



# CSR REPORT

- 2025

CHATEAUFORM  
NUMBER 1 FOR SEMINARS IN EUROPE



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## Introduction

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## 2025 Highlights

In 2025, our teams across all Houses welcomed almost 613,000 participants during 15,668 seminars and events. A total of 5,180 companies entrusted us with their meetings! With a satisfaction rate of 96.4%, turnover of €249.5 million excluding IME and CERAN, 2025 figures show slight growth on the previous year. A huge thank you to all Chateauform teams, whose passion and dedication bring added warmth to every gathering.

### **Because, yes, our Talents are our greatest asset!**

In 2025, 409 Talents joined us. And our overall workplace happiness index, for all Talents put together, reached 84.5% this year.

2025 was marked by two outstanding openings for Inside: Campus Engie and Tour Carpe Diem.

These new locations have strengthened our presence, bringing the Inside community to 282 talented professionals who work every day alongside our Clients to bring added warmth to their offices.

2025 also saw the opening of 2 new seminar houses in Germany: Schloss Fürstlich Drehna and Starnberger See. At the end of 2025, the German teams had 256 Talents.

Finally, in Paris, Chateauform welcomed a new exceptional venue at the beginning of January 2025 with the opening of 3 Mazarium, located within the Institut de France. An emblematic place, steeped in history.

This year also saw the closure of Chateauform City Liège (Paris) and Montagne Alternative (Switzerland).

2025 marks the completion of the first cycle of our Mission. The publication of our third Mission Report highlights the progress achieved across the Group in delivering on our ambitious commitments. These achievements were positively recognized by Saint Front, the independent firm responsible for auditing our Mission.

Finally, the high-impact projects launched in 2024 continued to gain momentum throughout 2025. These included the Regen'Ronqueux initiative, dedicated to regenerative practices, and the expansion of market gardening at Chateauform Mareil-le-Guyon (Yvelines), developed in partnership with Grand Jardin.



## Éditorial by Claire Schwartz - Head of Impact & Mission

### Backlash or not backlash?

« You know, CSR may be less in vogue today, and there is a sense that momentum could slow down. However, we did not engage with these topics because they were a passing trend, but out of conviction. We are a mission-driven company, and we must continue to act with consistency and rigour — even if our customers were to lower their requirements. »

**Gérald COUTAUDIER**  
Managing Director Chateauform  
Janua 2025

**Indeed, we might have expected a significant slowdown in CSR momentum this year**, following the Omnibus bill aimed at easing regulatory requirements for European companies engaged in the ecological transition. However, within the Chateauform ecosystem, no such decline has been observed.

**As early as 2024, Chateauform chose to anticipate the requirements of the Corporate Sustainability Reporting Directive (CSRD)** by producing its first double materiality assessment, with the support of Tenzing Conseil. In 2025, the Group went further by conducting its first “mock” CSRD reporting exercise, with the support of the Ayming consulting firm.

Although recent regulatory developments have eased certain CSRD requirements and extended the timeline for the mandatory publication of our first report, our commitment remains unchanged. In fact, we have chosen to see the process through to the end, in order to be ready when the time comes, but above all to continue structuring our actions and transformation priorities.

**On the client side, no easing of CSR requirements has been observed.** The procurement departments of large groups are continuing to strengthen their responsible purchasing strategies, with well-established expectations around frameworks such as EcoVadis, CDP, ISO certifications, and net zero plans.

As a supplier, Chateauform is directly impacted by these requirements, which continuously drive us to improve. This progress is clearly tangible. Our EcoVadis rating has improved by 16 points, reflecting concrete progress in structuring and managing our commitments.

*Less  
regulation.  
more action!*

**In reality, the easing of non-financial reporting requirements allows us to focus our energy on action.** This is reflected in the many initiatives flourishing across our venues in France and across Europe.

Our mission remains our guiding compass, and our teams are the driving force behind our impact initiatives. We encourage them to show boldness and initiatives to support People, Localities and Living Beings..

This voluntary report aims to reflect and document these commitments.

Enjoy!

# Methodological note

## Regulatory references

No company within the Chateauform group is, to date, subject to the obligations of Decree No.2017-1265 relating to the declaration of non-financial performance as the Group consists of unlisted simplified joint-stock companies. In addition, the Group has benefited from the postponement of the obligations applicable under the CSRD.

However, as part of the Group's CSR approach and its ISO 20121 certification, Chateauform has wanted, for the past six years, to strengthen the visibility of its social, societal and environmental performance.

For the fifth consecutive year, Chateauform publishes a CSR report to present its CSR commitments and the results of 2025. At the end of the report, a summary of the indicators is presented as well as the correspondence with the 17 United Nations Sustainable Development Goals.

## Scope of reporting and data sources

This report covers all the activities of the Chateauform group in France and abroad, except for IME and CERAN.

The data presented comes from our internal systems (HR, financial, operational, environmental) and is consolidated by the CSR department in conjunction with the business departments. Environmental data (energy, water, waste, GHGs) are collected individually by each house and consolidated at group level.



Reporting  
inline with  
the CSRD  
requirements

## Anticipation of the CSRD

To anticipate the evolution of non-financial regulations, Chateauform was accompanied by Ayming to carry out its first Sustainability Report in accordance with CSRD (Corporate Sustainability Reporting Directive) requirements.

This «mock» report for 2024 has not been published. It aimed to assess the scope of the exercise and identify potential gaps between requirements and available data.

## About Chateauform

With **over 80 sites spread across present in 7 European countries** Chateauform is still, in 2025, the European leader in hosting seminars, training and corporate events. Since 1996, the Chateauform Group has been creating and bringing to life unique venues dedicated entirely to seminars, meetings, and corporate events — spaces where work and relaxation blend seamlessly, and where thoughtful reflection is encouraged. **The special Added Warmth our teams infuse into each meeting** enriches the value of these events.

Our Chateauform Inside teams are play a vital role. By bringing our expertise and personal touch directly to clients, Chateauform Inside has become a trusted partner for companies and organizations focused on employee well-being.

In addition, through our activities and the selection of our venues — châteaux, elegant mansions, and other historic landmarks — we contribute to the preservation of cultural heritage. The Chateauform Group comprises around a dozen operating companies (excluding IME & CERAN), each managing one or more sites. These companies, based in France and in the countries where the Group operates, are all controlled by the lead company, Chateauform Héritage SAS.

Chateauform Héritage SAS is a simplified joint-stock company governed by French corporate law, with its registered office at 49/51 rue Saint-Dominique in Paris (7th arrondissement). It is headed by a chairman and overseen by a Supervisory Committee of seven members representing the main shareholders. The Committee's responsibilities include approving the Group's annual accounts and pre-authorizing major strategic decisions — such as appointments of Directors, annual budget approvals, investments, restructuring (site openings or closures), external financing and/or guarantees, capital-related operations, and more.

In line with corporate law, shareholders meet at least once a year in a General Meeting to approve the accounts. They also convene to decide on all significant matters outlined in Chateauform Héritage SAS's articles of incorporation.

## 2025 Key figures



15 668

Number of seminars, training courses and events



612 858

Number of participants welcomed



277 M€

Sales (excluding IME & CERAN)



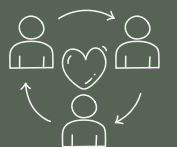
80 houses

Chateauform provides its clients with more than 80 Houses (including Inside sites i.e., on-site locations at our clients' premises).



7 countries

In 7 countries ((France, Germany, Italy, Spain, Switzerland, Belgium & Netherlands) between different experiences: In the country, in the city, at our clients' premises, for vacations (KMKJ)



2130 talents

(Of whom 409 recruited in 2025) who have served and pampered our customers this year.

# Business model

## Our mission as a compass.

Purpose: *The Chateauform Teams bring Added Warmth to every meeting, inspiring companies to unlock and showcase their Talents.*

### 3 well-being performance goals:

- › Cultivate our human-centred model
- › Inspire our clients as much as they inspire us
- › Foster respectful connections among people, localities, and living beings

### Strategic challenge:

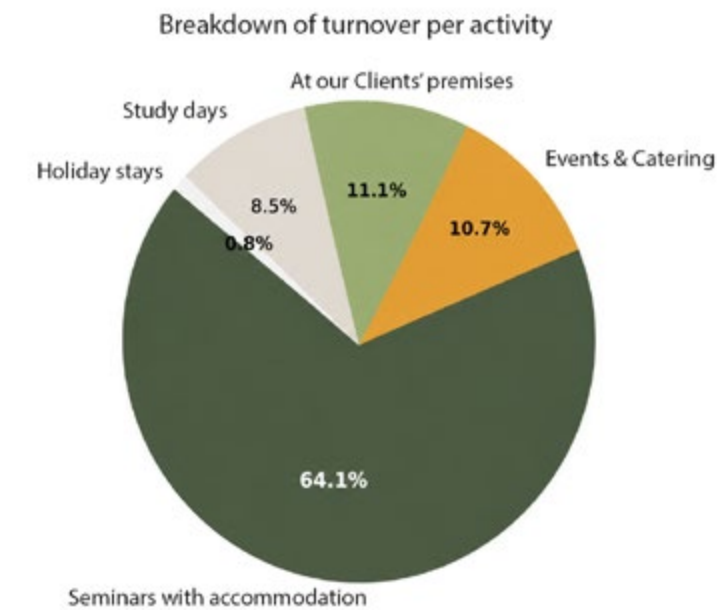
#### Bring added warmth to as many companies and participants as possible

- › More establishments all over Europe
- › Develop larger venues to accommodate larger teams
- › Strengthen our presence at clients' premises through Chateauform Inside
- › Deploy the right, well-trained and passionate Talents in the right roles to deliver Added Warmth.
- › Optimized occupancy rate
- › Enhanced client experience
- › Digital tools to facilitate the client and participant pathway
- › An enhanced safety culture

### Assets:

- › Our 2,130 Talents, across 7 countries, committed to our Mission and values
- › A strong brand with recognized expertise
- › Loyal clients spanning nearly 30 years
- › Unique venues and valued relationships with property owners
- › Human-centred management based on trust and autonomy promoting responsiveness and innovation
- › Loyal partners
- › Majority family shareholding

**Our value chain extends upstream** (food suppliers, energy, furniture, laundry, technical service providers, site owners), at the heart of our operations (the Houses and their teams), and downstream (client companies and participants in their events). It is on this value chain that read our impacts, risks and opportunities.



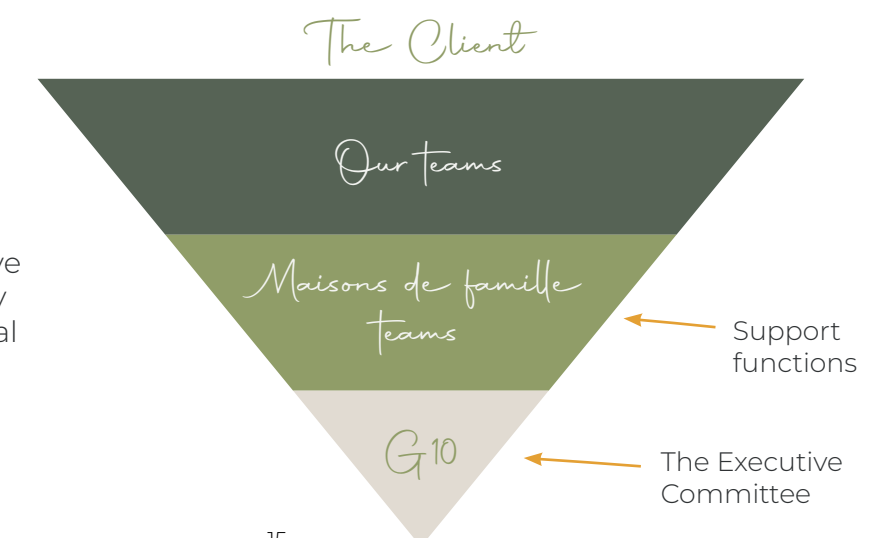
### Shared values:

- › For our Talents: a human-centre culture embodied and experienced across our 7 countries, built on values-based management. A learning organization to grow on a daily basis. (Target happiness at work index: 90%)
- › For suppliers and partners: ethical, transparent and win-win relationships. Towards 30% local and short circuit sourcing.
- › For the regions: direct and indirect jobs created in the areas where we are located. Numerous associative partnerships and solidarity actions throughout Europe.
- › For our clients: the satisfaction of our participants and our clients as a top priority, fair pricing with no surprises.
- › For the environment: protecting the natural heritage for which we are responsible. Concrete actions in favour of biodiversity and climate change mitigation.

### An inverted pyramid organization based on trust and autonomy

#### Our values

- ✧ Love of the client
- ✧ Boldness and initiative
- ✧ Integrity and Honesty
- ✧ Growth: both personal and collective
- ✧ Family spirit
- ✧ Efficiency



## CSR at the heart of our mission

By adopting the status of a mission-driven company in 2022, Chateauform formally **embedded its ESG commitments into its articles of association**.

