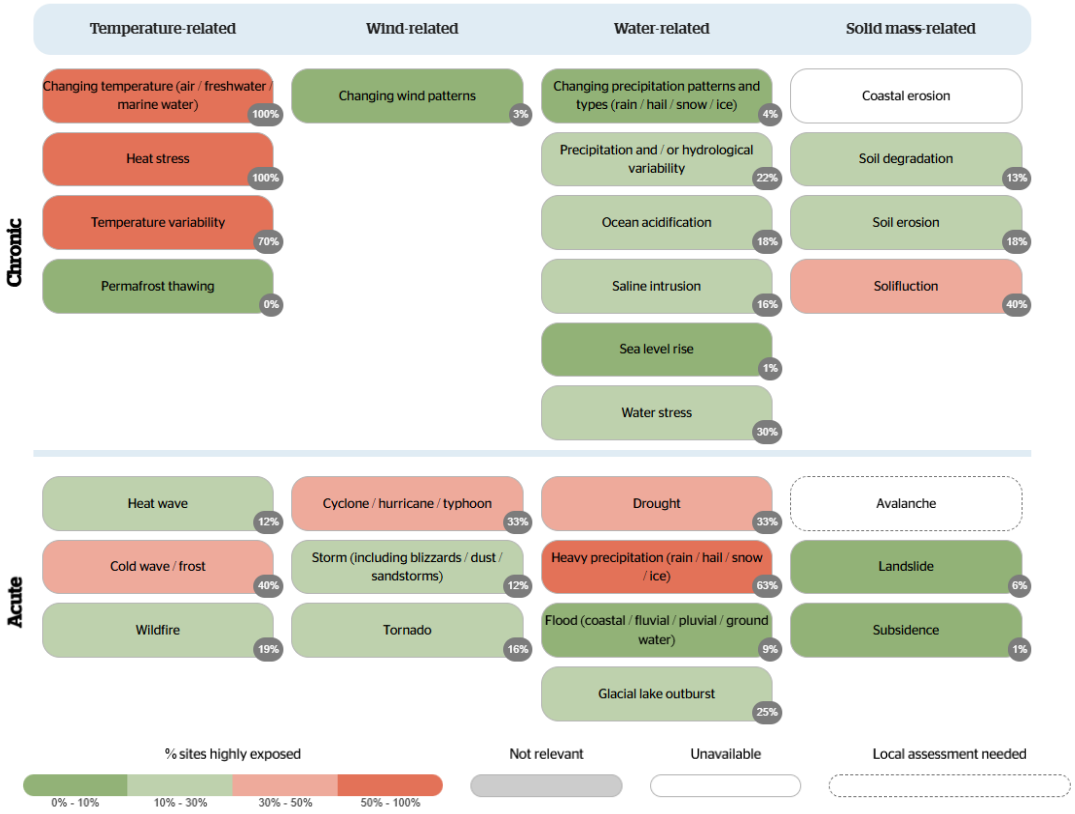
We rely on scientific sources, surveys and tools to assess and monitor the physical risks associated with climate change *(➡ see above)*. Since 2024, we've enhanced our approach by adopting EcoAct's ECLR platform, which is dedicated to identifying climate risks for its existing and developing properties.

In 2025, ECLR enabled us to study the 28 climate risks identified in the European taxonomy across the short, medium and long term, based on three IPCC warming scenarios (SSP1-2.6, SSP2-4.5 and SSP5-8.5). **For each of our existing resorts**, we assessed exposure to climate risks and biodiversity risks, as well as risks related to future development opportunities considered by Club Med. This insight should enable the company to gradually adapt its portfolio, particularly during the renovation phases of existing sites, and to supplement the study of new developments with information on changing climate conditions.

To illustrate our exposure to climate risks below, we have chosen a short-term time horizon (2025-2040) and the IPCC's SSP5.8.5 scenario, which is considered one of the most pessimistic scenarios. This scenario projects a warming of approximately 4.4°C by the end of the century, in the absence of significant efforts to reduce emissions.

The percentage shown in the figure below represent the proportion of our sites that are at high or very high risk for each type of risk, whether chronic or acute (temperature, wind, water, solifluction…).

Summary of our Sites' Exposure to Climate Risks – SSP5-8.5 Scenario



Coastal erosion and vulnerability

The risk that coastal destinations may lose their appeal due to coastal erosion is assessed from the very outset of the design process for the Resorts, which are built based on relevant studies and are always set back from the shoreline.

Nevertheless, faced with the issue of increased coastal vulnerability due to climate change, Club Med has, since 2012, sought external expertise in beach erosion and the sustainable management of developed coastlines. In fact, there have been instances where the tourism industry has attempted to combat this erosion through heavy-handed development measures that have exacerbated the problems. Developing and managing beaches while understanding the complex systems that govern their dynamics is a matter of both efficiency and sustainability. Some resorts have thus benefited from an assessment that proposed low-impact technical solutions for addressing erosion.

Furthermore, expert assessments were solicited during the preliminary study phases prior to the establishment of new resorts, and this approach is now standardized through the Eco-standards for Development and Construction.

Mountains: declining snowfall and renewed interest in summer

The risk of winter sports resorts losing their attractiveness due to reduced snowfall is taken into account and is reflected in the choice to locate resorts at high altitudes or in areas with excellent access to the summits. The assessment of development opportunities includes an analysis of future snow conditions.

The new mountain resorts are connected to major ski areas and have been designed to operate year-round, offering a range of tailored activities (activities complementary to winter skiing, summer activities).

Changes in tourists' behaviors

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

These opportunities are factored into our forecasting of customer behavior and expectations in order to implement strategic changes to the facilities and activities we offer.

Likewise, renovations and projects for Mediterranean-style resorts are being evaluated with a view to keeping them open year-round or extending their operating seasons beyond the summer season.

Changes in comfort, health and safety requirements

The risk of a decline in 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 E1

2.2.3.1 Policies related to climate change mitigation

IRO	ASSOCIATED HTC STRATEGY PILLARS	Action	Targets
E1 -Climate change mitigation			
Transport (customer, business, G.Os), particularly flights, emits GHGs in scope 3.	G.Ms and G.Os Transport Policy	Strengthening existing initiatives and developing new actions to reduce Scope 3 carbon emissions (proximity Villages, mode of transport, length of stay)	_
GHG scope 1 & 2 emissions - buildings	Carbon reduction trajectory for Scopes 1 & 2	Implementing actions to improve energy efficiency in existing and future Villages, and increasing production and procurement of renewable energy	50% reduction by 2030 and at least 80% by 2050 (baseline 2023)
GHG scope 3 emissions - Food and value chain	Responsible product sourcing	- Club Med is committed to offering vegetarian options at every meal and in all restaurants ; - Club Med commits to prioritising seasonal and locally sourced products for food procurement.	Reach 65% local sourcing for meat, dairy, fruit & vegetables by 2030
Regulatory and reputational pressure linked to improving the carbon performance of buildings (construction and renovation)	Construction: Eco-standards, eco-certification, promotion of green innovation	Deployment of eco-standards in all Village construction and renovation projects	100% of new constructions compliant with Eco-standards and Breeam Very Good certification or equivalent from 2027 onwards
Influencing perceptions (travel, food, etc.)	Changing tourist behaviours	Developing opportunities for longer stays in long-haul destinations, promoting summer mountain tourism with a diversity of activities, and extending shoulder seasons in more northern destinations	_

Club Med has been working to assess the feasibility of a long-term trajectory compatible with the Paris Agreement, by using the Science Based Target (SBT) methodology. In 2018, initial work focused on Scopes 1 and 2. In 2019, this was expanded to include 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 cost action plan to reduce emissions from the existing resort portfolio (scopes 1 and 2), followed by the development, in 2024, of a simulation tool to project emissions from a resort portfolio that evolves over time and to validate, in 2024, the Scope 1 and 2 reduction targets relative to 2023: -50% by 2030 and at least -8% by 2050, in absolute terms.

In 2025, Club Med developed a tool to track the implementation of its Scope 1 and 2 emissions reduction trajectory.

➟ See *§ 1.4 Happy to Care strategy*

For stays

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

➟ See *§ 1.4 Happy to Care roadmap*

For transportation

The number of kilometers travelled to reach the destination divided by the length of stay provides a good estimate of a vacation's "carbon intensity". The goal is therefore to encourage customers to favor more local stays or, if travelling farther, to stay longer; to encourage them to prefer more sustainable modes of transportation; to continue developing new resorts near key source markets (as it is the case in the Alps or Canada, for example); and to promote the design of products that involve more days at the destination (to amortize the impact of air travel over a longer period).

2.2.3.2 More specific actions related to mitigation

The main levers for action are:

Energy consumption reduction:

➟ *See § 2.2.4 Energy*

Switching progressively to lower-carbon energy sources:

➟ *See § 2.2.4 Energy*

Increase in the share of local food purchases:

➟ *See § 5.2.3 Local purchases*

A permanent offer of vegetarian options

- Following the rollout of its Healthy program, Club Med has committed to offering vegetarian options at all meals and across all restaurants.
- For example, since 2022, Club Med has introduced new plant-protein-based menus in its eight Resorts across the Caribbean and Mexico. These menus were developed through a collaboration led by renowned vegan chef Chloe Coscarelli.
- Club Med also works to promote products derived from agroecological farming. Products sourced from farms supported by Agrisud through the Green Farmers program are showcased in the Resorts of Lake Paradise and Trancoso (Brazil), Punta Cana and Miches (Dominican Republic), Cap Skirring (Senegal), Bali (Indonesia), Marrakech (Morocco), Benin, La Pointe aux Canonniers and La Plantation d'Albion (Mauritius), as well as the Seychelles.

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

Logistics and transport of goods

The main ways to reduce greenhouse gas emissions in freight transport include:

- Promoting local sourcing (➟ see *§ 5.2.3 Focus on local purchasing and the Green Farmers program (partnership with Agrisud)*
- Grouping deliveries to sites from a logistics hub per operational zone;
- Engaging with and supporting, since 2012, transport providers in reducing emissions through dedicated criteria (vehicle age, pre-shipment by sea or piggyback transport, proportion of air vs. sea transport);
- Finally, working with suppliers to consolidate products and reduce packaging.

Waste sorting

Sorting waste for recycling helps prevent tons of CO2 that would otherwise be emitted if the waste were not recycled. However, this amount of CO2 avoided is difficult to measure reliably and is therefore not tracked accurately.

➟ *See § 1.4 Happy to Care strategy*

G.M and G.O transport policy

Club Med relies on air travel for a significant portion 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 resorts. However, even if limited, it remains a responsibility. Club Med seeks to:

- Expand its offering of destinations accessible by train and promote it as an alternative to air and road travel. Club Med aims to strengthen its ability to offer train packages whenever suitable services are available (https://www.clubmed.fr/l/vacances-en-train);
- Reduce travel distances by continuing to develop new resorts closer to where the majority of its customers live (the Alps, Canada, etc.);
- Encourage longer stays by offering combined vacations, enriched experiences, promotions on long stays, etc., especially for long-haul destinations;
- Work with environmentally responsible airlines and maximize the occupancy of the charter flights it charters.

Current work on these topics includes:

- ⇨ Analyzing data on flight carbon emissions, distance travel and length of stay;
- ⇨ Developing offers that encourage longer stays;
- ⇨ Developing train offers wherever possible;

Information and invitation to carbon offsetting

Aware that eliminating emissions associated with its operations cannot be achieved immediately or completely, and because the climate challenge requires global action, Club Med has been raising awareness among its customers since 2008 by promoting carbon offsetting: it aims to finance the implementation of emission reduction or sequestration measures, at least equivalent in quantity to the emissions generated by the stays and transportation purchased by the customer, through the purchase of certified carbon credits.

Club Med encourages its G.M to understand and offset the emissions associated with their travel through information provided on commercial documents and on the website www.clubmed.fr/compensation. Furthermore, since 2013, Club Med has complied with the French regulatory requirement to inform customers of the quantities of greenhouse gas emissions associated with transportation. In the absence of information provided by all the global airlines used for customers, the Group has chosen to refer its customers to the data from the DGAC civil aviation eco-calculator for carbon emissions from air travel.

2.2.3.2 Metrics and targets related to climate change mitigation E1

➡ *See also § 1.4 Happy to Care strategy and § 2.2.5: GHG emissions*

Scope 1 & 2 reduction trajectory

Aware that its entire range of vacation offerings has an impact on this issue, Club Med is committed to managing and reducing 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 initiative to develop a pragmatic action plan to reduce Scope 1 & 2 carbon emissions was launched with a specialised subsidiary of EDF: Urbanomy.

This initiative, combined with internal analyses of infrastructure as well as a dozen external audits, identified potential actions (and quantified their environmental and financial impacts) across the entire existing portfolio to reduce energy consumption, accelerate the electrification of operations and, incidentally, reduce carbon emissions.

A carbon emission trajectory simulation tool was then developed in 2024 to enable the adjustment, through an iterative process, of key assumptions regarding the portfolio's evolution, the implementation of actions identified in 2023 across the existing portfolio, and the supply of renewable energy, ultimately allowing for the definition and validation, with the Executive Management Committee, the Group's commitments to reducing Scope 1 & 2 carbon emissions.

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.

In 2025, Club Med developed a tool to track its carbon reduction pathway, which was approved in 2024. This tool allows the company to factor into its projections the actual implementation of pathway actions, changes to projected deployment dates, purchases of electricity with a guaranteed renewable origin, changes to its facilities, as well as actual energy consumption and carbon emissions. Updating this tool at least annually will enable an iterative process to adjust the actions in the trajectory as needed to ensure the achievement of emission reduction targets.

For this first year of implementing its Scope 1 and 2 carbon emissions reduction roadmap, Club Med has invested €5.1 million in CAPEX, including €1.2 million for the first phase of deploying a solar power plant at the Turkoise resort, and €1 million for energy-efficient renovations at the Bintan resort (window insulation and an energy management system). The remainder of the investments primarily covers additional audits and studies, the deployment of energy consumption management systems, and the installation or replacement of certain technical equipment.

Resort owners, for their part, invested €0.1 million, and €0.9 million was provided by a third-party investor for the replacement of equipment in Changbaishan.

The main levers for reducing emissions are based on two complementary pillars. The first focuses on reducing energy consumption, through measures such as building insulation, improved energy performance of heating, cooling and ventilation equipment, as well as enhanced control and automation of equipment operations. The second pillar relates to the use of lower-carbon energy sources, including the on-site deployment of renewable energy generation facilities and increased purchases of green electricity.

Although the preliminary work to design the emissions reduction trajectory was based on a feasibility study assessing alignment with the Paris Agreement, in accordance with the SBTi methodology, the trajectory currently adopted covers Scope 1 and Scope 2 emissions only.

In parallel, Club Med continues to analyze levers and actions to reduce Scope 3 emissions, particularly those related to guest transportation. Initial actions have already been launched, including guest awareness-raising initiatives, analysis of the structure and duration of marketed stays with a view to developing a strategy to extend average length of stay, as well as the integration, within the Group's development trajectory, of the objective to bring the offer closer to key customer catchment areas.

Scope 3: Locally sourced food products

Club Med is committed to prioritizing seasonal and national products for the procurement of fresh food supplies, with:

- 65% of fresh produce sourced locally by 2030 (vegetables, fruit, butter, eggs, cheese, meat);
- Regional food products are promoted in all Resorts, notably through the Green Farmers program when deployed at the Resort.

KPI:

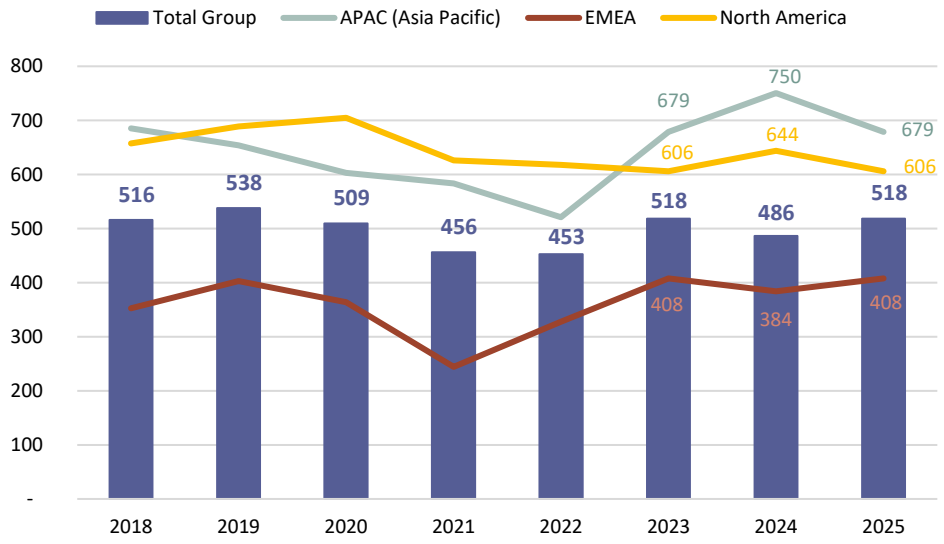
By 2025, 52% of fresh food purchases will come from the country where the resorts are located (vs. 62% in 2024)* (reporting scope: from December 1st 2024 to November 30th 2025)

*a decrease of 10 percentage points, resulting from the loss of part of the data related to product origin during the procurement system migration

Scope 3: transportation of G.M and G.O

As part of its all-inclusive offering, Club Med transported 25% of its customers in 2025 (vs. 33% in 2019 and 24% in 2024).

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



KPI:

The average ratio of distance travelled to destination based on length of stay is 518 km/day per passenger transported in 2025, slightly up vs 2024 but down vs 2019 (538 km/day in 2019)

2.2.4 Energies

IRO	ASSOCIATED HTC STRATEGY PILLARS	Action	Targets
E1 - Energy			
Regulatory and reputational pressure to improve the energy performance of buildings (construction and renovation)	Construction: Eco-standards, eco-certification, promotion of green innovation	- Implementation of regulatory monitoring on energy and carbon issues in countries where Club Med operates or plans to expand - In line with the Group's carbon reduction trajectory for Scopes 1 & 2: actions to improve energy performance in existing and future Villages, increase production and procurement of renewable energy - Deployment of eco-standards within all Village construction and renovation projects	100% of new constructions fully compliant with Eco-standards and Breeam Very Good certification or equivalent, as of 2027
Access to / cost of energy (including green electricity)	Carbon reduction trajectory for Scopes 1 & 2	In line with the Group's carbon reduction trajectory for Scopes 1 & 2: actions to increase production and procurement of renewable energy	–

2.2.4.1 General energy policy

Reducing energy consumption and shifting toward lower-carbon energy sources is a major challenge for the Group, given the impact of this factor on scopes 1 & 2 CO_2 emissions, the current and future pressures on energy resources that may affect energy prices as well as the quality or reliability of supply, and the expected increase in carbon-related costs over time.

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 to reduce energy needs focuses on improving the energy efficiency of buildings:

- Across the existing portfolio, and in line with its carbon reduction trajectory, Club Med is accelerating and scaling up its long-standing annual investment program aimed at improving the energy performance of existing buildings. Since 2022, a large number of building energy performance audits have also been carried out, notably in the context of the French tertiary sector regulation and the development of the carbon trajectory. By 2026, the entire portfolio will have been audited, enabling the identification, quantification and planning of the necessary works.

- For new resorts and major renovation projects, Club Med targets high energy efficiency through design approaches that prioritize insulation performance, equipment efficiency (including double-flow ventilation systems, heat pumps and heat recovery systems), as well as the monitoring of energy consumption through the deployment of advanced control systems. Wherever possible, this approach also integrates on-site renewable energy generation capacity. It is further reinforced by the Group's Scope 1 and Scope 2 emissions reduction commitments and is underpinned by the deployment of Club Med's Development and Construction Eco-Standards. Applied across all new construction and renovation projects, these Eco-Standards notably include BREEAM certification (or equivalent) and define progressively more demanding energy and carbon performance requirements, adapted to the typology and geographical location of resorts and aligned with the Group's carbon reduction trajectory.

- *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.

All French sites (offices and resorts) submitted their energy consumption reduction plans for the 2022-23 winter season, in line with the target set for businesses by the French government.

This sobriety plan has since been maintained in already-equipped resorts and has been progressively adapted and rolled out internationally.

- *Reduced requirements through regularly updated equipment*

These increasingly efficient pieces of equipment include:

- Building Energy Management Systems (BEMS): 58% of resorts;
- Rooms control via a “smart-room” system: 24% of resorts;
- Systems to recover lost energy from cold rooms (on new sites): 15% of resorts;
- High-performance heat pumps (at new sites or during renovations): 36% of resorts;
- Energy-recovery systems on air-handling units for water pre-heating: 24% of resorts.

- *Reduction in requirements through changes in user behavior*

As with water consumption, behavior change is a key lever for controlling energy consumption.

Team awareness efforts rely on:

- Daily readings of actual consumption by Technical Managers and regular analysis from the AREE monitoring system for resorts equipped with it and from the Tech Care reporting platform for others;
- Training for G.O-G.E teams on best practices;
- A procedure for optimizing practices during shoulder seasons;
- Monthly energy reviews in resorts;
- Sobriety plans and monitoring of reduced temperature setpoints (lowered by 1 to 3 degrees depending on resort areas and depending on the guest presence).

- *Evolution of the energy mix*

Actions to reduce direct and indirect greenhouse gas (GHG) emissions from buildings also rely on the development of renewable-energy supply, wherever this is possible.

The Group's choices in renewable-energy equipment focus on technologies that are currently mature and offer high-efficiency technologies.

In 2025, vehicles used in the resorts are, whenever possible, electric vehicles, which represent 57% of the vehicle fleet in resorts (stable compared with 2024).

➡ *See also § 2.2.4.3. Metrics and targets related to energy and § 2.2.5 GHG emissions*

2.2.4.3 Metrics and targets related to energy

- *Monitoring of actual consumption*

Monitoring of consumption is based on **actual consumption data**, reported by the Technical Manager of each site using readings from water, electricity and natural gas meters, as well as on the calculation of monthly consumption based on tank gauge readings for other energy sources (fuel oil, LPG, LNG).

A dual control process is implemented:

- Verification of the completeness of monthly data by Tech Care administrator within the Sustainable Development Department;
- Consistency checks 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:

- Per **Hotel Night** (HN);
- Per **Hotel Capacity Per Day** (capacity x number of days open), which is less affected by variations in occupancy;
- Per **Room Sold** (for sector comparability).

The kWh per m² ratio is not suitable for Club Med's business due to the wide disparity and year-on-year variation in the number of opening days.

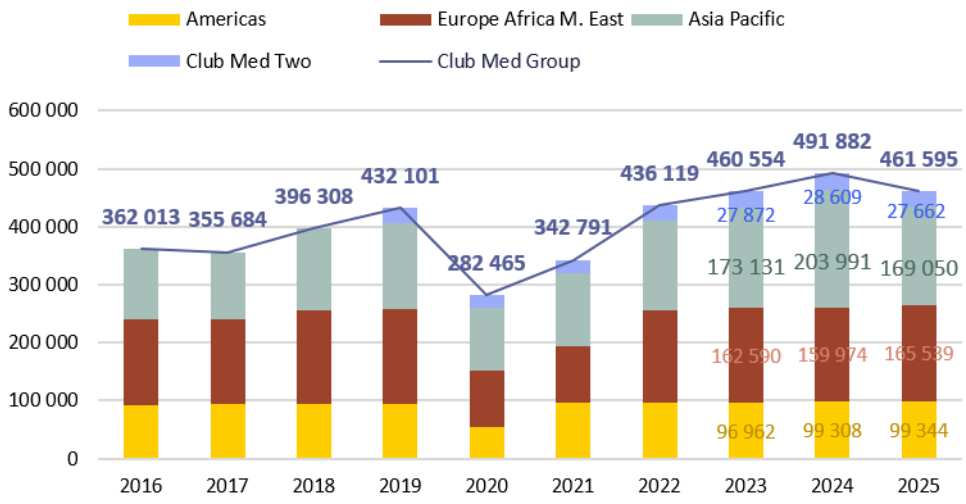
- *Consumption levels and building consumption ratios*

In absolute terms, between 2024 and 2025, building energy consumption decreased by 6,2% across the Group as a whole.

This change is mainly explained by the move upmarket and the increase in surface area per guest. It can also be explained by:

- A 5,6% decrease related to changes in the resort portfolio, notably due to the exit of seven resorts;
- A 0.6% reduction at a constant portfolio.

Building energy consumption (MWh)



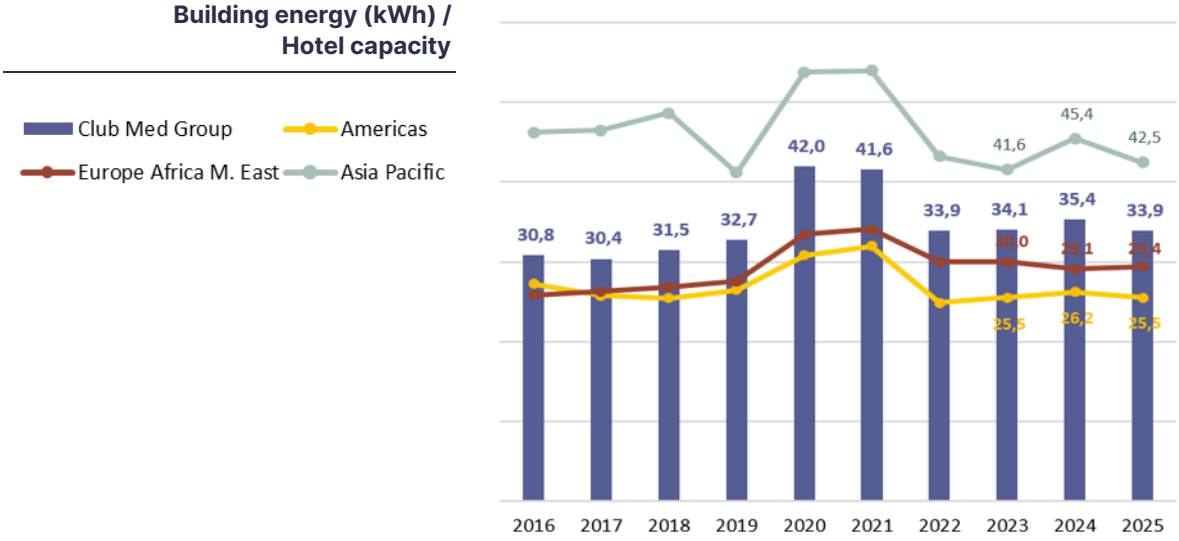
In 2025, the building energy consumption ratio per hotel capacity amounted to **33.9 kWh**.

This represents:

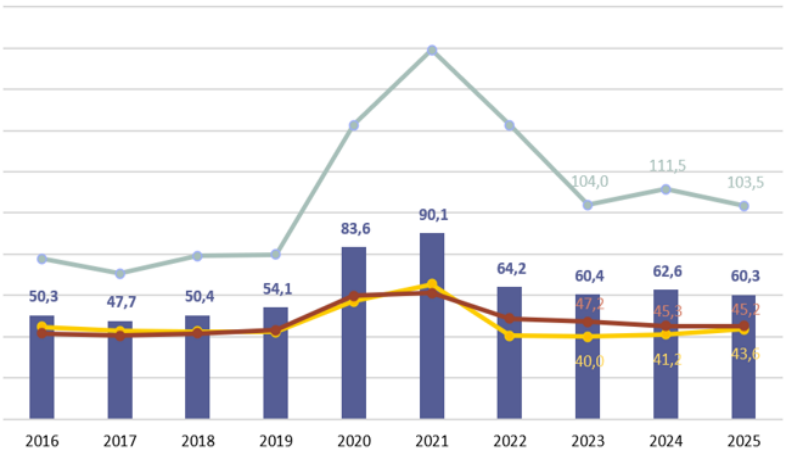
- A 4.2% decrease compared to 2024 at Group scope;
- A 2.7% reduction at a constant portfolio vs 2024.

Energy intensity per hotel capacity has overall decreased due to changes in the resort portfolio in 2025, with the Joyview and Urban Oasis resorts exiting the portfolio as of July 1st. The Ixtapa Pacific resort closed at the end of August and exited the scope as of December 1st. An increase in occupancy has also been observed in several resorts, along with the summer opening of Club Med Serre Chevalier for the first time *(➡ see graph below)*.

