



WE OPEN THE WAY

CORPORATE SOCIAL RESPONSIBILITY

2023

THIS DOCUMENT IS AN EXTRACT
FROM THE COLAS ANNUAL REPORT

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CORPORATE SOCIAL RESPONSIBILITY (CSR)

Bouygues SA, which has a controlling interest in the Company as defined in Article L. 233-3 of the French Commercial Code, has drafted and published a consolidated Statement of Non-Financial Performance as mentioned in its Universal Registration Document.

The Company is therefore deemed to comply with the requirements of Article L. 225-102-1 IV of the French Commercial Code.

In accordance with the provisions of Articles L. 225-100-1 and L. 22-10-35 of the French Commercial Code, this section sets out the information and commitments made by the Company with regard to environmental, social and societal issues, non-financial key performance indicators and the low-carbon strategy implemented within the Group.

In order to ensure transparency for its stakeholders, the Company has decided to have these elements audited by an independent third-party organization.

1. ENVIRONMENTAL, EMPLOYEE AND SOCIAL INFORMATION

CSR commitments under the ACT corporate plan

Colas plays a central role in local life, supporting social change while continuing to listen to the expectations of its clients, employees, suppliers, subcontractors, partners, shareholders, infrastructure users and public authorities. In Colas' business sector – the construction and maintenance of transport infrastructure – this means anticipating what is needed and coming up with innovative and sustainable solutions to address the major challenges of the 21st century: fostering regional development and social cohesion while also combating climate change and protecting resources and biodiversity.

Colas, a leading name in the construction and maintenance of transport infrastructure, has identified five key challenges facing its operations: incorporating CSR into what it does, transforming its operations, commitment to its employees, extending its commitment within its value chain and taking an exemplary approach in how it conducts its business. In response, Colas has chosen to capitalize on its regional presence and in 2021 launched the ACT (Act and Commit Together) corporate plan, highlighting its eight priorities in terms of CSR (corporate social responsibility). These priorities were established in line with the Group's ambition to leverage its strong local presence around the world to imagine, build and maintain responsible and sustainable transport infrastructure.

ACT cuts across all areas of the Group's operations and is supported by Colas' main central functions, in particular Business Development, Environment, Health and Safety, Human Resources, Procurement, Equipment, and Legal. The Sustainable Development & Innovation Department draws on the resources of its four units to coordinate and roll out the Group's CSR commitments:

- development of responsible strategies (involving the CSR, Environment and HPS Departments⁽¹⁾);
- development of smart and sustainable infrastructure and mobility solutions;
- research and development of responsible products and solutions;
- institutional relations.

These four units work on major CSR themes: environmental and low-carbon solutions, adapting infrastructures to climate change, active mobility solutions to respond to the needs of customers and users, smart infrastructure, and digital solutions powering performance gains and business.

In 2023, the Group's regional business units and subsidiaries adopted their CSR roadmaps. The Group is gradually improving in adhering to its CSR commitments, adopting more robust practices and becoming more able to produce increasingly solid evidence of its impact.

(1) Health/Prevention/Security.

The table below sets out Colas' eight CSR commitments according to the five key challenges facing its operations:

| Ambitions/Challenges | Commitments |
|--|---|
| Incorporate CSR into operations | 1. Offer our customers and users solutions that meet the challenges of sustainable development in local communities |
| Transform Colas' activities | 2. Roll out a low-carbon and biodiversity strategy to preserve the planet |
| | 3. Promote circular economy solutions to preserve natural resources |
| Invest in employees | 4. Reduce the impact of our activities to make them more acceptable |
| | 5. Attract, develop and retain employees through managerial excellence |
| Further the Group's commitment across its value chain | 6. Reinforce a culture of health and safety to keep people safe |
| Ensure that exemplary business practices are at the core of all Group activities | 7. Build a responsible supply chain rooted in sustainable performance |
| | 8. Reinforce an exemplary culture of ethics and compliance |

In 2023, Colas continued to roll out the ACT corporate plan. This document sets out the governance, policies, strategies and roadmaps, actions and results achieved in this regard.

ACT corporate plan governance and management of the CSR approach

The ACT corporate plan is managed using a matrix-based approach with two tiers: Group and local.

First, each of the CSR commitments is assigned to a commitment coordinator at the Group level, who defines the roadmap, actions to be taken and monitoring indicators to be put in place. These commitment coordinators represent functional or corporate departments: Human Resources, Environment, Health and Safety, Procurement, Legal and Compliance, Business Development. The CSR Department periodically brings these coordinators together to monitor and oversee progress on the ACT corporate plan.

Secondly, each entity (geographical business units and subsidiaries) has appointed a CSR officer. He/she is responsible for overseeing the operational rollout of the eight CSR commitments, supporting the definition and implementation of CSR action plans within his/her scope (in keeping with the Group's corporate roadmaps). He/she monitors progress made and steers local initiatives in collaboration with their entity's roadmap sponsors/coordinators. This network of over 21 CSR officers is coordinated by the CSR Department. They meet three to four times a year at CSR officer committee meetings to oversee the project and share best practice and achievements.

In July 2023, the CSR Department organized a CSR committee meeting to look at the rollout of the ACT corporate plan on an operational level. The committee discussed improving the Group's CSR performance, internal and external CSR communications, and how to ensure that the ACT corporate plan has a lasting impact. These various sessions provided the opportunity for CSR officers to ask questions, make recommendations and discuss the constraints relating to their role. The CSR Department subsequently established an action plan for 2024.

The CSR Department is responsible for coordinating and implementing the CSR policy across the Group as a whole as well as providing expertise and overseeing CSR issues. Implementation of the ACT corporate plan is structured around four key pillars:

- promoting CSR commitments and raising awareness;
- project governance;
- implementing and monitoring entities' action plans;
- measuring non-financial performance.

To foster continuous improvement, these different stages are analyzed, evaluated and presented to the Executive Management Committee each year as the various commitments are rolled out and non-financial results are gathered during the reporting campaign. The formal involvement of the Executive Management Committee is essential to ensure the participation of Colas' entities.

Implementing and monitoring action plans

The CSR Department has put in place a process to translate CSR commitments into operational action plans.

Since 2022, the coordinators have defined and updated the essential actions entities are expected to take for each commitment. This represents around 50 actions that either have a decisive effect on the impact of commitments or pave the way for rapid progress. Each entity is required to incorporate these essential actions into its action plan. CSR officers also incorporate local actions selected to support their entity's strategy or meet the expectations of local stakeholders.

A monitoring system helps track and coordinate progress against local action plans and share achievements and best practice worldwide. Phased rollout of the system began in late 2022 and continued in 2023.

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In 2023, some entities implemented best practice as to how best to roll out the project within their business units:

- In 2023, Colas France's Western Region launched the "TIC T'ACT" student challenge, in which 30 students from six engineering schools were invited to the Colas France Western Region headquarters in Mérignac. The aim of the challenge was for the students to make a pitch to a panel on three ACT commitments, talk to the Colas France's Western Region's Management Committee and raise funds for charities connected to the Group's CSR efforts.
- In 2023, Colas Rail initiated the assessment process to obtain AFNOR's "Engagé RSE" CSR certification. Organizations are assessed on the basis of how ISO 26000 principles are incorporated into their strategy and management. Colas Rail received a rating of 622/1000.
- In 2023, Colas USA got all its subsidiary managers to sign on to a CSR policy and appointed a CSR director, who issues a specific newsletter on each commitment, sharing definitions and concrete examples.
- Colas Canada has appointed nine champions for each CSR commitment, and in February 2023 it launched a roadshow that included nine "TI Live Events", featuring specific initiatives, interviews and live Q&A sessions with employees.

Measuring non-financial performance

The CSR Department coordinates non-financial reporting in order to track the performance of CSR indicators, and consolidates qualitative and quantitative non-financial data in Colas' various annual publications. Around 70 environmental, social and societal non-financial indicators are collected across the Group each year. In 2022, a new reporting tool was implemented to simplify the process of collecting environmental and social indicators from users and offer more advanced analytical capabilities. The data is analyzed at different levels to identify strengths and priority actions.

In 2023, the CSR Department coordinated an assessment of Colas' available information in relation to CSRD reporting requirements, involving 15 in-house experts (including those in charge of the ACT corporate plan) on the various aspects of the CSRD. The Group is also in the process of carrying out a double materiality assessment to confirm the extent to which the CSRD will be applied.

Communications

Promoting CSR commitments and raising awareness

With the support of the Communications Department, the CSR Department undertakes various activities to promote and raise awareness of the ACT corporate plan among employees.

Various training and awareness-raising activities were undertaken in 2023:

- Launch of Starter ACT, a motion design video setting out the Group's eight CSR commitments, intended for all employees including construction site workers. The video has been translated into the various languages used by the Colas Group and attracted over 11,700 views.
- Specific employee upskilling tools have been implemented by the Environment Department: Climate Fresk and Low-Carbon Way Fresk, to raise awareness among employees of the impacts of Colas' various activities and the solutions set out in its low-Carbon and biodiversity strategy, as well as webinars on compliance rules.
- Talks were given at Colas' various universities or academies around the world to raise awareness among employees about CSR.

In 2023, the CSR Department updated Colas Share ACT, the knowledge management platform dedicated to the Group's CSR commitments. This platform brings together a range of tools made available to operational staff: communication materials, information about commitments and a guide to answering CSR questions that come up in calls for tenders. The platform, which is open to all Colas employees, can also be used to share best practice and links to subsidiary expertise on the Colas Share platform.

Internal communications

Digital tools

Colas relies on various channels of communication to keep employees informed:

- Yammer, the Group's in-house social network, gives employees the opportunity to share their experiences and promote best practices via communities organized by business line, project and geographical area.
- My Colas, an online in-house portal for all employees with a Group email address, providing Group and local news, including a dedicated section on the ACT corporate plan.
- Colas Share, SharePoint sites covering different topics, as well as a Colas Share ACT site dedicated specifically to the ACT corporate plan. A new Colas Share site focusing on the circular economy was created in late 2023. A CSR newsletter is available in Colas Share ACT.

- Challenger Express, Bouygues' internal newsletter, highlighting the actions taken by Colas and other Bouygues Group subsidiaries, particularly in terms of CSR.

Subsidiaries also have specific digital tools. For example, Colas France has a blog, l'e-Changeur, for sharing news from the field (related to the ACT corporate plan, for example, with topics covering low-carbon solutions and the launch of the Colas Carbon Counter). Colas Rail produces an online news program focusing on CSR initiatives.