Notably, two of the three mission objectives defined in the articles of association directly address the ESG priorities identified for the Group. (see Materiality matrix page 25)

Through this mission, Chateauform strives to maximize its positive impact. These desired outcomes are captured in the Impact Wheel. This wheel is shared with every Talent in the company and serves as a guiding framework for all operational and strategic decisions.



# ESG issues and CSR governance

## CSR management

The Group's CSR strategy is managed by the CSR Manager, Louis METAIS. Reporting to the Impact & Mission team. It oversees the operational deployment of the CSR approach, the various reports and steering of the Environment Committee.

## Mission ExCom

Composed of members of the Group's Board, the Mission ExCom meets 3 times a year to validate the main strategic orientations of the mission. In addition to these quarterly meetings, there is also a monthly alignment meeting between the Impact & Mission Manager and General Management.

## Commitment Committee

Composed of Talents representing the Company's various business lines and areas of expertise, its role is to make our mission tangible and operational. In principle it meets four times a year.

## Environment Committee

Headed by the CSR Manager, the Committee is composed of the Finance Director, the Heritage Manager, the Property Owner Relations Manager. The Committee meets 3 times a year to monitor the progress of the Group's environmental strategy.

## Singularities Committee

Created in 2023 to address Diversity and Inclusion topics, it is led by the Well-Being Performance Manager and is composed of Hosts and Maison de Famille Talents who meet periodically depending on the topics covered.

## Remuneration Observatory

Led by the Head of Well-Being Performance, the Remuneration Observatory brings together the company's Hosts and Maison de Famille Talents. Its missions are **to ensure consistency in total remuneration and its development, propose innovative solutions to stay aligned with evolving work trends, and provide Leaders with tools to take ownership of the Remuneration Principles.** Apart from the 2 days of annual face-to-face meetings, it meets on an ad hoc basis depending on the topics.

## Mission Committee

"The Mission Committee is distinct from other governance structures and includes at least one employee. Its sole responsibility is to oversee the fulfilment of the company's mission. The committee submits an annual report, appended to the management report, for approval at the shareholders' meeting. It has the authority to carry out any verifications it deems necessary and to access all relevant documentation for monitoring the mission's execution". The Chateauform Mission Committee meets 3 times a year.





CSR training: the cornerstone of talent engagement

Talents are introduced to CSR through various training programs:

- › **Onboarding for Maison de Famille Talents (head office) and field leaders:** the CSR mission and approach are presented by the Commitment Manager and the CSR Manager (total: 2.5 hours) at the induction seminar. This is an opportunity for new Talents to become familiar with Chateauform’s priority ESG issues. In 2025, 58 Talents were involved.
- › **In-person training (1 day) for Mission / CSR Ambassadors and House Leaders.** This training aims to outline the mission and CSR and give the necessary tools for the operational implementation of the mission action plan in Houses.
- › **In-person training (1/2 day) for sales teams.** The challenge of this training session is to give Key Account Managers, Seminar Advisers and Magic Planners theoretical and operational understanding of CSR and tools to support their clients in setting up responsible events. This training is also provided in English and in a remote online version for international teams.
- › **In workshops in the Houses:** during field visits, the CSR Manager leads interactive workshops with Talents. These sessions serve to recall the principles of CSR and to translate them into tangible actions in the Houses.

Number of Talents trained in CSR

(The figures refer only to structured, in-person courses lasting half a day to one full day ; they exclude shorter awareness sessions delivered during onboarding seminars or on-site workshops).

| Year                      | 2021 | 2022 | 2023 | 2024 | 2025 |
|---------------------------|------|------|------|------|------|
| Number of Talents trained | 35   | 139  | 137  | 42   | 30   |

This decrease in the number of Talents trained in CSR in 2024 is explained by the fact that most Leaders have already been trained in previous years and that the majority of Houses have at least 1 Mission & CSR ambassador trained on the subject. In addition, training for hosts has sometimes been replaced by accelerated, on-site one-on-one training, allowing for customization of content and greater agility in the organization.



# Listening to stakeholders and dual materiality analysis

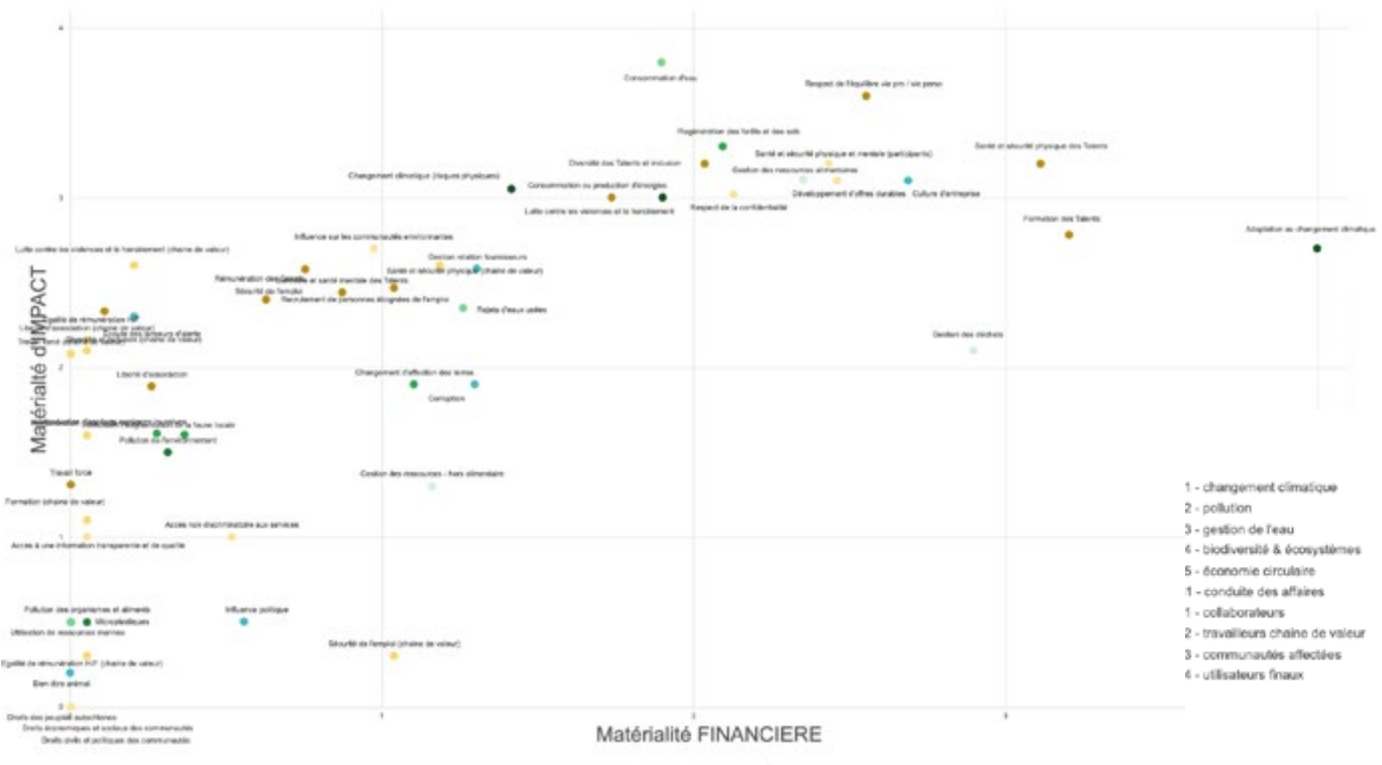
In 2024, we conducted our first dual materiality analysis, largely mobilizing our internal and external stakeholders. This approach has made it possible to identify the most material issues for our activity.

### Six major stakeholder families

To conduct this analysis, we identified and consulted six major families of stakeholders — those who make up our daily lives and those for whom our decisions have an impact. The table below summarizes, for each, the purpose of our dialogue and the modalities we mobilize.

| Stakeholder                                           | What we seek to build together                                                                                                | How we exchange                                                                                                                                              |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Our Talents                                           | Support professional development, strengthen skills, promote health and safety, and bring our people-centred culture to life. | Happiness at Work Index, regular interviews, keep in touch (monthly update on the group's news), Breakfasts, training, rituals, social dialogue forums, etc. |
| Our clients                                           | Offer a fluid and warm experience, and support their own commitments in terms of responsible meetings.                        | Love notes (satisfaction questionnaires), Feedback, Client Advisory Board (launched in May 2025), business reviews, etc.                                     |
| Our institutional partners (banks, investors, owners) | Ensure reliable and transparent information on our ESG and financial performance, and secure our investment projects.         | Financial and non-financial reporting, integration of ESG risks into analyses, dedicated meetings, ESG questions, multi-year interview plans, audits.        |
| Our commercial partners and suppliers                 | Ensure the quality of our services, reduce our environmental footprint, promote responsible purchasing and circularity.       | Supplier charter, business reviews, responsible selection, co-development of low-carbon solutions, pilot projects.                                           |
| Public authorities and local authorities              | Ensure regulatory compliance, support local employment and contribute to the dynamism of the regions.                         | Regulatory declarations, collaboration on local issues, development of local projects.                                                                       |
| New Talents and Candidates                            | Showcase our culture and commitments from the first contact, and keep our promises in the long term.                          | Website dedicated to recruitment, Talent testimonials, onboarding pathway (mobile school, onboarding seminar), Alumni Club.                                  |

### Materiality analysis 2024



### Summary of our impacts, risks and opportunities

| Issue               | Our main impact                                                                      | Key risk                                                                       | Key                                                                                 |
|---------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Climate: Mitigation | GHG emissions from our buildings travel and chain the Supply Decree.                 | Increase in energy costs, increased requirements of tertiary, loss of markets. | Differentiation through the hosting of low-carbon events and leadership in the MICE |
| Climate: Adaptation | Exposure of our Houses to physical hazards (floods, fires, droughts, clay removals). | Deterioration of real estate assets and increase in insurance costs.           | Strengthening resilience and business continuity, giving value to heritage assets.  |
| Water               | Consumption for kitchens, cleaning, irrigation, swimming pools.                      | Water stress in PACA and South-West, collection restrictions.                  | Water sustainability, greywater reuse, alternatives to conventional swimming pools. |
| Biodiversity        | Presence of several Houses in natural environments (forests, parks)                  | Deterioration of habitats, light pollution, heritage constraints               | Biodiversity management plans, environmental certifications, ecological restoration |
| Circular economy    | Production of packaging waste, bio-waste, equipment.                                 | Lack of sorting, contamination of flows, increase in treatment costs.          | 5-channel sorting, composting, reduction at source, pilot projects                  |
| Human capital       | 409 recruitments in 2025, human-centred culture, 84.5% Happiness at Work.            | Turnover, loss of attractiveness, disengagement.                               | Retention, ambassadors, Talent pride, quality of service.                           |
| Doing business      | Ethical charter, reporting, responsible purchasing, quality-safety of services.      | Lack of signing mechanisms, poor supplier practices, quality incidents.        | Stakeholder confidence, differentiating factor                                      |

# Risk management and internal controls

## Hazard identification

In 2024, the dual materiality analysis exercise allowed Chateauform to identify the social and environmental risks related to its activity:

- › Climate hazards (mitigation and adaptation),
- › Environmental issues (water, biodiversity, resources),
- › Social issues (human capital, health and safety, equality),
- › Governance issues (ethics, purchasing, compliance),
- › As well as related financial and reputational issues.

In 2025, these hazards were shared with the Company's Management to be gradually addressed as of 2026.

## Internal control mechanisms

Internal control relies on several complementary mechanisms:

- › An ethical charter, distributed to all employees,
- › An internal whistleblowing system accessible to all, in accordance with European regulations,
- › An ethics awareness program integrated into integration pathways,
- › Regular internal audits, supported by the monitoring of key indicators (alerts, training, HR reporting).

These points contribute to structuring and strengthening the Group's governance practices.

## Vigilance regarding the value chain

Particular attention is paid to suppliers, primarily on sensitive items (food, services, maintenance, real estate).

This approach is based in particular on:

- › A supplier charter incorporating environmental and social requirements,
- › The performance of targeted audits,
- › The implementation of progressive progress plans according to the targeted themes.

This work aims to gradually raise the level of requirements and the monitoring of practices

# Our ESG strategic pillars

## 2025 - Update of the Group's ESG Policy

Following the completion of its first dual materiality analysis in 2024, Chateauform updated its ESG policy, entitled ReSpEct Philosophy, aligned with the group's mission. From now on, it is divided into 3 pillars and 12 commitments:

### Create meetings respectful of Living Beings

- › Decarbonize our business and anticipate the consequences of climate change
- › Promote circularity to combat all forms of waste
- › Optimize our resource consumption
- › Contribute to regenerating biodiversity

### Cultivate our human-centred model

- › Guarantee the physical and mental health and safety of our Talents and of our clients
- › Promote the development and well-being of our Talents
- › Nurture our talents
- › Recognize our Talents in their uniqueness

### Maintain healthy and ethical relationships with all our partners and...

- › Innovate for and with our clients and partners to make a positive impact
- › Guarantee the respect and confidentiality of information and privacy
- › Promote responsible procurement
- › Fight all forms of corruption





## The 10 Commitments for meetings respecting People, Localities and Living Beings

*Align our Houses  
in the country  
throughout Europe  
around 10 stances*

Since the launch of the CSR strategy in 2019, Chateauform has chosen to leave full autonomy to the teams in the field, in the deployment of their sustainable development action plan.