Building energy (kWh) / Hotel capacity



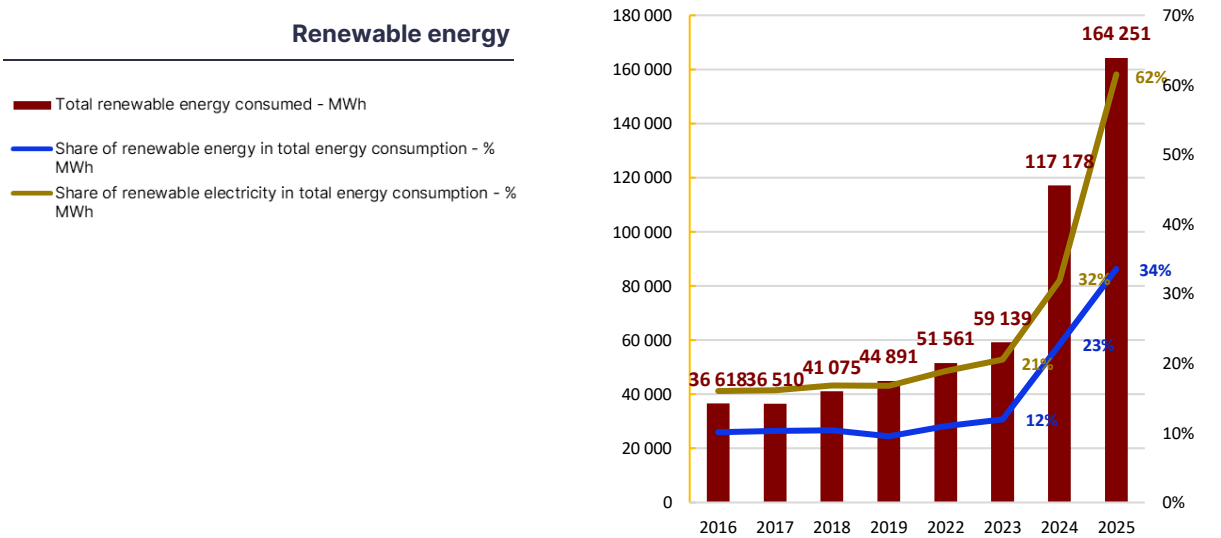
Building energy consumption (kWh) / Hotel night



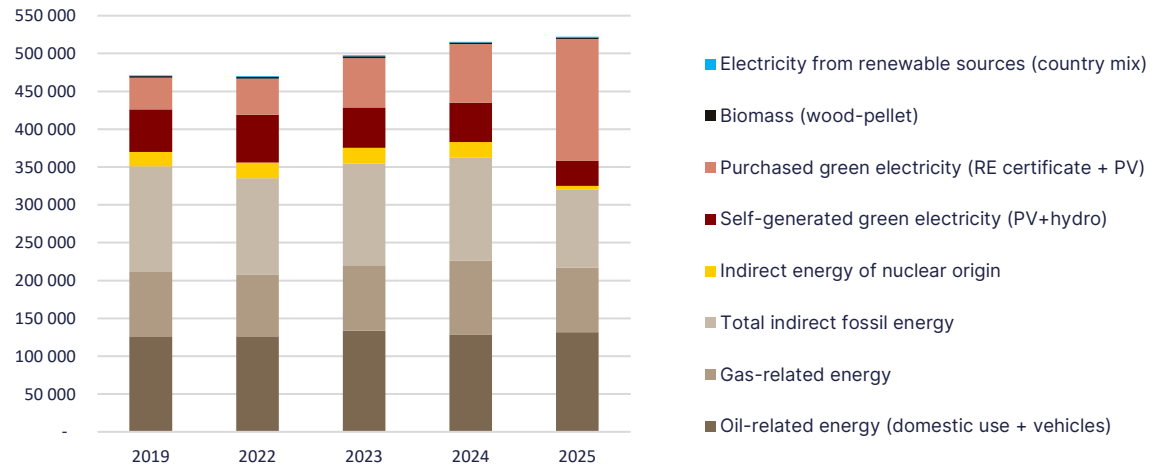
- *Changes in the energy mix and renewable energies*

In 2025, 62% of the electricity consumed comes from renewable sources (electricity guaranteed to be of renewable origin and photovoltaic electricity produced on-site in resorts or purchased), representing an increase of 29 points compared to 2024.

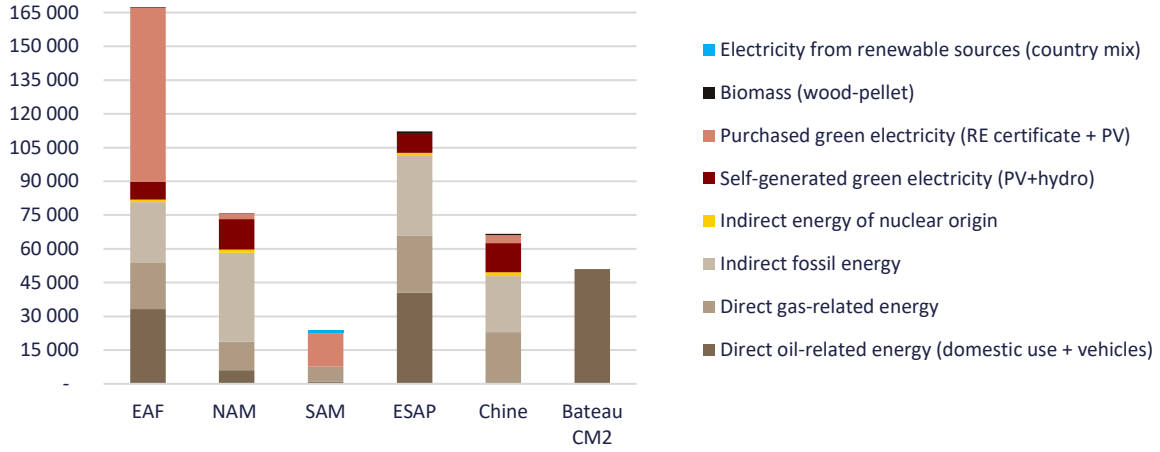
Renewable energy



Group energy mix (MWh)



Energy mix by BU (MWh) - 2025



- Currently, 15% of resorts are equipped with photovoltaic solar panels (more than 21,000 m², including 12,000 m² in Punta Cana since 2021, 284 m² of photovoltaic panels in Tignes installed in 2022-23, 372 m² in Cefalu in 2023, 1,000 m² at Cancun and 1,081 m² at Michès Playa Esmaralda in 2025).
- 27% of resorts are equipped with solar thermal panels (9,241 m²), partially covering the domestic hot water needs of the resorts equipped.
- Aerothermal systems (heat pumps) are in place in 35% of resorts in 2025 (vs. 35% in 2024).

ESRS E1.5 – Energy consumption and mix

Reporting on the fiscal year from January 1st 2025, to December 31st 2025

	note	Unit	2023	2024	2025
ENERGY CONSUMED WITHIN THE ORGANISATION					
Coal-related energy	AR 34.1		NC	NC	NC
Oil-related energy (domestic use + vehicles)	AR 34.2	MWh	133 643	128 617	131 878
Gas-related energy	AR 34.3	MWh	86 417	97 591	85 429
Total direct fossil energy		**MWh**	**220 060**	**226 208**	**217 307**
Electricity purchased (excl. renewable energy certificates)	AR 34.5	MWhef	133 284	134 644	101 921
Urban heat purchased		MWh	1 361	1 295	1 317
Total indirect fossil energy		**MWh**	**134 645**	**135 940**	**103 237**
Total fossil energy	AR 34.6	**MWh**	**354 706**	**362 147**	**320 544**
Rate of non-renewable energy		**%**	**71%**	**70%**	**65%**
Indirect energy of nuclear origin	AR 34.7	**MWh**	20 832	20 721	4 658
Rate of nuclear energy		**%**	**4%**	**4%**	**1%**
Biomass (wood-pellet)	AR 34.8	MWh	2 884	2 199	1 378
Purchased green electricity (RE certificate + PV)	AR 34.9	MWhef	64 773	77 241	161 257
Self-generated green electricity (PV+hydro)		MWh	1 166	1 064	1 616
Electricity from renewable sources (country mix)	AR 34.10		53 382	52 218	32 771
Total renewable energy consumed	AR 34.11	**MWh**	**122 205**	**132 721**	**164 251**
Rate of renewable energy consumed		**in % of MWh**	**25%**	**26%**	**34%**
TOTAL ENERGY CONSUMED	AR 34.12	**MWh**	**497 743**	**515 590**	**489 452**
ENERGY INTENSITY					
... € net income		**kWh / €**	**0,269**	**0,270**	**0,253**
Net income used to calculate intensity			1 853	1 911	1 935
ADDITIONAL RATIOS					
Rate of electricity from renewable sources		**in % of MWh**	**44%**	**46%**	**65%**
Building energy consumed per night	1	**kWh**	**60**	**63**	**60**
... per capacity (in overnight stays)	2	kWh	34	35	34
... per room sold		kWh	133	145	131
Surface area of solar panels (thermal +PV)		m2	16 727	21 988	24 279
Share of energy in total purchases (Group)		**in % of €**	**4%**	**5%**	**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

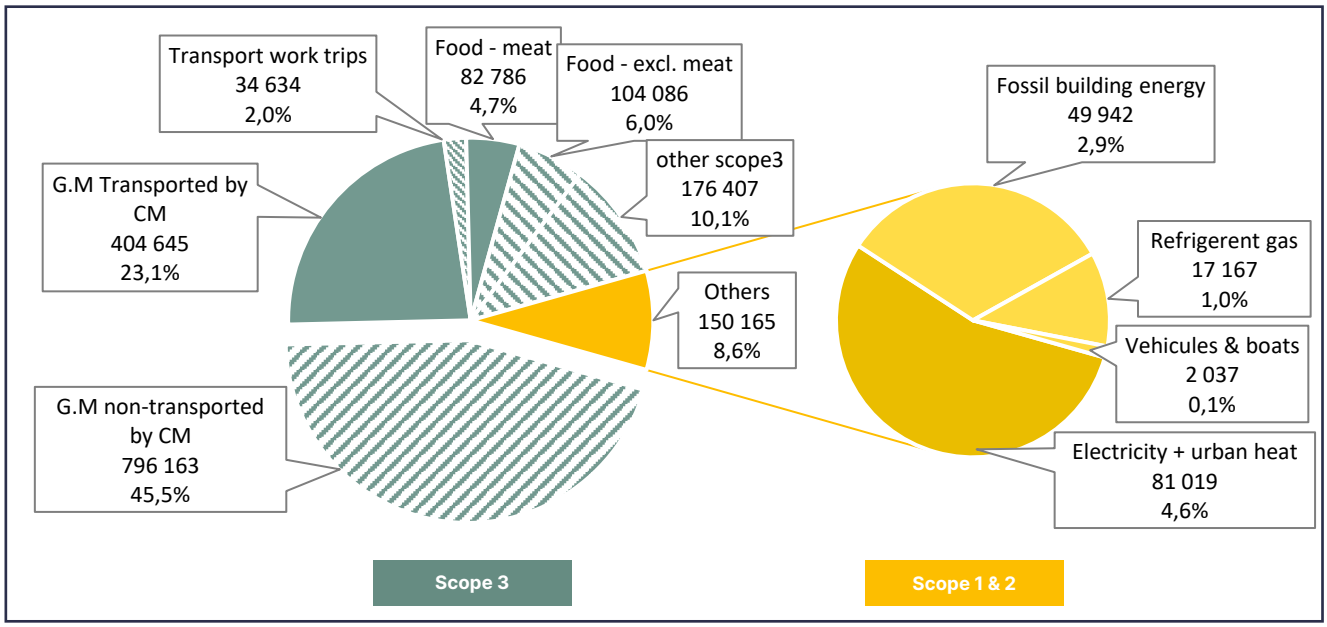
The analysis of our carbon footprint highlights a highly differentiated distribution of emissions across the three scopes defined by the GHG Protocol.

Scopes 1 and 2, which include direct and indirect emissions linked to energy consumption in the resorts (such as heating, air conditioning, electricity, etc.), account for approximately 10% of our total emissions.

Conversely, Scope 3 represents more than 90% of our carbon impact. This category mainly covers emissions generated upstream and downstream of our activities, notably guest transportation (around 69% of total emissions) and the production of food served in the buffets (nearly 11% of total emissions).

This breakdown highlights the importance of focusing our reduction efforts not only on improving the energy efficiency of our sites, but also on decarbonizing our value chain, in particular transportation and food supply.

Analysis of the breakdown of GHG emissions (t eCO2) in 2025 (based on the ECOACT study conducted in 2021):



The data for 2025 and previous years are shown in the following table:

ESRS E1.6 – GHG emissions

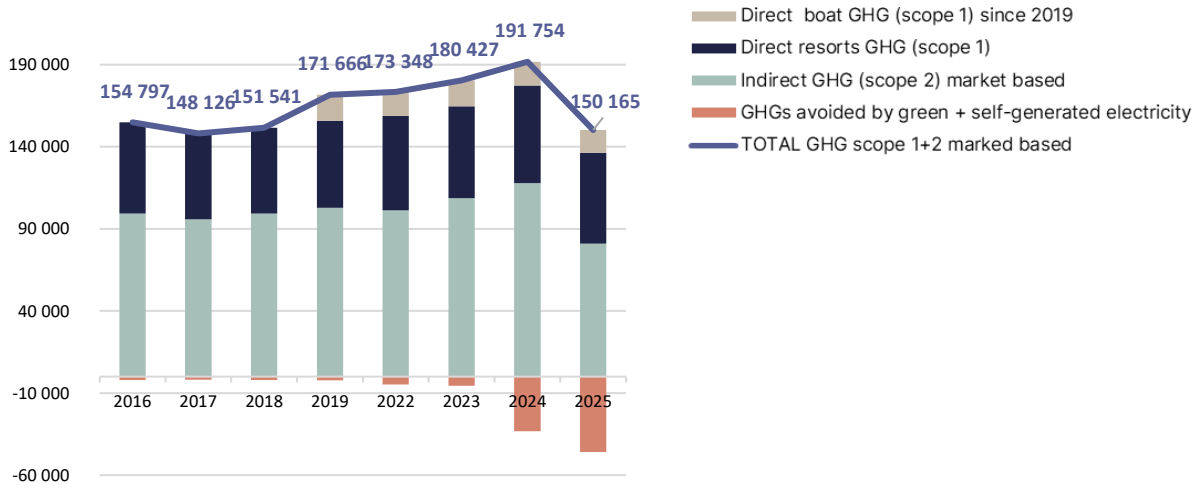
Reporting on the fiscal year from January 1st 2025 to December 31st 2025

	note	Unit	2023	2024	2025	% N/N-1
SCOPES 1+2 emissions (GHG Protocol)						
Direct GHG emissions from stationary combustion sources (buildings)		t eCO2	35 294	37 516	36 189	-4%
GHG from mobile combustion sources (vehicles and boats)		t eCO2	1 932	2 110	2 037	-3%
Direct fugitive GHG (refrigerant gases)		t eCO2	19 178	19 847	17 167	-14%
Direct GHG from Club Med boat		t eCO2	15 743	14 388	13 753	-4%
Total direct emissions (scope 1)		**t eCO2**	**72 146**	**73 860**	**69 147**	-6%
Indirect GHG emissions from district heating		t eCO2	509	485	493	2%
GHG emissions from purchased electricity (based on location)		t eCO2	110 382	121 108	105 766	-13%
GHG emissions from purchased electricity (market-based)		t eCO2	105 513	117 409	80 526	-31%
Total indirect emissions (scope 2) based on location		**t eCO2**	**110 892**	**121 592**	**106 258**	-13%
Total indirect emissions (scope 2) based on the market		**t eCO2**	**105 513**	**117 894**	**81 019**	-31%
SCOPE 3 emissions (GHG Protocol)	**1**					
Transported GM travel (upstream 1)	4	t eCO2	498 138	497 946	404 645	-19%
Food purchases (upstream 1)		t eCO2	187 648	189 650	186 872	-1%
of which meat		t eCO2	*83 658*	*82 787*	*82 786*	0%
Network water purchases (upstream 1)		t eCO2	519	555	517	-7%
Other goods and services purchased (upstream 1)	5	t eCO2	94 571	97 559	111 709	15%
Total GHG emissions linked to goods and services purchased (upstream 1)		**t eCO2**	**780 875**	**785 710**	**703 743**	-10%
Emissions linked to fuels and energy (upstream 3)		**t eCO2**	**39 304**	**39 303**	**31 472**	-20%
Freight and purchasing logistics (upstream 4)		**t eCO2**	nd	nd	nd	
Waste generated in operations (upstream 5)	**6**	**t eCO2**	**9 227**	**10 246**	**10 710**	5%
Business travel (upstream 6)	**7**	**t eCO2**	**19 962**	**23 686**	**12 995**	-45%
Commuting (upstream 7)		**t eCO2**	**19 832**	**21 688**	**21 640**	0%
Total indirect emissions (scope 3)		**t eCO2**	**869 200**	**880 633**	**780 559**	**-11%**
TOTAL DES EMISSIONS GES						
Non-transported GM travel (non-GHG Protocol)	4	t eCO2	811 445	929 496	796 163	-14%
TOTAL GHG EMISSIONS BASED ON LOCATION		**t eCO2**	**1 863 683**	**2 005 581**	**1 752 127**	-13%
TOTAL GHG EMISSIONS BASED ON MARKET		**t eCO2**	**1 858 304**	**2 001 883**	**1 726 887**	-14%
GHG INTENSITY						
Location-based intensity (scope 1+2+3) on net income		**t eCO2 / M€**	**1 006**	**1 049**	**905**	**-14%**
Market-based intensity (scope 1+2+3) based on net income		**t eCO2 / M€**	**1 003**	**1 048**	**892**	**-15%**
Net income used to calculate intensity		M€	1 853	**1 911**	**1 935**	**0%**
ADDITIONAL INDICATORS						
Building energy emissions		t eCO2	**142 603**	**155 409**	**117 208**	**-25%**
Carbon intensity (building energy)		Kg eCO2				
... per overnight stay	2	Kg eCO2	18	19	15	-19%
... per capacity (in overnight stays)	3	Kg eCO2	10	11	9	-19%
Total market-based emissions (scopes 1+2)		**t eCO2**	**180 427**	**191 754**	**150 165**	**-22%**
Market-based carbon intensity (scopes 1+2)						
... per overnight stay	2	Kg eCO2	23	24	20	-17%
... per capacity (in overnight stays)	3	Kg eCO2	13	14	11	-20%
... per room sold		Kg eCO2	51	56	43	-25%
rate of GM transported by Club Med		**%**	**25%**	**24%**	**25%**	**0%**

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, DESNZ database (for transport) and IEA (for electricity by country) databases.
6. Monitoring restricted to resorts with monitoring by weight provided by the service provider.
7. Scope 3 = carbon footprint calculation methodology reviewed with EcoAct in 2019 and 2020
8. Update of air transport emission factors in the DESNZ database (2025 update), resulting in a decrease in reported GHG emissions related to transported and non transported G.M.
9. Change in the procurement data extraction tool during 2025, resulting in changes to total amounts.
10. Also includes purchased electricity of nuclear origin (not differentiated).
11. Based on an extrapolation of waste volumes according to the coverage rate.
12. Change in the business travel management tool, now covering a more limited scope, combined with the update of emission factors from the DESNZ database, resulting in a decrease in reported GHG emissions related to business travel.

➡ *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, Scope 1 and Scope 2 (market-based) emissions decreased by 21.7% across the Group between 2024 and 2025. Compared with 2023, the baseline year for the carbon reduction trajectory, the decrease reaches 16.8%.

This change is explained by:

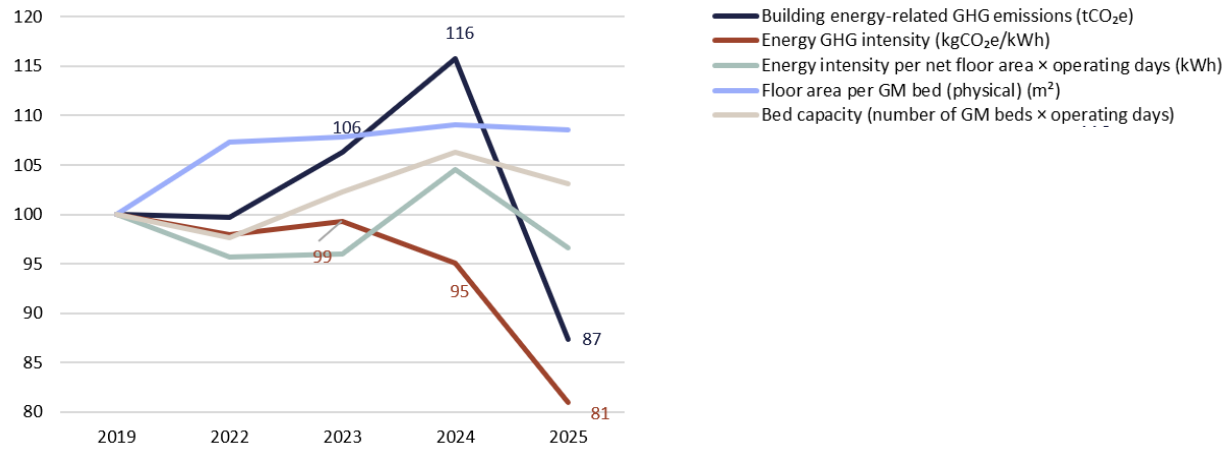
- A 14.7% reduction at a constant scope (vs. 2023);
- A decrease in fossil energy consumption of 14% compared with 2024, and 27% compared with 2023, including the impact of increased purchases of green electricity.

Reducing carbon emissions from building energy

The evolution of GHG emissions linked to building energy consumption highlights a 17.8% decrease between 2023 and 2025, despite a 0.8% increase in hotel capacity over the same period. This reduction is mainly explained by a significant decrease in the carbon intensity of energy consumed (-18% vs. 2023), driven by the increased purchase of green electricity:

- Notably in France, where all resorts (except Tignes, scheduled for 2026) reached 100% green electricity in 2025, compared with 65% in 2024;
- A as well as in resorts located in Canada, Thailand and Indonesia, for which 100% of electricity consumption will be covered by renewable electricity certificates, with purchases currently being finalized in the first half of 2026 for 2025 consumption.

Breakdown of GHG emissions related to building energy.
Club Med resorts (base of 100 in 2019)

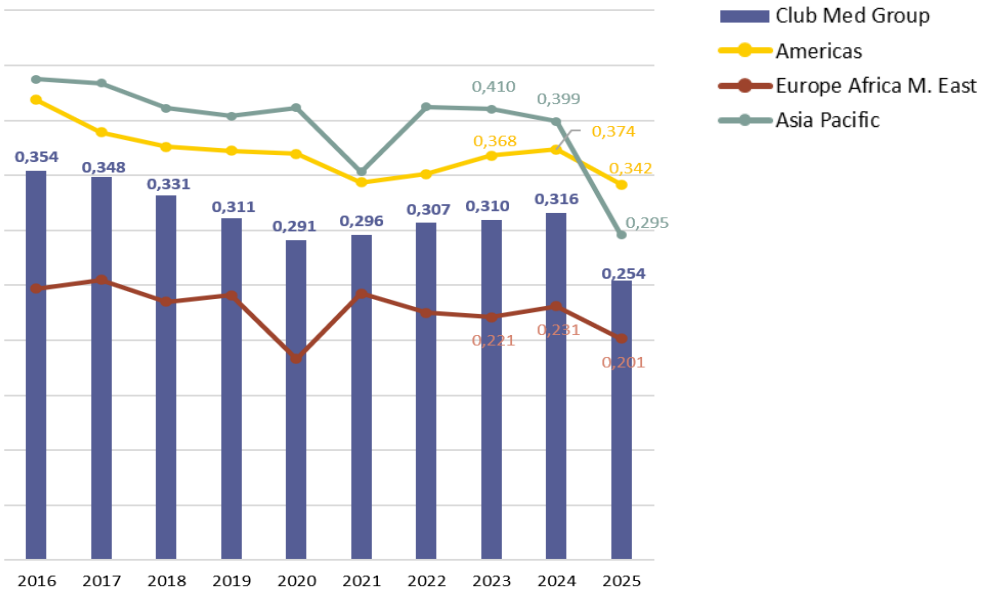


In 2025, the GHG emissions ratio in kg CO_2e (Scopes 1 and 2) per hotel capacity stood at 11 kg CO_2e, representing a 17.4% reduction compared with 2023, corresponding to:

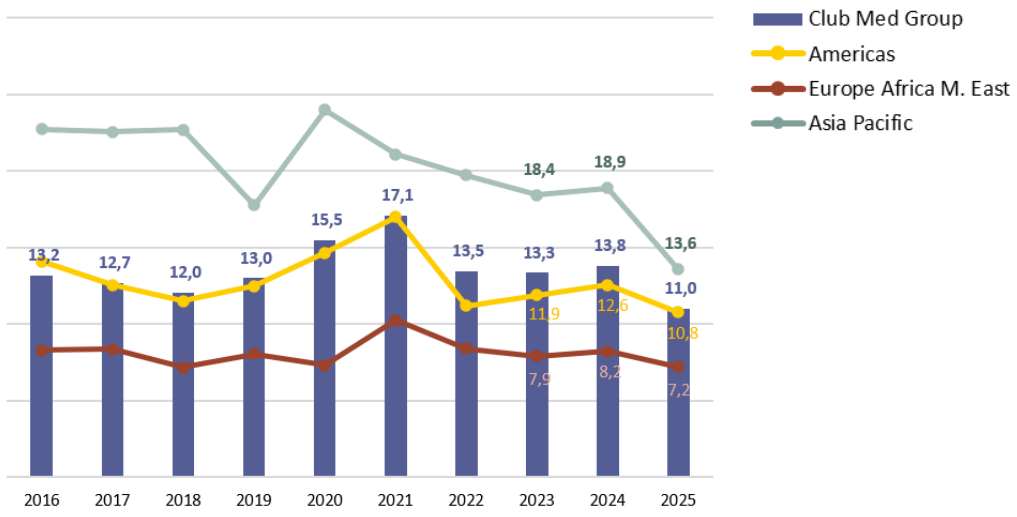
- A 9.2% reduction excluding Asia (vs 2023);
- A 20.1% reduction at a constant scope (vs 2023).

Carbon intensity per hotel capacity decreased overall, driven by changes in the Asian resort portfolio, where the energy mix is more carbon-intensive (0.295 kgCO_2e/kWh in Asia compared with 0.254 kgCO_2e/kWh at Group level), as well as by increased purchases of green electricity for resorts in Thailand and Indonesia.

Carbon intensity of building energy (kg eCO2/kWh)



Kg eCO2 ratio (Scopes 1+2) / Hotel capacity

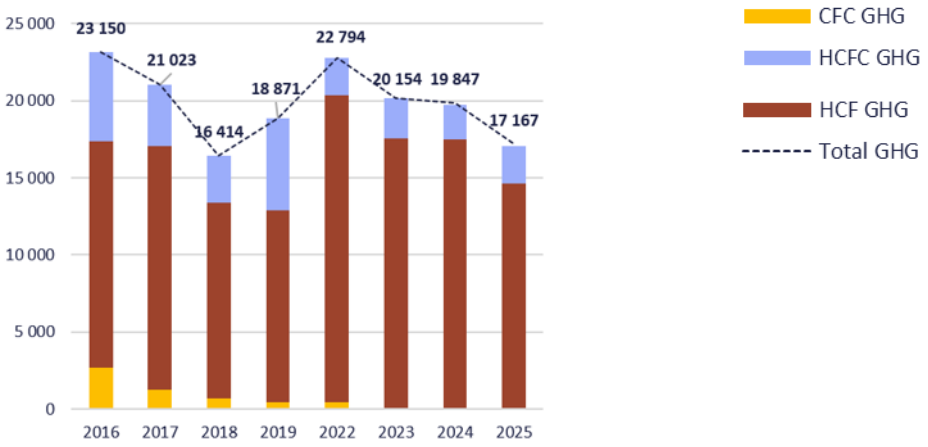


Over the 2020-2022 period, carbon intensity per night sold is not representative at the global scope due to the ongoing health crisis in Asia.