ACT corporate plan events

In 2023, a variety of events were held to get Colas employees onboard with the ACT corporate plan throughout the year:

- Colas USA organized its annual conference dedicated to ACT, focusing in particular on low-carbon solutions, health and safety, and charitable efforts. CSR trophies were awarded as part of the conference.
- During European Mobility Week in September 2023, Colas promoted its innovative mobility solutions (Wattway, Flowell, Moov'Hub) internally and on social media (see My Colas).
- Safety Week: the 10th Safety Week was held in June 2023 on the theme of collision risk. All Group employees around the world were once again informed about this risk. Testimonies, case studies, games and workshops provided the opportunity for discussion about safety regulations and shared vigilance, in keeping with the zero-accidents target.
- Colas held its third Environment Day to raise employee awareness of issues related to water (water stress, the impact of Colas' activities, microplastics). Events included 15-minute environment briefings at all construction sites, conferences, webinars and on-site conversations. Practical sheets with tangible actions to be implemented on construction projects were also distributed.
- The third Colas Team Cup, an international sporting and artistic challenge, was held in Marrakech in conjunction with Colas Foundation, providing the opportunity to support charitable initiatives during the finals. For the first time this year, the Colas Team Cup worked with Apprentis d'Auteuil and its local partner charity, Al Karam, to support their Najah project. The charity helps young people living on the street and in highly precarious circumstances by offering them educational support and access to schooling, in particular a variety of professional training courses in Marrakech. Colas Foundation has donated just over €20,000 to the project, as well as supplies.

Branding and employer brand

To showcase its brand, Colas set up a brand platform in 2020 that reflects its core identity and purpose: building and maintaining sustainable transport infrastructure. In 2023, the Company continued to promote its values by means of various events and internal communications, including video messages from the Chairman and CEO.

To bolster its employer brand, for the first time ever Colas opened up the Colas Team Cup competition to more than 300 students. This event helped to make Colas more attractive to potential future employees, with recruiters trained in answering their questions about the Company's CSR policy. In France, a new recruitment campaign was launched on social media in September to showcase employee profiles.

External communications

CSR commitments and the ACT corporate plan are presented on Colas' website⁽¹⁾.

Colas promotes its CSR initiatives on social media using the hashtag "#ACT". Routes magazine, available in print and online, is published twice a year. Issue 49, which came out in June, includes a dedicated section on CSR. At the end of 2023, a number of articles about Colas' CSR initiatives were published in a special issue of Bouygues' Minorange magazine. Entities and subsidiaries also help to spread the word about CSR projects with their own publications and magazines, such as Spac with "Espace" and Colas USA with "Crossroads".

Colas attended industry events such as Pollutec, VivaTech and the Salon des Maires et des Collectivités Locales (French Mayors' exhibition), as well as the World Road Congress (WCR), held in Prague in 2023, and TransMEA in Cairo via Colas Rail, to present its sustainability goals and solutions to customers in particular.

1.1. Offering our customers and users solutions that meet the challenges of sustainable development in local communities

Environmental, climate-related and societal challenges create both strategic challenges and opportunities for Colas. Whether in the public or private sector and whether local or global, customers are conveying greater expectations with regard to the environment and society, and incorporating these concerns into the design of their projects and in their specifications. Colas goes beyond just the technical and economic aspects to design infrastructures that are central to the transformation of cities and local regions. That is why Colas incorporates CSR into its business activities by:

(1) <https://www.colas.com/>

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- developing products and services that address sustainable development priorities;
- designing and offering sustainable, next-generation infrastructure projects;
- involving stakeholders in its approach and promoting its CSR commitments.

This commitment is supported by two Group departments, Business Development and Marketing, as well as by the Sustainable Smart Infrastructure and Mobility Department (2SIM). To help them deliver on this commitment, these departments are supported by a community of business development officers at each entity, overseen by an operational coordinator, and by the Group's expertise and support resources. In particular, this network of officers (operational staff, sales representatives, technical managers, etc.) facilitates the sharing of best practice in relation to solutions offered to customers.

1.1.1. Developing products and services that address sustainable development priorities

The products and services offered by Colas are evolving to meet sustainable development needs and multiple stakeholder expectations. To this end, the Group takes into account the following:

- the impact of solutions on the environment, in particular preserving resources (materials, energy, water, etc.) and their acceptability;
- mitigating the effects of climate change through low-carbon solutions and services that reduce greenhouse gas emissions (traffic regulation systems, active mobility solutions, etc.);
- adapting to climate change by means of resilient solutions (ecological engineering, urban cooling islands, permeable paving, etc.);
- the transition to low-carbon solutions, which presents market opportunities in new business segments (decarbonized mobility, renewable energy, hydrogen networks, etc.) as well as in sectors that will benefit from shifts in modes of transport, such as ports and associated intermodal platforms.

Promoting environmentally friendly alternatives to limit the impact on the environment

Based on the needs set out in the specifications, and where public procurement rules allow, Colas offers its customers environmentally friendly alternatives. They are supplementary solutions which require less energy, transportation and materials, and produce less greenhouse gas emissions. Through its environmentally friendly alternatives, Colas is also able to offer innovative solutions that make construction projects more acceptable.

The number of environmentally friendly alternatives offered reflects the state of each market, with conditions sometimes making it more difficult to offer such alternatives: for example, some countries, such as the United States, Canada and Morocco, do not allow environmentally friendly alternatives to be included in public tenders. The Group adapts to the specific regulations and policies of each market. Where possible, Colas endeavors to promote the environmental benefits of its solutions and suggest alternatives once contracts are awarded.

Colas has set itself the target of increasing the number of environmentally friendly alternatives on offer to 1,000 per year between now and 2030.

To better classify the environmental benefits presented by its environmentally friendly alternatives, Colas uses Seve[®], the eco-comparison tool developed by the industry in France. This software is being rolled out internationally, notably in the United Kingdom and Canada. In addition, Colas updated its French range of low environmental impact products and solutions that was shared with unit managers, sales representatives and design offices. A product catalog was created in Morocco to showcase low-carbon solutions.

Examples of low-carbon solutions in 2023 include:

- Recycol, which saves on transportation and materials and allows for materials to be reused for road resurfacing works, was rolled out in a number of countries in 2023. The solution won 2023 Net Zero Project of the Year for its first applications in the United Kingdom. In Saudi Arabia, an initial Recycol pilot project agreement has been signed with the Ministry of Transport. The project began in 2023. Following conclusive initial trials, Colas is now set to develop the technology in the country.
- Easycold, as well as the 100% aggregate version Easycold R+, allows for reclaimed asphalt pavements to be recycled in situ. This process enabled reclaimed aggregates to be reused in road base asphalt.
- Vegecol, a light asphalt mix made using an innovative 80% plant-based binder constituting an aesthetic, low-carbon alternative, thanks in particular to its lower production temperature. Outside of France, it is being trialed in countries such as Denmark, where this emulsion binder for surface dressing has been tested.
- ColGrill R, an asphalt mix reinforced with thermo-bonded glass fiber mesh which can reduce CO₂e emissions by as much as 45% and uses less materials than the conventional solution, and was used by Colas notably in the bus rapid transit project in Cayenne. The Group also proposed installing solar panels on some shelters and buildings to reduce the environmental impact of the infrastructure over its lifetime.

- Colpiste, a technology that can be used to create more affordable roads without bitumen, to provide safe roads in emerging countries. In 2023, this solution was selected by the GIH (Global Infrastructure Hub) in its call for submissions supported by a number of international lessors such as the World Bank, ADB and AIIB.
- Hello Travaux, an application developed by Colas to improve site acceptance by facilitating dialogue with local residents living close to construction sites. This reflects the Group's commitment to addressing the concerns of local communities. Since late 2019, this app has been rolled out to more than 250 construction sites in France as well as sites in Morocco, Switzerland and the United Kingdom.

Two key indicators measure the implementation of environmentally friendly alternatives and their impact: the number of suggestions made using an eco-comparison tool and the amount of greenhouse gas emissions avoided.

| Indicators | Scope | Unit | 2021 | 2022 | 2023 |
|---|-------|--------------------|-------|-------|--------|
| Number of suggestions made using an eco-comparison tool | World | Number | 198 | 325 | 768 |
| Greenhouse gas emissions avoided thanks to environmentally friendly alternatives selected | World | tCO ₂ e | 4,555 | 7,261 | 11,432 |

The number of suggestions made using an eco-comparison tool doubled between 2022 and 2023. Communication and efforts to raise awareness about Seve® continued in 2023 with training of employees and design offices in France. In addition, there is growing customer demand for more environmentally friendly alternatives in calls for tenders. This approach is on the increase outside France, particularly in the United Kingdom, Switzerland and Senegal, and at Spac.

The proportion of greenhouse gas emissions avoided also increased in line with the number of environmentally friendly alternatives selected.

N.B.: Seve® has been made available to public sector clients in France free of charge in association with all FNTP members.

Adapting infrastructure to climate change and regional resilience

To help local regions adapt to climate change, the Group develops innovative solutions focusing on three core priorities: creating cool islands and paths, ecological engineering – i.e. projects that incorporate environmentally friendly mechanisms and help make ecosystems more resilient – and reusing artificial spaces.

Colas' solutions for adapting cities to climate change form part of its Greencol approach, which aims to put in place the technical building blocks to offer urban development solutions that can be adapted to different urban uses. The aim is to provide numerous benefits, in particular urban cooling to keep conditions as bearable as possible during heatwaves, managing rainwater at source to align with the natural water cycle while also limiting the impact of heavy rainfall, which is increasing with climate change, and providing better living conditions for residents.

Solutions have been identified to counter urban overheating such as covering urban spaces with materials with high albedo, which Colas recommends for large areas with high sunlight. The Greencol approach is based on engineering studies, which are needed to respond to the specific challenges facing each local region using various eco-design methods, site analysis, materials characterization, microclimate modeling and in-situ instrumentation.

The Colas Group has also set up a center in Lançon-Provence for R&D on adapting urban spaces to climate change. The site focuses on experiments to work out how to assemble existing and/or innovative solutions to scale in order to address customers' concerns as best possible. The center is also experimenting with an eco-design-led approach spearheaded by the Group's Marketing Department to listen to the needs of local authorities, design offices, project owners, residents/users, architects, urban planners and experts by means of workshops on the solutions of tomorrow.

Colas also broadened its expertise in ecological engineering to help boost regional resilience. This includes the preservation or rehabilitation of natural habitats, or restoration of degraded habitats. This activity has seen rapid growth within the Group, with entities organizing themselves specifically for this market. In France, for example, ecological engineering projects now constitute a recurring activity for Colas' Western Region and subsidiary Perrier TP Terrassement. As of this year, each of Colas France's regions has its own ecological engineering officer responsible for developing this activity on the ground.

Colas is also committed to reusing sites that have already been developed and thus are no longer in their natural state, a key lever for achieving the goal of "no net land take" in France by 2030. This objective is centered on three main areas:

- Regeneration of brownfield sites, such as the redevelopment of a former metalworking plant in Unieux for EPORA (Etablissement Public Foncier de l'Ouest Rhône Alpes). This large-scale project has involved terracing and paving management works by Colas subsidiary Perrier TP, followed by decontamination works by Colas Environnement taking a total of 18 months.
- Colas Environnement's specialist area of decontamination, drawing on its 40 years of experience. The Group has experience in all decontamination techniques and applies innovative, bespoke solutions such as ERH (Electrical Resistance Heating), in which contaminants are extracted by heating the soil and groundwater to a temperature of 75°C, and then brought to the surface via a duct system.
- Investment in innovation and R&D to reduce decontamination costs and encourage the reuse of brownfield sites, as well as coming up with solutions to counter pollutants such as per- and polyfluoroalkyl substances (PFAS).