Some stances have nevertheless been affirmed in a uniform manner to guarantee our clients a certain number of standards revolving around the 3 main pillars\* of a responsible event:

- Low Carbon Ambition
- Zero Waste Ambition
- Positive Social Impact

\* These pillars are those of the LEAD Label – Event Label with Sustainable Ambition – created by Green Événement and from which we draw inspiration.

**The House is committed to safety and to adhering to all compliance regulations relevant to its activities. It is also committed to a responsible and sustainable approach:**

- 1\_ The House sorts all its waste for recycling or recovery
- 2\_ The House does not use any disposable dishes
- 3\_ The House is equipped with water fountains and does not provide self-service plastic bottles
- 4\_ The Chef and their team are aware of the fight against food waste and adapt production based on activity
- 5\_ The House systematically offers a vegetarian dish as an alternative to animal protein
- 6\_ A net zero transport solution (public transport, bus or shuttle) is systematically communicated to the organizer
- 7\_ The House regularly monitors water & energy consumption with a view to reducing it
- 8\_ The House serves local produce every day and strongly showcases its partners
- 9\_ The House regularly uses ESATs (sheltered workshops) and/or participates in DuoDays (disability in the workplace awareness days)
- 10\_ The House does not use any pesticides and mows its green spaces responsibly

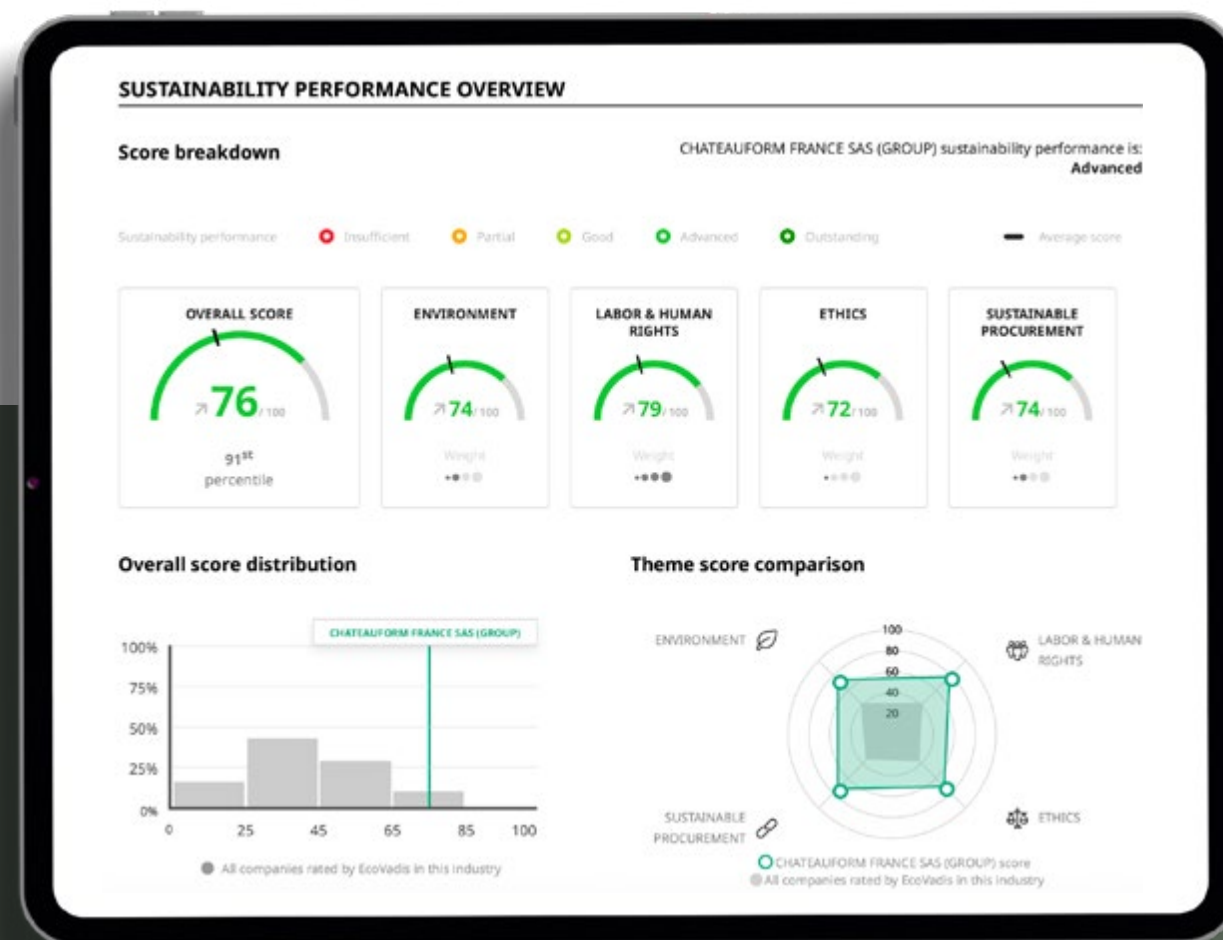
Each House is free and independent in the implementation of the 10 commitments, which its Hosts proudly uphold. This shared foundation, common to all the Houses, serves as a starting point from which each House is encouraged to go further by implementing innovative CSR initiatives that align with its identity and local roots.



## CSR performance

### *EcoVadis: significant results*

Since 2018, Chateauform has had its CSR performance evaluated by ECOVADIS. This approach is part its commitment to continuous improvement and to demonstrate the seriousness and seriousness of its commitment to its clients. This evaluation covers the France and international scope (excluding IME, CERAN and Nomad).



The EcoVadis evaluation carried out at the end of 2025 (the score of which was published at the beginning of 2026) shows a clear progress on all the pillars, with an improvement of +16 points in the overall score. This evolution can be explained in particular by the strengthening and structuring of several key components, in particular the cybersecurity policy, the improvement of supplier monitoring and evaluation, as well as the deployment of a more strictly formalized environmental policy. Progress has also been made in diversity and inclusion, occupational health and safety (OHS) and employee well-being.

## CSR performance

### *ISO 20121*

Since 2019, Chateauform has been ISO 20121 certified for its CSR management system. Initially applied to France activities, this certification was extended in 2022 to all the Group's activities, in France and internationally (excluding IME and CERAN).

The certification renewal process was initiated at the end of 2025 with a view to renewal for a period of three years with the AFNOR Certification firm, with effective implementation in February 2026.

The ISO 20121 standard is an international norm for responsible management dedicated to the event activity. It provides a framework and guidelines for integrating sustainable development issues into activities. Like any management standard (such as ISO 9001 or ISO 14001), it is based on the principle of continuous improvement.

The standard therefore does not expect a committed structure to achieve defined results, but to put in place the necessary tools to initiate a gradual improvement process and to improve its performance, social and environmental performance.





# 2

## ESG Strategic Pillars

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# Introduction

In this section, we will deal with all the ESG themes identified as material for Chateauform as well as priority regulatory topics. The section is structured as follows:

## Environment:

- › Climate (adaptation to climate change, physical consequences of climate change)
- › Natural resource management (energy consumption and production, water consumption)
- › Circular economy (food resource management, waste management)
- › Biodiversity (regeneration of forests, soils, waters)

## Social:

- › Social dialogue
- › Combating violence and harassment
- › Health and safety of Talents
- › Training and skills development
- › Work-life balance
- › Diversity and inclusion

## Business ethics:

- › Responsible procurement
- › Respect for confidentiality and privacy
- › Anti-corruption

Where possible, for each theme, we will present: commitments, actions implemented, indicators and outcomes.

# Environment

Chateauform's environmental strategy is based on 4 pillars and is led by the Environmental Committee headed by the CSR Manager.

## 4 environmental issues

### Climate: adaptation and mitigation:

Climate change has been a long-standing concern for Chateauform. It conducted its first regulatory Greenhouse Gas Emissions Assessment in 2011, followed by a second in 2020. It is now updated annually and covers all three scopes of emissions. This assessment is part of a broader decarbonization plan, detailed below. In addition to measuring and reducing emissions, Chateauform has also begun identifying the physical risks linked to the impacts of climate change. Adaptation plans will need to be developed.

### Natural resources management

In this area, two topics are priorities for Chateauform: energy management and water management. As essential resources for Chateauform's operations, energy and water must be managed responsibly. Since 2022, awareness initiatives and a resource sufficiency plan have been implemented. Further actions related to natural resource management are outlined in the sections below. However, the monitoring of water and energy consumption remains incomplete and could not be improved in 2025. Initiatives to improve the analysis of consumption and water need to be tested in 2026 at the Chateauform Regen'Ronqueux (78), before being deployed elsewhere.

### Circular economy:

A key issue in the events sector, the fight against food waste and effective waste management have been core priorities for Chateauform for several years. The actions set up include: setting up waste sorting in accordance with regulations, raising the awareness of chefs and kitchen teams to rework products and control quantities, food donations and partnership with Too Good To Go, organic recovery of bio-waste, and removal of plastic and single-use products. Our challenge is to maintain momentum and improve the quality of tracking.

### Biodiversity:

Identified as a subject in its own right, biodiversity is an area of work under development for Chateauform. While several initiatives have been undertaken over the past two years, their structuring is still being refined. The progress made at this stage remains progressive and has not yet fully achieved the ambitions initially envisaged. Nevertheless, this subject continues to be the subject of particular attention, with the continuation of targeted approaches on several Chateauform sites, in a logic of continuous improvement.

# Environment roadmap

## 2023

Overall:

- ☑ Identification of NFRD / CSRD / Taxonomy requirements
- ☑ ISO 20121 continuation
- ☑ LEAD continuation

Fluids management:

- ☑ Implementation of the energy consumption reduction plan
- ☐ Identification of energy production solutions (e.g. renewable energy, heat pumps, etc.)
- ☑ Expansion of the Energy Manager's mission internationally

Climate change:

- ☑ Carbon Assessment fulfilment
- ☑ Formalization of the decarbonization strategy and implementation

Circular economy:

- ☑ Deployment of water fountains in all Houses
- ☐ Introduction of waste reporting

Biodiversity:

- ☑ +1 market garden (Rosay)
- ☑ Defining a roadmap for our forests

## 2024

Overall:

- ☑ Preparation of CSRD compliance
- ☑ Implementation of the dual materiality matrix
- ☑ Participation in the CDP
- ☑ ISO 20121 continuation
- ☑ LEAD continuation

Fluids management:

- ☐ Regulatory energy audit
- ☐ Continuation of the plan to reduce energy consumption + renewable energies
- ☐ Water consumption diagnosis and reduction plan

Climate change:

- ☑ Decarbonization strategy implementation
- ☑ Extension of the scope of measurement to Spain
- ☑ Participation in the CDP

Circular economy:

- ☐ Improved waste reporting

Biodiversity:

- ☐ Deployment of 10 key actions for our forests by 2027
- ☐ Diagnosis and biodiversity action plan
- ☐ +2 market gardens

## 2025

Overall:

- ☑ Compliance with the NFRD/ CSRD based on current requirements
- ☑ Preparation of ISO 20121 renewal
- ☑ New participation in the CDP
- ☐ LEAD continuation and amplification

Fluids management:

- ☑ Continuation of the plan to reduce energy consumption + renewable energies
- ☐ Water consumption diagnosis and reduction plan

Climate change:

- ☑ Accelerating the operational deployment of the decarbonization plan

Circular economy:

- ☐ Improved waste reporting

Biodiversity:

- ☑ Continued deployment of the 10 key actions for our forests
- ☑ +1 market garden (Mareil)
- ☐ Identification and deployment of priority actions for the preservation and regeneration of biodiversity

## 2026

Overall:

- ☐ ISO20121 renewal with change of certification body: AFNOR
- ☐ New participation in the CDP
- ☐ Participation in the Convention des Entreprises pour le Climat (Ile de France route)
- ☐ Specification of environmental risk mapping

Fluids management:

- ☐ Creation of an AI agent to help manage water and energy consumption.
- ☐ Launch of pilot projects: Robot (water leak sensor) and Smart Impulse (monitoring of energy consumption)

Climate change:

- ☐ Recalculation of the decarbonization trajectory to make the data more reliable
- ☐ Continuation of the decarbonization plan
- ☐ Extension of the carbon assessment scope to Germany

Circular economy:

- ☐ Launch of a pilot with Take a Waste to improve waste management

Biodiversity:

- ☐ Creation of a guide to best practices for preserving biodiversity

\* The objectives in yellow are partially achieved and still in progress.

All the themes of the environmental action plan will be discussed on the following pages..



## Climate

### Performance of the carbon assessment and extension of the scope

Since 2022, Chateauform has been carrying out its Greenhouse Gas Emissions Assessment by integrating all scopes 1, 2 and 3. This approach covers all activities based in France and is updated annually.

In 2023, the scope was expanded with the integration of sites located in Spain. The extension to activities in Germany, initially envisaged in 2024 and then postponed, was initiated in 2025, with a gradual integration into the reporting scope.