GHG emissions related to refrigerant gases

Club Med seeks to reduce emissions related to refrigerant gases through the introduction of a new generation of HFO gases (Hydro Fluoro-Olefins), propane or carbon dioxide, which not only offer performance and safety characteristics similar to those of HFCs (hydrofluorocarbons), but above all have strong environmental properties and a low GWP (Global Warming Potential). In 2025, 32% of resorts use these new refrigerant gases (vs 11% in 2019).

GHG emissions from refrigerants (t eCO2)



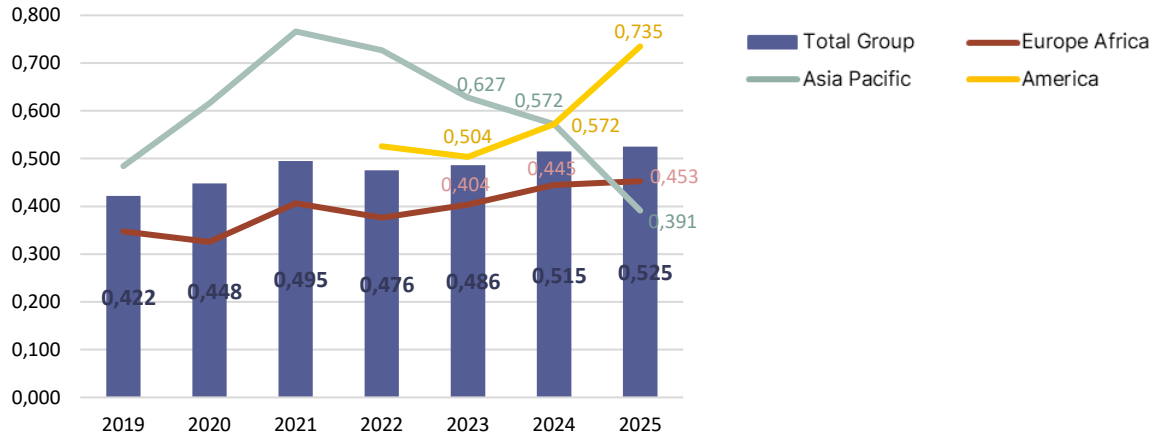
Reducing GHGs related to food

A Life Cycle Assessment (LCA) of a resort, conducted in 2006 by Bio Intelligence Service, showed that food represented a significant share of CO_2 emissions associated with a stay. This finding was updated and refined in the carbon impact study carried out with EcoAct in 2019. Actions implemented in resorts to increasingly promote vegetarian dishes and agroecology, as well as to limit food waste, help reduce these emissions, even though they are not yet tracked in a highly precise and regular manner.

As part of efforts to reduce the overall carbon footprint of our activities, it is essential to analyze the greenhouse gas (GHG) emissions associated with the food offered in our resorts. The production and consumption of animal-based products, particularly meat, are indeed among the main sources of emissions in the food sector, due to the significant impact of livestock farming on natural resources and methane and CO_2 emissions.

As a result, the monitoring of meat consumption has been introduced as a proxy indicator for food-related emissions. This indicator makes it possible to track changes in dietary practices, identify reduction levers, such as diversifying protein sources or promoting plant-based options, and measure trends in GHG emissions linked to meat consumption in our resorts.

Kg meat / Hotel nights sold (HN)



KPI:

525 grams of meat per Hotel nights sold (HN) in 2025 at Group scope

➡ *See section 2.6.2. Raising awareness among G.M throughout their stay - A permanent range of vegetarian options*

APPENDIX to section 2.2.4. :
Carbon footprint calculation methodology

Since 2013, Club Med has calculated its annual carbon footprint in accordance with the **GHG Protocol methodology**, based on energy quantities expressed in operational units and **using emissions factors updated annually** in the UL 360 reporting tool.

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

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

- Scope 1 & 2:

Energy

- Annual actual energy consumption recorded in operational units (in kWh, m3, or kg) is consolidated into kWh of final energy consumed and then converted into GHG emissions using the following emission factors:
- Dept. Energy Security and Net Zero (DESNZ) (formerly BEIS) – 2024 v1.4 (AR5 Applied) for Scope 1 fossil fuels;
- ADEME Base Carbone 23.6 v1.2 for electricity in France;
- International Energy Agency (IEA) 2025 v1.2 (AR6 Applied) for electricity outside France.

Refrigerant gases

Annual refrigerant refills (kg) by type of refrigerant fluid used in resort air-conditioning systems are monitored and then converted into GHG emissions using data from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report – 100-year GWP (2021), v1.9 for refrigerant gases.

- Scope 3:

Customers transported by Club Med

Annual tracking of passenger-kilometers travelled by train, by class, and of airline tickets, broken down by class and by flight type (long-, medium- and short-haul), for transported G.M These data are converted into GHG emissions using emission factors from databases that account for condensation trails (contrails). Round-trip distances travelled (km) by G.M are estimated based on the city of departure and the destination resort. It should be noted that emission factors from the DESNZ database were revised in 2025, resulting in a 17% decrease in flight emission factors between 2024 and 2025.

Customers not transported by Club Med

Estimation of round-trip distances travelled (km) by non-transported clients, based on their country of departure and the destination resort, converted into GHG emissions using emission factors from the DESNZ database – 2025 v1.1 (AR5 Applied) and ADEME factors for high-speed rail (TGV). It should be noted that emission factors from the DESNZ database were revised in 2025, resulting in a 17% decrease in flight emission factors between 2024 and 2025.

Food

Collection of quantities of food consumed in a sample of resorts (Sun and Mountain resorts), then extrapolated to the full scope based on the number of paid Hotel Nights. The emission factors used are those from ADEME's Carbon Base.

Non-food purchases

The amount of purchases of goods and services (€) is categorized and then converted into GHG emissions using the emission factors from ADEME's Carbon Base.

Construction and renovations

Emissions were calculated based on the volumes of steel, concrete and glass used for the construction of "Les Arcs Panorama", then extrapolated based on the total surface area of sites constructed or renovated in 2018. The emission factors used come from the INIES database. The level of emissions for this category varies from year to year, depending on the number of clubs constructed or renovated during the year.

Management ratios used

The most representative performance ratios for the business are mainly:

- Per **Hotel Night** (HN);
- Per **Hotel Capacity Per Day** (capacity x number of days open), which is less affected by variations in occupancy;
- Per **Room Sold** (for sector comparability).

The kWh per m² ratio is not suitable for Club Med's business due to the wide disparity and year-on-year variation in the number of opening days.

2.3 Pollution and waste management E2

2.3.1 Risks and challenges related to pollution and waste

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

- Wastewater discharges (non-material);
- The storage and use of hazardous substances for building maintenance, green-area upkeep, and mosquito control;
- Refrigerant gases, including CFCs;
- ICPE sites (Classified Installations for Environmental Protection) ;
- Noise and light pollution affecting wildlife;
- The use of single-use plastic products in coastal areas, which may generate microplastics in the marine environment.

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

IRO	ASSOCIATED HTC STRATEGY PILLARS	Action	Targets
E2 - Pollution			
Air pollution			
Noise pollution affecting local communities and wildlife	–	–	–
Leakage of CFC refrigerant gases affecting the ozone layer and contributing to global warming (high global warming potential gases)	Emissions reduction	Reduction of emissions related to refrigerant gases through the introduction of a new generation of HFO, propane or carbon dioxide gases with similar performance and safety characteristics to HFCs, along with strong environmental properties and low Global Warming Potential (GWP).	–
Manufacturing pollution in the supply chain	Reducing biodiversity pressure across the supply chain	Club Med's commitments to tackling overfishing and promoting organic sourcing contribute to reducing supply chain pressures on biodiversity.	–
Water pollution			
Accidental discharge of untreated water	–	–	–
Use of solar products by customers and staff (impacting coral reefs)	–	–	–
Manufacturing-related pollution in the supply chain	Reducing pressure on biodiversity across the supply chain	Club Med provides 100% Fairtrade-certified coffee, organic wine selections, and organic tea and herbal infusions available for self-service. Since 2023, organic products have also been progressively introduced in Baby Corners across Villages. In addition, since 2008, Club Med has supported the development of local agroecological production chains near its Villages through the Green Farmers programme.	Green Farmers: 400 tons of agroecological products purchased from local producers by 2026 (+100% vs 2023)
Soil pollution			
Accidents related to the storage and handling of chemical products	Club Med's policy aims to manage runoff, secure the storage of hazardous products (including liquid hydrocarbons), and reduce the use of synthetic phytosanitary products	An HHS intranet accessible to all Villages centralises relevant procedures. Regular safety training and prevention sessions are conducted, followed by audits and ad hoc inspections The safe storage of hazardous products is also verified as part of Green Globe certification and related audits.	Re-achieve and maintain 100% Green Globe-certified Villages each year from 2026 onward
Use of phytosanitary products		Gradual inclusion, in new or renewed landscaping management contracts, of a ban on synthetic phytosanitary products.	100% of landscaping maintenance service contracts using zero synthetic phytosanitary products by 2030
Microplastic pollution			
Risk of littered or dispersed plastic items	Bye-Bye plastics	Under its responsible Village operations approach and Green Globe certification, comprehensive waste management initiatives are implemented in Villages, raising awareness among both employees and guests.	Re-achieve and maintain 100% Green Globe-certified Villages each year from 2026 onward.
Use of disposable, non-recycled plastics (including bottles)		Through its Bye Bye Plastics programme, Club Med continues to phase out single-use plastic items such as cutlery, cups, straws, containers, and in-room accessories, while also reducing plastic bottle consumption.	50% reduction in plastic water bottle consumption by 2025 (vs 2019)
Microplastics present in granular infill materials used for artificial sports surfaces, detergents, fabric softeners, fertilisers, etc.		–	–

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 hazardous substances

Club Med is concerned by the use of hazardous substances such as hydrocarbons, paints, swimming pool maintenance products, cleaning products and, to a lesser extent, plant-protection products. Improper use or storage of these substances would pose a risk to the environment and to human health.

As part of the Green Globe certification process for all its resorts, Club Med is required to monitor even more closely the proper use and storage of these products. The Group aims to reduce their use. Resorts are systematically audited on this topic by an independent Green Globe-accredited auditor, as this requirement has been made mandatory by Club Med.

2.3.2.3 Other potential sources of pollution

Refrigerant gases and CFCs

A phased replacement plan for refrigeration and air-conditioning units operating with CFC gases (chlorofluorocarbons) was established in 2013, following the inventory carried out in 2012, with the aim of replacing them with more efficient installations. As a result, the percentage of Resorts equipped with CFC-based systems decreased from 68% in 2012 to 9% in 2025 (stable compared with 2024). Equipment is being progressively phased out in the resorts that are still equipped.

Consideration of light pollution

Measures are implemented to prevent light emissions from having an impact on wildlife, particularly as part of the protection of marine turtles. This is a Green Globe biodiversity-protection criterion, which is generally validated.

2.3.3 Waste management E5

IRO	ASSOCIATED HTC STRATEGY PILLARS	Action	Targets
E5 - Resource use and circular economy			
Food waste	Act4Nature commitments	Implementation of measurement and reduction initiatives using connected weighing systems, performance audits, and the development of action plans.	30% reduction in food waste by 2030 compared with the average measured between 2019 and 2024
Saturation of local waste treatment capacities	Green Globe certification Bye Bye Plastics Food waste reduction	- Reduce waste at source through procurement policies (minimising packaging) and service adjustments (elimination of certain single-use formats); - Develop reuse and reduce disposable product use; - Generalise quantitative waste monitoring; - Set reduction targets for non-recycled waste to move towards zero waste.	50% reduction in plastic bottle consumption by 2027 (baseline 2019)
Operating in areas where there is no treatment/recycling network (particularly island locations)	-	-	-

Reducing and recycling waste

The continuous improvement approach to waste management is supported by the Green Globe initiative, which requires:

- Reducing waste at the source, through procurement practices (minimization of packaging) and adjustments to the services (elimination of certain single-use individual packaging);
- Developing reuse practices and reducing the use of disposable products;
- Rolling out quantitative waste tracking across all sites;
- Setting targets to reduce non-recycled waste, with the aim of moving towards zero waste.

“Bye-Bye Plastic”

The “Bye-Bye Plastic” program, launched in 2018, aims to gradually eliminate single-use plastic products used in bars, restaurants and guest rooms (straws, dishware, amenities in the rooms, etc.) across 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, single-use disposable plastics used in catering (straws, cups, mugs, as well as plates, cutlery and trays) have been eliminated in all our resorts worldwide.
- Since the end of 2021, plastic packaging for accessories provided in guest rooms has been eliminated in all resorts.
- Since the end of 2022, individually packaged shower gels and shampoos have been removed from all resorts.
- Since 2023, single-use plastic accessories in guest rooms have been replaced with accessories made primarily from alternative materials.
- By the end of 2024, bottle consumption had been reduced by 34.4% compared with 2019.

KPI:

In 2025, we exceeded our target of reducing plastic bottles by 50% compared with 2019, achieving a reduction of 52%.

Depending on the context, several solutions are being progressively implemented: on-site bottling facilities, use of returnable bottles, removal of plastic bottles from guest rooms, and the provision of plastic-free bottles in rooms combined with a dense network of water fountains. Reusable bottles are also available for purchase in our boutiques.

Waste sorting - circular economy

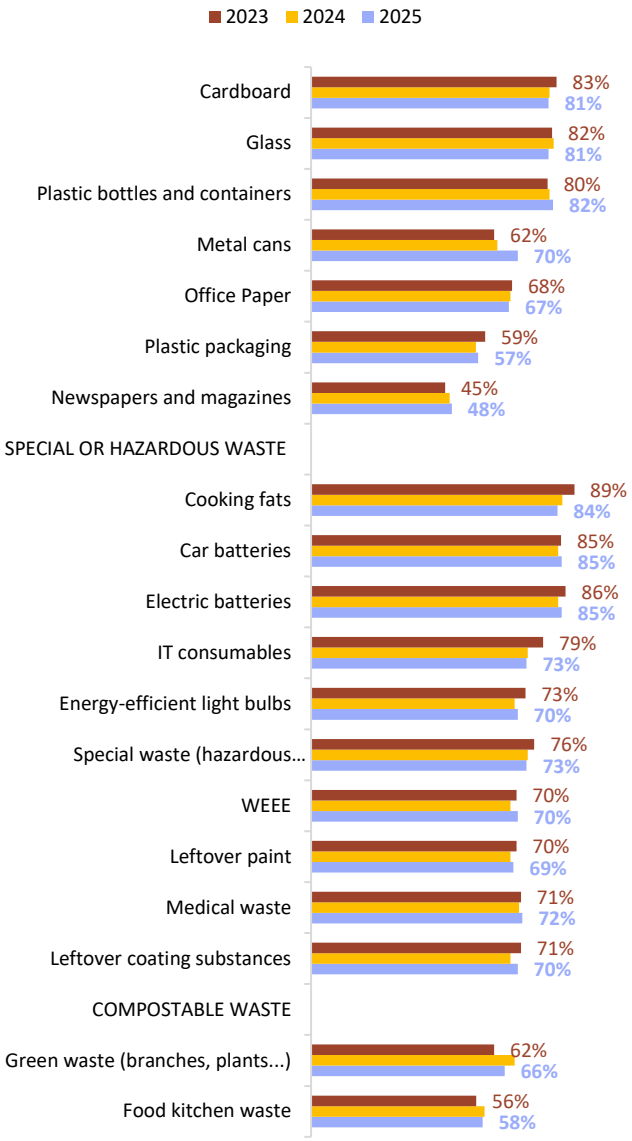
In 2025, the deployment of commitments under Green Globe certification continued with:

- Ongoing efforts to systematically implement waste sorting across all departments;
- A proactive search for existing waste-management streams, particularly in France, covering seven waste streams (biowaste, cardboard, residual waste, bulky waste, used cooking oils, healthcare waste (DASRI), and hazardous waste);
- Contracting with an external service provider (such as Veolia) since 2017 in France for the collection of food waste destined for composting or anaerobic digestion facilities;
- Mandatory training for G.O and G.E teams on waste sorting.

As part of our approach to optimizing waste management in our resorts, we have entrusted **Take a Waste** with a monitoring mandate covering all our resorts in France (14 resorts). This partnership makes it possible to improve and centralize monitoring, harmonize sorting procedures, ensure regulatory compliance, and more effectively roll out waste-prevention and recovery actions across all our French sites.

Percentage of Resorts using recycling or treatment channels – Worldwide:

Beyond the resorts engaged in the eco-certification process, all resorts systematically implement recycling whenever waste-management channels exist. Nevertheless, development in countries where such channels are not available explains the stagnation of certain sorting rates.



Reusing ski equipment

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

Since 2021, the partnership with Ski'N Surf has been expanded through a circular and eco-responsible economy program with SKI'R, led by Tri-Vallées (a recycler based in the Auvergne-Rhône-Alpes region), Ski'N Surf (a ski-equipment reuse specialist), and Cycla (a circular-economy consultancy in the Savoie-Mont-Blanc region). Under this program, at the end of each season, all end-of-life helmets and skis from the rental fleet are recovered and reintegrated into a new eco-design cycle.

In addition to helmets, these two partnerships enable Club Med to recycle on average each year nearly 9,000 skis and snowboards, 4,500 ski boots and snowboard boots, as well as 1,000 poles.

Quantitative waste monitoring

Club Med has **chosen a single indicator for waste monitoring: the quantity of residual waste** (i.e. waste that is neither recycled, treated, nor recovered). This indicator reflects the combined efforts made to reduce waste at source, as well as to improve waste sorting and recovery. In addition, it is currently the only indicator that can reasonably be consolidated at a world scope.

In 2025, 93% of operated resorts reported residual waste quantities by weight and/or volume (vs 66% in 2024).

Among the reporting resorts, the **average quantity of residual waste is 1.6 kg per Hotel Night** (calculated on a scope representing 45% of total Hotel Nights).

In 2025, 74% of resorts used 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 food-waste reduction program and is working on updating its commitment with a 2030 horizon.

Pressure on food resources represents a significant operational and reputational challenge for Club Med. Responsible purchasing, contributing to the development of local food production, excluding overfished products *(➟ see § 5.2 on Purchasing)*, and **reducing food waste** are key priorities that the Group is actively addressing.

Thanks to the extensive experience of Club Med resorts in buffet management, including precise knowledge of the number of meals to be served, practices such as assisted service, made-to-order preparation, and frequent replenishment of small buffet containers, the Group can control food-waste generation per Hotel Day. As early as 2014, the Group conducted a study quantifying food waste per meal and compiling best practices into a tool to raise awareness among kitchen teams[1]. Since 2015, guest awareness initiatives have also been implemented *(➟ see § 2.6.2 Raising G.M awareness - Raising awareness about fighting food waste)*.

In 2025, as part of its commitment to combating food waste, Club Med joined the International Food Waste Coalition (IFWC). In this capacity, the Group contributes to the Arghô project, a national program largely funded by the French Ministry of Agriculture and Food Sovereignty, which aims to structure the measurement, management and reduction of food waste in the hospitality sector. Within this framework, audits were carried out, notably at the Club Med resorts of La Palmyre and Grand Massif, enabling the sharing and rollout of best practices.

KPI:

82% of resorts monitor their waste

Since 2017, Club Med has been testing deploying smart, connected bin solutions that enable teams to measure and reduce food waste.

In 2025, 11 resorts in Europe, Asia-Pacific and China were equipped with an automated system for monitoring food waste:

- Europe: Da Balaia, La Palmyre, Serre-Chevalier and La Rosière (Orbisk solution);
- Asia-Pacific: Kani, Bali, Bintan, Phuket and Cherating (Winnow solution), as well as Kabira (Light Blue Consulting);
- China: Lijiang (Winnow).

In addition, six food-waste audits were carried out in 2025 at the resorts of La Palmyre, Grand Massif Samoëns-Morillon, Peisey-Vallandry, Gregolimano, Opio and Les Arcs.

As part of Act4Nature, Club Med made a commitment, in 2021, to bring all Club Med resorts up to the performance level of its best sites in terms of food waste (i.e. 100g / meal) by 2030.

In 2025, Club Med is strengthening its commitment to combating food waste. By 2027, half of the resorts will be equipped with connected scales using artificial intelligence, in partnership with ORBISK or equivalent solutions, to measure food-waste quantities on a daily basis. In addition, 15% of resorts will be audited each year by an independent organization. These tools will enable us to track progress made and, above all, identify where to take action, from the design of our offerings, to what ends up on our guests' plates.

KPI:

By **2030**, Club Med commits to **reducing food waste by 30%** compared with the average level of 120g per person per meal measured over the 2019-2024 period.

Finally, in metropolitan 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, in 2025, 66% of Club Med resorts (vs. 69% in 2024) recycle their food waste, including 95% of resorts in France (vs. 92% in 2024).

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

2.4 Water

E3

2.4.1 Water risks and issues

IRO	ASSOCIATED HTC STRATEGY PILLARS	Action	Targets
E3 - Water and marine resources			
Water consumption			
Risk of water supply (revocation of water extraction rights or usage conflicts)	Water consumption reduction	-	-
Water resource appropriation (usage conflicts, etc.)		- Reuse of treated wastewater for irrigation purposes - Installation of flow regulators on taps, pressure reducers, water-efficient flush systems, centralised irrigation management systems, watering timers, drip irrigation, etc.	Target to reduce water consumption intensity by 15% by 2030 (vs 2023), including a specific reduction target of at least 12% for Villages located in water-stressed areas.
Increased consumption linked to higher-end positioning (more pools, bathtubs, landscaping irrigation, etc.)		On-site operational audits to assess specific water uses (pools, laundries, kitchens, irrigation, guest rooms, etc.) and identify opportunities for reduction	-
Consumption linked to purchases and construction	Construction: Eco-standards, eco-certification, promotion of green innovation Eco-certification, promotion de l'innovation verte	Water performance in new and renovated Villages is governed by eco-standards.	100% of new constructions fully compliant with Eco-standards and Breeam Very Good certification or equivalent, as of 2027.
Marine resource consumption			
Overexploitation of fishery resources	Reducing pressure on biodiversity across the supply chain	Since 2007, Club Med has implemented a Responsible Seafood Purchasing Charter.	0% purchase of products prohibited under the charter.

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

Often located in water-stressed regions, the tourism sector faces the challenge of **drinking water scarcity**, which consists in:

- A local acceptability issue, especially as pressure on water resources often coincides with periods of scarcity and that the 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.

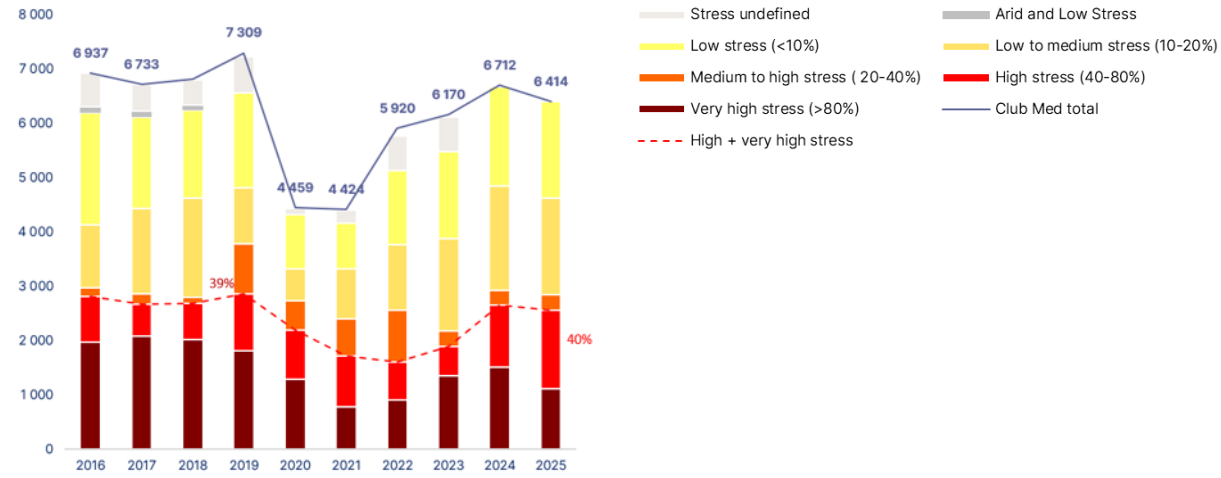
2.4.2 Consumption and issues by area of water stress

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 resort based on its location, by watershed.

Club Med is frequently established in warm areas, in coastal regions, which explains the significant share of water withdrawn in regions with high and very high-water stress - 26 sites in 2025, or 39% of the sites are in areas of high to very high-water stress.

Water withdrawn by water stress zone (in thousands of m³) - Worldwide



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

In absolute terms, from 2019 to 2025, water withdrawals are down 11.7% across the Group.

In 2025, the ratio of water withdrawn per hotel capacity was 473 liters. This corresponds to a reduction of 14.7% vs 2019 on a Group perimeter (-1.8% vs 2024).

2.4.3 Actions taken to control water consumption

2.4.3.1 Responsible water management in water-stressed areas

Faced with increasing tensions over water resources, Club Med has set itself a target of reducing its water consumption by 15% in intensity compared to 2023. This commitment covers all Resorts on a worldwide perimeter, with prioritization of addressing the Resorts located in water stress zones.

KPI:

By 2030, reduce water consumption per Hotel Night by 15% compared to 2023.

In 2024 and 2025, Club Med put in place the means to define a water trajectory through a structured methodology, including:

- Identification of resorts located in water-stressed areas, based on internationally recognized reference frameworks;
- Consolidation of water consumption data;
- On-site operational audits aiming at qualifying water usage (swimming pools, laundry, kitchens, irrigation, guest rooms, etc.) and identifying opportunities for reduction;
- Innovative investments (BMS, etc.) and necessary renovations recommended by the audits.

A first wave of audits was carried out on a sample of resorts located in water-stressed areas, covering several strategic regions (Mauritius, Morocco, Spain, and Indonesia). This selection aims to reflect the diversity of water contexts, infrastructures and operational models. It forms the basis of a progressive deployment plan, which will be extended to all relevant resorts by 2030.

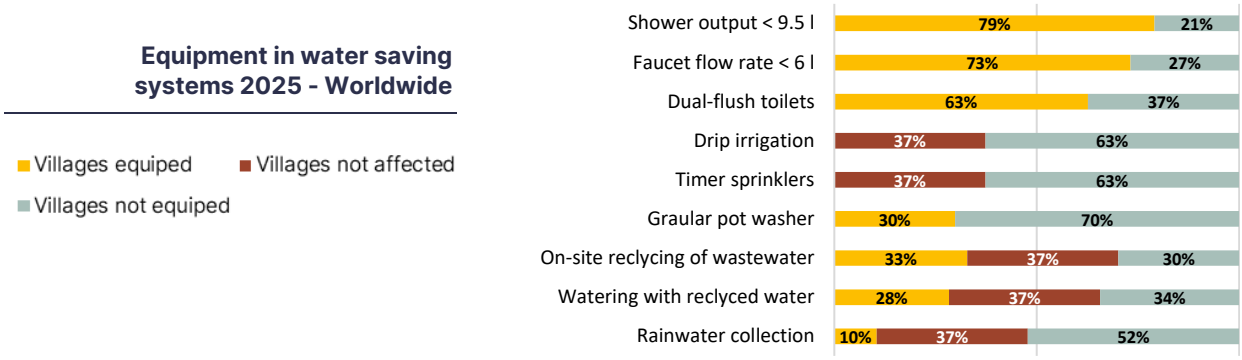
The audits help identify concrete optimization levers, strengthen awareness among local teams, and consolidate the data required for the overall management of the water reduction trajectory.

2.4.3.2 Reusing recycled water, curbing watering needs

Because its operations are often implemented in remote areas, Club Med has frequently had to produce its own water, either by drilling wells or through desalination (seawater or brackish groundwater) from very early on. Hence, this has led to the early adoption of sustainable water-saving practices, such as night-time irrigation and the reuse of treated wastewater. Water recycling has therefore become a common practice in resorts with green spaces, which reuse almost all treated water for irrigation purposes. Today, 45% of resorts with green areas use recycled water, produced on-site or purchased, for irrigation purposes.

2.4.3.3 Efficient equipment

Resort equipment have been designed to enable control over water consumption (flow regulators on taps, pressure reducers, water-saving devices on toilets, centralized irrigation management systems, irrigation timers, drip irrigation, etc.), and maintenance works are regularly carried out across all resorts.