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Low-carbon transition

Colas has undertaken construction projects linked to low-carbon energy production facilities (wind farms, solar farms, biogas plants, etc.) as well as low-carbon transportation infrastructure projects.

Some of the key examples in 2023 were as follows:

- Colas Martinique is involved in the construction of GRESS 2 and 3, a six-turbine wind farm on the slopes of Mount Pelée, where it is building facilities for transporting abnormal loads.
- Spac - Colas' subsidiary specializing in the construction and maintenance of water and energy networks - participated in connecting the Dieppe wind farm, which consists of 62 wind turbines located 15 km offshore.
- Colas Rail participated in designing, building, operating and maintaining Line 1 of the Abidjan Metro, which will streamline travel and ease congestion in the city.
- Colas Rail also took part in building a monorail for the future metro line in Panama City.
- Wattway opened two photovoltaic cycle paths (2,000 square meters) to combine infrastructure with renewable energy generation in the Netherlands.

Moreover, to support development in lower-carbon transportation infrastructure activities, in 2022 Colas set up a business line dedicated to active mobility (cycling and walking) within the Business Development and Marketing Department. This business line's mission is to help entities in this segment, which is growing fast in many countries. In 2023, it was involved in mapping out the active mobility market in five key countries (France, the United Kingdom, Ireland, Belgium and Switzerland), helped to target and qualify hundreds of opportunities with sales teams and profit centers, worked on the joint development of the first dedicated pump tracks and greenways, and created brochures on capitalizing on best practices specific to these projects, from pre-sales through to execution.

1.1.2. Designing and promoting next-generation infrastructure

Thanks to its long-standing expertise in infrastructure, Colas is in a leading position to design and promote infrastructure that is safe, sustainable, accessible, shared and connected, but also rich with new features. Colas' range of services and solutions spans a number of areas, including sustainable infrastructure management (e.g. through performance contracts), local development in response to changing uses and the addition of new features to infrastructure.

Sustainable infrastructure management using performance contracts

Colas has adopted a structured approach that aims to control the overall cost of infrastructure projects over the long term. This approach also contributes to reducing the environmental impact of infrastructures - in particular greenhouse gas emissions - over their entire lifecycle. It is centered on the development of services and solutions for the management of infrastructure estates on behalf of public and private sector customers. Promoting comprehensive performance contracts is at the heart of this approach. These performance contracts rely on factual data on the state of the estate, allowing for the scheduling of predictive maintenance over the long term.

Colas also offers a range of solutions to optimize road network maintenance using innovative inspection techniques. These technologies include road laser sensors able to measure to one millimeter, used by Aximum subsidiary Technologies Nouvelles, and a new road inspection tool developed by Colas using computer vision-based AI. With this new tool, Colas is offering a new service called Infracare® that aims to advise local governments on the most economical and effective multi-year predictive maintenance program in terms of environmental impact and budget. Colas intends to favor preventive maintenance in order to reduce the carbon impact of works over the long term, optimize budgets and improve service standards. In 2023, more than 30 local authorities in France and abroad had access to InfraCare® under Colas' multi-year maintenance contracts, representing over 200 readings and 4,000 km of roads recorded.

Keeping up with changing uses

Colas helps to improve users' quality of life with solutions that allow for better sharing of public spaces where various forms of mobility intersect, for example with Flowell, an interactive luminous signaling solution. There are more than 57,000 road accidents each year in France, with more than 500 pedestrians losing their lives on or around a pedestrian crossing. Flowell pedestrian crossings provide increased safety for users around pedestrian crossings in sensitive areas frequented by vulnerable users such as children, families and the elderly, or areas with a high accident risk such as transport hubs and routes into and out of the city.

In July 2023, Colas' Flowell motion sensor light-up pedestrian crossing was approved by the French Ministry of Transport, enabling it to begin selling the product via its subsidiary Aximum. This makes it the first dynamic horizontal road signage system to obtain regulatory authorization in France. Flowell is also being rolled out in other countries via a network of partners such as BAM Royal Group in the Netherlands (sold under the name LED-OP) and TOA Road in Japan. In the United States, Colas has submitted the project for the American Traffic Safety Services Association (ATSSA)'s Innovation Award.

Colas is establishing its position in the cycle paths market. In 2023, the active mobility market was mapped out in five key countries - France, the United Kingdom, Ireland, Belgium and Switzerland. The Business Development and Marketing Department was involved in targeting and qualifying hundreds of opportunities with sales teams and profit centers, worked on the joint development of the first dedicated pump tracks and greenways, and created brochures on capitalizing on best practices, from pre-sales through to execution, specific to these projects.

Adding new functionalities to infrastructure

Colas develops a number of solutions that allow infrastructure projects to provide additional services for local regions and their users:

- Wattway, in use since 2015, is a photovoltaic road surfacing solution which uses the roadway itself to generate renewable electricity. After an initial development of "Wattway Packs" in 2022 in the Japanese archipelago, in 2023 Colas continued to install these turnkey solutions for producing, supplying and storing renewable energy for roadside equipment (electric bicycle charging points, for example). This solution, which has also been rolled out across large car parks at industrial and commercial sites, complies with France's bill to accelerate the development of renewable energies. It can add to the renewable energy generation capacity of sites already fitted with traditional solutions such as solar panels on the roof. In September 2023, Colas launched two 1,000 m² Wattway cycle paths in the Netherlands. Energy production is estimated to be 160 MWh over the course of a year.
- Moov'Hub, in use at Paris-Saclay since 2019 under the name Park'in Saclay, allows for the dynamic management of public and private parking. The service was renewed in 2022 for a further three years.
- Qievo optimizes truck traffic flows around construction sites in dense urban areas thanks to better road sharing. The solution reduces conflicts of use in public areas, disturbance and environmental impact. This solution has already been implemented at the Lyon Part-Dieu construction sites for four years and at the site of the 2024 Paris Olympics Athletes' Village. Qievo was selected by the Île-de-France region in two calls for expressions of interest, one of which aims to optimize last-mile logistics by enabling retailers to enter their delivery requirements into a shared tool.
- ANAIS is a service that helps identify risky areas by processing data from vehicle routes, recommending then monitoring preventive management of road networks. This solution has been rolled out in French administrative departments and in 2023 was implemented by National Highways in the United Kingdom as part of Colas UK's Area 9 contract which covers around 3,800 km of road networks.

In digital technology, Colas is also recognized as a key player in BIM (Building Information Modeling), a technology that allows for management of information relating to an infrastructure project, building or civil engineering project on the basis of a digital model.

In addition to its traditional activity of responding to calls for tenders, the Group develops specific technologies such as 2IN, a digital twin mapping platform to save, manage and view internal data (sites, soil data, project data, as-built drawings, etc.) alongside Open Data concerning soils, environmental issues and existing networks. This gives Colas a better understanding of project designs and enables it to offer its customers the services they need, such as predictive maintenance (e.g. InfraCare - see 1.1.2), calculation of urban heat islands (see 1.1.1), soil decontamination (see 1.1.1) and the circular economy (see 1.3.4).

Colas is involved in the INCIT-EV project, funded by the EU's Horizon 2020 program, on three levels: at an early stage with R&D, during construction of the demonstration site, and further on in the process in formulating final recommendations. Through this involvement, it has contributed to designing and creating a dynamic electric vehicle induction charging demonstration system, with a monitoring program lasting several years. More generally, the Group is continuing to monitor and assess the various technological options available for developing electric mobility on road infrastructure.

1.1.3. Involving stakeholders and promoting its CSR commitments

Colas builds strong relationships with stakeholders (including customers, engineering firms, investors, users, local residents and employees), working with them to develop sustainable solutions. The cornerstones of this approach are listening to customers' and users' expectations and promoting the Group's CSR strategy among its customers and partners.

To help it understand its customers, Colas uses a range of customer satisfaction measurement tools: In 2017, Colas France adopted a consistent approach to measuring customer satisfaction and its Net Promoter Score (NPS) using a system under which each profit center surveys its clients at the end of each construction project and results are monitored over time.

Customers are now asking their suppliers and subcontractors to have their CSR performance assessed externally. This being the case, Colas meets the requirements of EcoVadis, the CSR performance assessment platform used by many companies around the world: Colas France updated its EcoVadis assessment in 2022, scoring 71 out of 100. Similarly, other Group entities updated their EcoVadis assessments: for example, Tersen and Spac achieved Gold and Silver status, scoring 70 and 64 out of 100, respectively.

Colas profit centers are also committed to abiding by standards specific to their business areas:

- In France, the CMSE, Midi Concassage, Socava and Vergne quarries have obtained Maturity level CSR accreditation from UNICEM Entreprises Engagées in recognition of the concrete measures taken in terms of listening to and dialoguing with concerned parties.
- The Toulon profit center has held FNTP (Fédération Nationale des Travaux Publics) public works CSR accreditation since 2023.
- Colas Rail is in the process of obtaining AFNOR's "Engagé RSE" CSR label for its operations across the globe, which assesses the maturity of companies' CSR strategy on the basis of ISO 26000.

In the United Kingdom, in response to customers' requests to assess the social value of its projects, Colas is using a dedicated system to quantify the economic impact of its initiatives in support of inclusion, local jobs, apprenticeships, etc.

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Colas leverages industry bodies and federations to promote environmental, low-carbon and circular economy solutions. For example, Colas France has signed a pact between mobility infrastructure operators that lists 13 actions to reduce the footprint of construction sites in France.

To help profit centers put Colas' CSR approach into practice, the CSR Department has implemented an operational solution: a Q&A for responding to calls for tenders offering example answers to the most frequently asked questions.

Colas also fosters relations with Bouygues Group investors, in accordance with the standards set by Gaia, and plays a role in dedicated events.

Alongside these approaches, Colas works with its customers to develop its local ecosystem:

- In France, many profit centers have held Customer Days to present Colas' CSR approach and low-carbon and circular economy products and offered Climate Fresk workshops to their customers. These days, organized each year, are to be rolled out gradually in other countries in which the Group operates.
- In Finland, meetings - usually monthly - are organized with customers to raise awareness about CSR and tell them about what Destia is doing.
- Colas' subsidiary Spac has implemented a proactive, structured approach to meeting with key customers' CSR teams to help them build "best bid" criteria into their tenders covering low-carbon and circular economy aspects. This approach has already produced tangible results. For example, one customer has implemented a scale for evaluating and comparing bidders' carbon performance. In addition, Spac's sales team has made XaitProposal, a tool used to respond to bids, available to design offices. The technical brief templates provided include detailed information about the Company's CSR commitments.
- Colas Environnement came first in the "Calculation Tools" category of the Trophées de l'Action Climatique (climate action awards) organized by French soil decontamination association UPDS. Its project incorporates eco-comparison tool Seve® into brownfield site decontamination and regeneration works. This innovative approach helps evaluate environmental impact factors early on in the project planning process to promote more informed decision-making. Combined with the Colas Carbon Counter, which calculates greenhouse gas emissions during the construction phase, this initiative plays an essential role in significantly reducing the Group's environmental footprint across all the stages of its activities.