The results of the carbon assessment presented in this report relate to financial year 2025.

At the same time, Chateauform is continuing its work to structure its climate approach, in line with its 2030 emission reduction objectives.

### Organizing the decarbonization roadmap

Analysis of the latest carbon consolidated assessments made it possible to identify the main emission items, in particular:

- › Participants' travel,
- › Purchases of goods and services, in particular food,
- › Energy consumption of buildings.

Based on these findings, Chateauform has gradually structured its low-carbon trajectory around three priority action pillars:

1. Management of sites (Scopes 1, 2 and 3)
2. Organization of lower impact seminars and events (scope 3)
3. The deployment of eco-responsible practices on a daily basis on all sites

These pillars support initiatives implemented across various locations, with a gradual scaling-up of devices and management tools.

### 1. Virtuous management of our Houses (Scopes 1,2,3)

The management of sites is a key driver of Chateauform's climate strategy. It relies on controlling energy consumption, improving building performance, and progressively integrating environmental considerations into site operations as well as renovation and development projects.

This approach follows a phased roll-out, tailored to the diversity of sites and their operational constraints.

#### In 2025, actions continue and are reinforced:

- › Prioritization of the renovation of existing assets to limit the impact of projects,
- › Continued phase-out of fuel oil in favour of lower-carbon energy sources
- › Improved monitoring of energy use and implementation of energy-saving measures
- › Progressive enhancement of building energy performance through targeted works and equipment optimization
- › Large-scale deployment of LED lighting across sites
- › Enhanced integration of energy considerations into maintenance systems,

- › Ongoing awareness-raising among staff and participants on environmentally friendly practices

#### 2025 focus – Energy:

The transition to a renewable electricity supply continues, with a gradual ramp-up at the sites. In 2025, approximately

50% of the electricity consumed in France comes from renewable sources. The widespread adoption of this supply is targeted for 2026 in France.

In addition, pilot sites were identified in 2025 to test solutions for managing and optimizing water and energy consumption. These experiments aim to evaluate the relevance of more granular monitoring and management systems, with a view to their gradual large-scale deployment from 2026.

#### Responsible planning:

Development projects are increasingly integrating environmental criteria, particularly in terms of reuse, choice of materials and use of short circuits when conditions allow it. This approach also relies on committed partners and aims to promote more sustainable practices at sites.

## 2. Low-carbon seminars and events (Scope 3)

Chateauform focuses on the main sources of environmental impact associated with its seminars and events, particularly participants' travel and the food offering. This approach is part of a logic of progression, in line with customer practices and the specificities of the events organized.

**In 2025, actions continue and are reinforced:**

### Number of participants:

- › Development of public transport solutions (e.g. dedicated shuttles),
- › Promoting alternatives to private cars and air travel,
- › Promotion of carpooling between participants,
- › Progressive provision of charging infrastructure for electric vehicles
- › Raising awareness of low-carbon mobility issues among customers and participants.

### Catering offering:

- › Progressive evolution towards a range including more plant-based options,
- › Culinary teams supported in the adjustment of practices,
- › Closer work with suppliers to promote more responsible sourcing,
- › First steps to better integrate carbon issues into food choices.

## 2025 focus – Low carbon offer:

Despite still limited knowledge of the LEAD label on the market, Chateauform continues to raise awareness among clients to promote the possibility of labelling events.

In parallel, the use of the Climeet tool makes it possible to propose different levels of measurement of the carbon footprint of events. This tool aims to support customers in a better understanding of their impacts and to support continuous improvement and gradual reduction approaches.

## 3. Our eco-responsible practices (Scopes 1, 2 and 3)

Chateauform continues to integrate eco-responsible practices into its daily operations, with particular attention paid to business travel and the evolution of internal practices.

This approach is part of a progressive logic, combining awareness, experimentation and deployment of solutions adapted to the realities of sites and Talents.

### Actions initiated in 2025:

- › Continuation of the gradual greening of the vehicle fleet,
- › Maintenance and consolidation of the car-sharing solution on a pilot site,
- › Study of green mobility solutions (bicycles, inter-site travel),
- › Awareness-raising among teams of sustainable mobility alternatives,
- › Promoting mobility credit, aimed at encouraging more sustainable travel choices.

## 2025 focus – Mobility:

In 2025, particular attention was paid to the evolution of the vehicle fleet. The proportion of electric vehicles has progressed on the French perimeter, with an increase from 27 to 51 vehicles, reflecting the increased popularity of these solutions.

This dynamic is intended to continue along a progressive trajectory, in line with the uses and operational constraints of the sites.



2025 carbon assessment

Context and methodology

For the 4th consecutive year, Chateauform's 2025 carbon assessment is carried out in accordance with the GHG Protocol reference system, covering all emissions from scopes 1, 2 and 3.

To improve the clarity and comparability of the data, the calculation methodologies have been harmonized and standardized across all countries in which the Group operates. This development aims to allow better consistency in the monitoring of emissions over time and to facilitate the management of the Group's carbon trajectory.

However, specificities remain on certain parameters, including emission factors, which remain adapted to national contexts depending on energy sources and available data.

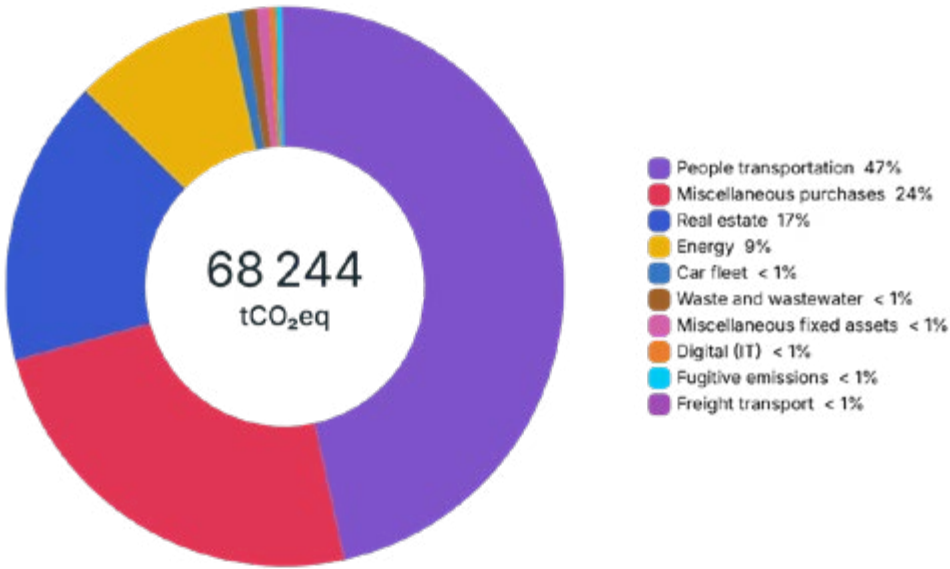
The detailed results for 2025 are presented below.

2025 results by country and scope

| Scope   | Scope 1 & 2               | Scope 3                    | Total                      | Total kgCO <sub>2</sub> eq / k€ |
|---------|---------------------------|----------------------------|----------------------------|---------------------------------|
| France  | 5,502 tCO <sub>2</sub> eq | 61,655 tCO <sub>2</sub> eq | 67,157 tCO <sub>2</sub> eq | 321kgCO <sub>2</sub> eq / k€    |
| Spain   | 1,321 tCO <sub>2</sub> eq | 19,584 tCO <sub>2</sub> eq | 20,905 tCO <sub>2</sub> eq | 999 kgCO <sub>2</sub> eq / k€   |
| Germany | 3,466 tCO <sub>2</sub> eq | 8,535 tCO <sub>2</sub> eq  | 12,002 tCO <sub>2</sub> eq | 464 kgCO <sub>2</sub> eq / k€   |

Major Lessons Learned

The 2025 carbon footprint of activities in France amounts to 67,157 tCO<sub>2</sub>eq.



Direct and energy-related emissions (scopes 1 and 2) represent a limited share of the footprint, with 6% and 2% of total emissions respectively. However, they remain significant, particularly in relation to the energy consumption of the sites. As such, nearly 59% of Scope 1 and 2 emissions are linked to fossil fuel consumption, mainly gas and fuel oil, representing a key lever for action.

Conversely, indirect emissions (Scope 3) account for the vast majority of the Group's carbon footprint, representing 92% of total emissions. They are largely driven by upstream and downstream activities, in line with the nature of the business.

Within Scope 3, event participants' travel represents a major source of emissions, accounting for approximately 45% of emissions in this category. However, this item remains partially dependent on individual choices, which limits the Group's direct levers for action.

The second category of Scope 3 issues concerns purchases of goods and services, which account for approximately 27% of Scope 3 emissions. This position is the subject of particular attention, with the gradual identification of levers for action to reduce its impact.

Conversely, the waste item represents a marginal share of the carbon footprint, with less than 1% of the Group's emissions. This item is nevertheless the subject of targeted actions, in an overall logic of reducing impacts and improving practices.

Overall, this distribution helps guide the Group's action priorities by focusing efforts on the most significant sources of impact and the areas where the greatest opportunities for improvement exist.

A detailed analysis of the other geographical perimeters will be presented in a dedicated document. At this stage, their emissions structure appears broadly comparable, with a predominance of scope 3 and a distribution of the main items similar to that observed on the France scope.

**Next stages**

In 2026, Chateauform will work to strengthen the reliability of its carbon reduction trajectory in France before progressively extending this approach to the Group's other countries of operation.



## Climeet

### Climeet, a driver for more responsible events

As part of our sustainability efforts, Chateauform has integrated Climeet, a carbon calculation tool designed specifically for the events sector and compliant with the ADEME Carbon Assessment method.

Since 2022, we have offered customers the ability to assess the carbon footprint of their seminars and events. This approach is accompanied by concrete recommendations to reduce its environmental impact.



### Structuring our climate policy with the CDP

In 2025, Chateauform renewed its response to the questionnaire of the Carbon Disclosure Project (CDP), under the Climate Change category.

This second participation reflects a desire to strengthen the structuring of the Group's climate approach. It resulted in an improvement of the score, from D- to D.

This evolution reflects the initial work undertaken to improve the quality of data, formalize practices and better meet the requirements of the questionnaire.

The CDP approach constitutes a reference framework for structuring and steering the climate policy, in a logic of continuous improvement.

## Resources management

### Towards responsible energy performance

As part of its environmental strategy, Chateauform places energy management at the heart of its operating model in response to the energy transition and the evolving regulatory landscape.

This approach aims to improve the energy performance of sites, while structuring a trajectory compatible with European objectives and stakeholder expectations.

#### 1. Structuring energy management

Energy management is based on several regulatory mechanisms and management tools deployed throughout the Group.

Since 2025, the Group has progressively integrated the main regulatory requirements — including the Tertiary Decree, BACS, the APER Act, and the LOM — into its action plans, prioritizing implementation according to the characteristics of each site.

In parallel, the energy management platform (Deepki) is deployed on part of the building stock, allowing:

- › Centralized monitoring of consumption,
- › The provision of dashboards,
- › Progressive detection of energy drifts.

#### 2. Reduction in energy consumption

In line with regulatory requirements, Chateauform is progressively structuring its energy efficiency approach around its main energy end uses, including heating, air conditioning, domestic hot water, lighting, and technical support systems.

The actions undertaken in 2025 are based in particular on:

- › The optimization of existing equipment,
- › The progressive deployment of LED lighting,
- › Enhanced integration of energy issues into maintenance systems,
- › The formalization of good operational practices for teams,
- › Testing of sub-metering systems to enable more detailed monitoring and analysis of energy consumption.

Complementary actions also relate to the specific uses of the activities (cooking, audiovisual, events).

### 3. Development of lower-carbon energies

Chateauform continues its actions in favour of lower-carbon energies, in particular through:

- › The continued withdrawal of fuel oil on the sites concerned,
- › The study and progressive deployment of renewable energy solutions (photovoltaic, geothermal, solar thermal),
- › The use of energy alternatives when technical conditions allow (gas, biopropane),
- › The gradual integration of electricity from renewable sources into the energy mix.

In 2025, about 50% of the electricity consumed in France came from green power purchases, reflecting an increase in these supplies across the Group.

These approaches are part of a progressive logic, considering the technical and economic constraints specific to each site.

### 4. Towards more responsible water management

In a context of increasing pressure on water resources, in 2025 Chateauform initiated the first actions aimed at better controlling consumption and limiting the associated risks.

The work focuses on:

- › Reducing consumption via economical equipment,
- › Identifying and detecting leaks,
- › Raising employee awareness of water conservation issues.

In addition, pilot sites were identified in 2025 to test solutions for managing and optimizing water and energy consumption (under metering, connected tools) These experiments aim to assess the relevance of finer management systems with a view to scaling up gradually as of 2026.

### Focus – Guest laundry and usage

On sites providing accommodation, laundry management practices have been deployed for several years to limit water and energy consumption.

For extended stays, guest rooms are not routinely given a full housekeeping service. Participants can indicate whether or not they require complete renewal of their bed linen. In the absence of such a request, the teams make the bed without changing the sheets.