Leak detection

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

In 2025, leak detection continued with the installation of additional meters in several resorts, as well as through water performance audits and leak detection. *(➡ see above § 2.4.3.1 Responsible water management in water-stressed areas)*.

2.4.3.4 Changing users' behavior

Behavioral change is an inseparable lever alongside the technical lever for controlling consumption, which therefore makes raising awareness among teams and guests about the preservation of water resources a key focus of the environmental policy.

For more than 20 years, all Club Med guests worldwide have been invited, should they wish, not to have their towels changed daily. This procedure was reviewed as part of the Green Globe certification deployment to ensure more effective implementation, and was extended to bed-linen changes in suites, in line with the higher hospitality standards applicable to this accommodation category.

As part of its continuous improvement approach to responsible water management, Club Med tested the Lunishower solution, developed by Luniwave, in 2025 at the La Palmyre Atlantique resort. This innovative solution enables real-time monitoring of shower water consumption and helps raise guest awareness of more responsible water usage through a simple and pedagogical system. The pilot confirmed Lunishower's potential to significantly reduce domestic hot water consumption while maintaining a high level of guest satisfaction.

2.4.3.5 Treat, manage wastewater and reuse it

Club Med has always had the will to avoid discharging untreated wastewater into the natural environment. Historically, wastewater treatment plants were built whenever no local water-treatment infrastructure was available, particularly for Resorts located in remote areas lacking such infrastructure. Today, whenever local regulations allow, Club Med seeks to recover greywater for irrigation purposes, or to purchase treated water when it is available and of good quality.

In the rare cases where there may be doubts regarding the performance of existing treatment facilities, Club Med pursues an active policy with local authorities to resolve any issues as quickly as possible.

➡ *See also the above § on water recycling.*

2.4.4 Preventing contamination of soil and groundwater

With the aim of preventing any pollution of soils and groundwater as well as protecting ecosystems – beyond the prevention of pollution through the systematic treatment of its wastewater, Club Med's policy focuses on managing runoff, securing the storage of hazardous substances (in particular, liquid hydrocarbons), and reducing the use of synthetic plant protection (*see § 2.5 on biodiversity protection*).

Club Med does not have the capacity to provide consolidated measurements of wastewater discharges, as suggested by the Global Reporting Initiative (GRI) sustainability reporting standard. The discharged water consists solely of domestic wastewater. Monitoring is carried out locally at resort level through the maintenance of a "water logbook", which groups technical data, administrative authorizations, physicochemical and bacteriological analyses, treatment protocols and monitoring, network modifications, and other related information. While this data is managed locally, these are not consolidated.

2.5 Protecting biodiversity E4

2.5.1 Impacts, risks and opportunities linked to biodiversity

IRO	ASSOCIATED HTC STRATEGY PILLARS	Action	Targets
diversity and ecosystems			
Pressure on resources within the value chain (agriculture)	Reducing pressure on biodiversity across the supply chain	Since 2007, Club Med has implemented a Responsible Seafood Purchasing Charter. By the end of 2025, the Green Farmers programme will be deployed across 11 Villages to promote small-scale local farming and agroecology in proximity to Club Med sites	0% purchase of products prohibited under the charter. Green Farmers: 400 tons of agroecological products purchased from local producers by 2026 (+100% vs 2023).
tificialisation, vulnerability of endemic species	Act4Nature commitments	The proportion of built-up land (building footprint) will be maintained below 10% on average. Levers for limiting artificialisation include large overall land areas for Villages, reallocation of already developed land, and relative densification of buildings while protecting endemic species	Maintain built-up land ratio below 10%.
Seaside construction and infrastructure, shoreline modification and impact on mangroves	Construction: Eco-standards, eco-certification, promotion of green innovation	Measures to limit environmental impacts identified in environmental impact assessments (e.g. revised land use plans) are integrated into project design. The construction Eco-standards aim to systematise these practices.	100% of new constructions fully compliant with Eco-standards and Breeam Very Good certification or equivalent, as of 2027.
e for agriculture	Green Farmers	By the end of 2025, the Green Farmers programme will be deployed across 11 Villages to promote small-scale local farming and agroecology in proximity to Club Med sites.	–
Use of nitrogen fertilisers / detergents containing phosphates promoting green algae growth	Act4Nature commitments	Gradual inclusion, in new or renewed landscaping management contracts, of a ban on synthetic phytosanitary products.	100% by 2030.
Use of phytosanitary products, plastics, or accidents involving hazardous materials	Act4Nature commitments	By 2025, 82% of Villages will use neither nitrogen fertilisers nor chemical pesticides; 57% will use biological treatments (vs 43% in 2023), and 14% will use beneficial insects to replace chemical treatment	–
Biodiversity impacts linked to construction site pollution	Construction: Eco-standards, eco-certification, promotion of green innovation	Eco-standards require a "low-nuisance construction charter" and the appointment of a dedicated resource to implement and monitor compliance with the charter.	100% of new constructions fully compliant with Eco-standards and Breeam Very Good certification or equivalent, as of 2027.
wareness of biodiversity	Raising GMs awareness throughout their journey	By 2025, 50% of Villages will offer "Happy to Care" activities to raise guest and employee awareness of biodiversity.	100% of Villages offering "Happy to Care" activities by 2030.
station related to Village construction	Construction: Eco-standards, eco-certification, promotion of green innovation	Measures to limit environmental impacts identified in impact studies (revision of land use plans, etc.) are integrated into project design. The construction Eco-standards aim to standardise these practices.	100% of new constructions fully compliant with Eco-standards and Breeam Very Good certification or equivalent, as of 2030.

Access to preserved natural environments is a major asset of Club Med resorts. In fact, in 2025, 42% of the surface area of Club Med resorts were adjacent to a protected area, and 22% of the surface area of Club Med resorts was located less than 3 km from a protected area.

By welcoming its employees and customers in exceptional natural sites, Club Med considers it its responsibility to raise awareness not only of their beauty but also of their fragility, as well as of the environmental issues associated with these ecosystems, in line with the recommendations of the UNWTO (World Tourism Organization).

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

Preserving biodiversity requires, during both the development and operation phases of sites, limiting soil artificialization, protecting ecosystems and endemic species, controlling pollution risks, avoiding the over-exploiting of natural resources through the supply chain *(➟ see also § 5.2. Responsible purchasing and due diligence)* and combating global warming *(➟ see also §2.2.2 on adapting to climate change)*.

As part of its Eco-Standards, Club Med strengthens biodiversity protection at every stage of its construction and renovation projects. These standards require the predominant use of native, non-invasive and low-water-demand plant species (at least 60%), the greening of a minimum of 30% of surface areas, and the implementation of ecological management plans designed to ensure the long-term preservation of natural habitats. The standards also incorporate measures aimed at protecting local ecosystems, including the systematic conduct of environmental impact assessments, the assessment of beach erosion risks, the preservation of ecological connectivity, and the design of outdoor lighting to avoid any disturbance to wildlife.

In addition, certain Business Units have dedicated in-house expertise in green space management, enabling them to oversee a significant share of biodiversity-related aspects across our sites.

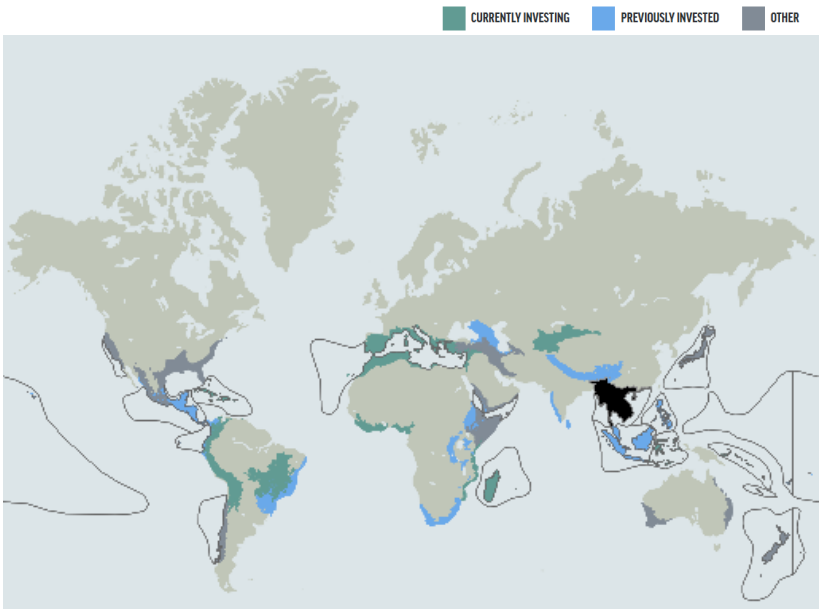
Resorts in or adjacent to a restricted zone

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 (France)	Agoa (Specially Protected Area, Cartagena convention)
Les Boucaniers	Martinique (France)	Le club se situe au sein du parc naturel régional et les côtes font partie du Marine Nature Park + Agoa
Miches Playa Esmeralda	République Dominicaine	Marine Protected Areas: Santuario de los Bancos de La Plata y La Navidad Reserva científica natural lagunas Redonda y Limón
Punta Cana	République Dominicaine	Marine Protected Area : marine sanctuary (Arrecifes del Sureste) : situé sur la côte
Turkoise	Îles Turques-et-Caïques	Princess Alexandra Land and Sea National Park
Quebec 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 Ishigaki	Japon	National park de Iriomote ishigaki & Zone de droit de pêche commun (Okinawa)
Phuket	Thaïlande	Phuket Environmental Protected Area (zone maritime protégée)
Les Villas d'Albion	Maurice	
Seychelles	Seychelles	L1le 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 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
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	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 Sestriere	Italie	Zone de protection spéciale des oiseaux (Val Troncea)
Saint Moritz Roi Soleil	Suisse	Dans une réserve naturelle privée "St Moritz Bad - ïz Rosatsch" + réserve forestière "Gianda Naira"

Resorts located less than 3 km from a regulated area

Columbus Isle	Bahamas	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)
Les Villas de Finolhu - Kani	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	
Alpes d'Huez	France	Zone de protection du biotope
Grand Massif Samoëns Morillon	France	Zone de protection du biotope Combe De Vaconnant Et Du Secteur De Ledediant
Les Appartements-Chalets de Gr	France	Zone de protection du biotope Combe De Vaconnant Et Du Secteur De Ledediant
La Plagne 2100	France	parc de la vanoise ZNIEFF (type II)
La Rosière	France	Zone spéciale de conservation des Adrets de Tarentaise (Natura 2000)
La Rosière Excl Collection	France	Zone spéciale de conservation des Adrets de Tarentaise (Natura 2000)

Les 36 globally recognized biodiversity hotspots - Conservation International



According to Conservation International and UNESCO, for an area to be classified as a “biodiversity hotspot”, it must meet two strict criteria:

- host at least 1,500 endemic vascular plant species, meaning species found nowhere else on Earth;
- have lost at least 70% of its original natural vegetation.

With more than 60% of its resorts located within or near biodiversity hotspots, Club Med strengthened its structured approach to biodiversity preservation in 2025 *(➟ see § 2.5.2 Management of impacts on biodiversity and ecosystems).*

In 2021, Club Med sought to strengthen the biodiversity-preservation action commitments made in 2018 to Act4Nature. The NGOs and scientists of Act4Nature recognized the SMART nature of these new commitments.

At the same time, work was carried out with **BL Evolution** to identify the main biodiversity challenges, those that are priority, and those already addressed elsewhere by Club Med. This work was based on a range of analyses, including benchmarking, a sector study and a review of internal documentation. These issues are structured according to four types of Club Med activities:

During the construction and development phase:

- Establish rules for resort development to guide the choice of sites: reduce or even halt artificialization linked to resort development.
- Review construction methods and choice of materials.
- Define commitments and objectives related to energy, pollution and water management linked to construction activities and infrastructure.

During site operation:

- Improve the management of natural areas: work with stakeholders and environmental associations, generalize differentiated area management, ban exotic (and invasive) species and promote local species.
- Improve the integration of sites into the surrounding natural heritage.
- 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 caused by pesticides used in agriculture, by sourcing organic and less water-intensive products.
- Reduce soil and land artificialization and degradation linked to the consumption of certain foods such as meat.
- Combat the over-exploitation of seafood products.
- Encourage local agriculture by sourcing locally and offering seasonal products.

Regarding leisure activities:

- Combat the degradation of natural areas linked to activities and the intensification of human presence in fragile environments, both terrestrial and marine.
- Raise awareness among guests and consumers about biodiversity-related issues.

2.5.2 Managing impacts on biodiversity and ecosystems

Commitments to reduce land and sea use change

- *Environmental Impact Assessment (EIA) 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 systematize 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.

While no new resorts were constructed in 2025, in 2024, 100% of eligible new resorts (new constructions) that opened during the year were subject to an environmental impact assessment, and 80% benefited from support provided by an external expert, such as an ecologist.

- *Artificialization of soils*

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

Example: La Rosière resort

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 resort and in the surrounding area. The latter are sown with a seed that preserves the Beaufort AOC.

Around 180 large, mature trees were replanted on the resort site, including existing and local species such as 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.

Act4nature commitments (initially adopted in 2021, renewal planned for 2026):

- From 2022 onwards, 100% of new projects launched (except for documented exceptions) will be subject to an Environmental Impact Assessment (EIA), including in countries where such assessments are not legally required. Projects will protect sensitive areas identified through the EIA, limit degradation, and restore any disturbance to vegetation and wildlife caused by construction activities. A dedicated person will be appointed for this purpose from the project design phase.
- The proportion of built land (building footprint) will be maintained below an average of 10%. The implementation of monitoring for land artificialization, in line with the European definition, is currently underway. Key levers to limit artificialization include large overall resort surface areas, the reuse of already artificialized land, and relative densification of buildings while preserving landscape integration.
- The two primary forests of Rio das Pedras (Brazil) and Cherating (Malaysia), covering 1,000 and 60 hectares respectively, are and will continue to be preserved, remaining non-exploited and used solely for awareness-raising visits conducted in small groups.

[1] *Including the 1,000 hectares of preserved primary forest at Rio das Pedras (Brazil).*

Club Med integrates deforestation prevention into its overall sustainable tourism approach through the responsible design of its resorts and the careful management of natural areas. Development and renovation projects prioritize a limited land footprint, the preservation of existing vegetation and the replanting of local species, in order to maintain ecosystem balance. In several resorts, inhouse nurseries make it possible to produce and reuse plants grown from locally sourced seeds for landscaping purposes.

In addition, Club Med is committed to prioritizing FSC-certified or equivalent paper products, including paper, tissues and paper towels, sourced from sustainably managed forests. This commitment is directly aligned with Green Globe criteria related to responsible sourcing and biodiversity protection, which promote the use of certified raw materials, the reduction of impacts on forests and the development of sustainable supply chains. As such, it helps limit deforestation risks linked to sourcing and ensures responsible management of natural resources across all resorts.

Commitments to control invasive alien species

- *Selection of plant species*

Plant species are selected from appropriate varieties (primarily local and non-invasive) and endemic species are always maintained and often replanted. The choice of plant species is based on their natural local presence, their sensitivity to local climate conditions, their water requirements, ease of maintenance, and, where relevant, the ecosystem services they provide (soil or beach stabilization, soil drainage, protection against sea spray, etc.).

During the operational phase, the Group remains highly vigilant in species selection to avoid the spread of diseases. For example, importing and planting Phoenix canariensis palm trees has been prohibited since 2013 to combat the proliferation of red palm weevil. Regarding the olive-tree-killing bacterium Xylella fastidiosa, vigilance remains high across the entire Mediterranean basin: no planting of non-locally produced plant species is authorized.

- *Protecting endangered species*

Biodiversity preservation during the operational phase also relies on ongoing biodiversity monitoring at the most sensitive site, particularly with regard to invasive species, disruptive species and pests (e.g. the red palm weevil).

- 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 area 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 tree 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).

- Control against the bacterium Xylella fastidiosa
  - Likewise, monitoring the bacterium Xylella fastidiosa, responsible for major damage to olive trees, is specifically monitored in the resorts located in sensitive areas. No resort was affected; monitoring continues to be in effect for all of the Mediterranean basin.

For the new La Rosière resort, 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).

Act4nature commitments (initially adopted in 2021, renewal planned for 2026):

- In 2025, 100% of projects will rely on independent external expertise (such as ecologists) to validate planting plans, in addition to the internal expertise already in place.
- Plant species are selected from non-invasive and local varieties; endemic species are systematically preserved and, where possible, replanted.

Commitments to fight overexploitation of resources in the supply chain

- *Agroecology*

By the end of 2025, the Green Farmers program has been rolled out in 11 resorts to promote local small-scale farming and agroecology in the vicinity of our resorts. This unique program 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 Responsible Fishing Procurement Charter in place since 2008. This charter has been revised several times, with the latest updated version published in 2023.

Based on 2025 consumption data, it was established that 1.1% of purchases (in terms of purchase value) corresponded to species prohibited for consumption under the responsible fishing purchasing charter (compared to 0.7% in 2022).

➡ *See § 5.2.2. Responsible purchasing.*

- *Food Waste*

In 2025, 17 resorts in *Europe, Asia-Pacific and China* implemented a systematic food-waste monitoring process. In addition, six audits designed to measure food waste were carried out across Europe-Africa, Asia-Pacific and North America. Furthermore, 11 resorts in Europe-Africa, Asia-Pacific and China were equipped with weighing systems to monitor food waste.

➡ *See § 2.3.3 Waste management*

Act4nature commitments (initially adopted in 2021, renewal planned for 2026):

- **Agroecology: by 2025, an average of one new Green Farmers program per year will be launched to support small-scale and vulnerable producers, enabling them to supply Club Med and transition towards more sustainable land use and agroecological practices.**
- **Overfishing: 0% of purchases from overfished species, in line with the Group's seafood sourcing charter, which is regularly updated based on recommendations from scientists and NGOs.**
- **Food waste: by 2030, all Club Med resorts will converge towards the food-waste performance level of the Group's best-performing sites (i.e. approximately 100 g per meal). To support this objective, in 2025, 50% of resorts will be engaged in an active approach to measuring and reducing food waste (including monitoring systems such as Winnow, audits, training and support), with 100% of resorts targeted by 2030.**

Commitments to reducing pollution

- *Differentiated management of green spaces*

Differentiated management of green spaces recommends that not all green areas be treated in the same way, depending on their use, geographical location and nature (lawns, planted or flowered areas, etc.). As a result, the resort core benefits from particularly well-maintained areas, while peripheral zones receive lighter maintenance, and the most remote areas are preserved as natural spaces.

Many resorts are already engaged in this approach through actions such as: less frequent and higher mowing (late mowing), differentiated area management (ensuring continuity of biodiversity-rich habitats and preserving niche areas), mulching of planted beds (which limits the use of herbicides, enriches the soil, provides shelter and food for invertebrate populations, and reduces sensitivity to drought), reasoned pruning, and the use of local or even endemic flora, among others. These actions make it possible to achieve savings across numerous areas, including irrigation water, waste management, equipment, fertilizers, plant-protection products, maintenance interventions, and energy.

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

The Group is committed to a "zero-pesticide" approach for green areas (trees, shrubs, and ornamental lawns) and is directing its efforts towards progressively reducing the use of phytosanitary products on golf courses.

The phytosanitary treatment policy for green areas follows a prophylactic approach aimed at eliminating the use of synthetic phytosanitary products, by:

- Identifying the diseases, the species most sensitive to them, and the conditions that favor their emergence;
- Gaining an in-depth understanding of pests and their life cycles in order to define the most appropriate strategy, giving priority to mechanical and/or biological control methods;
- Removing species that are too strongly or too often severely impacted;
- 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:

- Eliminating preventive phytosanitary treatments, using them for pest remedies as a last-resort curative measure only;
- Eliminating chemical fertilizers in favor of organic matter inputs, by shredding of green waste for mulching and the development of "mulching"[1] practices;
- Ban herbicide treatments in favor of thermal or mechanical weed control;
- Replace phytosanitary products by natural means that can be used without affecting the environment, such as predators adapted to each type of infestation, beneficial insects (selected with scientists to avoid invasive species), pheromone[2] traps, natural products...

Differentiated management of green areas is progressively being integrated into maintenance contracts as they are renewed.

In 2025, 82% of resorts will use neither nitrogen fertilizers nor chemical pesticides, 57% are engaged in organic treatments (vs. 43% in 2023), and 14% use beneficial insects as a replacement for phytosanitary products. Control of the red palm weevil and cochinea justifies a marginal reuse of pesticides. Nitrogen fertilizers are used in some cases, at low doses.

Example: La Palmyre resort

Fully renovated in 2019–2020, the Club Med La Palmyre resort is located in the heart of the La Coubre forest massif, close to the Bay of Bonne Anse, on a site of approximately 22 hectares combining coastal dunes, pine forests, maritime grasslands and horticultural areas. The renovation made it possible to integrate ecological issues at a very early stage, steering the management of natural areas towards reasoned practices and differentiated management adapted to the diversity of existing environments. The site is also the first resort in the Group to have carried out a comprehensive biodiversity audit, defined a structured action plan, and accelerated its implementation.

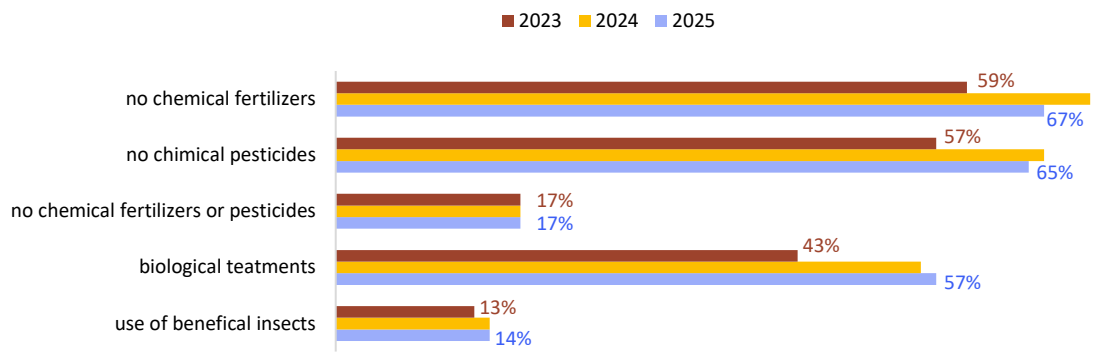
Ecological management is based on strong measures: **zero use of phytosanitary products**, irrigation using **recycled water**, mulching and ground cover to limit weeding, etc. The vegetation, composed mainly of native species and structured into herbaceous, shrub and tree layers, provides a wide variety of habitats. Since 2013, the site has been part of the **LPO Wildlife** Refuge program, enabling the implementation of biodiversity-friendly features: 100 bird nest boxes, three insect hotels, and a bat shelter, helping to support rich and diverse wildlife. More than thirty species of breeding birds are now recorded on the site, including several of high conservation value.

Awareness-raising also plays a central role, thanks to a dedicated educational area for children and training for teams provided by the LPO. Lastly, site management is supported by annual guidance from Alliance Environnement & Paysage, ensuring the continuity of the good practices implemented.

[1] Mulching: during lawn mowing, the mower cuts the grass finely enough for this waste material ("mulch") to be directly biodegradable and absorbable by the soil.

[2] Pheromone: Substances emitted by most animals and certain plants, which play a role in sexual attraction between individuals of the same species.

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



Act4nature commitments (initially adopted in 2021, renewal planned for 2026):

- In 2025, 80% of new or renewed green space maintenance service contracts will include the elimination of synthetic plant protection products, increasing to 100% by 2030.
- In 2025, 100% of designs will incorporate differentiated green space management, with the objective of limiting maintenance to the minimum necessary.
- Progressive elimination of single-use plastic items in food and beverage services and guest rooms.

➟ *See le § 2.3.3 Waste management – "Bye-Bye Plastic" program*

Commitments to protect biodiversity

- *Specialized NGOs solicited*

Between 2020 and 2025, Club Med has worked with:

- ABTA to draft the animal welfare charter *(➟ see section below on animal welfare)*;
- WCA, to develop jointly drafted guidelines (WCA & Club Med) for the observation of wild cetaceans
- *(➟ see section below on animal welfare)*;
- Open Wing Alliance, to define and support its commitment to the elimination of eggs from caged farming systems *(➟ see § 5.2.2 on responsible product purchasing/actions and monitoring of actions)*;
- Respect Ocean to help structure commitments in support of marine biodiversity preservation, through the signing of the Manifesto in 2024 and participation in the working group "Évasion, villégiature et préservation de l'Océan".

As well as various local organizations partnering with resorts *(➟ see § 4.3 Beyond contribution: solidarity/local partnerships).*

Act4nature commitments (initially adopted in 2021, renewal planned for 2026):

- In 2030, 100% of resorts will have an active partnership (financial and/or focused on awareness-raising for G.O, G.E and G.M stakeholders) with local associations and organizations working to protect biodiversity.
- At least three specialized NGOs will be engaged each year to help improve procedures related to biodiversity-related topics (either the same organizations over several consecutive years and/or new ones).

Structuring of the approach

As part of the strengthening of its biodiversity strategy, Club Med engaged in a structuring initiative with ARP Astrance to establish the initial foundations of a consistent biodiversity audit approach that can be deployed across its sites. This support led to the development of a dedicated framework for biodiversity audits, incorporating issues related to local ecosystems, pressures generated by our activities, and operational action levers tailored to each site typology.

In parallel, an initial series of on-site audits was launched across several representative resorts (notably at Grand Massif Samoëns Morillon and La Palmyre in 2024, as well as Marrakech La Palmeraie and Kani in 2025). These audits constitute a first body of field data, enabling the identification of priority issues and the development of concrete action plans.

By 2030, 100% of resorts will have been audited by a specialized organization, in accordance with a defined framework, enabling the implementation of a site-specific biodiversity action plan at each resort.

- *Local partnerships*

Protection of biodiversity also relies on partnerships established at resort level with local environmental non-profits. These partnerships help raise awareness among teams of local challenges, provide them with best practices and communication tools, and, where relevant, carry out joint activities.

In 2025, there were 49 partnerships in place in 36 resorts, representing 62% of resorts worldwide (stable compared to 2024). These partnerships focus on, for example, 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.

Beyond their direct contribution to biodiversity preservation, these partnerships generate lasting positive impacts for local territories. They help support local economies, notably through the use of local expertise, service providers and associations rooted in the ecosystems concerned. They also act as powerful awareness-raising levers, by strengthening the skills and engagement of on-site teams, while offering guests a better understanding of local environmental challenges. By giving visibility to concrete initiatives tailored to each territory, these partnerships help embed biodiversity as a shared issue, encompassing operational, educational, and cultural dimensions.

- *Sharing best practices between Resorts*

In 2013, the “Very Important Turtles” Kit was rolled out to share best practices among Club Med resorts where sea turtles come to nest. In all resorts located in nesting areas, Club Med works in partnership with local experts to protect turtles by securing nests, ensuring non-disturbance, and raising public awareness. Club Med makes the turtle-protection guide available to its staff.

This approach is now part of a broader set of operational tools designed to protect biodiversity. The Mosquito Kit, deployed in at-risk areas, helps share best practices for prevention, nuisance reduction and respect for ecosystems.

In addition, Club Med communicates and shares its Animal Welfare policy with all its teams and partners, in order to ensure responsible interactions with wildlife and to strictly regulate any activity likely to involve wild animals.

Raising G.M awareness

In 2025, 50% of resorts offer “Happy to Care activities” to raise awareness among guests and employees (100% in 2030).

Concerning respect of **animal welfare** in activities involving animals, since 2021, Club Med:

- Offered only elephant observation activities and discontinued those involving interaction with elephants;
- Offered only wild cetacean observation activities (with a ban on any activities involving cetaceans in captivity). Excursion providers involving animals are audited based on an ABTA-validated charter.

Finally, in resorts where water-based activities are offered, eco-friendly snorkeling practices are systematically included in guest briefings in order to protect reefs and marine wildlife. These practices include not touching corals, avoiding stirring up sand, maintaining a respectful distance from marine species, and never feeding fish. Together, these measures help strengthen the protection of fragile ecosystems, harmonize on-the-ground practices, and embed a shared and lasting environmental culture across the Group

- *Raising customer and colleague's awareness*

➡ *See § 2.6. Raise G.M awareness and train G.O-G.E*

Act4nature commitments (initially adopted in 2021, renewal planned for 2026) :

- By 2025, 50% of resorts are expected to offer "Happy to Care activities" aimed at raising awareness among guests and employees, with a target of 100% by 2030.