In addition, in 2023 at different professional trade shows such as VivaTech, the World Road Conference and Pollutec, Colas showcased its experience, expertise, and technical solutions at round-table discussions on the topics of the circular economy, low-carbon construction processes, protecting biodiversity, adaptation and resilience to climate change, regeneration of brownfield sites and the sustainability of infrastructures.

1.2. Rolling out a low-carbon and biodiversity strategy to preserve the planet

The climate emergency and the collapse of biodiversity are key challenges for the coming decades. Colas strives to respond to these new challenges, primarily by incorporating carbon and biodiversity concerns into its strategy, adopting measures to reduce the carbon intensity of its direct emissions, developing and promoting low-carbon techniques and solutions, improving its carbon accounting year to year, and offering low-carbon products and services to enable customers to reduce their emissions.

1.2.1. Incorporating climate change priorities into the Group-wide strategy

Climate change has a direct impact on Colas in its markets, in particular some of its traditional operations, while opening up new business opportunities. A Group-wide analysis of climate change-related risks and opportunities was undertaken in 2020 with the support of environmental consultants Carbone 4 in order to factor them into Colas' low-carbon strategy.

Within this context, in December 2020, Colas announced an ambitious target to reduce its CO₂e emissions by 2030 relative to 2019 (baseline year):

- a 30% reduction in direct greenhouse gas emissions (Scopes 1 and 2);
- a 30% reduction across the entire upstream value chain (Scope 3a), which accounts for around 85% of total emissions.

These targets were validated in October 2021 in accordance with the Science Based Targets initiative (SBTi)'s recognized methodology as being aligned with a "well below 2°C" trajectory compatible with the Paris Agreement.

The low-carbon and biodiversity roadmap focuses on the following six main areas:

- incorporating climate change priorities into the Group-wide strategy;
- taking action to lower the carbon intensity of direct emissions;
- developing and promoting low-carbon technologies and solutions;
- optimizing carbon accounting of operations;

- contributing to carbon neutrality and helping reduce emissions from customers and users;
- incorporating priorities related to biodiversity loss into operations.

The low-carbon and biodiversity roadmap is coordinated by the Environment Department via a Low-Carbon and Biodiversity Strategy Committee made up of carbon sponsors appointed from each geographical business unit. The role of these sponsors is to take action on a local level. This committee also includes representatives from central Group functions: Equipment Performance, Purchasing, Business Development, Technical and R&D, Innovation and CSR. Environment officers are also involved in rolling out the roadmap within their entities, including in particular carbon accounting tools developed since 2022.

As of 2021, carbon sponsors and equipment performance managers enter low-carbon CapEx and OpEx for the next three years into investment proposals. These are reviewed twice a year using software developed by the Environment and Equipment Performance Departments. The goal is to incorporate low-carbon and biodiversity efforts into Colas' annual strategic reviews. CO₂e emission savings are entered each time. To make forecasts for 2030, the Environment and Equipment Performance Departments developed the Carbon Trajectory tool in 2023 to:

- quantify CO₂e savings arising from the various options already identified for achieving targets by 2030;
- track changes in CO₂e emissions year-over-year for Scopes 1, 2 and 3a.

Mobilizing the workforce through an awareness-raising program

To successfully achieve this strategic transition, Colas needs to support its employees, mainly by means of training and raising awareness. A general campaign launched to raise awareness about climate issues using the Climate Fresk program has pursued this objective year after year since it was initiated in September 2021. 14,659 employees worldwide have attended workshops led by 281 trained in-house facilitators (as of year-end 2023). The target shared with the Bouygues Group is to train all management-level employees by the end of 2024.

Following on from the Climate Fresk workshop and to create a tool more suited to Colas' activities and the challenges it faces, the Environment Department developed the Low-Carbon Way workshop in 2022, comprising four main parts. The first describes the value chain for the Group's businesses, and the second sets out greenhouse gas emissions generated by each link in this chain. Information is then provided about the impact of Colas' activities on the environment and biodiversity. Finally, the last part presents solutions developed by Colas to achieve its CO₂e reduction targets. At the end of 2023, 339 people and 24 facilitators at the Group had been trained in the Low-Carbon Way.

Training programs on biodiversity were also provided in various forms. Firstly, Colas rolled out a biodiversity e-learning module, and the Group also ran a number of Biodiversity Fresk awareness workshops throughout the year. At year-end 2023, more than 180 people in France had attended Biodiversity Fresk workshops. On the topic of carbon, short modules were created on low-carbon concrete and low-carbon asphalt mixes, following on from an initial e-learning course on carbon. A webinar on the new carbon accounting methodology was also made available to employees.

In addition, international sponsorship for external awareness-raising with Kinomé, the ONF and Impactum continued in 2023, bolstered by tree-planting campaigns in France and Côte d'Ivoire. This tree-planting project is designed to make young people more aware of the importance of protecting biodiversity. During the three years of the partnership, 7,000 trees have been planted in France and 15,000 in Côte d'Ivoire, with 600 children taking part. Selected forests are included in programs that support biodiversity and climate change adaptation through careful choice of species. In Canada, Miller will help plant 115,000 trees over the next eight years as part of a government reforestation program designed to build resilience to climate change. Sintra-Est in Canada has also launched a campaign to plant 600 trees following a number of forest fires in the country in 2023.

1.2.2. Taking action to lower the carbon intensity of our direct emissions

One of Colas' targets is to cut our direct CO₂e emissions by 30% by 2030. To achieve this target, Colas is working to reduce its use of fossil fuels (in particular, reducing the energy consumption of asphalt mixing plants by means of operating excellence), improve the energy efficiency of equipment and machinery, make the transition towards lower-carbon energy sources (low-carbon fleet), innovate in new, lower-carbon production procedures (alternative fuels, substitutes for heavy fuel oil) as well as support changes in behavior.

Colas has adopted a variety of measures to better manage its energy consumption:

- Reducing energy consumption at asphalt mixing plants:

- by using telematics to monitor energy consumption and asphalt production temperatures in real time;
- by lowering asphalt mix production temperatures to achieve CO₂e emissions reductions of between 4% and 45% relative to hot mixes, depending on the type of product selected;
- by replacing the heavy fuel oil-type combustibles used for asphalt plant burners with natural gas, leading to a reduction in greenhouse gas emissions for an equivalent production level.

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- Reducing fuel consumption for vehicles and machines:

- by monitoring consumption via telematics fitted to more than 6,600 machines and 9,800 vehicles to improve the average utilization rate (by a target of 2% per year) and reduce idling rates (the percentage of time an engine is idling). Colas is aiming to equip the entire vehicle and machinery fleet with onboard telematics by the end of 2030 and decrease idling rates to less than 20% for the fleet equipped with telematics;
- by mobilizing the workforce through training in environmentally friendly practices for drivers (with the potential to reduce fuel consumption by 20%).

- Transitioning to less carbon-intensive energy sources:

- by means of gradual electrification of site machinery, for example use of an electric dredger in Colas France's Southeastern Region, allowing for an 89% reduction in CO₂e emissions;
- through ongoing investment in low-carbon solutions in general, such as buying electric vans and machinery in France, the United Kingdom and Finland.

- Decarbonizing electricity consumption:

- by purchasing low-carbon electricity;
- through electricity self-consumption.

Within the Group, the share of low-carbon electricity reached 46% in 2023, relative to 40% in 2022.

Colas' primary achievements in 2023 were as follows:

- installation in several locations in France of tanks of Oleo100, a biodiesel made from 100% French rapeseed, to fuel 700 heavy vehicles;
- use of B100 (pure biodiesel), which accounts for 19% of Colas France's total fuel consumption (road diesel and B100) compared with 3% in 2022, an increase of 5.7%;
- use of HVO (hydrogenated vegetable oil) biofuel made from used cooking oil in Finland, as well as in the United Kingdom and Ireland, where it accounts for 16% and 10%, respectively, of Colas' total consumption (Road Diesel + Off-Road Diesel + HVO); contract signed by Colas' Finnish subsidiary Destia to buy HVO from Neste.

A number of initiatives were also implemented in France in 2023 under the banner of the energy savings plan. Colas France has been a signatory of the EcoWatt and Ecogaz charters since 2022. To implement these initiatives, a network of energy savings officers work together, right down to the most local level in each region, with one person appointed at each profit center. This approach has made it possible to:

- cascade energy-saving starter briefings, opportunities for discussions about specific themes at the start of work, dedicated to different activities (industrial activities, quarrying, construction and offices);
- monitor energy consumption at source.

| Indicators | Scope | Unit | 2021 ⁽¹⁾ | 2022 ⁽¹⁾ | 2023 |
|--|-------|----------------------|---------------------|---------------------|------|
| Energy consumption from drying per metric ton of mix sold | World | kWh/t | 81.9 | 80.2 | 81.8 |
| Greenhouse gas emissions from drying at asphalt mixing plants per metric ton of mix sold | World | kCO ₂ e/t | 19.3 | 18.9 | 19.6 |

(1) 2021 and 2022 values have been adjusted following the sale of Branscome in 2023.

Energy consumption from drying per metric ton of mix sold varies depending on the following criteria:

- lowering temperatures;
- control over the moisture content of aggregates;
- reduction in consumption (as a result of telematic monitoring).

The increase in this indicator in 2023 was mainly due to more energy-intensive hot asphalt mix production as a result of an 8% fall in asphalt mix sales – chiefly in France, the United States and Canada – making asphalt mixing plants less energy efficient. The slight increase in greenhouse gas emissions per metric ton of asphalt mix sold is due to the increase in industrial activities in countries where production is more carbon intensive (primarily Poland and Australia), while production has decreased in countries where it is less carbon intensive (primarily France, the United States and Canada).

In addition, a number of actions were carried out on the mobile equipment fleet in 2023:

- training in environmentally friendly practices for drivers has been provided in France, particularly in the Northeastern region, as well as in Canada, where a special instructor has been hired for this kind of training;
- in France, the transition of 700 heavy vehicles onto Oleo100;

- in France, a significant increase in use of B100 from 1,700 kiloliters in 2022 to 9,525 kiloliters in 2023;
- gradual electrification of the light-duty vehicle fleet, prioritizing those countries where electricity generation is the least carbon-intensive;
- a ten-year program to replace the vehicle and machinery fleet with more energy-efficient equipment; furthermore, theoretical energy consumption is always taken into account when selecting new equipment for purchase.

| Indicators | Scope | Unit | 2021 ⁽¹⁾ | 2022 ⁽¹⁾ | 2023 |
|---------------------------------------|-------|------|---------------------|---------------------|------|
| Vehicles with onboard telematics (%) | World | % | 30 | 34 | 35 |
| Machinery with onboard telematics (%) | World | % | 35 | 35 | 42 |

(1) 2021 and 2022 values have been adjusted following the sale of Branscome in 2023.