This principle also applies to bathroom linen. Participants can keep their towels for several days.

These practices aim to reduce laundry-related consumption while also raising participants' awareness of the importance of water conservation and responsible use.

In addition, some local initiatives have been deployed on several sites, such as the installation of awareness devices for the use of water in the shower (meters or hourglasses), to illustrate the link between duration of use and water consumption.





## Circular economy

### Fight against food waste

At Chateauform, the fight against food waste is part of the desire to offer quality service while limiting losses.

On-site teams are committed to careful food management, including the consumption of surplus food whenever possible, as well as the reuse of unused ingredients in new preparations.

In addition, partnerships have been developed to promote the redistribution of unsold products:



Collection of products not consumed at events for redistribution to associations. **In 2025, 800Kg of food** were saved and redistributed to associations **(the equivalent of 1,776 meals)**



Progressive deployment in several Houses in France and Germany, making it possible to offer individuals products not consumed by participants. This scheme has saved **7,638 baskets of products**.

### Waste management and recovery

Waste management aims to reduce and recover waste, especially bio-waste, at source.

Chateauform works with several specialized partners, including Valorbiocompost, Refood, and Moulinot, to ensure the collection and treatment of bio-waste through composting or anaerobic digestion, prioritizing local solutions wherever possible.

On-site composting experiments have also been initiated. For example, the Chateauform site in Ecoubly has set up an on-site composting solution in partnership with Easy to Compost. Bio-waste is directly recovered and contributes to the maintenance of the site's green spaces and the site's orchard.

In addition, following trials conducted in 2025 at a pilot site, Chateauform has begun exploring ways to improve the monitoring and management of its waste service providers. This work, conducted with the support of Take a Waste, helped identify areas for improvement in reporting, regulatory compliance, and flow tracking.

In this context, Chateauform plans to launch a sampling study of its sites in 2026 to analyse the waste management service providers in place. This approach aims to assess the relevance of the solutions implemented, their level of regulatory compliance, and associated costs, as part of a continuous improvement process.

### Reduction of single-use products and management of amenities

Chateauform is continuing its efforts to reduce single-use products, particularly toiletries («amenities»).

These are not routinely available in the rooms. Open access spaces are installed in the corridors to limit unnecessary uses, while allowing participants to use them according to their needs. Teams can also provide these items on demand.

In parallel, Chateauform has been deploying product refill solutions (soaps, shampoos) for several years using larger containers, avoiding the purchase of individual products.

This approach aims to limit the production of waste, while raising participants' awareness of more sustainable uses.

*Focus on  
extending  
the second life  
of equipment*

### Re-use and lengthening of product life cycles

Reuse practices are encouraged on sites, particularly in the areas of development and decoration, with attention paid to the second life of equipment and the sharing of resources between sites.

For IT and technical hardware, teams are made aware of the importance of correctly maintaining their equipment and of adopting a reasonable replacement policy.



## Biodiversity

### Preserving habitats, protecting life

Chateauform operates in often rich natural environments that are closely integrated into their local surroundings. The preservation of these areas is an emerging focus, aimed at reconciling site activities with respect for ecosystems.

Rather than transforming its sites, Chateauform prioritizes an approach based on the preservation and responsible management of natural environments. This orientation is reflected in the progressive implementation of practices tailored to the specific characteristics of each site.

Several actions are implemented:

- › The maintenance of green spaces without the use of chemicals,
- › Differentiated management of spaces (natural areas, gardens, vegetable gardens, orchards, beehives, etc.),
- › The adaptation of practices (pruning, soil management) to natural cycles,
- › Initial steps taken towards mapping local fauna and flora,
- › Awareness-raising initiatives for teams and participants.

From an operational standpoint, all sites with green spaces are managed according to common principles, including reduced mowing practices and the absence of phytosanitary products, in line with the Group's 10 CSR Commitments.

The deployment of actions at site level supports daily operations while also fostering awareness among teams and participants.

Living and sustainably managed natural areas

The natural heritage of Chateauform consists of 1,260 hectares of forests and 166 hectares of parks and gardens, spread across all its sites.

In 2023, a structured forest management approach was initiated. Since 2024, 100% of our forests over 25 hectares have been covered by a Simple Management Plan, guaranteeing sustainable management adapted to climate and environmental issues.

**In addition, concrete actions are implemented across sites, such as:**

- › The performance of audits and regular monitoring of natural areas,
- › The progressive integration of climate risk considerations,
- › The development of awareness-raising materials (e.g. educational pathways).

### Towards a more structured approach

Biodiversity is the subject of ongoing structuring efforts, aimed at strengthening the coherence and management of actions at Group level.

Targeted initiatives are being implemented across several sites, including:

- › The testing of practices that support biodiversity,
- › The development of monitoring tools,
- › Improved formalization of actions to facilitate the sharing of best practices.

This work aims to progressively integrate biodiversity considerations into operational practices as part of a continuous improvement approach.





## Social

### Introduction

A happy Talent makes a happy client: this has been the conviction of Chateauform for nearly 30 years. It is reaffirmed thanks to the Group's mission and its objective of «Cultivating our human-centred model ».

Given its scale, its operations, and its people-first model, Chateauform is naturally engaged with a range of social issues.

#### In this part, we will cover:

- › Social dialogue and associated practices that foster frequent exchanges between teams and their Leaders, between our Houses in the field and the Maison de Famille head office, and between teams and the broader Management.
- › The safety of our Talents and participants, a fundamental subject for Chateauform, and which has been the subject of special attention and a reinforced action plan since 2024.
- › The fight against violence and harassment, the work-life balance.
- › Training and developing the skills that are an integral part of our humanistic model and that aim to nurture our Talents on a daily basis.
- › Diversity and inclusion explained through our Singularity Philosophy

## Labour relations

Chateauform's social philosophy has been co-constructed through different moments of work and sharing. The company has a **Remuneration Observatory** composed of Talents from various businesses, allowing a collaborative approach to pay-related topics. Themed workshops are organized to suggest improvements. Leaders take a training course called “Knowing how to talk about our remuneration” during their onboarding so that they can better communicate with their Talents.

Chateauform France and Chateauform Paris have works councils, in which the elected Talents discuss the company's social concerns. In 2024, 23 meetings were held for Chateauform France and 6 for Chateauform Group.

Talents at Chateauform have multiple opportunities to express themselves and connect with their Leaders. This includes local management practices, value-driven leadership, and the annual Happy@Chateauform survey, which measures well-being at work.

Regular, dedicated moments of exchange also take place between Talents and their Leaders. Weekly team meetings provide space to share both operational updates and broader information. In addition, each team takes part in regular coworking sessions to dive deeper into topics related to their specific roles. At the Maisons de Famille, information sharing is further encouraged through bi-monthly breakfast meetings with a member of the Executive Committee (G10).

*A company  
where each  
Talent counts  
and can express  
themselves.*

The Site Managers of the Houses (Hosts) work with peers during bimonthly regionally organized coworking sessions to discuss their daily topics, the organization of their House and the management of their team. A weekend specially dedicated to Hosts is held each year to explore themes common to all Houses.

Finally, each Talent in the company benefits from a private conversation with their Leader during their annual development interview, held each year. This meeting is an opportunity to share the successes and learnings of the Talent, to talk about their future ambitions and their possible need for support.

# Health and safety of Talents

## Chateauform Health & Safety Philosophy

The health and safety of Talents is a fundamental pillar of Chateauform's commitments and contributes directly to their well-being as well as to the quality of the experience offered to participants.

The company deploys a structured and sustainable prevention approach, aimed at developing a strong, shared and integrated safety culture across all activities.

This approach is part of a shift towards an interdependent safety culture, in which:

- › Each Talent is responsible for their own safety.
- › Each Talent watches out for the safety of others

Safety is upheld as a shared value that goes beyond the regulatory framework, becoming a driver of well-being, engagement, and quality of working life.

## Organization of work and managerial responsibility

Each Site Manager is responsible for the organization of work to ensure the safety of the teams.

This responsibility results in:

- › The identification and assessment of risks related to activities
- › The implementation of appropriate prevention measures
- › Raising awareness and supporting teams on a daily basis

In 2025, Chateauform reinforced this trend by positioning leaders as real safety drivers on their site.

## Development of safety management

To support this responsibility, Chateauform has developed a comprehensive system to upskill managers, combining training, support, and on-the-job application.

## Training in safety management (ETSCAF / DSS+)

This training, co-facilitated by the ETSCAF / DSS+ firm and the safety coordinator, enables Site Managers to:

- › Understand their role as safety managers
- › Integrate the principles of prevention into their organization
- › Identify work situations at risk using the Safety Moments method
- › Analyze the root causes of accidents
- › Define and manage prevention actions

It makes it possible to move from a compliance logic to an active safety management logic.

## Structured deployment of the «Safety Moment» method

The «Safety Moment» method is a key pillar of this initiative.

It relies on:

Observation of actual work situations

- › Dialogue with teams
- › The analysis of behaviours and practices
- › The immediate implementation of corrective actions

In 2025, its deployment was strengthened with a clear requirement:

Each Talent must benefit from at least one Safety Moment per year.

These Moments are used to:

- › Develop collective vigilance
- › Make safety tangible and operational
- › Directly involve the teams

They help to sustain a shared safety culture that is integrated into everyday life.

## The role of the safety coordinator

The safety coordinator plays a structuring role in the implementation of the approach.

They intervene to:

- › Support Site Managers in their leadership role
- › Co-facilitate training with external experts
- › Support the use of tools (Single Risk Assessment Document - DUER -, prevention plans, etc.)
- › Facilitate on-the-job procedures (Safety Moments, analyses, visits)
- › Support the analysis of accidents and risk situations
- › Develop and evolve security processes and tools across the group

They are also involved in the management of safety performance:

- › Indicator monitoring
- › Analysis of results
- › Communication and sharing of information with sites

They act as operational facilitators and struc-

turing stakeholders, ensuring the consistency and effectiveness of safety practices both on the ground and at Group level.

## The Single Risk Assessment document (DUER) at the heart of safety management

The DUER is a pillar of the prevention system.

It is used to:

- › Identify and prioritize risks
- › Define the appropriate prevention measures
- › Formalize action plans

Site Managers are trained and supported in its use to:

- › Adapt actions to the realities on the ground
- › Pilot safety autonomously
- › Integrate prevention into their daily management

The DUER also serves as a key tool for the safety induction conducted by managers, enabling Talents to be informed, upon arrival, of site-specific risks and the associated best practices.

A project to digitize this reception at the group level is under consideration for 2027.

## Evolution of safety culture in 2025

Action taken so far has allowed:

- › The upskilling of leaders
- › Increased team accountability
- › Better ownership of field risks
- › Integration of safety into daily practices

Chateauform is therefore continuing its development towards a mature, shared and sustainable safety culture.

## Safety implementation & performance

### Risk management and specific situations

Chateauform implements appropriate measures to control the main risk events, including:

- › The prevention of lone working through organizational arrangements and Lone Worker Protection devices,
- › The management of hazardous situations through dedicated tools and structured monitoring.
- › The supervision of the interventions of external companies via the prevention plans

These arrangements help to ensure the safety of the Talents as well as that of the partners working on the sites.

### Structuring of the prevention approach

The safety approach is based on an organization structured around three complementary pillars, making it possible to act at each level of the prevention pyramid:

#### 1. Risk assessment

Act upstream – base of the prevention pyramid

- › DUER
- › Prevention plans
- › Safety protocols

This first level makes it possible to identify at-risk cases and to set up appropriate prevention measures, focusing primarily on dangerous actions and conditions.

#### 2. Facilitation of everyday safety

Identify and treat risk situations (base of the prevention pyramid)

- › Safety Moments
- › Safety inspections

- › Safety exchanges with teams

Each Talent attends at least one Safety Moment per year, guaranteeing homogeneous deployment of the approach and regular reporting of risky situations in the field.

These actions contribute directly to reducing the base of the prevention pyramid.

### 3. Analysis and continuous improvement

Acting on events – top of the pyramid

- › Analysis of workplace accidents
- › Identification of root causes
- › Implementation of corrective actions
- › Capitalization and dissemination of feedback (experience feedback)

This approach makes it possible to deal with events that have occurred to limit their recurrence and to continuously improve practices.



### Safety performance management

Safety performance is managed through regular monitoring of indicators to assess the effectiveness of the actions implemented:

- › Monitoring of workplace accidents (frequency, typology)
- › Analysis of trends and recurring situations
- › Monitoring of the deployment of prevention actions
- › Tracking of Safety Moments

These indicators are shared with sites and help guide prevention actions as closely as possible to on-the-ground issues, as part of a continuous improvement approach.

### Some key figures - 2025

- › 152 Leaders trained in safety management
- › 1474 Talents underwent safety training

- › Decrease in workplace accidents by 22% compared to 2024

### Actions performed

Action in 2025 has allowed:

- › Better identification and anticipation of risk situations
- › Strengthening of prevention as close as possible to the field
- › An increase in the maturity of safety practices
- › Sustainable dissemination of the safety culture within the teams

Safety asserts itself as a structuring lever for operational and management good performance.