Animal welfare: respect for animal welfare in activities involving animals

Animals play an important role in tourism and contribute to the richness of destinations, both in terms of natural and cultural heritage. Aware of this value, and of the fact that certain tourism activities may harm the well-being of the animals involved, Club Med has been committed for several years, alongside specialists, to identifying acceptable practices, selecting suppliers, and supporting them in the deployment of these best practices.

- *Activities involving elephants*

Since 2021, Club Med has banned circus activities, swimming with elephants and elephant rides. The only activities offered are elephant observation and visits to sanctuaries.

- *Cetaceans in captivity*

In 2018–2019, Club Med financed and contributed to the drafting, by the World Cetacean Alliance (WCA), of the first international guidelines for the "regulation of whale- and dolphin-watching and interaction activities in the wild".

Since 2021, Club Med has banned all activities involving cetaceans in captivity and now offers only cetacean observation activities in their natural environment. Since 2019, partner excursion providers have been supported by Club Med through a WCA (World Cetacean Alliance) code of best practices. In this context, Club Med has been cited by PETA as one of the most committed companies in the protection of whales and dolphins.

- *Working animals*

From 2023 onwards, Club Med began auditing its activities involving working animals (horses, donkeys, etc.) and including an animal-welfare charter in its contracts with service providers.

Act4nature commitments (initially adopted in 2021, renewal planned for 2026:

- Respect for animal welfare in activities involving animals: in 2021, Club Med committed to:
  - offering only elephant observation activities and discontinuing all activities involving direct interaction with elephants;
  - offering only whale and dolphin watching activities in the wild (with a ban on any activities involving captive cetaceans). Excursion providers offering animal-related activities are audited on the basis of a charter validated by ABTA.

Animal welfare charter for working animals

In 2019, Club Med initiated the drafting of an "Animal Welfare Charter", based on the ABTA recommendations for animal-welfare standards. This charter serves as the basis for auditing excursion providers involving animals. In the case of non-compliance, providers are required to implement corrective measures. The rollout of the animal-welfare charter for excursions began in 2023, and in 2024, five activities involving working animals were audited, representing 33% of eligible activities.

As part of the ATR certification in 2017, the revision of contractual clauses with destination management companies enabled the inclusion of detailed provisions relating 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)*.

Cross-cutting commitments to the 5 biodiversity-erosion factors

Act4nature commitments (initially adopted in 2021, renewal planned for 2026:

- 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.

Commitments to fight climate change

Act4nature commitments (initially adopted in 2021, renewal planned for 2026:

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

➟ *See § 2.2.3 Climate change mitigation*

FOCUS ON SDG 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 5.2.2 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.

In 2025, the Group also joined the initial discussions held as part of the UNOC (United Nations Ocean Conference), aimed at co-building an Ocean Tourism Pact, of which Club Med is now a signatory. This active participation marks an important milestone in the company’s commitment to ocean protection and the adoption of more ambitious standards for sustainable tourism practices at an international level.

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

2.6 Raise G.M awareness and train G.O-G.E

2.6.1 G.O and G.E training

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

In 2024, Club Med strengthened this awareness-raising dynamic by rolling out a new training program entitled “Happy to Fresque”, developed in collaboration with the teams of the University of Talents. Inspired by the Climate Fresk methodology, but adapted to the specific challenges of tourism and to Club Med’s operational realities, this training takes the form of an immersive workshop. It helps teams gain a deeper understanding of the environmental impacts associated with tourism activities, take ownership of the Group’s sustainable development ambitions, and more effectively relay the Happy to Care strategy within their respective roles. This educational initiative therefore reinforces the Group’s internal environmental culture and supports collective team engagement around Club Med’s sustainable transition.

2.6.2 Raising G.M awareness

Just like the World Tourism Organization, Club Med considers it its responsibility to raise guest awareness of the fragility and beauty of nature, as well as of environmental challenges facings destinations – and, where possible, to encourage them to contribute to the preservation of these environments.

The exceptional natural settings in which the resorts are located, in fact, are particularly conducive to such awareness-raising among G.M, and Club Med's guiding principle is therefore to celebrate nature in order to inspire its protection.

Offering transport carbon offsetting

➡ *See § 2.2 on climate change*

Discovering nature

Instructive panels, nature trails, botanical booklets, aromatic gardens, themed walking tours, educational films, biodiversity information points[1] etc.: all these practices and tools enable G.M 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 guests biodiversity-discovery experiences for guests, with for example:

- Turtle protection and observation of hatchlings emerging and making their journey to the ocean, in Cherating (Malaysia);
- Jungle trails in the Seychelles and in Cherating (Malaysia);
- Mountain hikes to discover flora and fauna in the Alpine resorts;
- Educational diving and snorkeling activities in Kani and Finolhu (Maldives).

In the Maldives, Club Med implements concrete actions to protect and restore marine ecosystems. Guests can take part in an educational underwater trail guided by a resident marine biologist based at the Resort, discover local biodiversity and gain a better understanding of reef-conservation challenges. Workshops, talks, and practical coral-replanting sessions are organized on a regular basis, enabling everyone to actively contribute to reef regeneration and the protection of marine wildlife. These initiatives combine awareness-raising, hands-on engagement and scientific expertise to strengthen the positive environmental impact.

KPI:

In 2025, 84% of resorts (excluding China - information not available) offered at least one nature-based activity, referred to as a “Green Activity” (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.). Among these resorts, 53% benefited from the presence of an expert or a Nature Guide trained in environmental issues.

[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), …

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

A Nature Guide position was created in Cherating in 2017. Its purpose is to develop and promote the resort's natural heritage by offering G.M experiences related to the site's nature and biodiversity, visits to a turtle sanctuary, and awareness-raising activities focused on sea turtles or nature hikes...

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

- A snorkeling trail visiting different micro-habitats, each attracting a specific variety of marine life, helping to raise the awareness of G.M and revitalize marine biodiversity around the resort;
- G.M awareness-raising through coral re-planting on metal structures, aimed at restoring coral reefs;
- A "snorkeling clean up" activity, involving snorkeling while collecting waste encountered along the course.

In 2021, a "Nature Guide" position was also 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 plastic pollution in the Mediterranean Sea.

Since 2015, the Corporate Foundation has offered solidarity leave to G.O teams. G.O members have therefore taken part in eco-volunteering aboard the Expédition Med scientific expedition vessel.

Informing guests about eco-friendly actions ("eco-gestures") in resorts and during 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 Area displays the charter promoting respect for the host country. A significant section is dedicated to recommendations on the behaviors to adopt in order to preserve as much as possible the resources and ecosystem of the destination visited.

Raising awareness about fighting food waste

In addition to the actions implemented to reduce food waste *(➟ see § 2.3.3. Waste management - Monitoring and combatting food waste)*, a poster to raise awareness amongst guests is displayed in the main restaurants of the resorts. The aim is to raise G.M awareness of plate waste, by presenting the measures already in place to reduce it throughout all upstream and downstream stages.

3./ SOCIAL REPORT

Club Med's social model is built on offering a life experience to all its employees, as well as on geographical mobility and internal promotion.

Global HR reporting and the management of the Group's social indicators are carried out using the Workday information system. The data-reporting process is centralized at headquarters and conducted without intermediate consolidation levels. The social reporting protocol provides a comprehensive description of the processes, definitions used across the Group, data- and indicator-calculation methods. If certain data are unavailable or not sufficiently reliable, the reporting scope is restricted, and this limitation is clearly specified.

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

Teams are highly diverse, with strong local anchoring (three-quarters of employees are nationals), which contributes to the vitality of the labor market around the resorts, as well as to the opportunities offered to local employees to benefit from mobility. In resorts, multiculturalism, the unique interaction between G.M and G.O, and the high visibility of teams all contribute to the originality and attractiveness of this model. The notions of team diversity and employee well-being are particularly crucial because these issues directly impact service delivery, since they form an integral part of the G.M experience.

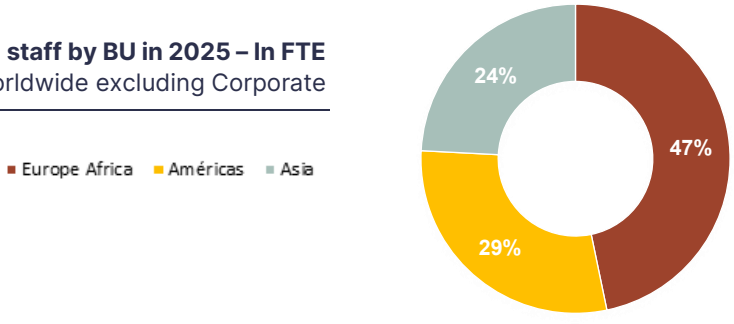
In a world where geographical mobility of employees is increasingly constrained by evolving local regulations, where digitalization is profoundly changing behaviors and the relationship to work, and where recruitment in the tourism sector is becoming more challenging, the Group's key challenge is to continue bringing this model to life, attracting and developing talent in order to support the ongoing strategy and the development of new resorts.

IRO	ASSOCIATED HTC STRATEGY PILLARS	Action	Targets
S1 - Own workforce			
Human rights and working conditions			
Stable employment	Employment	Even though employee retention for G.Os is satisfactory (half of first-season G.Os work again at Club Med within the following two years), the structurally high level of seasonal employment drives recurring recruitment needs	-
Working time	Working time organisation	Within the Group, across different Villages, working time is organised in accordance with applicable local regulations and statutory working time requirements, for both G.Os and G.Es	-
Adequate Wages	Pay and employee benefits	The Group's remuneration policy complies with all local minimum wage legislation; it is G.Overned by principles of merit recognition and equity.	-
Social dialogue, freedom of association and collective bargaining	European Committee on Social Rights (ECSR), French Social and Economic Committee	Worldwide, social dialogue is built at the most local level (Villages and offices), involving teams and, where applicable under local law, employee representatives in each relevant entity. Regular meetings and discussions are organised locally, in line with applicable labour regulations and as needed.	-
Work-life balance	Working time organisation	Working time is organised in accordance with local regulations and statutory working time requirements. In French Villages, G.Os working time is regulated by a collective agreement (CMSAS) signed in 2000. G.Os benefit from compensatory rest corresponding to overtime between 35 and 39 hours. G.Es staff working time is also based on the legal duration of 39 hours, with the same compensatory rest provisions under an amendment signed on 29 September 2022. Club Med's Paris and Lyon headquarters and Club Med Voyages agencies have been covered by a working time agreement since 1999.	-
Adequate housing	Accommodation for G.Os and G.Es	Employees are typically accommodated in rooms shared by 2 or 3 people (individual sleeping areas, shared bathroom and toilet facilities), either within or close to the Village. In certain Villages, when facility capacity allows, G.Os and G.Es may be housed individually.	-
Violence and harassment in the workplace	KARE Programme	The KARE programme aims to prevent abusive behaviours of a sexual nature and addictive behaviours linked to alcohol or drug consumption. It is based on four main components: the KARE guide, dedicated training, and a central alert line (ethics.alert@clubmed.com).	-
Privacy	GDPR	Since January 2018, the Company has appointed a Data Protection Officer (DPO).	-
Health and safety at work	Health, safety and wellbeing at work	Prevention of safety risks, psychosocial risks, health risks, and security risks.	-
Diversity and inclusion	Equal treatment	A signatory of the Diversity Charter since 2004, Club Med reaffirmed the principles of diversity and non-discrimination in its Ethics Charter in 2009. The Disability Mission enables the inclusion of employees with disabilities, supporting those affected by chronic conditions by providing suitable working conditions that facilitate career development.	-
Training and skills development	Learning to develop – Club Med University of Talents	In 2025, 65% of employees received training. A total of 316,045 training hours were delivered, representing 96,896 trainees (+24% vs. 2024) and 19,365 trained employees (+2% vs. 2024), corresponding to an average of 2 training days per trained employee per year.	-

3.1 Employment S1

Club Med employs 29,741 people, corresponding to 16,132 full-time equivalents (annual FTEs) (of which 87% are in resorts) and 45,580 assignments. The number of employees decreased by 1.5% compared with 2024.

Breakdown of G.O-G.E staff by BU in 2025 – In FTE
Worldwide excluding Corporate



In 2025, Club Med strengthened its commitment to a people-centered employee experience by consolidating its employer-brand strategy and showcasing the diversity of career paths within G.O/G.E teams. The year was marked by clearer and more consistent communication, which directly contributes to the attractiveness of our roles and professions.

Considering the life experience often sought in itself by recruits, regardless of nationality, and because of the seasonal nature of the resorts, employment in resorts is characterized by:

- A majority of seasonal contracts (81%);
- A share of employees under the age of 25 of 17%.

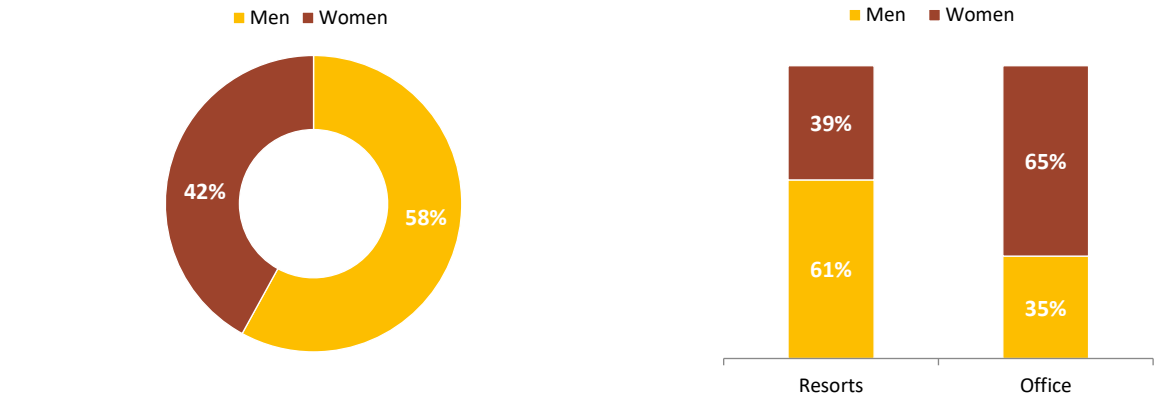
Two main categories can be distinguished:

- G.E positions (Gentil Employees), mainly corresponding to traditional hospitality and back-office roles (accommodation, food & beverage, technical services, etc.), which are essentially sedentary and represent 63% of FTEs;
- G.O positions, correspond to roles with more direct guest interaction and open to geographical mobility. This results in a high level of multiculturalism within teams (8 nationalities or more in 62% of resorts, with an average of eight different languages).

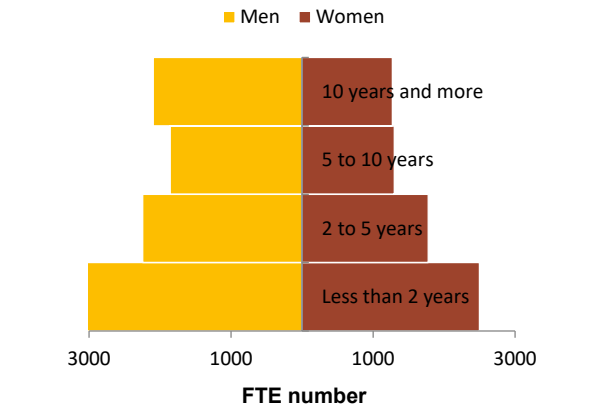
The diversity of services offered also leads to a wide range of professions: more than 120 roles in resorts and 400 roles in offices. also entails highly diverse job skills: more than 120 professions in the resorts and 400 in the offices.

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

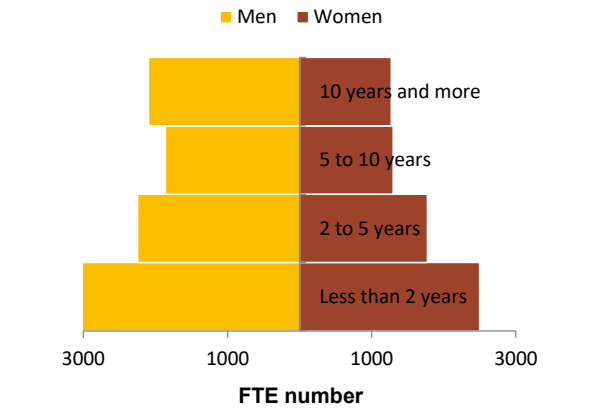
Male / Female split of G.O-G.E in 2025
Worldwide



G.O-G.E age pyramid
Worldwide 2025



G.O-G.E seniority pyramid
Worldwide 2025



➡ *See detailed information on headcount in appendix section.*

Outsourced activities

For Club Med, the challenge of subcontracting is to limit fixed costs while maintaining an optimal level of service quality, whether for activities offered to G.M activities or for back-office services.

Certain services are therefore subcontracted, either across all relevant resorts (such as ski schools outside China and Japan, diving, horse riding, IT services), or only in specific resorts, depending on the quality of the local offering and the context. Examples include sports activities (skiing in France, China, and Japan; tennis & paddle; surfing) and hospitality services (service, cleaning, security).

The definition of the "make or buy" strategy is assessed on a case-by-case basis, depending on the maturity of the local market, the economic and geographical context, and the labor market.

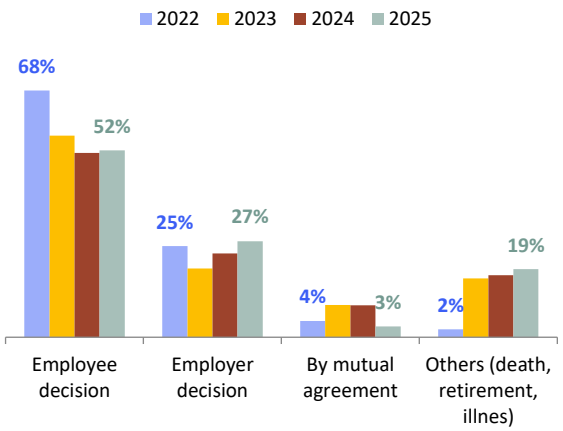
In recent years, no major changes have occurred at global level in the definition of this subcontracting strategy, which is estimated to represent around 20% of the payroll, at stable level.

Hiring and departures

Although G.O retention[1] of G.O is satisfactory (half of "first-season" G.O returned to Club Med in the following two years), the structurally high proportion of seasonal employment requires continuous recruitment. In 2025, despite a challenging context, Club Med recruited 7.716 G.O-G.E,. 86% of them in its resorts, 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 7.9% in 2025 (vs 9.8% in 2024).

[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.

In resorts, recruitment and departures vary significantly from one zone to another, due to the nature of employment contracts and the length of resort opening periods (permanent, seasonal, bi-seasonal contracts). In 2025, 40% of departures among permanent G.O-G.E departures were due to resignation. For seasonal employees, there is less variation between business units, with an overall turnover rate of 7% and 57% of departures due to resignation.

Tight labor-market conditions for certain roles and in some countries (for example, kitchen roles in general, and early-childhood graduates in France in particular) further reinforce the challenge of attracting talent.

The Clubmedjobs.com recruitment website was redesigned at the beginning of 2024 to provide a better candidate experience and support more effective recruitment. It will be available in 10 languages.

- *Launch of a new employer brand strategy:*

In 2025, Club Med strengthened its commitment to a people-centered employee experience by consolidating its employer-brand strategy and highlighting the diversity of career paths within G.O/G.E teams. The year was marked by clearer and more consistent communication, directly contributing to the attractiveness of our professions.

- *External recognition* (France)

Club Med maintains a strong positioning in employer-brand benchmarks:

- PotentialPark France 2025: 13th overall, 5th on social media, 13th for corporate culture;
- Capital 2026: 2nd favorite company among employees in the tourism and leisure sector (vs. 3rd last year)

These results reflect a strengthened perception of quality of working life, as well as the training and support offered to employees.

Valuing professions and people

In line with Club Med's commitments, emphasis was placed on highlighting employees:

- Launch of two "Human Stories" episodes, showcasing authentic career paths;
- Production of job-related content in Asia (Support and Circus roles), to better reflect the reality of positions and encourage diversity of applications.

This people-centered approach delivered a significant gain in effectiveness, illustrated by strong performance on social media content:

- +138% reach on Instagram (number of unique accounts that saw at least one post)
- +65% on TikTok

Facilitated access to employment and candidate journey performance

The clubmedjobs.com website continues to confirm its central role in recruiting new G.E & G.O talents, with a strong increase in key performance indicators:

- +207% visits
- +208% users
- +226% clicks on the « Apply » button on job postings
- +70% applications

With an engagement rate of 69% (sessions during which candidates actively interact with the journey: time spent, pages viewed, actions taken, videos watched, etc.), these results demonstrate a clear improvement in traffic quality and a smoother, more effective candidate journey.

Compensation and benefits

In 2025, Club Med's payroll was €453 million, which represents 21% of the business volume

	2021	2022	2023	2024	2025	Evol. Vs 2024
Worldwide payroll (in M€ and at constant rate)						
Population Outside Resorts	(122,6)	(150,2)	(178,8)	(190,0)	(191,0)	0,5%
Population Resorts	(142,5)	(224,8)	(248,4)	(260,7)	(262,0)	0,5%
Population Worldwide	**(265,1)**	**(375,0)**	**(427,2)**	**(450,7)**	**(453,0)**	**0,5%**
Payroll as a percentage of sales	35,7%	23,6%	23,4%	23,7%	21,0%	-2,7 pts

➡ See social indicators tables in section *§ 7.2 Additional information – social CSR indicators*

Given the wide geographical diversity of the Resorts, the countries of origin of employees, employment statuses (permanent or seasonal, G.O or G.E, etc.) and professions, a wide variety of contract types exists. Salary levels depend on the position, the type of contract and on the labor market. The Group's compensation policy complies with all local legislation on minimum wage levels; it is governed by the principles of merit-based recognition and equity. Remuneration is therefore linked to performance, which is formally assessed during an annual or biannual performance review between the G.O/G.E and their manager.

Merit-based salary increases are granted once a year: a salary-increase budget is defined with employee representatives where required by law. During the salary review process, consolidation checks are carried out to ensure that no discrimination occurs, particularly based on age or gender (CMSAS scope). In particular, Club Med pays close attention to gender equality in all countries where it operates. In France, the Gender Equality Index is closely monitored and, in 2025, reached a score of 93/100.

Regarding social protection, Club Med enrolls its employees with statutory schemes and, depending on local obligations and contexts, has implemented supplementary schemes covering the main risks.

The diversity of payroll systems, which differ from one country to another, does not always allow for the consolidation of actual amounts paid at global level. However, global processes and a global HR information system (Workday and Adaptive Insights) now make it possible to access more reliable information for consolidating employee compensation worldwide.

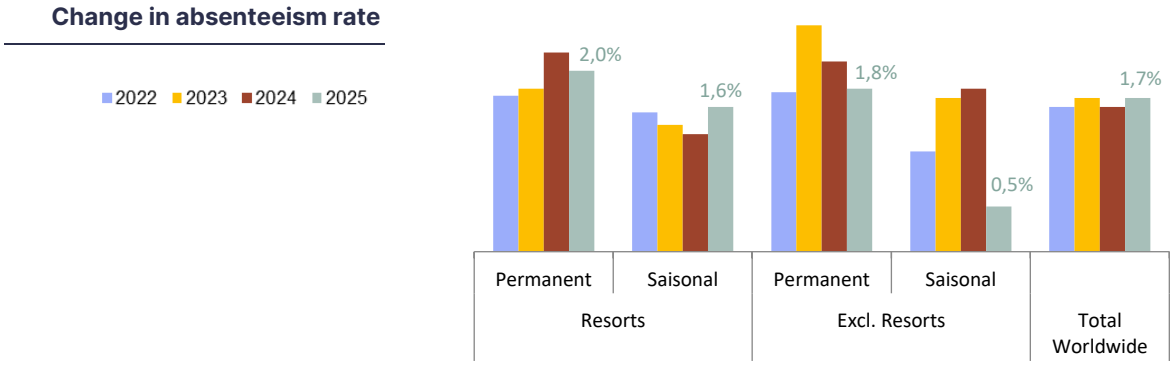
3.2 Worling time organization

Within the Group, across the different resorts, working time is organized in accordance with applicable regulations and local statutory working hours for both G.O and G.E Weekly working hours therefore range between 35 and 48 hours. Working time may be fixed or variable depending on the period, in order to adapt to seasonal fluctuations in occupancy rates.

In French resorts, G.O working time is regulated by a CMSA collective agreement signed in 2000. They are entitled to time off corresponding to overtime pay for time worked between 35 and 39 hours. The working time of G.E seasonal personnel correspond to the statutory working time in France, i.e. 39 hours, since the entry into force of an amendment to G.E personnel working time signed on September 29th, 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 RTT days as well as two extended weekends ("bridge days") per year. Working time for agency employees is calculated on an annual basis.

3.2.1 Absenteeism



The absenteeism rate for permanent non-resort staff was similar to the absenteeism rate for permanent resort staff.

3.3 Social dialogue

Club Med has always ensured the establishment and sustainability of social dialogue within its resorts, agencies and head offices worldwide, as reflected, for example, by the possibility of employee representation, including in resorts operating on a seasonal basis.

In Europe, the Group created as early as 1996, before it became a legal requirement, a European Social Rights Committee (ESRC) bringing together employee representatives from the different European countries where it operates. Together with international trade union organizations (EFFAT-IUF), Club Med signed an agreement in 2004, subsequently renewed and expanded in 2009, on the respect of fundamental rights at work and the transnational mobility of G.E employees of Club Med in the EMEA region, reaffirming in particular the right to union representation for all employees.

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

Organization of social dialogue

For the CMSAS scope and for employees under French-law contracts employed worldwide, regular social dialogue is in place.

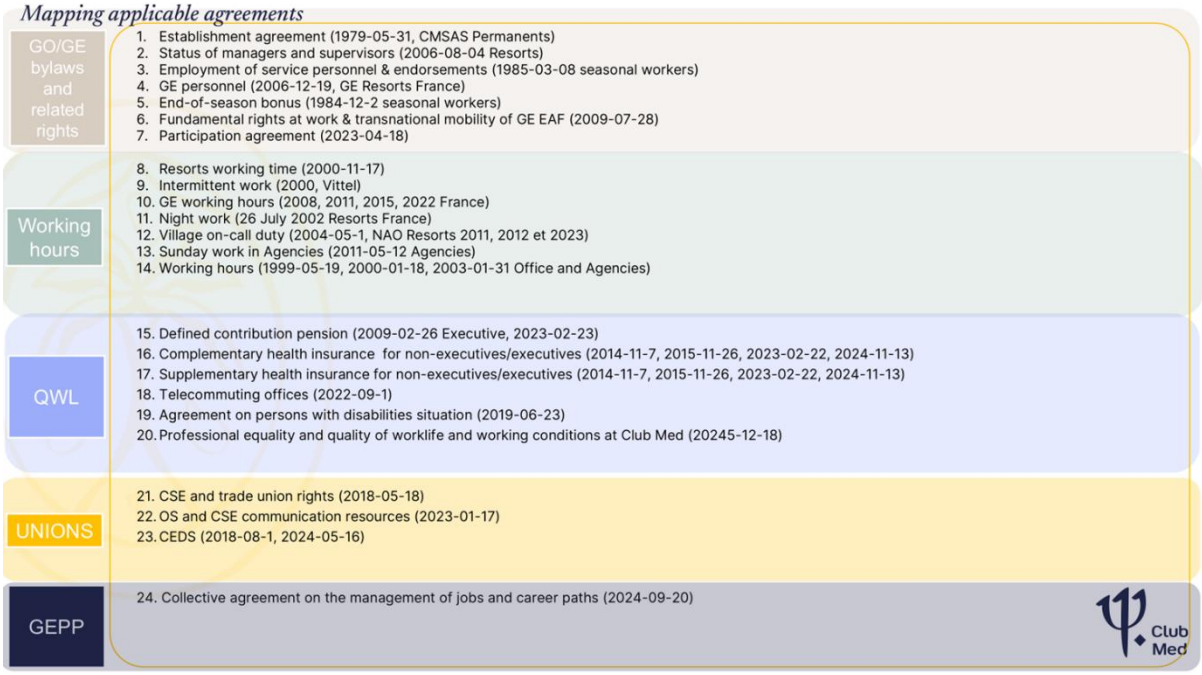
Social and trade union dialogue was reorganized in 2018 on the occasion of the negotiation of an agreement that was signed with all representative trade union organizations on 22 May 2018. A new body was created (the Economic and Social Committee) combining the former specialized committees (Health, 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 organization, are shared.