In 2023, the percentage of vehicles and machinery equipped with onboard telematics systems continued to rise, with an overall increase of 8 pts relative to 2022. This demonstrates the desire to improve monitoring and control of fuel consumption using the "My Equipment" digital platform.

Powering sites using renewables

Colas is rolling out renewable energy solutions across its sites. Photovoltaic systems have been installed in France, the United Kingdom, Belgium, Switzerland and Finland, as well as countries such as Croatia, Hungary and the United Arab Emirates. The energy generated is either used directly by the Company itself or fed back into the grid. For example, in Poland and the Czech Republic, additional energy generated by solar panels can be used to heat bitumen tanks, thereby reducing energy consumption. In Belgium, low-carbon electricity is also generated by wind power.

1.2.3. Developing and promoting low-carbon technologies and solutions

If it is to reduce its greenhouse gas emissions, Colas must use low-carbon products and techniques, including in particular those developed through its own focused research and development. Initiatives implemented to offer low-carbon techniques and solutions to customers fall under three main themes:

- reducing the carbon intensity of asphalt mixes, concretes and hydraulic binders;
- increasing the reuse of recycled materials;
- purchasing low-carbon materials (hydraulic binders, concretes, cements, etc.).

Generally speaking, encouraging the use of recycled materials is one of the main ways Colas can reduce its carbon footprint, particularly across Scope 3a.

Reducing the carbon intensity of concretes and hydraulic binders

Colas reduced the carbon intensity of concrete produced in-house by using optimized formulas that lower binder content and promote the use of low-carbon cements, depending on geographical availability and market maturity.

Less carbon-intensive asphalt mixes

Colas has identified a number of actions to reduce the carbon intensity of those internally produced materials that generate the most emissions:

- Using plant-based binders instead of bitumen to reduce the carbon footprint of finished products. Other binders have been developed such as Vegeroad, which is used on the Templeville Road site in Dublin. Techniques similar to Vegeroad are being rolled out, such as ultra-low-carbon asphalt in Canada and SAMIGreen in Australia. Ultra-low-carbon asphalt is more expensive but reduces CO₂e emissions by one quarter thanks to the bituminous binder being partly replaced with a plant-based material.
- Increasing the proportion of lower-temperature mixes and using cold mixes to reduce emissions generated by heating aggregates. For example, Colas France's Western region produced 540,000 metric tons of cold asphalt mix in 2023.
- Reducing the moisture content of inputs to limit drying times and associated energy consumption (e.g. by using storage sheds);
- Incorporating recycled materials, including in particular reclaimed asphalt pavement, into hot and cold mixes, which directly reduces the use of binders, thus lowering the carbon intensity of mixes.
- The rollout in France by the Industry Department and the Technical Department of an asphalt mixes grading scale from A to F according to their CO₂e emissions, calculated using the Seve® eco-comparison tool. The classification will be shown on asphalt mix data sheets, and a digital emission tracking tool is currently being implemented at each asphalt plant.

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– As part of its low-carbon strategy, Colas continued with its R&D work on finding and testing solutions to reduce the carbon footprint of its activities. New uses for bio-based binder Vegecol are currently being trialed and work has begun on developing a range of solutions to reduce the carbon footprint of the Group's road surfaces, with several assessments as construction works are carried out. The concept of low carbon emissions has been introduced into Colas' product catalogues in France and Morocco.

Increasing the reuse of recycled materials

The circular economy helps reduce greenhouse gas emissions. In particular, in-place road recycling – which involves removing the asphalt mix from a road, mixing and adding a binder on site then repaving the road with the resulting mix – generates a number of environmental benefits:

- reducing CO₂e emissions by avoiding the need to transport materials to the worksite and by preventing the need to produce new asphalt mixes;
- saving natural resources, notably aggregates, by reusing material removed from the road, which is recycled in place.

The use of Recycol in Gabon in 2023 for the resurfacing of 43 km of road between Nsilé and Bifoun is a good example of materials being reused. Recycol is being used increasingly outside France, such as in Morocco and North America.

| Indicators | Scope | Unit | 2021 ⁽¹⁾ | 2022 ⁽²⁾⁽³⁾ | 2023 |
|---|-------|-----------------|---------------------|------------------------|------|
| Surface area of road recycled in place | World | Mm ² | - | 3.5 | 3.6 |
| Surface area of road recycled in place using emulsion | World | Mm ² | - | 2.2 | 2.7 |

(1) No data for 2021

(2) Indicator made more reliable following different methodological interpretations depending on the geographic area in 2022 (particularly Canada)

(3) 2022 values have been adjusted following the sale of Branscome in 2023

In 2023, the total surface area of road recycled in place remained stable. However, the proportion of in-place recycling using a bitumen emulsion increased (a technique that offers greater savings in terms of CO₂e emissions) relative to the proportion of in-place recycling using a hydraulic binder.

Buying low-carbon materials

As shown by the breakdown of its carbon footprint into significant sources, goods and services purchased for use in projects and production operations account for 81% of Colas' Scope 3a emissions, representing 68% of its carbon footprint. This is mainly related to purchases of cement, concrete and precast concrete as well as purchases of bitumen. The initial priority is therefore to identify and purchase low-carbon binders and concrete.

This initiative forms part of the Group's commitment under the ACT corporate plan to "Build a responsible supply chain rooted in sustainable performance", overseen by the Purchasing Department. Initial tender processes in France include criteria relating to CO₂e emissions, notably for hydraulic binders and ready-mix concretes⁽¹⁾. Between 2022 and 2023 in France, on the T3 West tramway site in the Paris region managed by RATP, Colas Rail used low-carbon solutions with the help of its suppliers, in particular to reduce the carbon footprint of concrete used in foundations and between tracks. A total of 829.9 metric tons of CO₂e emissions have been avoided thanks to the use of low-carbon concrete. Efforts were also made to use less carbon-intensive track ties made of recycled steel, resulting in a reduction of 72.6 metric tons of CO₂e.

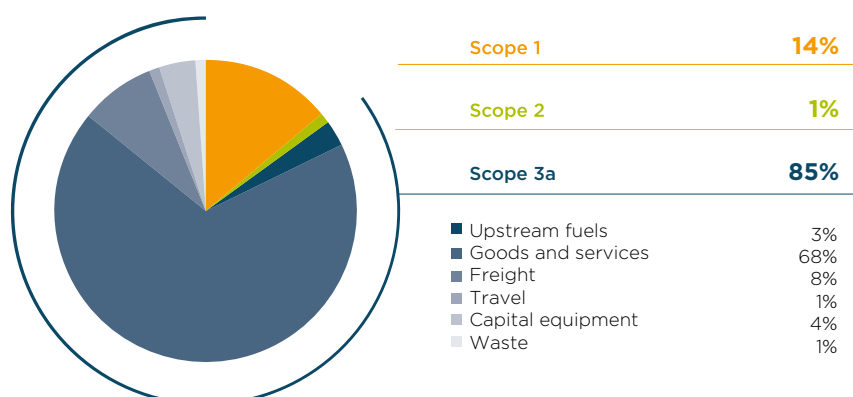
Every year, the Equipment Performance and Purchasing Departments hold a Supplier Day – Construction Equipment Tenders, when Colas challenges its suppliers to reduce their greenhouse gas emissions (see 1.7.2).

(1) Ready-mix concrete

1.2.4. Optimizing carbon accounting for our operations

In 2023, Colas' carbon footprint was 10.6 MtCO₂e, split between the following sources:

Breakdown of Colas' carbon footprint by source



For over ten years, Colas has been calculating the carbon footprint of its operations in accordance with the methodology set out in the GHG Protocol using physical flows linked to Scope 1 and 2 energy consumption. For Scope 3a, in 2022 Colas implemented a new carbon footprint calculation methodology based on physical flows and expenditure data retrieved from the Group's information systems. This new methodology uses a calculation approach that is based on key purchasing categories and can thus be more easily correlated with initiatives to reduce Colas' emissions.

In light of the ENCORD⁽¹⁾ Construction CO₂e Measurement Protocol "Guide to reporting against the Green House Gas Protocol for construction companies", Colas does not publish CO₂e emissions arising from the use of its products, for example in roads and railways (Scope 3b).

Colas has also developed the Colas Carbon Counter to automatically calculate a construction project's carbon footprint both as work progresses and at completion and produce a report for the customer. This tool, based on a data repository filled with recognized and certified domestic and international data, automatically retrieves financial data on project expenditure and combines it with the relevant emission factors. First rolled out to low-carbon profit centers, since 2022 the tool has been available in France, Morocco, Belgium and Switzerland. In 2023, the Colas Carbon Counter came first in the "calculation tools" category at Pollutec, in collaboration with Les Shifters.

Colas has also developed another tool, Colas Carbon Footprint, which gives a real-time picture of the carbon footprint of Group entities on a number of levels. It uses the same methodology as the Colas Carbon Counter, drawing on physical and financial data. The rollout of this tool is accompanied by measures by environment officers and carbon sponsors to raise awareness in order to obtain more reliable physical data.

| Indicators | Scope | Unit | 2021 ⁽¹⁾ | 2022 ⁽¹⁾ | 2023 ⁽³⁾ |
|--|-------|---------------------|---------------------|---------------------|---------------------|
| Carbon footprint | World | MtCO ₂ e | - ⁽²⁾ | 11 | 10.6 |
| GHG emissions - Scope 1 | World | MtCO ₂ e | 1.6 | 1.5 | 1.5 |
| GHG emissions - Scope 2 - Market-based | World | MtCO ₂ e | 0.1 | 0.1 | 0.1 |
| GHG emissions - Scope 3a | World | MtCO ₂ e | - ⁽²⁾ | 9.5 | 9.0 |

(1) 2021 and 2022 values have been adjusted following the sale of Branscome in 2023.

(2) The methodology used for counting Scope 3a CO₂e emissions since 2022 is based on physical flows and expenditure data retrieved from Colas' information systems. Historical data stored in these information systems cannot be used to recalculate Scope 3a CO₂e emissions based on the new methodology in 2021.

(3) Destia is included in non-financial reporting in 2023 following its acquisition in 2022.

Direction emissions from stationary combustion sources (Scope 1) held relatively steady in 2023 as a result of growth in activity (notably in DOMOI and Northern Europe and at Continental Bitumen) and increased production of asphalt mix (notably in Australia, Madagascar and Morocco). However, this was offset by using energy from less emissions-intensive sources (chiefly by replacing heavy fuel oils with natural gas and using biofuels (notably in France, DOMOI, Central Europe, Northern Europe and Canada)). Indirect emissions associated with electricity consumption (Scope 2) also remained relatively stable in 2023. Use of low-carbon electricity continued (particularly in France and at Destia, which uses 100% low-carbon electricity).

In 2023, Scope 3a greenhouse gas emissions decreased by 5%. This decrease resulted from the following measures:

- buying lower-carbon materials (mainly lower-carbon concrete and cements for France);
- more reliable input data used in calculations and emissions factors compared with the conservative approach taken in 2022 (main cause);

(1) Emissions arising from products during use (e.g. over the lifespan of a road) are not specifically measured under the ENCORD protocol.