## Health and safety of our participants

Welcoming our participants in **impeccable conditions of safety**, hygiene and respect for the environment remains a fundamental commitment of all Chateauform Group Houses. In 2025, we continued efforts to optimize the performance of our maintenance contracts while maintaining our commitment to making our properties increasingly accessible.

### 1. Assets accessible to all, regardless of disability

Accessibility in our Houses goes beyond regulatory compliance — it embodies our unwavering commitment to hospitality. We are broadening our approach to address all forms of disability, including:

- › Physical: ongoing installation of equipment such as lifts, ramps, and adapted signage, while preserving the integrity of our historical heritage.
- › Visual: Installation of podotactile strips enhanced visual contrast, and simplified pictograms.

- › Auditive: deployment of magnetic loops in our meeting spaces and training in inclusive communication for our teams.

- › Cognitive: Team training

In France, the AD'AP filed for each site continues to be rolled out in each House, with the objective of making 100% of spaces accessible to 100 % of our participants.

### 2. Controlled maintenance to guarantee the safety of all and the preservation of the environment

Ensuring safety requires rigorous and continuous monitoring of our technical facilities, supporting both the quality of our hospitality and the peace of mind of our participants, and of our Talents.

In 2025, we continue the work of optimizing and deploying national maintenance contracts on all our sites. We have strengthened the control of our equipment:

Mechanical connections (lifts, PMR equipment, etc.) with TKE, HVAC, plumbing and electricity with our multitechnical maintainers Delostal & Thibault and Copperteam Service, our kitchen hoods with Sapien, sanitation with SARP.

We also pay particular attention to the fire risk with our partner Desautel and the health risk (legionella and drinking water quality) with SGS.

Our long-standing partner, Socotec, supports us in meeting increasingly stringent requirements in these areas.



# Food Safety

At Chateauform, the food safety of participants as well as that of our Talents is a key priority. Our approach to food safety is based on 4 main pillars: training, risk management, controls and continuous improvement.

In 2024, Chateauform strengthened its approach to food safety by creating an ad hoc committee to monitor and steer this crucial area.

## Our 4 pillars of hygiene and food safety

### 1 - A relevant, assimilable and scalable Health Management Plan (HMP)

- › A Group HMP for all our expertise.
- › An adapted and finalized HMP in each of our sites.
- › An internal hygiene committee to ensure the constant evolution of our HMP.

### 2 - Audits with a trusted service provider (ADOCA)

- › A clear and robust scoring system.
- › Monitoring of site action plans.
- › A general, clear summary of the audits at each session.
- › A dashboard steering tool of the audit provider.

### 3 - Chateauform Talent Training

- › Chefs and Hosts trained every 3 years as «Hygiene Officer» (14 hours of training).
- › Teams trained by our service provider (7 hours of training).
- › An internal training platform at Chateauform to assess the knowledge of our teams.

### 4 - A Food Safety Group program

- › A hygiene committee.
- › Audit coordination: Sharing of experience following site audits between Country Manager and BU
- › A hygiene and food safety coordinator

## Rituals to reinforce and disseminate our best practices

- › 3 audits/year by ADOCA.
- › 3 audit coordinations/year (sharing of experience following site audits between Country Managers and BU).
- › 2 to 3 hygiene committee meetings/year.
- › Hygiene facilitation points at co-workings (quarterly Host meetings) and cook-workings (half-yearly meetings for sharing, exchange, information and training between chefs from the same area).

## Trusted partnerships to ensure compliance

The ADOCA partner’s scope of coverage covers all Chateauform activities in France, Germany, Switzerland, the Netherlands and Belgium.

In Spain, Chateauform has chosen to collaborate with Intertek, an internationally renowned partner, to ensure the hygiene compliance of its sites.

In Italy, hygiene compliance is monitored in partnership with local providers, specializing in standards and regulations.

Service providers in Spain and Italy use evaluation methods similar to those of ADOCA, with the exception of the scoring system.

The ADOCA firm organizes inspections during three annual meetings in each House, during which the auditors carry out a hygiene–food safety assessment and an analysis of food samples and surfaces.

| Objective                             | ADOCA Intervention                                                                |
|---------------------------------------|-----------------------------------------------------------------------------------|
| Score higher than 85/100              | ADOCA follows up with the trios                                                   |
| Two consecutive scores below 80/100   | On-site intervention to support the trio in the construction of their action plan |
| Three consecutive scores below 85/100 | On-site intervention to provide support                                           |

## 2025 results:

| Scope Audited by Adoca | Number of sites covered | Average 2024 | Average 2025 | Objective |
|------------------------|-------------------------|--------------|--------------|-----------|
| France                 | 43                      | 86.42        | 85.39        | 85        |
| Germany                | 7                       | 89.62        | 87.80        | 85        |
| Belgium                | 2                       | 89.87        | 87.30        | 85        |
| Netherlands            | 1                       | 87.72        | 74.02        | 85        |
| Switzerland            | 2                       | 88.11        | 84.21        | 85        |

In 2025, the requirements of the rating system were strengthened, leading to the observed discrepancies.

# Combating violence and harassment

At Chateauform, preventing violence and harassment is a top priority and forms an essential part of our global commitment to social and environmental responsibility (CSR). We approach this issue with the highest level of care and integrity, guided by our Ethics Charter, which informs our daily actions and behaviours.

To support violence and harassment prevention initiatives, we have launched awareness and training initiatives for our Leaders. These sessions aim to promote respectful conduct, raise awareness of harassment indicators, and provide tools for effective prevention. We have also appointed five trained harassment officers —four from the Works Council and one company representative— dedicated to supporting our teams.

In the event of an incident, Chateauform offers support processes for victims. This includes access to psychological and, when necessary, medical assistance. Additionally, individuals affected can receive tailored guidance and follow-up care through our social service partners and occupational health services, helping them navigate the situation and restore a safe and supportive work environment.

We are committed  
to providing a safe  
and respectful  
work environment.

Monitoring and incident response are managed through a dedicated alert platform, which also supports our efforts in combating corruption. This platform enables all Talents to anonymously report any inappropriate or suspicious behaviour. Each report is handled with the highest level of confidentiality and is investigated in-depth to ensure a timely and appropriate response.

By embedding this system into our broader CSR strategy, we reinforce our commitment to fostering a safe, respectful, and values-driven work environment — fully aligned with our Ethics Charter.

# Work-life balance

We are particularly attentive with the issue of work-life balance, and we support our Talents in particular to identify and respect their limits, whether physical, temporal or cognitive.

**We offer several practical tools on the aspirations and needs of Talents.**

A key question asked is: “What is your happiness at work index?” This reflection opens the door to meaningful dialogue and helps us explore individual boundaries together. These regular one-on-one conversations — held at least once a year — ensure that each person’s needs and expectations are heard and updated.

For those who are interested, we also offer group workshops through the Talent Nursery under the theme: “Cultivating well-being to gain efficiency.”

Delivered over three half-day sessions, these workshops provide coaching tools to help participants step back from their daily routines and adopt more sustainable, self-supportive practices.

In October, the «Inner Balance Weeks» program, created by 3 Talent Ambassadors, proposed for 15 days, a daily newsletter to the 140 Talents and registered sites, to make them discover the levers of mental health and invite them to implement simple and impactful actions to support their balance.

Happy Survey

I am encouraged to maintain a healthy work-life balance. 84.8% in 2025



# Nurturing our talents through a learning organization

## Nurturing our Talents through a learning organization

At Chateauform, we believe that learning is an essential driver for our success and sustainability. Training is a priority and we place lifelong learning and personal development at the heart of our strategy. Each Talent, regardless of their role, is encouraged to grow, develop and flourish in an environment that values curiosity, responsibility and transmission.

### Growing and helping others grow

“Growing and helping others Grow” is one of Chateauform’s founding values. The Company pays particular attention to upskilling its Talents, the diversity of pathways and learning opportunities on a daily basis. The challenge is clear: to allow everyone to fulfil themselves, in a demanding and deeply humanistic setting.

### The Talent Nursery, company university

The Talent Nursery is the corporate university of Chateauform. In 2025, it is aimed at all the Group’s 2,150 Talents. Its mission: **“Inspire a dynamic of learning by and for all, to grow our Talents and Chateauform, and nurture our human-centred culture “**

**Our conviction is simple: each Talent is responsible for their own development. The company provides the means to continuously learn, strengthen knowledge, skills and interpersonal abilities, and share them with others, in support of individual well-being and collective growth.**

### A learning organization structured around the 70/20/10 model

The learning culture is based on the 70/20/10 model: learning in the field, through peer interactions and training.

**The Educational Workshop** brings together face-to-face and distance training. Face-to-face training remains a key format for bringing Added Warmth to life, fostering peer exchange and learning in inspiring environments. In 2025, 220 training sessions were attended by 989 learners. The Talent Nursery has also been enriched with an e-learning platform, Pep’s, allowing students to learn at their own pace, anywhere and on a variety of content, thanks to a wide catalogue of multilingual and certified resources. An HRIS Training tool is now deployed to manage the courses, structure the catalogue and facilitate registration for training. The range covers various themes: leadership, customer relations, health and safety, business expertise, personal development, culture and regulatory framework.

### Learning together and among peers

**The Collaborative Workshop** is built on the strength of collective intelligence and the sharing of experiences. In 2024, learning communities organized by profession and area of expertise were established across Europe: Host Couples, Sales Teams, Leaders, reception teams... Two key tools support this dynamic:

- › Co-development, to learn from real-life experiences,
  - › WAP – We Are Peers, to share and disseminate best practices.
- These spaces for exchange strengthen collective learning and enhance field intelligence.

### Learning by taking new responsibilities

**The Orientation Workshop** is based on internal mobility and increased responsibility as key drivers of learning. In 2025, Chateauform formalized its philosophy on internal mobility through a set of shared principles. The professional development project is placed at the heart of the annual dialogue between Leaders and Talents. Together, they build a development plan that promotes evolution, serving individual aspirations and the needs of the Company.

### Learning in the field

**The Practical Workshop** values real-world learning. The AJT (Learn Your Job in the Field) method, inspired by the AFEST approach, enables employees to develop their skills through real-world practice. Structured reflection sessions with their Leader provide opportunities to step back. Tested on pilot sites in 2024, the scheme was paused in 2025 and will resume in early 2026.

This dynamic is reinforced by structuring rituals:

- › Live my life,
  - › Back to basics for Family House Talents,
- A week dedicated to cross-cutting projects, mutual support, and the discovery of different professions. These shared moments are also embraced by the Executive Committee, fully embodying Chateauform’s culture of continuous learning.

**Individual support and transmission** Chateauform offers individualized support for its Leaders: job openings, evolution, complex situations or identification of potential. The Happyculture program supports high-potential talent through tailor-made courses, combining strategic projects, cross-learning and coaching. The Talent Nursery relies on a network of more than 100 internal trainers, present in all areas. These contributors transmit their expertise and nurture a collective dynamic of transmission, supported by peer-to-peer training times.

### A learning organization in figures

In 2025:

- › 98.3% overall Talent satisfaction with training programs
- › 46% of Talents participated in at least one training course in the year
- › 18,000 hours of training delivered
- › 73% of Talents believe that the range of training courses allows them to develop professionally
- › I do not put the figure on the dev plan because it’s not good...we have a problem with the question that is not understood. ??? We’re working on it for the next survey
- › 74% of the Talents trained come from our houses

### Health and safety focus

In 2025, we chose to focus on the health and safety of our Talents. Also 40% of our training was dedicated to this theme to protect our Talents within their mission.

# Diversity and inclusion

Following the diversity and inclusion audit carried out in 2024 with Mixity, we drafted and shared our Singularities philosophy. Rather than focusing on the five dimensions of diversity that are often highlighted — gender, disability, ethnic and cultural background, generations, and LGBTQIA+ inclusion — our approach is built around cross-cutting principles that reflect our belief that every individual is unique: equal opportunities, the freedom to be oneself, inclusive leadership, and the duty to lead by example.

To bring this philosophy to life, we created our Singularities Imprint. It includes the indicators we were already monitoring (such as regulatory indicators, happy survey questions or disability-related indicators) but also incorporates new objectives related to awareness, training or recruitment through partnerships with associations that work for D&I.

For each of these indicators, we have set long-term goals. The footprint measures the extent to which these objectives are achieved and should therefore improve year on year.

**2025 was also the starting point for the Singularities action plan with:**

- › The organization of two awareness-raising conferences for all Talents, in partnership with the Yes We Are agency
- › The creation of a pilot training in non-discriminatory recruitment with A Compétences Egales
- › Establishing partnerships to recruit people who are excluded from the labour market
- › Regular monitoring of indicators

2025 was marked by numerous meetings and initiatives to raise awareness of health and disability issues organized by our disability advisor for our Talents.

During European Disability Week, our houses and Maisons de Famille once again actively participated in the duoday with the formation of 52 duos within 41 teams. Some resulted in internships, hires or afternoon snack-meetings with the ESATs (sheltered workshops) from which the interns came. Awareness-raising was also offered to the leaders, about fifteen of whom attended.