The most recent employee-representative elections were held in 2022. Three trade unions are representative at CMSAS level, with which the various company agreements are negotiated and signed. New elections to renew the body will be organized in winter 2026, in order to continue fostering constructive social dialogue.

At European level, the European Social Rights Committee (ESRC) currently comprises twelve members: nine French, one Greek, one Spanish and one Portuguese. It deals in particular with employment, recruitment, development, and CSR issues, with a transnational dimension at European level. In 2025, this body met three times in plenary session and two ESRC liaison committee meetings were also held each year (in a restricted format). In addition, the employee delegation to the ESRC received dedicated training, supporting the company's commitment to engaging with its partners through structured social dialogue.

Worldwide, social dialogue is built as close as possible to operations (resorts and head offices) with teams and, where applicable under local legislation, employee representatives within the relevant entities. In this context, regular meetings and discussions are organized at local level, in line with local regulations and whenever necessary.

Summary of collective CMSAS agreements



- *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 G.O-G.E, 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 G.O-G.E on the content, conditions and organization of their work with the social barometer, G.O-G.E 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 2025 was marked by:

- Strengthening HSE (Health, Safety, Environment) teams in resorts and close coordination by the BUs;
- Support and training for HSE managers in resorts on HSE roles and responsibilities;

- Launching the new Club Med Safety Dashboard tool as the foundation for our prevention efforts; Used by all resorts, agencies and head offices, this application is designed to facilitate the collection of incident data and risk assessment;
- Formalizing 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 resorts each year;
- The launch of “Mental Fitness” training for resort and office staff;
- Conducting a full-scale crisis exercise at a resort, in collaboration with the French military authorities.

3.4.1 Health and safety conditions at work

Security risk prevention

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 Resorts: 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 resorts, 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 resorts, resulting in the identification of 28 typical jobs in the resorts.

A G.O-G.E awareness module covering all priority topics (health, lifestyle, alcohol, harassment, risky behavior, 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 behavior and has been distributed worldwide;
- Training provided through specific e-learning modules on the WORKDAY website for G.O and G.E in all offices and resorts (67% of G.O and G.E were trained out of the total workforce in 2025);
- 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 program, which is an extension of the KARE program for resort and office teams and is often delivered in tandem with Club Med doctors.

Prevention of psychosocial risks

In 2025, 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 program, which focuses on psychosocial risks with the “Raising awareness, preventing psychosocial risks and adapting your management” module;

- Training for Resort 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);
- The launch of the Mental-Fitness capsule, an e-learning training program designed to raise employee awareness of mental well-being. This program introduces the fundamental principles of mental health and highlights how each individual can contribute to a positive working environment that supports mental well-being.

Health risk prevention

Club Med has implemented an infectious-risk monitoring system based on the following measures:

- Global health monitoring and close coordination with local authorities, enabling Club Med to take appropriate measures in the event of an incident that could pose a risk to human health. In parallel, internal monitoring through resort infirmaries allows for the rapid identification of any potential increase in infections.
- Preventive measures implemented at resort level to maintain an appropriate level of protection for teams and guests, including enhanced cleaning procedures, the provision of hand sanitizer at public reception areas, the availability of masks for individuals presenting symptoms, and improved ventilation of common areas.
- A bi-monthly infectious-risk inspection program at each resort (Posi Check), carried out by an accredited inspection agency.
- Daily monitoring of the number of acute gastroenteritis (AGE) cases at each resort, supported by an alert system in the event of a significant increase in reported cases.

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 G.O-G.E Resort nurses or the HHS Direction can assist the G.O or G.E to obtain a free screening if necessary.

Safety risk prevention

The system for notifying and monitoring business travel enables communication with and tracking of G.Os during their international travel. The system includes advance information on applicable medical and security provisions, as well as continuous tracking (“Quantum”) of travel movements in order to enable an immediate response in the event of specific incidents. The system is based on travel bookings made by teams through the Group’s five main travel agencies worldwide. It also covers *Club Med Discovery* activities, in addition to crisis-management channels that allow for the rapid activation of crisis procedures for discovery tours.

Employees travelling with this application are therefore able, if needed, to share their real-time location in order to receive assistance in the event of an emergency.

The SHS Department has implemented an **awareness-raising module on the risk of malicious** intrusion for teams working in Club Med resorts. A version adapted to the specific requirements of Baby, Petit and Mini Club facilities was also developed in 2018, in line with the requirements of the French Maternal and Child Protection framework (PMI).

An SHS intranet accessible to all resorts centralizes all existing procedures. Updates are regularly published and immediately made available at resort level. Training and prevention initiatives addressing security-related issues are organized on a recurring basis and are followed by targeted audits and ad-hoc surveys.

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

An accident occurring in the workplace resulting in an inability 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 resort 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 resort 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 minimize human risks. This register will soon be integrated into the Safety Dashboard tool to ensure continuity with accident monitoring.

G.O.-G.E. Absenteeism		Unit	2023	2024	2025	Evol. Vs 2024
Absenteeism of G.O.-G.E. (%)						
Absenteeism rate (%)		**% of FTE**	**1,7%**	**1,6%**	**1,7%**	**+0,1 pts**
Total lenght		in days	98 953	98 593	100 815	2,3%
of which % illness			59%	63%	73%	+10 pts
of which % workplace accident (commute or work)			8%	7%	8%	+1 pts
of which % others	2		33%	30%	19%	-11 pts
G.O.-G.E. Permanent in resorts (%)						
Absenteeism rate (%)		**% of FTE**	**1,8%**	**2,2%**	**2,0%**	**-0,2 pts**
Total lenght		in days	32 421	38 682	36 401	-5,9%
of which % illness			70%	76%	78%	2,8%
of which % workplace accident (commute or work)			10%	6%	8%	+2 pts
of which % others	2		19%	18%	14%	-4 pts
G.O.-G.E. Seasonal in resorts (%)						
Absenteeism rate (%)		**% of FTE**	**1,4%**	**1,3%**	**1,6%**	**+0,3 pts**
Total lenght		in days	48 249	43 659	51 142	17,1%
of which % illness			53%	54%	65%	21,1%
of which % workplace accident (commute or work)			8%	11%	9%	-2 pts
of which % others	2		39%	35%	26%	-9 pts
G.O.-G.E. Permanent out of resorts (%)						
Absenteeism rate (%)		**% of FTE**	**2,5%**	**2,1%**	**1,8%**	**-0,3 pts**
Total lenght		in days	17 900	15 849	12 955	-18,3%
of which % illness			55%	58%	92%	+34 pts
of which % workplace accident (commute or work)			1%	1%	4%	+3 pts
of which % others	2		43%	41%	5%	-36 pts
G.O.-G.E. Seasonal out of resorts (%)						
Absenteeism rate (%)		**% of FTE**	**1,7%**	**1,8%**	**0,5%**	**-1,3 pts**
Total lenght		in days	383	404	317	-21,5%
of which % illness			90%	85%	70%	-15 pts
of which % workplace accident (commute or work)			0%	0%	4%	+4 pts
of which % others	2		10%	15%	26%	+11 pts

3.4.3 Well-being at work

With a long-standing conviction that "happy G.O-G.E make happy G.M," Club Med deeply values the welfare and fulfilment of its employees in offices, agencies, and resorts, where particular living and working conditions may need to be recognized 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 specializing in human resources and opinion research.

"G.O-G.E Voice" is designed to allow all G.O-G.E 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 G.O-G.E 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), G.O-G.E appreciate the company's values and culture, which are particularly evident in its CSR commitment, multiculturalism, autonomy and integration. Finally, G.O-G.E 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.

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 organization. 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 G.O 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 resorts 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).

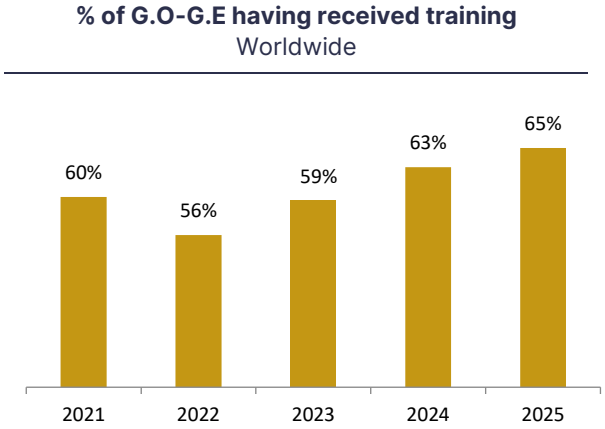
3.5 Training and talent development

Developing skills 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 University of Talents

As skills development is a key lever for workplace development, professionalization 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 2025, 65% of employees received training. 316 045 hours of training were provided, corresponding to 98 896 trainees (+2,4% vs. 2024) and 19 365 employees trained (+2% vs. 2024) with an average of 2 days of training per employee trained per year.



The University of Talents operates as a network. Based in Paris, it is supported by relays across all Business Units, including Lyon, Shanghai, Kuala Lumpur, Miami and Rio. This structure enables the delivery of a training framework closely connected to the realities of the business and supports initiatives aimed at onboarding and developing employees across all types of skills.

It relies on a team of 70 permanent trainers, either based in resorts in close proximity to G.O and G.E, or located in country offices, as well as on a network of more than 100 occasional trainers who are experts in their respective fields. It also regularly works with renowned external training providers to further enrich its training offer.

Annual events: Academy Weeks and Academy Days

These events are major annual training milestones, bringing together between 300 and 1,200 employees over several weeks, depending on the size of the organizing Business Unit. The training themes addressed aim to strengthen knowledge (*savoir*), practical skills (*savoir-faire*), interpersonal skills (*savoir-être*), as well as managerial skills and leadership, for employees across all professional streams. They also help strengthen employees' sense of belonging, motivation and recognition.

Major development goals and achievements in 2025:

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

This year, the UdT focused their efforts on managers in accordance with the 2025 plan.

95% of Key RDSs (Services Managers) have joined Brain-up, a personalized, 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.

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

In 2025, Club Med laid the foundations for a new way of learning, with the aim of making training more accessible, more autonomous and more impactful.

- The Digital Learning Factory is dedicated to designing engaging and widely accessible learning pathways, available at any time and across all formats, thereby fostering a self-directed learning approach.
- The rollout of a diversified training offering (languages, soft skills, job-related skills and hard skills) through innovative partners, including Speexx, GoodHabitz, Tipsy and My Talent Box.
- The creation of workshops designed to make artificial intelligence an efficiency tool serving value creation.

In addition, in collaboration with the Talents University (UdT) teams, awareness-raising workshops on employee well-being, mental health and, more broadly, sustainable development issues are delivered across our offices and resorts.

- *Developing a leadership model aligned with the brand positioning and the unique Club Med spirit*

In 2025, Club Med's Talents University structured a new leadership model designed to support the Group's transformation and foster sustainable performance. This framework is built around four complementary leadership postures, the strategic leader, the coaching leader, the authentic leader and the influential leader, which define managerial expectations at Group level.

Through this model, Club Med leaders are expected to promote talent development, deliver a distinctive guest experience, actively contribute to transformation dynamics, and embed their actions within a sustainable performance approach. This evolution marks a shift from a role-execution-focused approach to a mission-driven mindset, guided by purpose, intent and impact

3.5.2 Talent development through career and geographical mobility

Club Med enables all G.O and G.E 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 2025, the mobility rate returned to a level closer to that before Covid, with 22% of G.O and 10% of G.E changing roles from one year to the next (vs. 33% and 5% in 2019 and 20% and 11% in 2024), and geographical mobility of 41% for international G.O and 14% for international G.E (vs. 42% and 9% in 2018).

The Group offers development paths that enable G.O-G.E employees to progress towards managerial responsibilities: 100% of Resort Managers and around 91% of Resort Department Managers have been promoted internally.

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

Several mechanisms are in place to manage these movements:

- The Resorts talent committee, which monitors the development of talent pools and forecast changes in job roles;
- The Key G.O-G.E program, which offers personalized development and progression pathways to identify high-potential employees.

Moreover, a singular agreement on transnational mobility of G.E employees in the Europe-Africa region, was signed in 2004 and then expanded and renewed in 2009. It concerns G.E 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 resorts.

➥ *See also 3.3. Social dialogue - Summary 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 recognizes 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 G.O and G.E is reflected today, for example, by the number of different nationalities represented in each resort:

- 112 nationalities represented;
- 62% of Club Med resorts have 8 or more nationalities among their employees;
- 59% of resorts have 10 or more nationalities among employees;
- Some resorts can have up to 26 different nationalities (average of the 5 resorts 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 62% of resorts and an average of 8 different languages.

3.6.2 Measures taken to promote equality between women and men

Since 2012, Club Med has implemented dedicated measures aimed, on the one hand, at advancing the principle of professional equality in employment relations and, on the other hand, at enabling individuals to better fulfil their family responsibilities. This commitment is structured around three areas of action:

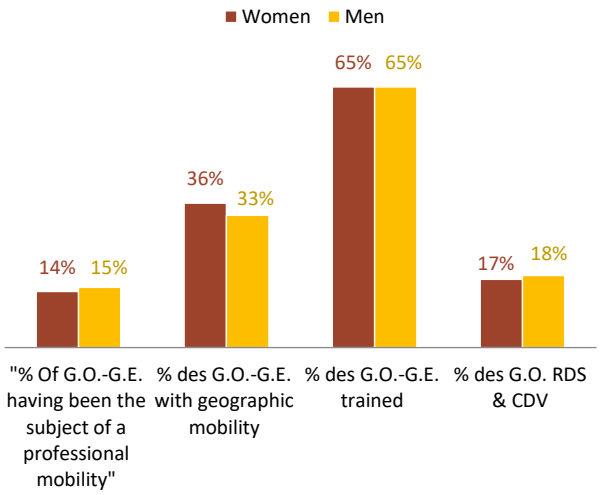
- Recruitment;
- Promotion;
- The balance between professional and personal life.

Club Med applies an equal recruitment policy and offers the same level of pay to women and men for equivalent positions and experience.

In 2025, at resort level, women benefited slightly more than men (in full-time equivalent terms) from professional and geographical mobility, as well as from training opportunities. The share of women managers among Resort Managers (CDV) and Department Heads (RDS) reached 17% in 2025, compared with 16% in 2024. Women represented 43% of Club Med’s Leadership Committee in 2025, while their share within the Group Executive Committee stood at 32%.

Since 2019, in line with French legal requirements, Club Med SAS has published its Gender Equality Index. This indicator enables companies to assess their performance in terms of professional equality through an annual score based on criteria related to pay gaps, salary increases, promotions, maternity leave and gender balance within top management. In 2026, Club Med SAS achieved a score of 93/100 for the 2025 financial year, two points above the average score for companies with more than 1,000 employees. This strong overall result reflects Club Med’s ongoing commitment to gender equality.

Breakdown of G.O-G.E by gender in 2025
Perimeter – Resorts



Agreement on Gender Equality between Women and Men (CMSAS)

The agreement on professional equality and quality of life and working conditions was renewed on 18 December 2025 with the social partners (FO, CFTC and UNSA) and applies to Club Med SAS. It includes a specific component dedicated to professional equality, with:

- A prioritization of the following themes: promotion, remuneration, occupational health and safety, and the balance between professional activity and personal life;
- Quantified objectives relating to professional equality, supported by actions aimed at promoting gender diversity across professional streams; maintaining vigilance to preserve low pay gaps between women and men; and facilitating the exercise of family responsibilities for fathers, as well as work–life balance (family responsibility leave, alignment of paternity leave benefits with those of maternity leave, access to childcare facilities, etc.).

Agreement on Professional Equality, Quality of Life and Working Conditions (CMSAS)

In December 2025, commitments relating to professional equality were further strengthened as part of a broader agreement covering professional equality and quality of life at work. Its QVCT component is structured around four main pillars:

- A working environment that respects work–life balance, ensures professional equality, upholds the right to disconnect, and promotes diversity and inclusion;
- A safe and adapted working environment, ensuring working conditions conducive to well-being, engagement and performance;
- Placing health and prevention at the heart of daily work practices, by acting sustainably on occupational risks, mental well-being and quality of life;
- Ensuring clear and transparent communication, by highlighting existing initiatives and reaffirming those that need to be communicated more widely.

3.6.3 GEPP Agreement

This agreement defines the framework for forward-looking workforce planning and career pathway management (GEPP) within Club Med. It is aligned with the collective agreement on professional equality and quality of life at work concluded in 2020 and renewed in late 2025, which promotes a better balance between professional and personal life.

Club Med's GEPP policy aims to anticipate, identify, mobilize and develop technical, human and environmental skills, both to meet current and future needs, in order to address the challenges facing Club Med, while supporting employees in becoming active stakeholders in their own development and career pathways throughout their professional lives.

This ambition is built on the following core principles:

- Ensuring 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 and G.O, and the requirements of the ecological transition;
- Developing employability and skills across teams by offering training programmes tailored to individual needs and encouraging internal mobility;
- Supporting employees throughout their careers, taking into account the specific characteristics of each key career stage.

The governance of GEPP is designed to ensure alignment and effectiveness between the GEPP approach and the Group's overall strategy. To this end, its main objectives are to:

- Ensure the relevance and regular updating of job, skills and career pathway mapping, taking into account market developments, customer needs and the challenges of the ecological transition;
- Measure the impact of existing HR processes (recruitment, training, career management, etc.) on GEPP objectives, and adjust these processes where necessary to improve effectiveness;
- Steer geographical mobility and internal promotion, ensuring that these mechanisms contribute to skills development and the professional fulfilment of G.E and G.O;
- Monitor and assess progress and impacts of the various GEPP initiatives (training, career pathway support, etc.), and adapt them based on feedback and changes in 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. As annual figures are communicated by URSSAF at the beginning of May of the following year (N+1), we therefore continue to refer to the 2024 data.

Taux d'emploi des travailleurs en situation de handicap et contribution à l'OETH (situation 2024)

Mission Handicap Club Med

The graph below shows the employment rate of disabled workers in France in 2024[1]. 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:

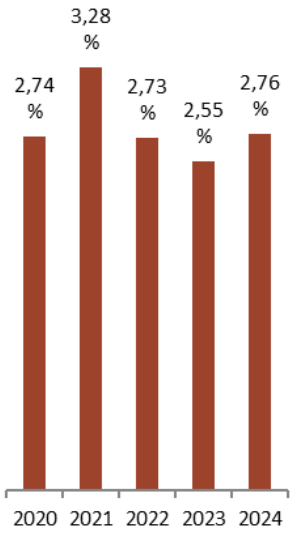
- People who hold an RQTH (Recognition of Disabled Worker Status).
- People who have been victims of an accident at work or an occupational illness if they have a disability rating of 10% or more.
- Holders of a disability pension.

[1] 2024 data: URSSAF publishes these indicators in May of the following year (N+1). The 2025 data will therefore be available in May 2026

- 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.

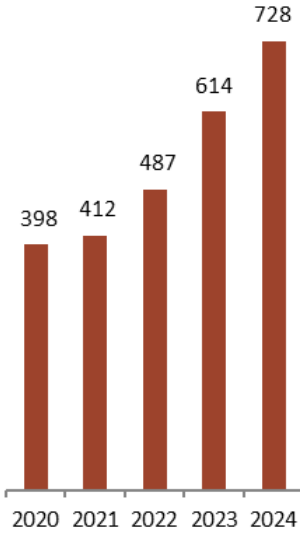
Rate of employees with disability

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 S3

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 resorts.

Fighting against sexual exploitation of children in tourism

This commitment to respect extends to all of the resources of the host country, beginning with its most precious asset: its children.

The actions set out in the partnership signed with ECPAT in 2005 have been consistently renewed, including the ongoing dissemination of the joint Club Med–ECPAT leaflet aligned with the NGO's communication campaign. These leaflets are sent by email to customers travelling to at-risk countries and are also accessible via the website

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*

An invitation to respect the host country

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

In resorts 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 G.M 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 G.O and G.E, incorporates the principles and commitments that govern the company's relationship with its host countries.

An invitation to discover

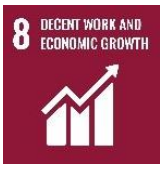
- *Resorts deeply rooted in local culture*

Club Med resorts 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 Resorts also organize weekly evenings, full days or events dedicated to the culture of the host country or region.

- *Discovery tours by Club Med and excursions*

In addition, since its creation, Club Med has sought to develop, alongside its resort activity, holidays in the form of tours or combined tours + resort 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



The presence of a Club Med resort creates economic and social benefits for the host region. Club Med's commitment goes beyond simply recognizing these positive impacts, with a clear ambition to maximize and enhance them over time.

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 2025, the proportion of these jobs allocated to local[1] G.O or G.E remains at 74%.

Working with local subcontractors also contributes to the revitalization 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

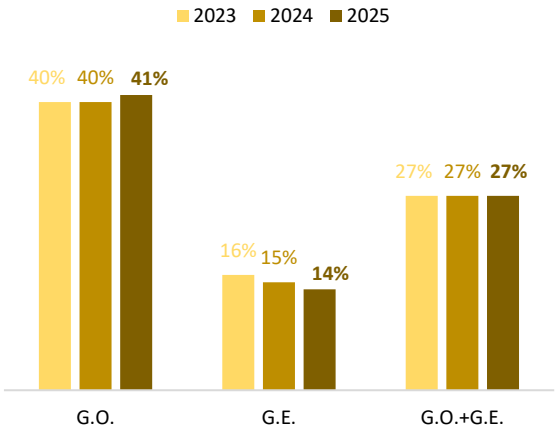
Raising the skills and employability of local workers is a priority for the Group.

Thus by 2025, on a World scope, 50% of the G.E assigned to the World network will have received training.

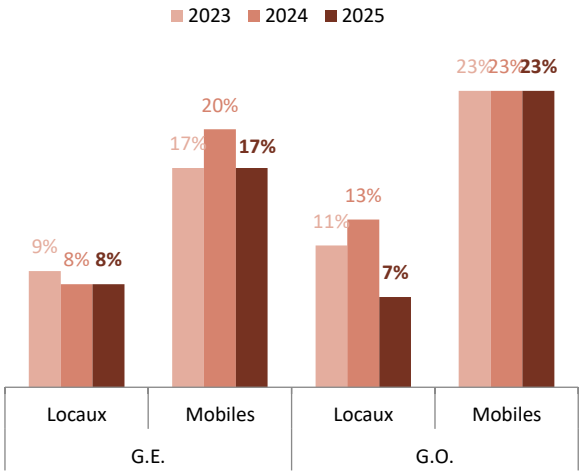
[1] *Assignment in the employee's country of origin.*

Geographical and occupational mobility[1]

Geographic mobility scope Resorts



Professional mobility scope Resorts



The professional mobility[2] of local and mobile G.O and G.E varies significantly according to their status as a G.O or G.E. However, no medium-term trend is emerging, and percentages are subject to fluctuations related to resort 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 G.M on this topic, particularly through Sustainable Tourism training courses for Club Med Discovery guides, and as part of the roll out of the resorts’ Green Globe eco-certification.

[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

La Fondation Club Med
Fondation d'entreprise

Convinced that "happy G.O and G.E make happy G.M", 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 Resorts 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 2025, more than 1,800 G.O-G.E were involved in 29 countries through nearly 500 projects.

In 2025, Club Med's contribution to the Corporate Foundation amounted to €671K. 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 G.O-G.E staff outside working hours and from 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 resorts

In Resorts, the Foundation identifies key partners selected for their reliability and effectiveness. In 2025, there were 19 key youth partners in 33 sites and 11 key environmental partners in 23 sites. It supports them by mobilizing all of Club Med's resources, including the following examples:

Among the actions of the Club Med Foundation in 2025:

- 19 key partners in social or educational initiatives supported over the long term
- 176 children supported in three sports schools
- 1,361 beneficiaries through the organization of 120 solidarity trips
- 30 young people hired (internships or fixed-term contracts) through career transition programs
- 46 dreams of sick children made come true

Donations of food

Every week, the resorts in Bali and Phuket make a food donation in partnership with "Scholars of Sustenance" to more than 4,600 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 Resorts, 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 2025, two Sports Schools in Cap Skirring and one in Albion will enable 176 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 2025, 30 contracts (21 fixed-term contracts and 9 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 resorts: in 2025, during the 24th edition of the event, 34 resorts welcomed nearly 2,900 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 donation of stays, which addresses a wide range of needs: helping fulfil the dreams of children with serious illnesses, enabling underprivileged young people to go on holiday, or allowing them to take part in discovery stays focused on tourism-related professions...

In 2025, 120 stays were organized for the benefit of nearly 1,361 beneficiaries (21 partner organizations), representing a face value of €1.232 million.

The “Stay Donations” project was selected among the Top 6 finalists in the “Best Innovative Social Responsibility Initiative” category at the **25th edition of the Hospitality Awards** in November 2025.

Making facilities available

In several Resorts, Club Med makes swimming pools, seminar rooms, auditoriums or sports facilities available for non-profits organizations.

The **Foundation also organizes initiatives in favor 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 G.M can join. To respond to the ever-increasing numbers of G.M who want to get involved in initiatives, 'Foundation Corners', associated with local Education Programs, 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 G.M *(➟ see below).*

At the headquarters and offices

At the Paris headquarters or in country offices in Miami, Singapore, Lyon, Shanghai, G.O 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).

“Les amis de la Fondation” Club Med

Les amis de la Fondation Club Med, a charity account under the auspices of the King Baudouin Foundation (Belgium), aims to collect financial donations from customers. In 2025, they are able to provide financial support for around 20 solidarity projects targeted by the Club Med Corporate Foundation. As a result, €185,000 was raised in 2025 and projects were funded to the tune of €156,000.

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

Overall contribution in terms of time spent

In 2025, more than 1,800 volunteers took part in solidarity or fundraising initiatives, with their involvement representing 10,740 hours of volunteering and skills-based sponsorship.

In 2025, the overall contribution to Club Med’s solidarity projects, including those of the Foundation and the Friends of the Foundation, amounted to €1,492 thousand. When including the difference corresponding to the face value of donated stays, the total contribution reached €2,584 thousand.

Non-Foundation philanthropy (or direct patronage)

- *Local partnerships*

The resorts 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 resorts close to the park, the Ecrins National Park for the 2 resorts 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), Resorts 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 G1

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.*

IRO	ASSOCIATED HTC STRATEGY PILLARS	Action	Targets
G1 - Business conduct			
Corruption			
Non-compliance with laws or ethical standards relating to gifts & invitations, influence peddling, and donations	Commitments and responsibilities	- Signatory to the Global Code of Ethics for Tourism since 2015; - The Group's Code of Ethics, which governs the conduct of all Club Med employees, service providers and subcontractors; - CSR clauses included in contracts (72% of contracts in 2025), particularly covering respect for fundamental labour rights among suppliers, environmental and health protection, and the prevention of corruption.	-
Corruption and influence peddling (partners and operations in countries with a high corruption index)	Anti-corruption system	An Anti-Corruption Code outlining Club Med's values and commitments in relation to the prevention and detection of corruption, whether active or passive. This Code sets out provisions regarding the types of conduct that G.O/G.E. may be exposed to as a result of Club Med's activities and organizational structure. It describes the situations and behaviours that are prohibited, both in relation to public-sector corruption and private-sector corruption.	-
Corruption and influence peddling (subcontracting in the construction sector)			-
Corruption, favoritism and influence peddling...management of gifts, hospitality and complimentary benefits			-
Relationships with suppliers			
Professionalising, structuring and formalising commercial practices in less mature countries/regions	Agrisud	The Agrisud programme promotes agroecology through technical, economic and organisational support for farms, while developing a local and sustainable supply system that involves partners and farmer organisations as intermediaries.	-

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 internationalization, 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 modernization 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, analyze and prioritize the Group's exposure to external corruption-related risks, risk prioritization 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 prioritized 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 authorization 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 risk situations identified in the corruption risk mapping. This Code was rolled out in April 2019 and is regularly communicated to all employees through awareness-raising initiatives, as well as through more targeted training sessions for those most exposed to corruption risks.