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- calculation and application of emissions factors for the United States/Canada, and possibility of a separate version for each head reporting entity.

1.2.5. Helping our customers and users achieve carbon neutrality and developing technical solutions to reduce emissions

Use of alternative freight methods

Colas reduces its CO₂e emissions from freight by using rail and inland waterways as alternatives to road haulage for its own transportation requirements.

| Indicators | Scope | Unit | 2021 ⁽¹⁾ | 2022 ⁽¹⁾ | 2023 |
|--|-------|------|---------------------|---------------------|------|
| Number of metric tons of materials transported by rail and/or waterway | World | Mt | 6.6 | 7.3 | 7.9 |
| Average number of kilometers traveled by rail | World | km | 332 | 294 | 305 |
| Average number of kilometers traveled by waterways | World | km | 538 | 533 | 619 |

(1) 2021 and 2022 values have been adjusted following the sale of Branscome in 2023 (5% of the indicator).

The number of metric tons of materials transported by rail and/or waterway was up with respect to 2022, thanks to subsidiaries' efforts to improve the reliability and traceability of this data (particularly in France, Northern Europe and Canada). In 2023, the average number of kilometers traveled by rail remained stable, with an average of 300 km travelled. The average number of kilometers traveled by waterways increased slightly, with an average of 600 km travelled in 2023.

Looking into ways of helping to achieve carbon neutrality

For a number of years, Colas has been innovating to provide customers and end users with solutions in respect of low-carbon construction, combating urban heat islands, active mobility and municipal services, and for managing and lowering energy usage. These areas all constitute business opportunities that Colas is keen to develop.

Colas' first priority is to lower its emissions. However, work is underway to identify how best to contribute to efforts to achieve carbon neutrality, including various carbon capture and sequestration projects for CO₂e in certain countries. Colas' teams in Iceland are keeping a close eye on carbon capture and storage and green hydrogen production projects. In Canada, similar projects are also being considered as a way to decarbonize industrial processes.

Active mobility and municipal services

Colas helps local authorities deliver solutions that work towards sustainable cities. The Group develops alternative low-carbon transportation infrastructure (tramways, cycle paths, etc.) and designs active mobility solutions (connections with public transportation networks, electric vehicle charging networks, shared parking, etc.). Colas also offers developers and local authorities innovative services to optimize urban truck traffic and/or deliveries (Qievo from Mobility by Colas) and dynamic signage solutions that promote safe road use (Flowell).

Urban cool islands

Colas' efforts to develop urban cool islands and paths are described above in section 1.1.1.

1.2.6 Incorporating priorities related to biodiversity loss into operations

Colas is pursuing a number of initiatives in support of biodiversity as part of its low-carbon and biodiversity roadmap. These initiatives fall into the following four areas:

- working to protect and restore habitats and species;
- combating the spread of invasive alien species;
- responding to the challenges posed by soil sealing and land take;
- developing ecological engineering works.

Working to protect and restore habitats and species

Colas continued the Quarry Biodiversity program for quarries and gravel pits and will extend it to the Group's other stationary activities. This program aims to implement actions that support biodiversity with scientific backing from biodiversity experts, for example ecologists, based on an approach of educating local populations (residents and employees), notably through local partnerships (e.g. working with the ONF to plant trees and with the LPO to monitor specific bird species such as the bank swallow and the eagle owl). Initiatives are then communicated in an accessible way both in-house and externally to raise awareness of biodiversity issues as widely as possible.

For example, in 2023:

- In the United States, a biodiversity toolbox was created to raise awareness and promote the measures taken by Colas to protect biodiversity. These include preserving wetlands, planting trees, encouraging wild flora, beekeeping and creating habitats for flora and fauna.
- In France, ecologists have carried out biodiversity assessments on a number of Colas' industrial sites.
- In Cayenne, French Guiana, the protected habitat for Melipona stingless bees created on a Colas quarry is home to several colonies of bees. The aim is to allow for research in order to understand the role of these bees in the Guianese ecosystem. In addition, as part of the site's expansion, non-profit KWATA has collected the sloths on the site for release into another appropriate environment.

In 2023, the Environment Department carried out work on identifying the impact of Colas' activities (by type of activity) on biodiversity and its dependence on ecosystem services, with the aim of revising existing indicators relating to biodiversity and taking appropriate measures according to the geographical and environmental context of each site.

| Indicators | Scope | Unit | 2021 ⁽²⁾⁽³⁾ | 2022 ⁽²⁾⁽³⁾ | 2023 ⁽³⁾ |
|--|-------|------|------------------------|------------------------|---------------------|
| Percentage of CAE ⁽¹⁾ from aggregate production activities taking action to promote biodiversity | World | % | 44 | 28 | 41 |
| Percentage of CAE ⁽¹⁾ from materials production activities taking action to promote biodiversity ⁽⁴⁾ | World | % | 9 | 6 | 20 |

(1) CAE (chiffre d'activité économique) = Revenue + Intra-Group transactions and disposals.

(2) 2021 and 2022 values have been adjusted following the sale of Branscome in 2023.

(3) "Workshop" and "Laboratory" activities have been removed from the CeS@R reporting tool (still tracked in ECHO) and data collection was automated in 2023. Consequently, 2021 and 2022 data has been recalculated.

(4) Indicator created in 2023, historical data has been calculated based existing information.

In 2023, the percentage of CAE from aggregate production activities taking action to promote biodiversity increased sharply as a result of initiatives in the low-carbon and biodiversity roadmap.

In 2023, the indicator "Percentage of CAE from aggregate production activities taking action to promote biodiversity" was expanded to include materials production activities in order to pick up actions promoting biodiversity across all stationary sites.

Combating the spread of invasive alien species

Colas can unintentionally propagate invasive alien species on its sites and construction projects. In response to this issue, the Group has carried out inventory and monitoring work and delivered employee training. The literature is monitored for new techniques in relation to combating invasive species.

Treatment trials have begun for some invasive species. Since 2022, the Environment Department has been running a trial in Colas France's Île-de-France Normandy region with a partner, Aquabio, using mild methods to eradicate invasive alien species. Target species at the Triel-sur-Seine site include Japanese knotweed, datura, ragwort and pokeweed. An invasive species assessment was carried out in 2023. To raise employees' awareness about the risks associated with the spread of these species, Colas handed out fliers setting out measures to manage populations of each species. In addition, the Environment Department conducted trials into re-planting sites invaded by invasive species in collaboration with nurseries accredited as growers of local plants in the Ile-de-France region under the "Végétal local" scheme.

Responding to the challenges posed by soil sealing and land take

Colas develops and promotes techniques for renaturing land and alternative techniques (creating landscaped swales and infiltration basins and using Urbalith surfacing or drainage solutions).

Developing ecological engineering works

Ecological engineering encompasses all techniques and projects aimed at making ecosystems more resilient and protecting biodiversity. Colas capitalizes on its expertise (in earthworks, development, hydraulic engineering, demolition, decontamination, etc.) and is developing its ecological engineering expertise alongside local businesses that specialize in the field. Ecological engineering projects can be aimed at renaturing and restoring watercourses (re-meandering, creating riverbanks, placing rockfill and removing sills, box culverts and footbridges) or restoring ecological continuity (by creating corridors, green and

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blue belts, wildlife crossings, etc.). Colas is a member of the Union Professionnelle du Génie Écologique (UPGE), a federation of ecological engineering firms and has played an active role in its work.

Examples of achievements in France in 2023 include the following:

- the creation in Lamure-sur-Azergues of a fish pass with micro and macro-roughness on the Azergues river, near the Rhone;
- restoration of the Rothbach stream in Mulhausen, Alsace;
- restoration of the ecological continuum of the Lieure river at Château de Rosay-sur-Lieure in Normandy.

The practice of ecological engineering is growing primarily in France but also beginning to establish itself in other countries. For example, in Czech Republic, an ecological engineering project has been launched as part of the natural restoration of the Cerný Potok ("black stream") in the Šumava mountains.

1.3 Promoting circular economy solutions to preserve natural resources

In 2018, the construction sector was responsible for 70% of the 342 million metric tons of waste produced in France. Colas has identified four key actions to address this issue, grouped together under its commitment "Promoting circular economy solutions to preserve natural resources":

- rising to the challenges of the circular economy across the Group;
- investing in R&D and local partnerships to recycle materials;
- developing and promoting the use of recycling platforms;
- offering customers circular economy solutions.

This commitment applies to all Colas' activities, from materials production and industrial activities to on-site construction work, and is highly dependent on the local context. Its oversight is therefore mostly decentralized, supported by strategies defined locally in response to local challenges.

1.3.1. Rising to the challenges of the circular economy across the Group

Aware of the importance of the circular economy for its industry, Colas intends to encourage its employees to change their behavior on an individual, collective and professional level. To this end, the Group relies on training and awareness-raising. Measures have also been taken in everyday activities on a local level.

Since 2021, Colas has been involved alongside the Bouygues Group in the Global Circular Economy Chair at the ESSEC business school. The purpose of this chair, the first international chair dedicated to the circular economy, is to train future Chief Circular Officers who will help organizations transition to a circular economy model. Through this partnership, Colas is working to encourage research into solutions that can be operationally implemented across its business, notably by providing case studies for students and taking part in student training. In 2023, a group of students helped develop an Ecotri platform for sorting and recycling demolition waste at Quebec subsidiary Sintra.

Under the aegis of this Chair, Colas kicked off three key actions in 2023:

- proposing a case study on setting up an Ecotri platform in Canada;
- creation of the circular economy chair in Rabat, where case studies on the reconditioning of site machinery have been proposed to students;
- participation in the "Introducing a circular economy within organizations" MOOC on Coursera.

The Group pays particular attention to training its senior executives, who will then be able to pass on circular economy best practices to their teams. In 2022, at the Colas in Motion conference, 700 Colas senior executives attended a circular economy masterclass hosted by Circular, a consulting firm with expertise in the field. The goal was to promote a better understanding of the economic, social and environmental impact of a circular economy approach in the construction sector and to encourage action in this area. At the end of 2023, Colas launched a Group-wide Colas Share circular economy site during European Week for Waste Reduction to raise awareness among all employees about circular economy principles. This Colas Share site contains outreach tools, information about the circular economy and examples of circular solutions adopted within the Group.

1.3.2. Investing in R&D and local partnerships to recycle materials

The circular economy has always been a core area of research and development at Colas. Colas' Core Center, the world's leading private R&D center for roads, provides technical support and high-level expertise to Colas' subsidiaries, develops products and processes, and integrates mobility solutions into infrastructure projects. The center's main focus in terms of the circular economy is on in-place recycling of road surfaces, recycling of asphalt mix, the use of alternative materials, research into additives and binders based on industrial co-products and by-products, and bio-based bitumen replacement materials, such as oils and plant resins.

Colas is working to incorporate eco-design principles into its future projects: in 2022, the Core Center identified tools to be incorporated into its project management process to take into account CSR issues and ensure an ecologically friendly approach to design. This approach was revised in 2023 and will be used for all future research projects so as to reduce the environmental impact of products throughout their lifecycle (from extraction of raw materials through to production, distribution, use and end of life).