This year, we supported 19 Talents in their recognition or renewal of disabled worker status, and 7 additional applications were being processed at the end of the year within the French scope. At the same time, we have worked to maintain employment by adapting 10 new jobs.

**Supporting the employment of young people**

In 2025, Chateauform reaffirmed its commitment to youth employment by recruiting 44 apprentices within its teams. This approach is part of a desire to support the training and professional integration of younger generations.

**Gender Equality Index:**

Since the introduction of the Act of 5 September 2018 on the Freedom to Choose One's Professional Future, French companies have been required to publish an index measuring their efforts to ensure equal pay between women and men.

This 100-point index is calculated based on five objective criteria:

- › Pay gap between men and women, with comparable position and age
- › Difference in individual salary increases
- › Gap in terms of promotions between men and women
- › Salary increases on return from maternity leave
- › Gender breakdown of the ten highest paid employees

Chateauform France (a company that brings together the majority of Talents in France) obtained a score of 84/100 for 2025 (identical to 2024).

This score below 85 is explained by two indicators that did not obtain all the points. The other indicators are 100% achieved and demonstrate Chateauform's commitment to equal treatment of its Talents.

Areas for improvement have nevertheless been identified and will be implemented in the medium term.

84 / 100:  
*a score that reflects  
our vigilance when  
it comes to equality.*

The Chateauform Group obtains the score of 86/100 (i.e. +16 points vs 2024) thanks to the action plans implemented.

The Chateauform Bailly company obtains 99/100 in its first year of calculation of the index.

Only the Nomad company, even if it has more than 50 employees as of 31/12/2025, has a non-calculable score.

The main deviation from the maximum score is due to the salary increase indicator on return from maternity leave. This indicator makes it possible to measure whether all women, returning from maternity leave over the reference period, benefited from the same salary increases as the average of those granted in their absence to employees belonging to the same category. This indicator is not incremental, so it can only trigger 0 or 15 points. If, and only if, 100% of women returning from maternity leave have benefited from it, then 15 points are awarded.

Our philosophy advocates an equal pay policy that translates into individually managed increases and not through collective increases. In order to achieve the 100% target on this indicator, we will ensure that Leaders are made aware of the fair distribution of increases in their teams, taking into account women returning from maternity leave. This is in particular thanks to our «Knowing how to talk about our remuneration» training as well as during the publication of salary increase budgets.

The second indicator with room for improvement is the pay gap indicator. The margin for progress is relatively small insofar as only one point is missing to reach the maximum level. The latter indicator ensures that men and women have equivalent pay based on an average, by age group and by categories.

*More than  
54 % of women  
make up  
our teams*

To ensure this indicator is at its maximum, we will ensure that the average pay gap between men and women for Executives and Supervisors decreases.

For the Chateauform Group, the same two indicators must be worked on: the pay gap and the salary increase on return from maternity leave.

Chateauform reaffirms its commitment to the values of diversity and diversity. The Company is therefore part of a dynamic of openness and the search for equality. It actively upholds the principle of equal treatment between men and women, with over 54% of its workforce made up of women across various entities.



## Business ethic

Rooted in its history and mission-driven strategy, the Chateauform Group places ethical business practices at the core of its operations.

This includes a firm commitment to combating all forms of corruption and unethical conduct — an operational priority shared by all. Honesty and loyalty have been fundamental values of the Group since its founding.

To reinforce these principles, an Anti-Corruption Plan, overseen by the Group's governing bodies, is in place and continuously evolves to ensure effective implementation.

At the same time, data protection and cybersecurity remain key priorities. Respect for the personal data of our clients, participants, Talents, and partners is a fundamental part of our compliance strategy.

## Protection of personal data

**In 2025, the Group continued its efforts to maintain the personal data protection and cybersecurity strategy of its activities.**

A dedicated governance structure was established, including a steering committee made up of members from the Legal and IT departments.

A Supervisory Committee is briefed biannually on the roll-out of compliance initiatives.

In addition, each international subsidiary has appointed a GDPR officer to ensure alignment and coordination of actions both centrally and locally.

### Alerts:

In 2025, a significant phishing incident targeting an email account was detected and resolved promptly. All remediation measures and required notifications were implemented immediately.

### Exercise of rights:

A dedicated email address is available to receive data protection requests. A formal procedure ensures that individuals' rights regarding personal data are respected, with responses issued within the legally required time-frame — typically within 30 days. An internal process optimization is planned for 2025 to improve efficiency and streamline handling of these requests.

### Education:

Training activities on cybersecurity issues have been intensified (6 in-person training sessions were held on GDPR as well as training sessions including interviews with the managers of each department).

A redeployment plan has been set up to organize more wide-scale awareness of GDPR and cybersecurity issues for the Group's Talents through e-learning training.

## Anti-corruption plan

**The Chateauform Group has established an Anti-Corruption Plan in accordance with the Sapin II Act.**

### The governance of this Anti-Corruption Plan is organized as follows:

The Legal Department oversees the deployment and a Supervisory Committee of the plan composed of the Managing Directors as well as the Secretary General meets twice a year to monitor the progress of that deployment. The Group Supervisory Board is informed on an annual basis.

This plan addresses the 8 pillars provided by law.

### 1/ Risk mapping:

Risk mapping was updated in 2024.

### 2/ Code of Conduct:

The Ethics Charter includes the anti-corruption component as well as harassment and business ethics. It has been reviewed in the light of the 2024 risk mapping update.

### 3/ Disciplinary system:

Beyond being displayed in every House, the Ethics Charter is also integrated into each company's internal regulations, making it binding for all Talents across the Chateauform Group.

### 4/ Training:

The training system includes the identification of a target population required to follow in-person training. This population comprises Talents in a purchasing role as well as Leaders throughout the Group (France and International).

Review of face-to-face training: in 2025 3 general training courses have been organized. A total of 431 Talents were trained in 16 face-to-face sessions, representing approximately 20.36% of the group's total workforce.

### 5/ Accounting Controls:

The accounting control procedures were updated and formalized in 2024.

### 6/ Alert procedure:

The whistleblowing platform has been in place since 2023. The procedures have been formalized and deployed in all countries. The existence of the whistleblowing platform is systematically recalled during training and the Ethics Charter that refers to it is part of the documentation given to each Talent on hiring. Access to the whistleblowing procedure is displayed with the mandatory displays in all sites as well as at head offices.

In 2025, 3 alerts were received but none concerned anti-corruption issues.

### 7/ Third party assessment:

The procedure was formalized and, given the implementation of new tools relating to the collection of regulatory documentation from suppliers, this policy will be updated in 2025 and will be deployed again across the Group.

### 8/ Internal control and assessment system:

In 2024, the plan was overseen by the Legal Director in collaboration with the Group's Internal Control team.

# Cybersecurity: Structuring digital trust

**2025 marks the transition from an established cybersecurity approach to one that is more effectively managed, better documented, and fully integrated into our projects.**

In 2024, several incidents reminded us that cybersecurity must become a structured and managed subject. For Chateauform, cybersecurity is not a purely technical subject: it is a condition of trust for our customers, our Talents and our partners. The best protection comes from clear processes, teams that are aware of the issues, and strong governance.

## 01/ Governance

A dedicated cybersecurity manager has been recruited to lay the foundations for clear cyber governance: policies, risk management, documentary base inspired by ISO 27001 international best practices. Objective: Make cybersecurity a shared reflex by establishing clear rules, well-defined responsibilities, and priorities aligned with real-world risks.

## 2/ Detect and react quickly

Chateauform has entrusted the monitoring of its information systems to SNS Sécurité, a specialized cybersecurity partner. Acting as our cyber control tower, its team of experts provides continuous 24/7 monitoring, enabling early detection of threats and helping us respond before an incident escalates into a crisis. A cyber crisis unit has been set up, with clarified roles and escalation channels. Scenarios have been shared (phishing, ransomware, data leak) and simulations carried out. The challenge: not to discover the crisis when it arrives.

## 3/ Raising awareness among our talented individuals

Most cyber incidents start with a human gesture. Through Kamaé, our cybersecurity and GDPR awareness platform, interactive learning modules and phishing simulation campaigns help employees develop the right everyday cybersecurity reflexes in a supportive environment.

## 4/ Mastering our ecosystem

In connection with our DPO (data protection officer), a cyber and GDPR evaluation process for third parties and a validation process for new digital tools have been put in place. A network audit opened a project to gradually secure access. Cybersecurity is now also integrated into our application developments right from the design stage.

1 087

Talents covered

804

have started the pathway

511

up to date on 25 modules

Kamaé - Cyber Awareness & GDPR 2025

911 / 1 000

### 2025 CYBERVADIS ASSESSMENT

Like EcoVadis for CSR, CyberVadis is a trusted third party that validates the cybersecurity maturity of an organization. This score recognizes a strong, better documented and demonstrable foundation, and is our roadmap for further progress

### 2026 OUTLOOK

Agentic artificial intelligence represents a significant opportunity, provided it is built on trusted data, clear access controls, and a framework for responsible use. Before extending its uses, we strengthen the classification of data, the management of access and the prevention of information leaks. This is our 2026 consolidation priority.

A direct link to our CSR approach. The work on cybersecurity initiated in 2025 strengthens our EcoVadis approach: data protection, customer trust, business ethics, risk management and responsibility towards our partners.

# Responsible and committed procurement for the mission

**In line with its commitments based on the ReSpEct philosophy, the Procurement Department of the Chateauform group formalized a Responsible Purchasing Charter in 2023.**

This charter aims to adopt a holistic and committed approach for the years to come, creating value while meeting the requirements of our clients and providing responsible solutions that have a positive impact on people and territories. It also ensures suppliers' compliance with Chateauform's CSR and ethical requirements, thereby becoming the cornerstone of sustainable business relations.

**Maintaining trusting relationships with our suppliers**

- › Ensuring suppliers' compliance with Chateauform's CSR and ethical requirements
- › Knowing and assessing our suppliers
- › Maintaining regular dialogue to foster the continuous improvement of our purchases and innovation

**Having a positive impact on people and territories**

- › Promoting professional inclusion through our purchases
- › Promoting the craftsmanship and know-how of our regions by promoting local produce and local suppliers
- › Disseminating our human-centred model to our suppliers

**Promoting purchases that are respectful of Living beings**

- › Supporting responsible and sustainable consumption by always promoting re-use and the right quantity
- › Contributing to Chateauform's decarbonization trajectory
- › Selecting eco-responsible suppliers, products and services for our Houses

## Operation of Chateauform Purchasing

Thanks to its inverted pyramid management system and the autonomy given to each House and team, every Chateauform Talent acts as a potential buyer and takes responsibility for their own purchases.

The Purchasing team, based at the Maison de Famille (head office), supports the Houses by helping identify the most suitable suppliers for each product category. Once tested and approved by pilot Houses, these suppliers are added to an approved list, which all Houses can access and use as needed. Houses are invited to maximize Purchases from listed suppliers.

This organization makes it possible to maintain autonomy while pooling suppliers identified as the best performers. It ensures the legal, ethical and CSR compliance of suppliers, and makes Responsible Purchasing a driver for performance and differentiation in the market.

However, to provide Houses with flexibility and allow them to select a few specialized suppliers, they are permitted to source 20 to 30% of their purchases from non-listed suppliers, as long as these suppliers adhere to the commitments outlined in this charter.

*All Chateauform Talents are potential buyers.*

### A win-win partnership

To strengthen the autonomy of the Houses and help them optimise their spending, Chateauform has partnered with the international central purchasing office, ASTORE, part of the ACCOR group, since 2018:

Driven by a common passion that is hospitality, this central purchasing office covers all sectors thanks to its 360° offer from its 1,200 listed suppliers: ranging from food to technical equipment, furniture, amenities to maintenance and laundry services.

In 2025, ACCOR obtained ISO 204000 recognition, the international benchmark for responsible procurement. This progress strengthens the integration of CSR criteria across our supply chain and serves as a lever for aligning Chateauform's practices, reinforcing our commitments, and accelerating the creation of sustainable value.

In addition to providing competitive prices and terms tailored to the catering industry, ASTORE ensures that its suppliers comply with current ethical, social, and environmental standards and regulations. This partnership delivers clear advantages, enabling Chateauform to address national and regional challenges with a competitive edge.

### Be exemplary

Faced with current challenges such as the scarcity of resources, changes in consumer habits, inflation and tougher regulations, the selection and management of suppliers are essential drivers to meet the CSR commitments of the Chateauform group. Whether collaborating with distributors, service providers, local suppliers, or sheltered workshops, the Purchasing team fosters responsible and sustainable relationships across the value chain through annual Business Reviews. Building long-term partnerships with stakeholders who share our values and are fully committed to our Purpose has become a key priority.

To reinforce supplier commitment to ethical and responsible practices, a Supplier Ethics Charter has been in place since 2019. Each listed supplier is required to sign it and ensure that the commitments are understood and considered. Given the complexity of measuring the impact of the Responsible Purchasing Policy, the Group is committed to updating its indicators in 2024 to better track progress toward the objectives outlined in the mission — such as sourcing from specialized expertise, and supporting short and fair supply chains.