Members of the Executive Management Committee completed comprehensive anti-corruption training between July and October 2021. A new training session is planned for 2026, once the composition of the Committee has been finalized, in order to further strengthen our commitment to continuous improvement.

The Ethics & Compliance Department plays a central role in embedding a culture of transparency and integrity across the Group. Each year, it publishes a detailed Annual Compliance Report outlining progress in the deployment of compliance programs, highlighting key developments from the past year and defining strategic priorities for the year ahead. This report is formally presented to the Executive Management Committee during a dedicated session, thereby ensuring ongoing awareness and active oversight at the highest level.

Members of the Board of Directors, although they have not yet benefited from specific anti-corruption training sessions, receive annual updates (generally in February) on the progress of compliance programs, thereby contributing to informed governance.

The Anti-Corruption Code forms an annex to the Ethics Charter in force since 2009. The ongoing revision of the Ethics Charter will broaden its scope, including anti-corruption matters, and will provide references to more specific internal procedures.

The **CSR clauses included in the standard contracts** also explicitly cover the prevention of corruption and are intended to better share related expectations with suppliers.

- *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 Supervisor 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 decentralization of the functions and responsibilities inherent in internal control and on a set of organizational 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 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 has implemented a system for reporting and handling alerts. This system enables any Group employee (whether internal or external) to report to a designated contact any situation that do not comply with Club Med's ethical principles and policies in the conduct of its activities.

Club Med is committed to conducting impartial and independent investigations into any alert deemed admissible. The team responsible for handling alerts ensures confidentiality throughout the process. Club Med guarantees the absence of any form of retaliation, threat, or attempted retaliation against any person who has made a report in good faith.

The whistleblowing officer is responsible for ensuring that any admissible alert is handled in accordance with the principles set out in the internal whistleblowing procedure.

The review of the whistleblowing system is currently being finalized in order to take into account the changes introduced by French Law No. 2022-401 of 21 March 2022 aimed at improving the protection of whistleblowers, and to incorporate feedback in order to facilitate the handling of future alerts.

In 2025, 28 alerts were reported through the internal whistleblowing system, with no cases of corruption reported.

- *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 S2

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.

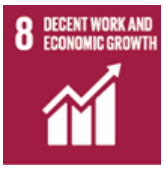
5.2 Responsible purchasing and due diligence S2

➡ *The process for identifying and assessing impacts, risks and opportunities is described in the double materiality analysis (see § 1.3)*

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 resorts: 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 S2



The Purchasing Department pursues a policy of reasonable vigilance through:

- The **Group Ethics Charter**, which governs the behavior of all Club Med employees;
- **CSR clauses** included in contracts (72% of contracts in 2025), which in particular promote fundamental labor 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 **prioritization 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 organized 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 behavior.

➡ *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 contracts

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 labor; no discrimination; no use of forced labor; 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 2025, the percentage of global contracts identified with **a CSR clause is 72% (+5 pts vs 2024)**.

Procurement process steps

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

- 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;
- Reporting on sustainable procurement: objectives driven by performance indicators have been defined. The level of completion of these indicators in product and supplier reference catalogues has increased since 2023. In particular, buyers have made a dedicated effort towards suppliers to obtain more accurate data, including country-of-production codes and environmental and social codes;
- In the process of requesting progress plans from suppliers.

➡ *The commitment to eco-friendly purchasing has been clearly communicated and the sustainable purchasing charter.*

Subcontractor and supplier assessment procedures

Club Med identifies the Group's risk areas throughout its supply chain to better prioritize 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

The Initiative for Compliance and Sustainability (ICS) was launched in 1998 by the French Federation of Commerce and Distribution. ICS's mission is to act collectively to sustainably improve human working conditions and to responsibly support suppliers, enabling them to become active stakeholders in their own continuous improvement process.

➡ *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 G1

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).
- 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 resorts from 2023 onwards;
- a range of organic wines available on our wine list;
- self-service organic teas and herbal teas;
- 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.

> *"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."*

- *Procurement of eggs from cage-free farming systems*

In 2019, Club Med committed to phasing out eggs from caged farming systems, with a target of 100% cage-free eggs in Europe and Brazil by the end of 2025 (92.4% achieved in 2025), and 100% by 2027 across all other operating countries.

Progress: in 2025, 56.3% (+5.3 pts vs. 2024) 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 (EMEA): 64.1% (vs. 71.3% in 2024).
- Focus Europe: 95.5% (vs. 92.3% in 2024).
- South America/Brazil (SAM): 80.3% (vs. 68.0% in 2024).
- North America (NAM): 77.9% (vs. 31.3% in 2024).
- Asia-Pacific (ESAP): 8.3% (vs. 3.2% in 2024).
- China (GC): 10.9% (vs. 2.1% 2024), with new producer listings at the end of 2024.

➡ *See the details per country including the targets in § 7.3 Additional environmental information.*

The ESAP BU have resorts on islands such as Indonesia, Japan and Malaysia, where island sourcing poses supply challenges.

In markets where cage-free eggs are not physically available, we plan to purchase credits to bridge the gap.

Actions and follow-up

- *Social, societal*

In 2025, the percentage of purchases for which social criteria are specified will reach 96.5% for PMH (vs. 95.8% in 2024) (small hotel equipment) and 98.6% for F&B (Food & Beverages) (vs. 98.1% in 2024) 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 G.O outfits (in EMEA), 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: (data excluding China)

- In 2025, the country of production was traceable for 93.1% (vs. 98% in 2024) of textile and small hotel equipment (PMH) references.
- In 2025, 95.8% (vs. 93% in 2024) of the total purchase value had a traceable origin, with a country code recorded in the relevant catalogues for the following purchasing categories: dairy products (butter, eggs, cheese), fruit and vegetables, and fresh meat. Of this amount, 52% was of national origin and 25% of regional origin across the countries concerned (China, Mexico, Canada, Brazil).
- In 2025, 96.5% (vs. 95.6% in 2024) of PMH (small hotel equipment) product references included environmental criteria in the purchasing catalogues, of which 20% demonstrated an environmental benefit (vs. 21% in 2024).
- In 2025, at global level, seafood purchases from overfished species outside the charter represented only 1.1% of total purchase value (vs. 0.7% in 2024). Focus on local purchasing and the Green Farmers program (partnership with Agrisud)

5.2.3 Focus on local purchases and Green Farmers program (partnership with Agrisud) S3

Local purchases

In 2025, 52% of fresh food purchases were made locally (vs 62% in 2024).

Supporting and developing local farming: a unique partnership with Agrisud

Finding that in some cases local supply was inadequate to meet its resorts' 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.

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, favoring 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 resorts to:

- Farms' technical skills (dissemination of agro-ecological practices), economic management (support in drawing up and analyzing farm accounts) and organizational 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 resort).

➡ *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 (SDG13);
- Securing access to water for family farms using solar energy (SDG6 and SDG13);
- Equal access to economic resources for women on the project in Senegal, which concerns exclusively women market gardeners (SDG5);
- And improving the territorial anchoring of the resorts (SDG11);
- All by involving a wide range of stakeholders: customers... (ODD 17).

The partnership represents:

- 527 VSEs[1] supported in 2025, i.e. almost 2,924 beneficiaries in eight countries, and 13 groups in 11 resorts;
- Since 2008 by the end of the 2025 financial year, cumulative support of €2,338K, 9,756 cumulative tones grown using agroecology and 1,167 cumulative tones 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).

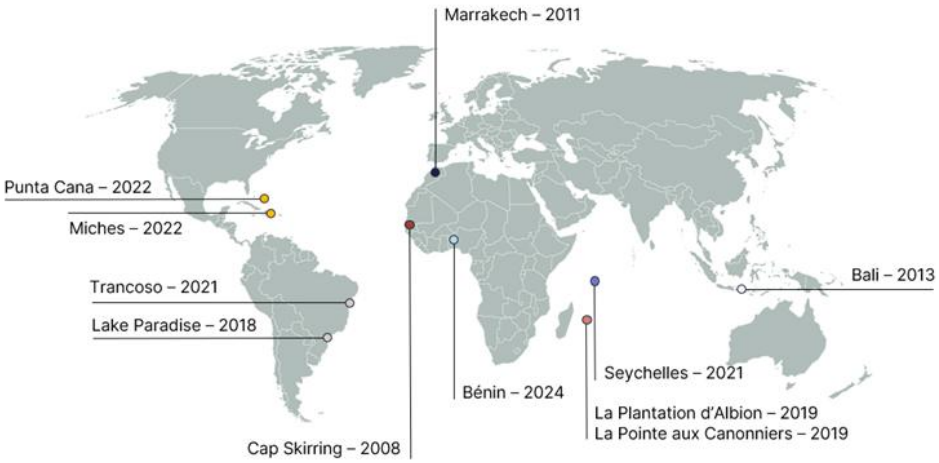
In addition, the generosity of customers has made it possible to participate in the financing of the Agrisud program to the amount of € 164,000 K since 2014.

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 Organization (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 2025

The partnership between Club Med and Agrisud is now in place in 8 countries and 11 resorts: 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 2025 saw:

- A joint effort by purchasing and Agrisud to step up purchases by resorts from supported VSEs with 329 tones (+33% of tones delivered between 2024 and 2025);
- The foundation purchased 10 tonnes (stable compared with 2024), redistributed to families made vulnerable by the crisis in the form of fruit and vegetable baskets through local associations.

[1] *Very Small Entities.*

- The ramp-up of deliveries, particularly in Trancoso (Brazil), Bali and Morocco (with deliveries doubling between 2024 and 2025);
- The diagnosis and launch of the project in preparation for the opening of our South Africa Beach Resort in July 2026.

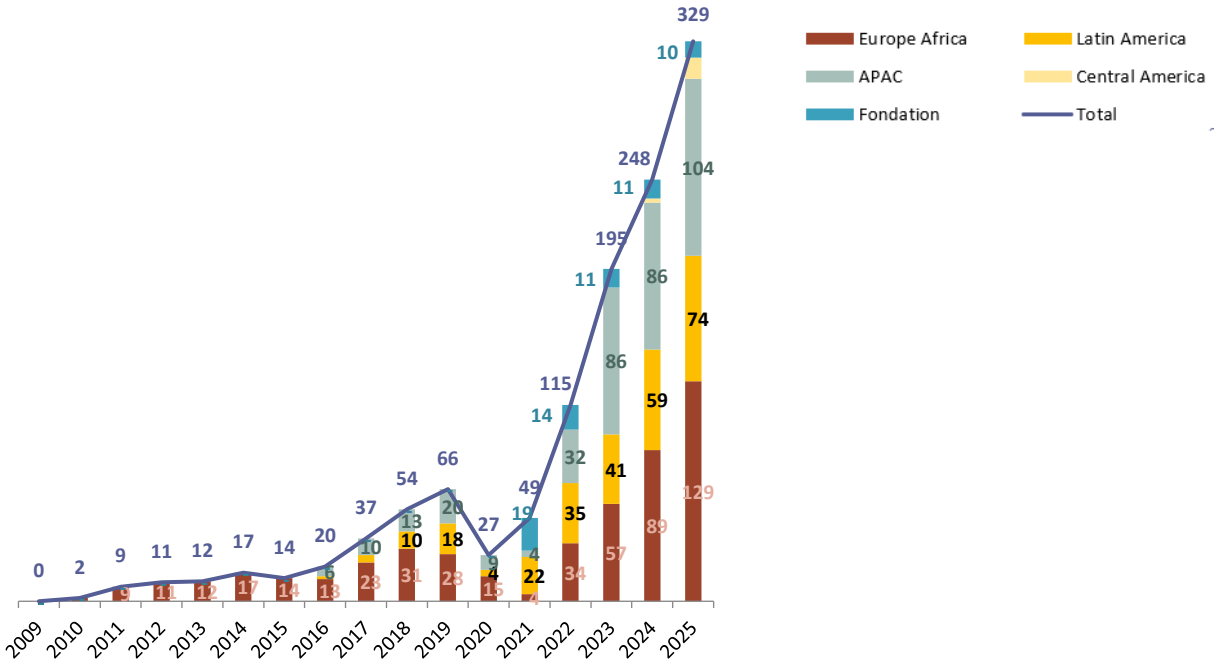
Solidarity action decided in response to the health crisis and the subsequent site closures

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 2025, this project helped 3,500 people in Senegal thanks to our local partner, the "Casamasanté" association, and several hundred people in Indonesia thanks to our local partner, "Scholars of Sustenance".

- *Agrisud Projects – 2025*

Agrisud - tonnage purchased by Club Med from supported family farms



5.3 Respecting human rights S2 G1

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 Resort activities have no impact on the supply of water, energy or other essential services to neighboring 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*

4.3.2 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 labor. This requirement is specifically met during hiring sessions in employment areas, and subsequently by the resort 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" (G.O), and were in return called "Gentils Membres" (G.M).

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

If it is especially obvious in the relationship between the G.O and G.M in the Resorts, it is also the reflection of the entire organization's core commitments towards its customer.

6.1 Responsible communication to customers S4

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 2025, 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.

G.M listening first takes place in the Resorts through the direct relationship between G.M and G.O Beyond the stay period, listening continues through the satisfaction survey ("G.M Feedback"), the analysis of complaint letters, and increasingly through feedback posted on specialized websites and social media platforms. A dedicated Customer Relations France team is responsible for handling customer feedback and for monitoring and managing quality, with monthly feedback provided to operational teams.

With regard to "G.M Feedback", the rate of **"very satisfied" G.M** reached **32%** in 2025, representing an increase of +3.4 points compared with the average of the past three years. The overall percentage of **satisfied G.M** (combining "very satisfied" and "satisfied") stood at **82.4%**, up by +2.4 points.

This increase was slightly more pronounced during the winter season, which recorded an improvement 0.5 points higher than the summer season for both KPIs.

Performance by region

Very satisfied customers: With the exception of Japan and Brazil, which remained stable, all operational regions recorded growth, with particularly strong increases in Europe Mountain (+8 points) and Club Med 2 (+6.5 points). The other nine regions reported increases ranging between +2 and +3 points.

Satisfied customers: Europe Mountain showed a strong increase (+7 points), followed by Club Med 2 and France excluding mountain resorts (+4 points). Turkey remained stable, while Japan, Brazil and China recorded a one-point decrease. The other six regions recorded increases of around +2 points.

Performance by range

Customer satisfaction remains 5 points higher in the premium "Exclusive Collection" segment compared with the "Core Range". While both ranges have shown improvements compared with previous seasons, the Core Range continues to narrow the gap:

	Very satisfied	Very satisfied and satisfied
Exclusive Collection	36,7% / +2,5pts	86,4% / +1,3pts
Core Range	31,5% / +3,5pts	81,8% / +2,5pts

Satisfaction by customer profile

In 2025, new Club Med customers reported a satisfaction level 4 points higher than that of loyal customers. However, the trend is reversed for the "Very satisfied and satisfied" category, with loyal customers being 1.5 points more satisfied. Both customer profiles show positive trends:

	Very satisfied	Very satisfied and satisfied
New customers	34,5% / +3,3pts	81,5% / +1,8pts
Loyal customers	30,8% / +3,4pts	83,1% / +2,6pts

In addition, quality standards are in place across all Resorts, and compliance with these standards is managed through employee training and various control mechanisms.

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

The health and safety of our guests is our top priority. The SHS Department defines prevention measures relating to safety, hygiene, health and security for both G.M and G.O/G.E. It designs tools and training programs for employees in order to ensure the health and safety of our guests throughout their stay. These training programs are rolled out in collaboration with UDT (Université des Talents) and are renewed ahead of each season.

The activities offered to guests are governed by safety charters that define the applicable rules. When an activity is provided by external service providers, these charters form part of the contractual requirements. HSE teams in the Resorts are responsible for carrying out regular compliance inspections.

Each department manager performs a monthly self-assessment (digitalized since January 2020) to ensure the quality of the services delivered.

An analysis of guest claims was conducted in parallel with a support assignment involving the civil liability insurer's prevention department, aimed at auditing the new activities developed by Club Med in recent years. As part of this work, a specific focus was placed on two Resorts (Tignes and Val d'Isère) to audit operating procedures and safety measures in place for summer mountain activities (notably mountain biking and activities delivered by external providers). The resulting report will help define uniform operational standards for these activities, particularly those presenting higher risks (such as downhill mountain biking). To assist guests in the event of an incident, a crisis management system is in place, mobilizing all relevant stakeholders across the company.

With regard to hygiene and food safety, since 2021 the SHS Department has implemented an audit policy across all operated Resorts, in partnership with a globally recognized company specializing in food hygiene and safety audits. These audits are carried out every two months, based on harmonized standards and in compliance with HACCP (Hazard Analysis and Critical Control Points) requirements. As an integral part of HACCP standards, a food traceability system has been deployed across all Resorts using the E-Pack solution.

In terms of nutrition and health improvement through the reduction of sugary drinks, the rollout of the removal of sugary drink dispensers, particularly in restaurants and bars, has been completed in the Europe-Africa region since 2019.

Regarding room hygiene and cleanliness, Club Med conducts bimonthly inspections ("room checks"), combining visual inspections with microbiological testing of contact surfaces to ensure the quality of the service provided.

6.3.1 Role of the Resort HSE function (Hygiene, Health, Safety and Environment)

Since 2024, the HSE manager function has been gradually strengthened across all Resorts and Business Units. Existing SHS standards are regularly updated, and new standards are identified when necessary. At the same time, managers (RDS) benefit from dedicated support to fully integrate and effectively manage HSE issues on a day-to-day basis, thereby establishing a shared level of requirements and providing tools to monitor SHS aspects.

In 2025, HSE managers continued to develop their skills through internal and external training programs, enabling the function to become firmly embedded within the Resorts. Tools have also been implemented, including monthly SHS meetings with performance indicators, a Resort action plan drawn up following monthly hygiene audits, and annual audits used to plan and monitor the progress of action plans.

The key responsibilities of this role are as follows:

- Coordination of hygiene, safety and CSR issues with all RDS;
- External relations with SHS authorities and local CSR partners;
- Crisis management: support to the CDV and monitoring of incident logs;
- Monitoring of Food Hygiene & Health action plans;
- Safety: ensuring compliance with applicable standards and regulations;

- CSR: ensuring Resort compliance with the Happy to Care program and Green Globe certification, and coordinating solidarity initiatives.

6.4 Accessibility for people with disabilities

6.4.1 Accessibility for people with disabilities in resorts

In accordance with French legislation, Club Med has introduced accessibility registers and trained all its hospitality staff working in its French vacation resorts 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 2025, 29 Resorts provided this information, including:

- 15 Resorts in France (including Arcs Extrêmes), representing 100% of French Resorts;
- 2 Resorts in the French West Indies (Guadeloupe and Martinique);
- 2 Resorts in Italy (Cefalù and Pragelato);
- 1 Resort in Spain (Marbella);
- 1 Resort in Portugal (Da Balaia);
- 1 Resort in Greece (Gregolimano);
- 1 Resort in Morocco (Marrakech);
- 2 Resorts in Mauritius (Albion and La Pointe);
- Our sailing ship, Club Med 2;
- 2 Resorts in the Dominican Republic (Miches Playa and Punta Cana);
- 1 Resort in Senegal (Cap Skirring).

In 2025, Club Med engaged APF France handicap to carry out an accessibility and quality-of-use assessment at the La Palmyre resort. This assessment complements the Picto Access diagnosis and forms part of a broader approach aimed at offering a seamless, comfortable and inclusive guest experience, regardless of guests' profile, age or disability status.

The assignment was based on a comprehensive on-site visit, carried out through the combined perspectives of Michaël Jeremiasz (user-experience expert) and accessibility specialists Alex Crochard (occupational therapist) and Maëva Crespo (Habitat Project Manager). The objective was to identify barriers to use, whether physical, sensory or organizational, and to put forward concrete recommendations to improve the quality of welcome and comfort for all.

6.4.2 Digital accessibility

Club Med is rolling out an ambitious digital accessibility policy, formalized through a Multi-Year Plan for 2025-2028. This approach is aligned with the Group's values of inclusion and meets regulatory requirements for digital accessibility. It is based on structured governance, the upskilling of teams, the auditing of all digital services, and the integration of accessibility into our processes and relationships with service providers.

7./ ADDITIONAL INFORMATION

7.1 External commitments and recognition

External recognitions

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).

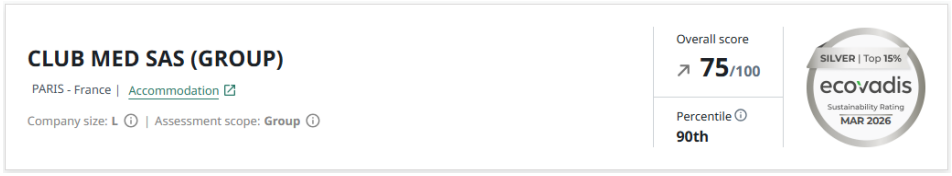
➡ *To view the Code, go to: http://ethics.unwto.org/en/content/global-code-ethics-tourism*

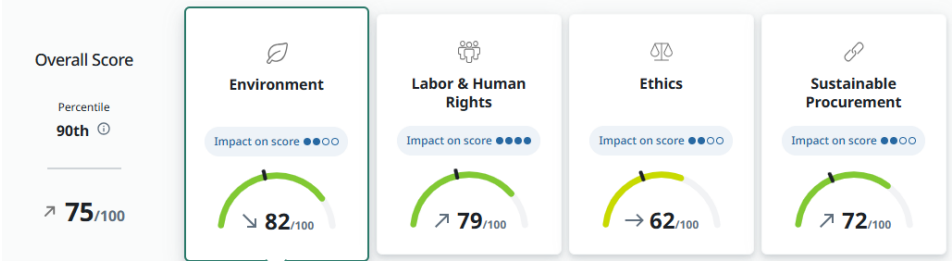
To contribute to the collective effort to promote more sustainable tourism by sharing good practices between industry stakeholders and working jointly on practical initiatives, Club Med is a member of the following:

- 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.
- EASP (European Association of Sustainability Professionals).

Among the external recognitions

Club Med was rated by Ecovadis in 2026 on 2025 data (evaluation of suppliers to major clients) with a score of 75/100, i.e. Silver level (vs 73/100 in 2024), which was equal to or higher than 90% of the companies evaluated by Ecovadis (vs 92% in 2024).





In 2025, 97% of eligible Resorts were Green Globe certified.

(➡ see section 2.1.4 Environmental management: the leverage of Green Globe certification for more details)

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 resort 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, except for 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 resort portfolio (new, re-opened or closed). Some resorts 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 permanent employment: 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 resort 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 resorts in a country other than their home country divided by the total number of resort job assignments.

Evaluation indicators

To avoid skewing the data, the evaluation rate is calculated excluding employees assigned to any resort 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 SOCIAL DATA (Reporting on fiscal year Jan. 1, 2025 to Dec. 31, 2025)

	note	Unit	2023	2024	2025	Evol. Vs 2024
EMPLOYMENT - Worldwide						
Total Group employees						
Employees	1	No. of employees	30 802	30 196	29 741	-1,5%
Posts		no. of post	49 699	49 181	45 580	-7,3%
FTE		In FTE	16 118	16 390	16 132	-1,6%
of which women (%)		In FTE	41%	42%	42%	0,0%
of which men (%)		In FTE	59%	58%	58%	0,0%
of which employees with permanent contract (%)		In FTE	43%	42%	44%	4,8%
Average age		In FTE	36,0	37,0	37,0	0,0%
Average senority		In FTE	6,0	6,0	7,0	16,7%
Average senority (permanent staff)		In FTE	10,0	10,0	11,0	10,0%
Employees excluding resorts						
Employees		no. of employees	2 485	2 511	2 523	0,5%
Posts		no. of post	2 657	2 696	2 718	0,8%
FTE		In FTE	2 025	2 101	2 080	-1,0%
of which women (%)		In FTE	66%	66%	65%	-1,5%
of which men (%)		In FTE	34%	34%	35%	2,9%
of which employees with permanent contract (%)		In FTE	97%	97%	97%	0,0%
Average age		In FTE	41,0	42,0	42,0	0,0%
Average senority		In FTE	10,4	11,0	11,0	0,0%
Average senority (permanent staff)		In FTE	11,0	11,0	11,0	0,0%
Employees resorts						
Employees		no. of employees	28 317	27 685	27 331	-1,3%
Posts		no. of post	47 042	46 485	42 862	-7,8%
FTE		In FTE	14 093	14 289	14 052	-1,7%
of which during winter season (%)		In FTE	50%	50%	50%	0,0%
of which during summer season (%)		In FTE	50%	50%	50%	0,0%
of which women (%)		In FTE	35%	39%	39%	0,0%
of which men (%)		In FTE	65%	61%	61%	0,0%
of which G.O. (%)		In FTE	37%	37%	37%	0,0%
of which G.E. (%)		In FTE	63%	63%	63%	0,0%
of which G.O. with permanent contract (%)		In FTE	17%	16%	16%	0,0%
of which G.E. with permanent contract (%)		In FTE	46%	45%	47%	4,4%
Average age		In FTE	35,0	36,0	36,0	0,0%
Average senority		In FTE	5,0	6,0	6,0	0,0%
Average senority (permanent staff)		In FTE	9,0	10,0	10,0	0,0%

Notes:

1. Consolidated data are consolidated as of December 31st

CSR SOCIAL DATA (Reporting on fiscal year Jan. 1, 2025 to Dec. 31, 2025)

	note	Unit	2023	2024	2025	Evol. Vs 2024
ENTRES AND DEPARTURES - Worldwide						
NEW HIRES						
Permanent		No. of employees	1 557	1 166	1 237	6,1%
Seasonal		No. of employees	8 989	7 603	6 719	-11,6%
Made permanent		No. of employees	434	266	364	36,8%
Rate of permanent hires		% of posts	17%	12%	13%	9,2%
Rate of seasonal hires		% of posts	26%	22%	21%	-4,4%
Rate of global hires		% of posts	**24%**	**20%**	**19%**	**-3,0%**
G.O. excluding resort						
Permanent		No. of employees	288	247	177	-28,3%
Seasonal		No. of employees	50	67	63	-6,0%
Made permanent		No. of employees	41	37	33	-10,8%
Rate of permanent hires		% of posts	13%	11%	8%	-26,1%
Rate of seasonal hires		% of posts	24%	37%	26%	-30,3%
Rate of global hires		% of posts	**14%**	**13%**	**10%**	**-23,4%**
G.O.-G.E. resorts						
Permanent		No. of employees	1 269	919	1 060	15,3%
Seasonal (1st season)		No. of employees	8 939	7 536	6 656	-11,7%
Made permanent		No. of employees	393	229	331	44,5%
Rate of permanent hires		% of posts	18%	13%	15%	18,6%
Rate of seasonal hires		% of posts	26%	22%	21%	-4,3%
Rate of global hires		% of posts	**24%**	**20%**	**20%**	**-2,0%**
LEAVERS		**No. of employees**	**5540**	**5213**	**4469**	**-14,3%**
Employee decision		% of employees	56%	51%	52%	1,4%
Employer decision		% of employees	19%	23%	27%	14,9%
By mutual agreement		% of employees	9%	9%	3%	-66,3%
Others (death, retirement, illnes)		% of employees	16%	17%	19%	9,8%
Turnover		% of posts	**11%**	**10%**	**8%**	**-19,0%**
G.O. excluding resort		**No. of employees**	**280**	**268**	**295**	**10,1%**
Employee decision		% of employees	64%	63%	46%	-27,3%
Employer decision		% of employees	16%	15%	19%	27,2%
By mutual agreement		% of employees	10%	9%	9%	6,0%
Others (death, retirement, illnes)		% of employees	10%	13%	25%	100,4%
Turnover		% of posts	**11%**	**10%**	**8%**	**-16,0%**
Permanents G.O.-G.E. resorts		**No. of employees**	**1077**	**1160**	**1152**	**-0,7%**
Employee decision		% of employees	43%	46%	40%	-12,9%
Employer decision		% of employees	34%	39%	49%	24,5%
By mutual agreement		% of employees	6%	3%	2%	-40,2%
Others (death, retirement, illnes)		% of employees	17%	12%	10%	-20,6%
Turnover		% d'affectations	**12%**	**14%**	**13%**	-9,6%
Seasonal G.O.-G.E. resorts		**No. of employees**	**4183**	**3785**	**3022**	**-20,2%**
Employee decision		% of employees	58%	52%	57%	9,8%
Employer decision		% of employees	15%	19%	19%	0,5%
By mutual agreement		% of employees	10%	11%	3%	-73,3%
Others (death, retirement, illnes)		% of employees	17%	19%	22%	14,2%
Turnover		% of posts	**10%**	**9%**	**7%**	-23,6%
Payroll (worldwide)						
Excluding resorts		In M€ constant rate	(178,8)	(190,0)	(191,0)	0,5%
resorts		In M€ constant rate	(248,4)	(260,7)	(262,0)	0,5%
Global		In M€ constant rate	**(427,2)**	**(450,7)**	**(453,0)**	**0,5%**
Payroll as a percentage of sales			**23%**	**24%**	**21%**	**-9,7%**