In the circular economy field, adopting a partnership-based approach is key. Colas enters into academic partnerships with other research centers, usually with a technical focus. For example, Colas France has for many years partnered with the ECOSED research chair at the IMT Mines engineering school in Douai, focusing on the recovery of marine sediments. This research and development work has produced tangible results: for instance, 36,000 metric tons of marine sediment dredged from the port was reused on the Flanders Quay construction site at the Port of Dunkirk.

Many local partnerships have also been formed with manufacturers and suppliers to reuse their waste products in road construction. The approach adopted is one of industrial and territorial ecology (ITE), where industrial waste becomes a raw material for use by Colas. For example:

- Colas France's Limoges profit center has developed asphalt mixes that reuse porcelain waste.
- The Group's Canadian subsidiary Sintra worked on a pilot project in Victoriaville to create a bituminous asphalt mix made partly from post-consumer soft plastics. In the initial trial, more than 200 kg of plastic was reused in 20 metric tons of bitumen.

Colas hopes to encourage collaborative information by working hand in hand with innovative circular economy startups specializing in construction and public works, focusing on innovative product ideas. If trials are conclusive, partnerships are formed. One example that has attracted the Group's attention is SubsTer®, a solution developed by Microhumus. This process is used to turn quarry waste into alternative topsoil with higher added value.

Colas strives to use innovative materials developed by other companies and obtained from reusing products. In Finland, the Group is using an artificial stone product called Fortum Gravo in a pilot project in Kalasatama, near Helsinki. Made from slag obtained from waste incineration, this material reduces the need for real stones and carbon emissions associated with constructing urban environments.

1.3.3. Developing and promoting the use of recycling platforms

Colas recovers and recycles, at more than 800 recycling facilities, demolition waste and materials from its infrastructure sites across the world as well as waste from other industries. By reusing these recycled materials as secondary raw materials in its construction projects, Colas helps to preserve natural resources and to limit the need to open up new quarries and the amount of site waste that needs to be disposed of.

The need for dense geographical coverage is one of the key challenges posed by the circular economy: being close to both consumers and materials to be recycled is essential. Colas is developing recycling platforms and multi-activity platforms (quarrying, recycling, etc.) and has several hundred stationary and mobile recycling facilities around the world.

In 2023, the Colas Group recycled 11.2 million metric tons of materials via its platforms - equivalent to the output of 45 medium-sized quarries.

Two examples epitomize this Group-wide approach:

- In France, Colas is working with subsidiary Premys on extending the possibilities offered by the circular economy by developing dismantling procedures to recover input material at the start of dismantling works.
- In the Ile-de-France Normandy region, Colas has stepped up its recycling and sorting capacity for commercial users through its subsidiary Tersen and a network of around 40 local recycling facilities, all of which help process recyclable materials for subsequent reuse in its construction projects.

Since 2022, Colas France has offered two new service ranges based on its network of 160 sorting and recycling platforms: Ecotri and Valormat. These services are aimed at the platforms' various customer segments, ranging from small-scale traders to large construction firms. On average, these external customers account for 70% of the Group's customer base in the materials industry. Between now and 2026, the Group aims to achieve a 50% increase in the volume of materials recycled through this network, which is currently being rolled out. Projects to develop recycling and sorting platforms are also underway in other countries to supplement and boost coverage and expand recovery efforts.

In France, to take its policy of reusing materials even further, Colas acquired a stake in Ecominéro in 2021. This eco-organization was established by operators in the industrial minerals sector to help producers with their EPR obligations in respect of "Construction sector products and materials". Ecominéro enables holders of inert waste to dispose of sorted waste at no cost. Its goal is to achieve a waste recycling rate of 90% by 2028.

Colas is also expanding in the field of digital platforms. Colas France's demolition subsidiary Premys has put in place a digital platform that promotes reuse by facilitating the resale of demolition materials to give them a second life. Alongside Bouygues Construction, Premys is also involved in Cynéo, a subsidiary designed to scale up the reuse of construction materials and promote development of the circular economy in France. The first Cynéo technical center was set up in 2023. The Cynéo network will be rolled out gradually across France in order to encourage reuse, raise awareness and get companies, local authorities and local associations to take action. Its digital platform will pool existing tools to promote the reuse of materials.

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1.3.4. Offering our customers circular economy solutions

Colas' work centers play a key role in the circular economy by:

- drawing on environmentally friendly alternatives to offer solutions that extend the service life of roads or preserve resources, such as in-place recycling;
- limiting and managing the amount of waste generated by each worksite;
- offering solutions for recovering and recycling materials.

Drawing on environmentally friendly alternatives to offer solutions that extend the service life of roads or preserve resources

Colas offers solutions aligned with circular economy principles, for example to extend the service life of roads and reuse materials recovered from infrastructure in roads. The Group's sales and design office staff are trained in these techniques. These are then included in bids, in particular as environmentally friendly alternatives (see 1.1.1).

Limiting and managing the amount of waste generated by each worksite

Limiting the amount of waste generated by each worksite and seeking solutions for reusing waste has both economic and environmental benefits and is consistent with a circular economy approach. Colas offers solutions aligned with this approach at both the design and project delivery stages.

A significant proportion of demolition waste is recycled in the normal course of Colas' operations. These activities may be achieved by recovering materials from demolished infrastructure (concrete, asphalt mix, etc.), but also by reusing waste or by-products from other domains: incineration clinker, blast furnace slag, plastic waste, refinery bitumen, debris, etc.

Colas also has measures in place for certain specific types of waste. To manage and promote the reuse of excavated earth, Colas France has developed BlaBlaMat, a system for managing and exchanging earth between sites.

Offering solutions for recovering and recycling materials

Colas is committed to offering recovery solutions at its industrial sites and construction sites. The Group is researching different materials with the Core Center.

Collecting reclaimed asphalt pavement and using it in asphalt mixes contributes both to the Group's low-carbon commitment and to its circular economy commitment. When renewing industrial facilities, Colas thus designs installations to facilitate and develop the recycling of asphalt pavement. The recent plants at Bonneville in Haute-Savoie and LEB in eastern France can produce asphalt mixes containing up to 70% reclaimed asphalt pavement.

On average, 18.7% of reclaimed asphalt pavement was reintroduced into hot and cold mixes sold by the Group in 2023, resulting in the reuse of almost 260,000 metric tons of bitumen - equivalent to the bitumen output of a medium-sized refinery. However, with local regulations sometimes limiting recycling opportunities, this solution is being developing differently from country to country. Conversely, the situation is more favorable in some local environments, with countries in the EMEA region such as Denmark and Belgium achieving rates of over 29% and 27%, respectively.

For its road operations, Colas develops and implements solutions via its local profit centers for reusing production waste and waste from local operations. One example is the Colstab Ostrea technique, developed with the Sète (France) profit center in partnership with local authorities, which recycles oyster shells crushed into stabilized sand for pedestrian and cycle routes. Colas is also working on techniques for including new materials in bitumen and using lower temperatures. For example, rubber powder is now frequently used as a bitumen additive in the Middle East, Chile, South Africa and Hungary.

Colas' non-road businesses are also delivering on this circular economy commitment in accordance with their own key priorities. For example, at some of its sites in the UK, Colas Rail has replaced wooden railway ties with recycled plastic ties covered with fiberglass. This has the dual benefit of both preserving materials and shrinking the product's carbon footprint.

| Indicators | Scope | Unit | 2021 ⁽³⁾ | 2022 ⁽³⁾ | 2023 |
|--|-------|------|---------------------|---------------------|------|
| Quantity of materials recycled ⁽¹⁾ | World | Mt | -(2) | 10.3 | 11.2 |
| Reclaimed asphalt pavement used in hot and cold mixes sold (%) | World | % | 16.4 | 17.8 | 18.7 |

(1) Sum of aggregates recycled (by screening, crushing or other treatment) and the amount of reclaimed asphalt pavement used.

(2) Values for 2021 cannot be recalculated using the 2022 definition of this indicator.

(3) 2021 and 2022 values have been adjusted following the sale of Branscome in 2023 (5% of the indicator) and discrepancies identified post-publication for 2022 (United States, Canada).

The increase in the quantity of recycled materials in 2023 is due to the rise in recycling (particularly in France, Canada and Western Europe) despite the decline in the materials and asphalt mixes market.

The percentage of reclaimed asphalt pavement used in hot and cold mixes increased by 1 percentage point in 2023 because the quantity of reclaimed asphalt pavement used remained stable while total asphalt mix production decreased 8%. This reflects improvements in the management of reclaimed asphalt pavement, in particular in Western Europe (29%), Northern Europe (24%), France and the USA (23%).

1.4. Reducing the impact of our activities to bolster acceptability

Colas' activities are firmly rooted in the regions and local areas where the Group operates. Local residents, users and customers all expect us to minimize the impact of these activities. Colas implements measures to limit environmental and other impacts associated with its materials production, construction and worksite activities.

As part of its ACT corporate plan, Colas has drawn up an impact and acceptability roadmap for its activities. This roadmap aims to better integrate Colas' activities at the local level. This is based on two priorities:

- reducing the impact of operations (water, soil, air, odors, dust, waste, noise and vibrations);
- improving the social acceptance of our facilities and worksites.

This commitment is overseen by the Environment Department. It is also promoted within entities by the Environment network, which helps operational staff implement initiatives. This network, set up more than 20 years ago, has gained expertise in various environmental issues. Beyond environmental management, and associated regulations and standards, the network advises operational staff on choosing the best solutions and putting them into practice. Members of the Environment network connect several times a year to monitor progress, move forward with the roadmap and share issues and best practice from across the Group.

1.4.1. Reducing the impact of operations (water, soil, air, odors, dust, waste, noise and vibrations)

Environmental policy

In 2022, Colas implemented an Environment Charter that reiterates the Group's aims and objectives for reducing the impact of its activities. This charter sets out three principles for action:

- reducing the environmental impact;
- reducing greenhouse gas emissions from our activities;
- protecting the environment and species at each site.

The Environment Charter was shared with Colas' senior executives at Colas in Motion, the Group's CSR conference, in May 2022. Environment officers use ACT roadmaps to help entities put the charter into practice at the operational level. In 2023, the overhaul of Colas Share Environment provided the opportunity to remind employees of the three principles for action, as well as the Group's objectives and associated roadmaps.

To reduce the environmental impact of its operations, Colas uses the following processes and tools:

Environmental checklists: in use internationally for over 20 years, these checklists enable stationary sites to self-assess their environmental management. They are available online via the ECHO app, which serves to centralize all information captured. In 2023, the features available on ECHO were used to improve the content of environment checklists. They now focus on current concerns such as energy management, biodiversity and water stress. The environmental checklist is mandatory for all stationary sites and helps manage impacts where a site is not environmentally certified. In 2023, 81%⁽¹⁾ of sites were assessed using the environmental checklist. The target is for all stationary sites to be using the checklist to undertake self-assessments by 2030.