### Affirmed Local Anchoring

Chateauform acts as an economic catalyst in the communities where it operates, actively promoting and supporting local resources. Given the central role of catering in the Chateauform experience, our Chefs work closely with the Purchasing team to delight guests with gourmet, memorable, and eco-responsible cuisine inspired by the rich traditions of each region. The teams showcase local, seasonal or organic products to offer unique and sustainable gourmet moments.

On a daily basis, Chateauform Houses actively contribute to preserving natural resources, fostering local development and inclusion, while embracing innovation. They are involved in making artisanal products such as honey, jams, bread, compotes, and wellness juices. By utilizing anti-waste recipes, they maximize the use of fruits and vegetables and implement systems for deposit and reusable packaging.

Since 2022, its concern to reduce its environmental footprint has prompted Chateauform to drastically reduce its plastic consumption by installing water fountains, developing autonomous market gardens and making recycling or reuse systematic.

Chateauform takes this commitment further by choosing to collaborate with producers who prioritize respect for living beings, sourcing bulk or off-grade products to reduce waste and promote sustainability. ATYPIQUE.



3

Impactful projects,  
partnerships and  
initiatives



In 2025, like the Mola site, the Belloch Campus obtained Biosphere certification. The 2 largest Spanish houses are now recognized for their actions aligned with the objectives of sustainable development.



The Chateauform Abbaye de La Ramée has been labelled Green Key since 2022. This internationally recognized certification for sustainable hotels was successfully renewed in both 2023 and 2024, following a thorough documentary audit of the site's concrete actions. The process continued in 2025.



In 2025, the 2 Swiss houses were labelled Swisstainable. Alternative Mountain will close in early 2026.

## Other local labels and initiatives

Each Chateauform House is autonomous in the implementation and management of its CSR actions. Some choose to promote their commitments by obtaining a specific label or certification.

The choice of labels is based on a study of needs by sector and by country.





For Nomad, being a good caterer means being aware of our responsibilities. Choosing the right products, respecting the seasons and working with those who cultivate the land.

Nomad is a team of women and men who are committed to making every moment count.

In accordance with the LEAD label (label of events with sustainable ambition), Nomad is committed to 3 pillars:



Because, for Nomad, the food transition is not just an obligation. **It's our conviction!**

RSE 2025 CSR Performance

**Positive social impact** thanks to the inclusion of talents with disabilities in the production laboratory and during our events, in partnership with ESAT Madeleine Viguié and Noël Le Gaud.

**The eco-societal participation** of the Event Caterers of Paris to the APF France Handicap association.

**Combating food waste** with the use of 417 kg of decommissioned fruits and vegetables, the equivalent of 1,390 meals.

**Food donation** to associations with our partner SAVR:

- › 1,776 meals redistributed or 799 kg of food saved
- › 37 collections made
- › 1,796 kg CO<sub>2</sub> equivalent saved

**Waste recovery**

- › 850 kg of used edible oils collected and recycled into biofuel by Quatra.
- › 15.3 tonnes of cardboard and paper collected by Suez.
- › 23 tonnes of organic waste was collected by Love Your Waste to produce:
- › 3,481 m<sup>3</sup> of renewable gas, producing 20,884 kWh of green electricity or 13,923 heated showers.
- › 20,884 kg of natural agricultural fertilizer, spread over 9,282 m<sup>2</sup> of fields to grow 46,408 kg of potatoes.





# Regen'Ronqueux: a laboratory for experimenting with the regenerative model

## Exceeding Impact: Towards a Positive Contribution

Regen'Ronqueux was born from a simple conviction: reducing our impacts is no longer enough. Faced with the limitations of traditional approaches to CSR, Chateauform has chosen to explore a more demanding ambition: to contribute positively to human and natural ecosystems.

Conceived as a living laboratory, Regen'Ronqueux does not claim to be a finished model. It is a space for experimentation designed to advance the Group's Mission and to test, at full scale, what a regenerative model of hospitality could look like.

### There are three pillars to this strategy:

- › Reduce incompressible impacts
- › Allow each stakeholder to express their potential
- › Bring out systemic and unexpected positive effects

### A site transformed in depth

- › Regen'Ronqueux is based on a concrete transformation of the site and its operations.
- › Managed resource management
- › Mapping utilities to limit leaks
- › Commitment to a gradual exit from fossil fuels and study conducted in 2025 for the installation of solar panels.

These initiatives support a transition from a declarative logic to a structured, measured, and controlled approach.

## Dedicated to protecting nature

The site spans 9 hectares of preserved natural landscape, managed with a focus on ecosystem regeneration.

- › 12 hives of endangered local black bees (≈100 kg of honey produced)
- › Biodiversity-enhancing mowing
- › Flower beds and ecological corridors
- › Fruit trees and pond project with the Regional Natural Park
- › Free movement of wildlife and rational management of spaces

The objective is not only to preserve, but to restore the dynamics of life.

## Greenhouses: a nourishing and educational heart

- › Two market gardeners support daily agricultural production on living soil, without the use of synthetic inputs:
- › 4.5 tonnes of organic vegetables produced on site
- › Short supply chains and full traceability
- › Direct awareness of participants

Greenhouses are becoming a production tool, an educational support and a lever for transforming food uses.



## A redesigned guest experience: from stays to impact-driven seminars.

Regen'Ronqueux transforms the client experience: Before: coming to be satisfied

Today: coming to contribute and be inspired.

- › Committed and consistent catering
- › 100% seasonal and French fruit and vegetables
- › Local supply and identified sectors
- › Deliberate reduction in the share of animal protein
- › Systematic fight against waste
- › Local organic sodas, home-made drinks, artisanal products
- › Catering becomes a tangible and visible lever of impact.



**Immersive and inspiring formats**

The site offers a redesigned experience focused on participant transformation.

- › Regen'Talk and experience sharing
- › Greenhouse visits and discovery of agricultural practices
- › Activities to reconnect with Living Beings (hiking path, forest, artistic practices)
- › Development of activities in solidarity with the locality

Goal: to create experiences that sustainably transform individuals and communities

**Stronger regional anchoring**

Regen'Ronqueux takes an ecosystem approach:

- › Partnerships with local producers, artisans and stakeholders
- › Surplus food donations to neighbouring sites
- › Development of solidarity channels (under consideration)
- › Funding for educational actions (under consideration)
- › Opening of the site to local associations and stakeholders (to come in 2026)

The place becomes a genuine local player, and not a simple hospitality venue.

**A project that also transforms teams**

Regen'Ronqueux not only transforms a place, but also the work environment:

- › Development of autonomy and initiative
- › Right to trial and error
- › Engagement of teams beyond their initial role
- › Reflection on integrating impact into recognition model

Teams become stakeholders and ambassadors of transformation.

**A model under construction**

Regen'Ronqueux remains a project in progress.

Several structuring projects are still underway:

- › Evolution of the economic model
- › The increased use of renewable energy
- › Structuring of the commercial offer and client targets
- › Measuring and managing the overall impact

This deliberate positioning makes Regen'Ronqueux as much a learning environment as a demonstrator.



**What Regen'Ronqueux changes for Chateauform**

Regen'Ronqueux acts as an accelerator for the Group:

- › It makes regenerative ambition concrete
- › It tests new practices that can be duplicated
- › It reinforces the credibility of the CSR approach with stakeholders
- › It underscores the Mission as a driver of transformation

More than a site, Regen'Ronqueux is a catalyst for change, marking the shift from continuous improvement to systemic transformation.



*More than 50% of Chateaufort houses have a « non-business » partnership with local stakeholders or events.*

## Associative partnerships (Group)



In 2025, 14 Chateaufort Houses are partners of UNISOAP. Thanks to this partnership initiated in 2021, 485kg of soaps were collected, including 135kg in 2025.

These soaps are recycled by the La Roue de l'ALGED ESAT (sheltered workshop) before being distributed to people in vulnerable situations, particularly women and young people.



The partnership with Library Without Borders continues in 2025. As every year, Chateaufort has hosted the association's annual seminar free of charge.

To intensify the partnership, discussions were held to imagine further joint operations for 2026.

## Partnerships and local initiatives

In addition to group partnerships, there are many actions in each of our houses, in connection with the local ecosystem:

- › Hosting local schools for afternoon snacks, park visits, biodiversity activities and Christmas lunches.
- › Hosting local events: Sustainable Development Day, Egg Hunt, Festivals, Car Boot Sale.
- › Welcome to Heritage Days
- › Charity races
- › ...

All these events are usually initiated by hosts or house teams. These are opportunities for cooperation and bonding. A way to contribute positively to the localities where we are located.

Summary

| ESRS                                                                                                                        | Challenge for Chateauform                                                            | SDG         | Scope  | Flagship indicator                                                                                                                                | 2024                                                      | 2025                          | Target 2027                   |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-------------------------------|-------------------------------|
| Create meetings respectful of Living beings [Environment]                                                                   |                                                                                      |             |        |                                                                                                                                                   |                                                           |                               |                               |
| Decarbonize our business and anticipate the consequences of climate change (E1- Climate change (adaptation and mitigation)) | Reduce greenhouse gas emissions linked to our activities                             | 13          | France | Quantity of emissions (Scope 1, 2 and/or 3) related to revenue (kgCO <sub>2</sub> e/k€)                                                           | 455 kgCO <sub>2</sub> eq / k€                             | 321 kgCO <sub>2</sub> eq / k€ | 513 kgCO <sub>2</sub> eq / k€ |
|                                                                                                                             | Anticipate the consequences of global warming (physical, regulatory, societal, etc.) | 11 and 13   | France | % of Houses that have implemented at least one specific recommended action in relation to the priority risks identified for its basin or activity | N/A                                                       | 0                             | 80%                           |
|                                                                                                                             | Optimize and improve energy consumption                                              | 12          | France | % of the French electricity mix from renewable sources                                                                                            | 0                                                         | 50%                           | 100%                          |
| Contribute to regenerating biodiversity (E4 - Biodiversity and eco-system)                                                  | Preserve the biodiversity and ecosystems in which Chateauform is present             | 15          | Group  | % of country Houses with at least one biodiversity project                                                                                        | 31%                                                       | 50%                           | 50%                           |
| Promote circularity to combat all forms of waste (E5 - use of resources and circular economy)                               | Continue to improve and optimize waste sorting in our Houses                         | 12          | Group  | % of sites with complete sorting in view of recycling                                                                                             | 91%* Based on the Mission self-assessment tables received | 91%                           | 100%                          |
| Cultivate our human-centred model                                                                                           |                                                                                      |             |        |                                                                                                                                                   |                                                           |                               |                               |
| Guarantee the physical and mental health and safety of our Talents and of our clients (S1 S1)                               | Anticipate and reduce workplace accidents                                            | 3 and 8     | Group  | % of leaders (complete Trios and Maison de Famille manager) trained in safety management and learning about safety moments                        | Not available (modification of the calculation method)    | 73%                           | 100%                          |
|                                                                                                                             | Welcome participants in a safe and healthy environment                               | 3           | Group  | % of the site having received a score above 85/100 in ADOCCA health and safety audits                                                             | 73%                                                       | 62.5%                         | 100%                          |
| Promote the development and well-being of our Talents (S1)                                                                  | Encourage well-being through fulfilment at work                                      | 3           | Group  | % of positive responses to the Happy survey question: Chateauform is a great place to work.                                                       | 90,5%                                                     | 84,50%                        | 90%                           |
|                                                                                                                             | Anticipate and prevent violence and harassment in the workplace                      | 3 et 8      | Group  | Number of complaints lodged by the intermediary of the channels allowing members of the company's staff to express their concerns                 | 2                                                         | 3                             | 0                             |
| Growing our Talents (S1 - skills development for all)                                                                       | Allow talents to develop through training, rites (live my life, etc.)                | 4           | Group  | Number of Talents who have attended face-to-face training                                                                                         | 994                                                       | 879                           | Not defined                   |
| Recognize our Talents in their uniqueness (S1 – Diversity & Inclusion)                                                      | Become an even more inclusive company                                                | 5, 8 and 10 | France | % of PWDs in the workforce (Chateauform France company)                                                                                           | 5,47%                                                     | 7,26%                         | 6%                            |
| Maintain healthy and ethical relationships with all our partners                                                            |                                                                                      |             |        |                                                                                                                                                   |                                                           |                               |                               |
| Guarantee the respect and confidentiality of information and privacy (S4)                                                   | Maintain trusting relations with the different stakeholders                          | 16          | Group  | Number of incidents involving non-compliance with data protection regulations.                                                                    | 0                                                         | 0                             | 0                             |
| Fight against all forms of corruption – (G1)                                                                                | Maintain trusting relations with the different stakeholders                          | 16          | Group  | Percentage of target employees trained in anti-corruption practices                                                                               | 82%                                                       | 82%                           |                               |
| Promote responsible procurement (G1)                                                                                        | Maintain trusting relationships with suppliers                                       | 12 and 16   | Group  | Number of suppliers assessed and challenged on their CSR issues during Business Reviews by the Chateauform Procurement team                       | 30                                                        | 30                            | 40                            |

# CHATEAUFORM

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*A question? A comment?*

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