CSR SOCIAL DATA (Reporting on fiscal year Jan. 1, 2025 to Dec. 31, 2025)

G.O.-G.E. Absenteeism		Unit	2023	2024	2025	Evol. Vs 2024
Absenteeism of G.O.-G.E. (%)						
Absenteeism rate (%)		**% of FTE**	**1,7%**	**1,6%**	**1,7%**	**+0,1 pts**
Total lenght		in days	98 953	98 593	100 815	2,3%
of which % illness			59%	63%	73%	+10 pts
of which % workplace accident (commute or work)			8%	7%	8%	+1 pts
of which % others	2		33%	30%	19%	-11 pts
G.O.-G.E. Permanent in resorts (%)						
Absenteeism rate (%)		**% of FTE**	**1,8%**	**2,2%**	**2,0%**	**-0,2 pts**
Total lenght		in days	32 421	38 682	36 401	-5,9%
of which % illness			70%	76%	78%	2,8%
of which % workplace accident (commute or work)			10%	6%	8%	+2 pts
of which % others	2		19%	18%	14%	-4 pts
G.O.-G.E. Seasonal in resorts (%)						
Absenteeism rate (%)		**% of FTE**	**1,4%**	**1,3%**	**1,6%**	**+0,3 pts**
Total lenght		in days	48 249	43 659	51 142	17,1%
of which % illness			53%	54%	65%	21,1%
of which % workplace accident (commute or work)			8%	11%	9%	-2 pts
of which % others	2		39%	35%	26%	-9 pts
G.O.-G.E. Permanent out of resorts (%)						
Absenteeism rate (%)		**% of FTE**	**2,5%**	**2,1%**	**1,8%**	**-0,3 pts**
Total lenght		in days	17 900	15 849	12 955	-18,3%
of which % illness			55%	58%	92%	+34 pts
of which % workplace accident (commute or work)			1%	1%	4%	+3 pts
of which % others	2		43%	41%	5%	-36 pts
G.O.-G.E. Seasonal out of resorts (%)						
Absenteeism rate (%)		**% of FTE**	**1,7%**	**1,8%**	**0,5%**	**-1,3 pts**
Total lenght		in days	383	404	317	-21,5%
of which % illness			90%	85%	70%	-15 pts
of which % workplace accident (commute or work)			0%	0%	4%	+4 pts
of which % others	2		10%	15%	26%	+11 pts
G.O.-G.E. Accidentology						
Severity		in no. of days	**0,20**	**0,19**	**0,35**	**84,2%**
Frequency rate		in periods of sickness	**15,04**	**16,34**	**19,77**	21,0%
Taux Absenteeism rate (%)		% of FTE	0,13%	0,12%	0,23%	+0,11 pts
Total lenght		in days	7 642	7 283	13 694	88,0%
nb periods od sickness			565	622	779	25,2%
of which % illness			0%	0%	0%	
of which % workplace accident (commute or work)			100%	100%	100%	
People out of resorts						
Total lenght		in days	252	148	36	-75,7%
nb periods od sickness			12	15	6	-60,0%
People in resorts						
Total lenght		in days	7 390	7 135	13 658	91,4%
nb periods od sickness			553	607	773	27,3%
SKILLS DEVELOPMENT- Worldwide						
Number of employees having received training			18 379	18 980	19 357	2,0%
Number of trainees		nb sessions x employees	79 457	78 112	96 896	24,0%
Number of training hours	3	No. of theorical hours	279 923	255 707	316 045	23,6%
of which % Europe Africa			63%	61%	54%	-7 pts
of which % Américas			28%	26%	31%	+5 pts
of which % Asia			9%	13%	15%	+2 pts
% of G.O.-G.E. having received training	4					
Shared of trained G.O.-G.E.		% of no. of employees	60%	63%	65%	+2 pts
Shared of trained GO® excluding resorts		% of no. of employees	44%	53%	48%	-5 pts
Shared of trained GO® resorts		% of no. of employees	81%	83%	88%	+5 pts
Shared of trained GE resorts		% of no. of employees	45%	48%	50%	+2 pts
Shared of trained G.O.-G.E. resorts		% of no. of employees	61%	63%	67%	+4 pts
EGAL OPPORTUNITY (resorts scope)						
Professional mobility						
% of female G.O.-G.E. subject to professional mobility		% of no. of employees	15%	15%	14%	-1 pts
% of male G.O.-G.E. subject to professional mobility		% of no. of employees	16%	15%	15%	+0 pts
Greographic mobility						
% of female G.O.-G.E. subject to geografical mobility		% of no. of posts	35%	34%	36%	+2 pts
% of male G.O.-G.E. subject to geografical mobility		% of no. of posts	34%	33%	33%	+0 pts
Training						
% trained female G.O.-G.E.		% of no. of employees	61%	63%	65%	+2 pts
% trained male G.O.-G.E.		% of no. of employees	61%	63%	65%	+2 pts
Managers						
% of women G.O. RDS & CDV	5	% of FTE	16%	16%	17%	+2 pts
% of men G.O. RDS & CDV		% of FTE	19%	17%	18%	+1 pts
Percentage of G.O.-G.E. women in LC (worldwide)	6	% of FTE	44%	42%	43%	+1 pts

Notes:

2. 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).

3. Rate calculation methods are specified in the note on methodology *(➡ see section 5.1. below)*.
4. The theoretical length (in hours) is the number of hours set aside for the training.
5. 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.
6. SM-VM: Service/Activity Managers and resort Managers.
7. 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).

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 Resorts worldwide, operated for at least one season during the year in question**.

Since 2012, **100% of the Resorts** 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 Resorts that are not operated but remain in the Club Med portfolio and are therefore maintained;
- periods when a resort is not operated by Club Med but by a third party.

However, **consumption during off-season periods** (including those related to Resort 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 UL360 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 Energy Security and Net Zero (DESNZ) (formerly BEIS) - 2024 v1.4 (AR5 Applied) for Scope 1 fossil fuels;
- Ademe Base Carbone 23.6 v1.2 for electricity in France;
- International Energy Agency (IEA) 2025 v1.2 (AR6 Applied) for electricity outside France.

Refrigerant gases: Monitoring of annual recharges (kg) by type of refrigerant in resort air conditioning systems, then conversion into GHG emissions using data from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report - Report - 100yr GWP (2021) V1.9 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 Energy Security and Net Zero (DESNZ) (formerly BEIS) - 2024 v1.4 (AR5 Applied). Estimated round trip distances (km) travelled by G.M using the departure city and arrival resort. Unlike in previous years, the 2025 greenhouse gas (GHG) calculations include emissions from clients' round-trip flights (excluding domestic flights) for Club Med Discovery Tours.
- **Customers not transported by Club Med**: Estimated round-trip distance travelled (km) by non-transported customers based on their country of departure and resort of arrival, converted into GHG emissions using emissions factors from the Dept. for Energy Security and Net Zero (DESNZ) (formerly BEIS) - 2024 v1.4 database (AR5 Applied) and Ademe for the TGV. Unlike in previous years, the 2025 greenhouse gas (GHG) calculations include emissions from clients' round-trip flights (excluding domestic flights) for Club Med Discovery Tours.
- **Food**: Collection of the quantities of food consumed in a sample of resorts (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.

Procurement of Cage-free eggs

Details by business unit and country, including targets

		2024	2025		
BU	**Country**	**% Cage Free Eggs**	**% Cage Free Eggs**		**Target year (100% Cage free eggs)**
EMEA	France	92,7%	**98,3%**		**2025**
EMEA	Greece	96,0%	**97,0%**		**2025**
EMEA	Guadeloupe	96,8%	**29,9%**		**2027**
EMEA	Italy	99,0%	**78,3%**		**2025**
EMEA	Martinique	87,0%	**35,0%**		**2027**
EMEA	Mauritius	28,1%	**13,5%**		**2027**
EMEA	Morocco	0,0%	**0,0%**		**2027**
EMEA	Portugal	100,0%	**99,9%**		**2025**
EMEA	Senegal	0,0%	**0,0%**		**2027**
EMEA	Seychelles	20,8%	**19,4%**		**2027**
EMEA	Spain	72,0%	**81,7%**		**2025**
EMEA	Switzerland	100,0%	**87,7%**		**2025**
EMEA	Tunisia	0,0%	**0,0%**		**2027**
EMEA	Turkey	0,0%	**0,0%**		**2027**
Total EMEA		**71,3%**	**64,1%**		
NAM	Bahamas	0,0%	**37,5%**		**2027**
NAM	Canada	100,0%	**95,7%**		**2027**
NAM	Dominican Republic	0,0%	**100,0%**		**2027**
NAM	Mexico	60,0%	**77,0%**		**2027**
NAM	Turks & Caicos Islands	0,0%	**80,5%**		**2027**
Total NAM		**31,3%**	**77,9%**		
SAM	Brazil	68,0%	**80,4%**		**2025**
Total SAM		**68,0%**	**80,3%**		
GC	China	2,1%	**10,9%**		**2027**
Total GC		**2,1%**	**10,9%**		
ESAP	Indonesia	0,0%	**0,0%**		**2027**
ESAP	Japan	0,0%	**0,0%**		**2027**
ESAP	Malaysia	0,4%	**0,0%**		**2027**
ESAP	Maldives	10,0%	**21,3%**		**2027**
ESAP	Thailand	9,0%	**32,8%**		**2027**
Total ESAP		**3,2%**	**8,3%**		
Total WW		**51,0%**	**56,3%**		**100% en 2027**

CSR ENVIRONMENTAL DATA

Reporting on fiscal year from Jan. 1, 2025 to Dec. 31, 2025

	note	Unit	2023	2024	2025	2025 vs. 2023	2025 vs 2024
SCOPE OF ENVIROMENTAL REPORTING							
World resorts operated (excl. boats)	1	number of resorts	65	67	64		
World resorts included in the reporting		number of resorts	65	67	64		
resort coverage of report		% of resorts	100%	1	1		
Club Med 2 boat included in reporting			yes	yes	yes		
Total Hotel Nights(HN) of the reporting scope	2		7 627	7 858	7 653	0%	-3%
Hotel Day Capacity (HDC) of the reporting scope	3	thousands	13 523	13 914	13 625	1%	-2%
Occupied Rooms (OR) of the reporting scope		thousands	3 454	3 395	3 523	2%	4%
ECO-CERTIFICATION							
New resorts & main renovations eco-certified in construction		% of resorts	75%	100%	100%	+25 pts	+0 pts
Share of the eligible resorts Green Globe eco-certifed		% of resorts	86%	86%	97%	+11 pts	+11 pts
WASTE							
resorts tracking of quantities (coverage)		**% of resorts**	**63%**	**63%**	**63%**	**+0 pts**	**+0 pts**
Waste directed to disposal per HN	2 & 6	**kg / HN**	1,3	1,4	1,6		
Coverage of waste reporting in weight		*% of HN*	*37%*	*40%*	*44%*		
Hazardous waste for treatment per HN	2 & 6		0,076	0,094	0,1		
Biowaste per HN	2 & 6		1,0	1,3	1,1		
Waste sent to a recycling chain by HN	2 & 6	**kg / HN**	0,5	0,5	0,7		
Coverage of waste reporting in weight		*% of HN*	*72%*	*78%*	*77%*		
Rate of waste recycled and treated		**% tons**	**55%**	**57%**	**53%**	**-2 pts**	**-5 pts**
Share of resorts using recycling or treatment channels: see chart in section 2.3							
WATER							
Surface water		1000 m3	255	254	279		
Fresh goundwater		1000 m3	1 488	1 687	1 634		
Osmosis groundwater		1000 m3	19	19	11		
Sea water		1000 m3	331	401	446		
third-party water		1000 m3	3 924	4 205	3 918		
Recycled water purchased		1000 m3	153	146	163		
Total water withdrawn		**1000 m3**	**6 170**	**6 712**	**6 451**	**4,6%**	**-3,9%**
Water withdrawn in hight water stress regions	**4**	**1000 m3**	**1 897**	**2 666**	2 573	35,6%	-3,5%
Water recycled and reused in resorts		1000 m3	803	777	862	7,4%	10,9%
% of water recycled and reused		**%**	**13%**	**12%**	**13%**	**+0 pts**	**+2 pts**
Water withdrawn by M€ of net revenue		**1000 m3 / M€**	**3,330**	**3,512**	**3,334**	**0,1%**	**-5,1%**
ADDITIONAL RATIOS							
Water withdrawn by Hotel Night (HN)	2	**m3**	**0,809**	**0,854**	**0,843**	**4,1%**	**-1,3%**
Water withdrawn by Hotel Day Capacity (HDC)	3	m3	0,457	0,482	0,473	3,5%	-1,8%
Water withdrawn by Occupied Room (OR)		m3	1,787	1,977	1,831	2,4%	-7,4%
Water stress: water withdrawn per HDC (excl. golf)	3	**m3**	**0,553**	**0,570**	**0,599**	**8,2%**	**5,1%**
Water stress: water withdrawn per OR (excl. golf)		**m3**	**2,222**	**2,095**	**1,615**	**-27,3%**	**-22,9%**
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	39%	42%	42%		
Surface area of resorts < 3 km from a protected area		% ha	19%	22%	22%		
Interior footprint of building resorts		% ha	7%	7%	7%		
Natural space maintained within the resorts		% ha	43%	45%	53%		
resorts using no nitorgen fertilizers or outdoor pesticides		% of resorts	57%	67%	65%		
resorts using biological treatment		% of resorts	51%	55%	57%		

	note	Unit	2019	2022	2023	2024	2025	2025 vs. 2023	2025 vs 2024
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	131 878		
Gas-related energy		MWh	86 060	81 209	84 919	97 803	85 429		
Direct fossil energy		**MWh**	**211 443**	**207 350**	**218 521**	**227 204**	**217 307**	**-0,6%**	**-4,4%**
Electricity purchased (excluding renewable energy certificates)		MWhef	211 885	209 862	217 404	245 390	101 921		
Urban heat purchased		MWh	3 793	1 233	1 361	1 295	1 317		
Indirect fossil fuels (electricity, district heat, etc.)	**10**	**MWh**	**215 679**	**211 095**	**218 766**	**143 718**	**103 237**	**-52,8%**	**-28,2%**
Total fossil fuels		**MWh**	**427 122**	**418 446**	**437 287**	**370 923**	**320 544**		
Rate of non-renewable energy		**%**	**90%**	**89%**	**88%**	**72%**	**65%**		
Biomass (wood-pellet)		MWh	2 269	2 760	2 884	2 199	1 378		
Purchased green electricity (RE certificate + PV)		MWhef	41 667	47 839	55 089	113 915	161 257		
Self-generated green electricity (PV+hydro)		MWh	954	962	1 166	1 064	1 616		
Total renewable energy consumed		**MWh**	**44 891**	**51 561**	**59 139**	**117 178**	**164 251**	**177,7%**	**40,2%**
Rate of renewable energy consumed		**en % de MWh**	**10%**	**11%**	**12%**	**23%**	**34%**		
Rate of electricity from renewable sources		**in % of MWh**	**17%**	**19%**	**21%**	**32%**	**62%**	**+41 pts**	**+30 pts**
TOTAL ENERGY CONSUMED		**MWh**	**472 013**	**470 007**	**496 426**	**516 302**	**489 452**	**-1,4%**	**-5,2%**
ENERGY INTENSITY									
... € net income		**kWh / €**	**0,291**	**0,289**	**0,268**	**0,270**	**0,253**	**-5,6%**	**-6,4%**
ADDITIONAL RATIOS									
Building energy consumed per night		**kWh**	**54,1**	**64,2**	**60,4**	**62,6**	**60,3**	**-0,1%**	**-3,7%**
... per capacity (in overnight stays)		kWh	32,7	33,9	34,1	35,4	33,9	-0,5%	-4,2%
... per room sold		kWh	117,7	140,9	133,3	144,9	131,0	-1,8%	-9,6%
Surface area of solar panels (thermal +PV)		m2	-	19 677	16 727	21 988	24 279		
Share of energy in total purchases (Group)		**in % of €**	**3,3%**	**4,3%**	**4,1%**	**4,8%**	**4,8%**	**+1 pts**	**+0 pts**
GREENHOUSE GAS EMISSIONS (compliant with GHG Protocol and CSRD)	5								
SCOPES 1+2 emissions (GHG Protocol)									
Direct GHG emissions from stationary combustion sources (buildings)		t eCO2	31 461	32 546	33 991	37 516	**36 189**		
GHG from mobile combustion sources (vehicles and boats)		t eCO2	2 833	2 283	1 928	2 110	2 037		
Direct fugitive GHG (refrigerant gases)		t eCO2	18 871	22 794	20 154	19 847	17 167		
Direct GHG from Club Med boat		t eCO2	15 738	14 486	15 743	14 388	13 753		
Total direct emissions (scope 1)		**t eCO2**	**68 903**	**72 109**	**71 815**	**73 860**	**69 147**	**-3,7%**	**-6,4%**
Indirect GHG emissions from district heating		t eCO2	784	461	509	485	493		
GHG emissions from purchased electricity (based on location)		t eCO2	103 721	104 016	112 029	121 108	105 766		
GHG emissions from purchased electricity (market-based)		t eCO2	101 980	100 778	108 102	117 409	80 526		
Total indirect emissions (scope 2) based on location		**t eCO2**	**104 505**	**104 478**	**112 538**	**121 592**	**106 258**	**-5,6%**	**-12,6%**
Total indirect emissions (scope 2) based on the market		**t eCO2**	**102 763**	**101 240**	**108 612**	**117 894**	**81 019**	**-25,4%**	**-31,3%**
SCOPE 3 emissions (GHG Protocol)	7								
Transported GM travel (upstream 1)	8	t eCO2	654 649	478 408	498 054	497 946	404 645	-18,8%	-18,7%
Food purchases (upstream 1)		t eCO2	175 860	169 748	187 381	189 650	186 872	-0,3%	-1,5%
of which meat		*t eCO2*	*73 267*	*77 349*	*83 659*	*82 787*	*82 786*	-1,0%	0,0%
Network water purchases (upstream 1)		t eCO2	483	462	518	555	517	-0,2%	-6,9%
Other goods and services purchased (upstream 1)	9	t eCO2	**76 995**	**80 632**	94 571	97 559	111 709	18,1%	14,5%
Total GHG emissions linked to goods and services purchased (upstream 1)		**t eCO2**	**907 988**	**729 250**	**780 524**	**785 710**	**703 743**	**-9,8%**	**-10,4%**
Emissions linked to fuels and energy (upstream 3)		**t eCO2**	**31 307**	**37 053**	**39 304**	**39 303**	**31 472**	**-19,9%**	**-19,9%**
Freight and purchasing logistics (upstream 4)		**t eCO2**	**5 660**	**nd**	**nd**	**nd**	**nd**		
Waste generated in operations (upstream 5)	**11**	**t eCO2**	**18 163**	**10 362**	**9 227**	**10 246**	**10 710**	**16,1%**	**4,5%**
Business travel (upstream 6)	**12**	**t eCO2**	**13 016**	**17 304**	**19 962**	**23 686**	**12 995**	**-34,9%**	**-45,1%**
Commuting (upstream 7)		**t eCO2**	**20 200**	**21 720**	**19 832**	**21 688**	**21 640**	**9,1%**	**-0,2%**
Total indirect emissions (scope 3)		**t eCO2**	**817 232**	**587 418**	**868 849**	**880 634**	**780 559**	**-10,2%**	**-11,4%**
Non-transported GM travel (non-GHG Protocol)	8	t eCO2	996 335	815 690	810 883	929 496	796 163	-1,1%	-13,7%
TOTAL GHG EMISSIONS BASED ON LOCATION		**t eCO2**	**1 986 974**	**1 579 694**	**1 864 086**	**2 005 582**	**1 752 127**	**-6,0%**	**-12,6%**
TOTAL GHG EMISSIONS BASED ON MARKET		**t eCO2**	**1 985 233**	**1 576 456**	**1 860 160**	**2 001 883**	**1 726 887**	**-7,2%**	**-13,7%**
GHG INTENSITY									
Location-based intensity (scope 1+2+3) on net income		**t eCO2 / M€**	**1 224**	**971**	**1 006**	**1 049**	**905**	**-10,0%**	**-13,7%**
Market-based intensity (scope 1+2+3) based on net income		**t eCO2 / M€**	**1 223**	**969**	**1 004**	**1 048**	**892**	**-11,1%**	**-14,8%**
ADDITIONAL INDICATORS									
Building energy emissions		teq CO2	134 224	133 785	142 603	155 409	117 208	**-17,8%**	**-24,6%**
Carbon intensity (building energy)									
... per overnight stay	2	Kg eCO2	16,8	19,7	18,7	19,8	15,3	-18,3%	-22,8%
... per capacity (in overnight stays)	3	Kg eCO2	10,2	10,4	10,5	11,2	8,6	-18,6%	-23,1%
Total market-based emissions (scopes 1+2)		**teq CO2**	**171 666**	**173 348**	**180 427**	**191 754**	**150 165**	**-16,8%**	**4,1%**
Market-based carbon intensity (scopes 1+2)			-	-	-				
... per overnight stay	2	Kg eCO2	21,5	25,5	23,7	24,4	19,6	-17,3%	-19,8%
... per capacity (in overnight stays)	3	Kg eCO2	13,0	13,5	13,3	13,8	11,0	-17,4%	-20,0%
... per room sold		Kg eCO2	46,8	56,0	52,2	56,5	42,6	-18,4%	-24,5%
rate of GM transported by Club Med		**%**	**33%**	**27%**	**25%**	**24%**	**25%**	0,9%	6,2%

Notes:

1. Resorts (excluding cruise ships) operated during the financial year, whether the activity is managed directly by Club Med or not (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. *(º See details and mapping in § 4.3.1)*.
5. GHG Protocol; emission factors sourced from the ADEME / Bilan Carbone databases, DESNZ (for transport) and the IEA (for country-specific electricity).
6. Monitoring restricted to resorts with monitoring by weight provided by the service provider.
7. The Scope 3 calculation methodology was reviewed with EcoAct in 2019 and 2020.
8. Update of air transport emission factors in the DESNZ database (2025 update), resulting in a decrease in reported GHG emissions related to transported G.M.
9. Change in the procurement data extraction tool during 2025, resulting in changes to total amounts.
10. Also includes purchased electricity of nuclear origin (not differentiated).
11. Based on an extrapolation of waste volumes according to the coverage rate.
12. Change in the business travel management tool, now covering a more limited scope, combined with the update of emission factors from the DESNZ database, resulting in a decrease in reported GHG emissions related to business travel.

7.4 CSR correspondence tables

7.4.1 CSR Reporting

Cross table with Standards ESRS[1] from CSRD[2]

ESRS disclosures requirements	chapter of the CSR Report 2025
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

[1] *European Sustainability Reporting Standards.*

[2] *Corporate Sustainability Reporting Directive.*

ESRS disclosures requirements	chapter of the CSR Report 2025
	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	
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”
E2-3 – Targets related to pollution	2.3.3.1. Reduce and recycle waste 2.5.2. Managing impacts on biodiversity and ecosystems - Treatment of green spaces towards “zero phytosanitary”
E2-4 – Pollution of air, water and soil	2.3. Pollution and waste management

ESRS disclosures requirements	chapter of the CSR Report 2025
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	
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	
IRO-1 – Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	2.3.1. Risks and challenges related to pollution and waste 2.3.2. Preventing pollution
E5-1 – Policies related to resource use and circular economy	2.6.2. Raising awareness among G.M 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 G.M 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	
E5-6 – Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	
2 SBM-2 – Interests and views of stakeholders	3.3. Social dialogue

ESRS disclosures requirements	chapter of the CSR Report 2025
	3.4.3. Well-being at work
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
S1-1 – Policies related to own workforce	3. SOCIAL REPORT
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	
ESRS S2 - WORKERS IN THE VALUE CHAIN	
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	

ESRS disclosures requirements	chapter of the CSR Report 2025
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
S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	
ESRS S3 - AFFECTED COMMUNITIES	
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	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 Resorts
S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	
ESRS G1 - BUSINESS CONDUCT	
ESRS 2 GOV-1 – The role of the administrative, supervisory and management bodies	
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	

ESRS disclosures requirements	chapter of the CSR Report 2025
G1-6 – Payment practices	

Cross table with GRI[1] Standards

2021 GRI CSR disclosures	chapter of the CSR Report 2025
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 G.M awareness and train G.O-G.E 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 2025
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 2025
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 SDG 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	

2021 GRI CSR disclosures	chapter of the CSR Report 2025
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. Working time Organization - 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

2021 GRI CSR disclosures	chapter of the CSR Report 2025
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 – G.M 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

7.5 Glossary

Activity

The activity is divided into three BUs:

- Europe, the Middle East and Africa:
  - EMEA market
  - EMEA operations
- Americas:
  - NAM: commercial BU and resorts in North America
  - SAM: commercial BU and resorts in South America
- Asia (APAC):
  - ESAP: commercial BU and resorts in Southeast Asia and the Pacific (Japan, Australia, New Zealand, Singapore, South Korea, Malaysia, Thailand, India, Indonesia)
  - GC: Greater China: commercial BU and resorts in China, Taiwan and Hong Kong

Hotel capacity available for sale is expressed in hotel-days (HD).

It is calculated by multiplying the total hotel capacity of each resort by the number of days the resort is open during the reporting period.

ESRS : European Sustainability Reporting Standards, issued under the Corporate Sustainability Reporting Directive (CSRD)

- E1.....ESRS E1 – Climate change E1
- E2.....ESRS E2 – Pollution E2
- E3.....ESRS E3 - Water and marine resources E3
- E4.....ESRS E4 - Biodiversity and ecosystems E4
- E5.....ESRS E5 - Resource use and circular economy E5
- S1.....ESRS S1 - Own workforce S1
- S2.....ESRS S2 - Workers in the value chain S2
- S3.....ESRS S3 – Affected communities S3
- S4.....ESRS S4 - Consumers and end-users S4
- G1.....ESRS G1 - Business conduct G1

BREEAM.... Building Research Establishment Environmental Assessment Methodology

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 resort is open

CMSAS ..... Club Med SAS

CSR..... Corporate Social Responsibility

DESNZ ..... Dept. for Energy Security and Net Zero (UK

Employee accounting measure
Different to Manpower which corresponds to the number of registered employees

ESRS ..... European Sustainability Reporting Standards

FTE..... Full Time Equivalent

G.E ..... A *Gentil Employé* is a Club Méditerranée employee, originating in the country where the resort is located. Their job is in a fixed location, and they have a status different from that of a G.O

GHG ..... Greenhouse Gas

GG..... Green Globe Certification

G.M ..... *Gentil Membre* : Club Med customer

GMT ..... *GM Transporté*: Club Med customer having purchased a holiday package including transport

GMVV..... G.M Village-Village : Club Med customer who purchased a stay without transportation (arrival at and departure from the resort)

G.O..... *Gentil Organisateur*: a Club Med employee in direct contact with customers. A G.O is above all a link creator within the resort

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

Resorts 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

Club Med

11 rue de Cambrai 75957 F-Paris Cedex 19 ◆ France
Tél. +33 1 53 35 35 53 ◆ Fax +33 1 53 35 36 16 ◆ www.clubmed.fr

Société par Actions Simplifiée (simplified joint stock corporation) with share capital of 149 704 804 €
572 185 684 RCS Paris ◆ Licence IM075100307 ◆ TVA intracom FR56 572185684
RCP n° AA.992.497 GENERALI ASSURANCES IARD ◆ 2 rue Pillet-Will F-75009 Paris
Garantie Financière APS ◆ 15 avenue Carnot F-75017 Paris