Environmental standards: in 2023, with the support of ECHO, Colas identified the key self-assessment requirements to be prioritized for each business activity. The Group monitors sites' compliance with these standards in order to improve environmental risk management (with environment checklists). The rate of compliance with environmental standards in 2023 was 78%.

Environmental certifications: some Colas sites and construction projects are certified ISO 14001, UNICEM charter, EMAS, or NAPA Diamond. They use various environmental management tools such as environmental analyses, dashboards and preventive action plans. 93% of CAE (chiffre d'activité économique) from Colas' industrial sites are covered by at least one of the following two measures: environmental certification or self-assessment via ECHO.

Assessment tools: Colas takes into account environmental issues of its products and services. This entails, in particular, offering environmentally friendly alternatives (mainly with the help of the Seve® software). An English language version of Seve® was developed by trade body Routes de France and is currently being used by Colas UK to promote alternative solutions to its customers. For example, on an asphalt paving project on the A41 in CWAC in the United Kingdom, Seve® calculated that using the Recycol in-place road recycling process reduced the amount of CO₂e emissions by 57% compared with the conventional solution.

(1) Number of checklists performed / number of active checklists. The same site can have more than one checklist.

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Internal audits: alongside these various tools, inter-subsiary internal cross-audits are carried out in Belgium, Mainland France and Switzerland by specially trained internal auditors. This approach ensures that sites and construction projects are evaluated and provides opportunities to strengthen environmental risk prevention measures and share best practice among subsidiaries. It is in the process of being rolled out internationally. An initial rollout took place in Canada, with a network of around 20 auditors trained and ten or so cross-audits undertaken across all the Group's Canadian subsidiaries. Thanks to the success of this pilot, this audit approach will be rolled out to other Colas geographies (USA, Europe and DOMOI).

| Indicators | Scope | Unit | 2021 ⁽²⁾⁽³⁾ | 2022 ⁽²⁾⁽³⁾ | 2023 ⁽³⁾ |
|---|------------------------------|------|------------------------|------------------------|---------------------|
| Percentage of CAE ⁽¹⁾ from materials production activities managing their environmental impacts (certification and/or Colas environmental checklist) | Materials activities (World) | % | 86 | 80 | 93 |
| Compliance with environment checklist standards | Materials activities (World) | % | - | - | 78 |

(1) CAE (chiffre d'activité économique) = Revenue + Intra-Group transactions and disposals.

(2) 2021 and 2022 values have been adjusted following the sale of Branscome in 2023.

(3) "Workshop" and "Laboratory" activities have been removed from the CeS@R reporting tool (still tracked in ECHO) and data collection was automated in 2023. Consequently, 2021 and 2022 data has been recalculated.

In 2023, the percentage of materials activities managing their environmental impacts was up significantly, thanks to improved environmental management with nearly 300 additional environmental checklists (ECHO).

The compliance with environment checklist standards indicator was introduced in 2023 to monitor progress made by all materials production sites in meeting environmental standards.

Environmental training and awareness

To implement these tools and processes and improve environmental management at Colas sites, Colas raises awareness among employees and trains them in environmental protection. This involves a range of actions:

Colas Share Environment: Colas has created an organized sharing platform where the Group's business lines can share their expertise and experience. A dedicated Environment community ensures that information, feedback and tools are accessible to all employees. The Colas Share Environment was made more user-friendly and informative following a complete overhaul in 2023.

Themed factsheets: Colas makes available on Colas Share around 50 themed factsheets drawn up by experts from the Environment network and other areas relevant to the subject in question. Topics covered include, for example, water and dust management and odor treatment techniques.

Group training (Uni1, e-learning): The Environment Department also delivers training in environmental issues, for example through the Environment e-learning course, which addresses specific issues for Colas, in particular soil and water pollution, waste management and acceptability. Two modules covering climate issues and biodiversity are also available for employees and were supplemented in 2023 by two new submodules: low-carbon concretes and low-carbon asphalt. The Environment Department also participates in Colas University 1 courses, where it presents the roadmap for reducing environmental impacts and makes young employees aware of the importance of protecting the environment and ensuring the Group's activities meet acceptability standards. As of end-2023, more than 2,900 employees had completed the environmental e-learning course, 800 had completed the climate issues module, 650 had completed the biodiversity module, and 330 had completed the low-carbon concrete module.

Environment Day on "Preserving water resources": in 2023, Colas dedicated its third Environment Day to the issue of water resources, focusing on three main topics: water pollution, plastics and microplastics in the oceans, and water stress. Employees were provided with communications kits and materials to help them understand these current and pressing concerns;

Upskilling (experts) (EOCE, ISO 14001, audits): The Environment Department also has a goal of upskilling its experts. Colas trains members of its network through in-house training on subjects such as environmental audit and ISO 14001 certification. In 2023, Colas relaunched its EOCE skills development program for its environment correspondents. The program is based on collective intelligence and participants sharing their experiences. The aim is to work on issues of high importance for the Company and capitalize on its network. To date, 32 environment correspondents have taken part in the program to improve their understanding of environmental issues.

Reducing our environmental impact

Efforts to reduce the Group's environmental impact mainly focus on the following activity-specific areas:

- discharges and emissions;
- management of liquid products liable to cause soil and/or water pollution;
- nuisances: odors, noise and dust;

- water management and water stress;
- waste.

Airborne discharges

Managing discharges and emissions as a result of Colas' activities is a strategic priority for the Group. These discharges can cause air pollution. Such discharges are mainly linked to industrial activities at some stationary sites. Environmental checklists are used to make sure such discharges are properly managed (discharge monitoring, analyses, treatment, etc.). A range of initiatives is in place to ensure that this is the case at stationary sites and construction sites: asphalt mixing plants can lower their production temperatures and optimize filter and burner maintenance, and construction site equipment can be fitted with fume and dust extraction systems.

For example, in 2023, 93% of asphalt mixing plants regulated and conducted annual maintenance of the burners on their asphalt dryers and 79% of asphalt mixing plants undertook the annual measurement of airborne discharges via the flue (based on data from environmental checklists).

| Indicators | Scope | Unit | 2021 ⁽¹⁾ | 2022 ⁽¹⁾ | 2023 |
|--|-------|------|---------------------|---------------------|------|
| Finishers equipped with a bitumen fume extraction system (%) | World | % | 70 | 80 | 79 |
| Asphalt planers equipped with a dust extraction system (%) | World | % | 64 | 67 | 63 |

(1) 2021 and 2022 values have been adjusted following the sale of Branscome in 2023.

The percentage of finishers and asphalt planers equipped with an extraction system decreased slightly in 2023, mainly because of the change in the data collection process. Installation rates are rising as equipment is replaced: the purchase specifications for finishers and asphalt planers require them to be fitted with such systems.

Managing liquid products liable to cause soil and/or water pollution

Liquid products are often stored and used at stationary sites and on worksites and may be liable to cause soil and/or water pollution. Special care is taken when storing such products. The environmental checklist, which applies to all stationary sites, sets out the requirements for storing such products: retention, product compatibility, container and contents suitability, tank management rule, etc.

Colas Group sites also need to control their chronic and accidental waterborne discharges in order to avoid pollution. These requirements relate to compliance with the storage rules mentioned above and to sealing sensitive areas of sites, collecting effluent and directing it to treatment points, installing retention and sludge separation facilities equipped with closing systems, installing sealing systems to isolate sites in the event of a spillage, and ensuring the presence of anti-pollution kits.

In 2023, Colas' stationary sites – such as asphalt mixing plants, extraction activities, ready-mix concrete plants, emulsion plants and bitumen depots – were assessed using environment checklists on these topics. The results show the following rates of compliance with the required standards:

- development and storage – 84%;
- control of waterborne discharges (chronic) – 69%;
- presence of a system for isolating the site from the external environment (rainwater network, watercourse, neighboring land, etc.) in the event of accidental spills – 47%;
- presence of anti-pollution kits – 89%.

Nuisances: odors, noise and dust

Colas' activities may generate pollution in the form of odors, noise and dust. Such nuisances are among the points covered by environmental checklists. Nuisance measurements are taken at stationary sites to verify regulatory compliance.

A number of actions have been taken concerning the following issues:

- **Odors:** For the past several years, odor treatment systems have been installed on sites liable to generate pollution affecting residents due to their asphalt binder production activities (coal filters, reduced storage and production temperatures, etc.). Work has been done on measuring how efficiently these odors are treated and tools are in place for receiving requests or complaints from local residents. The aim is for this to be correlated with potential sources of disturbances in order to better understand and reduce the impact. At the same time, work is ongoing to identify additives to reduce pollution and a benchmarking exercise was undertaken to identify other odor treatment solutions. A themed information sheet is also available listing steps to be taken to limit the impact of odors on sites. As an illustration, in 2023, the Colas Út site in Dunaharaszti, Budapest, was equipped to limit disruption to the neighboring town, with extensive works on the chimney, drum and truck loading dock.
- **Noise:** Solutions for reducing noise on worksites are presented in a themed information sheet covering steps to be taken to reduce environmental impacts. Examples include adjusting working periods, installing idle cut-offs on machinery, using equipment fitted with noise shields or cladding on crushing equipment in quarries, and switching from audible systems to visual display systems for truck loading.

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- **Dust:** Solutions are in place to reduce emissions and the spread of dust around sites (sprays, sprinkler system, mists, dust removal system, green walls, windshields, etc.).
- **Traffic/accessibility:** Construction work can give rise to additional disruption affecting residents, particularly in built-up areas, such as road traffic congestion. To limit this disruption, Colas uses solutions to encourage use of pedestrian walkways and alleviate road traffic such as pedestrian signage, access ramps, signage for cyclists and temporary speed bumps. It also aims to take the surrounding area into consideration during construction works, for example with access passes, accessibility signage, site observatories, school visits to the site and presentations at schools.

Water management in areas facing high water stress

Water consumption is more important in some parts of the world than in others. Colas analyzes and takes into account local water constraints in every region in which the Group operates. Water management is one of the criteria analyzed by the environmental checklists, pursuant to applicable regulations.

Colas introduced indicators to measure and limit the pressure exerted on water resources by its operations in areas facing extremely high water stress. In order to limit the pressure exerted by Colas on water resources in these regions, action plans aim to increase subsistence consumption of water, encourage recycling and reduce waste.

The methodology used to assess the Colas operating regions concerned is based on the interactive Overall Water Risk - Baseline Water Stress map published on the website of the World Resources Institute.

In 2023, water consumption at stationary Colas facilities in areas facing extremely high water stress is estimated to have been nearly 900,000 cubic meters.

| Indicators | Scope | Unit | 2021 ⁽²⁾⁽³⁾ | 2022 ⁽²⁾⁽³⁾ | 2023 ⁽³⁾ |
|--|-------------------------------|------|------------------------|------------------------|----------------------|
| Percentage of CAE ⁽¹⁾ from stationary activities located in areas facing extremely high water stress | Stationary activities (World) | % | 6 | 10 | 6 ⁽⁴⁾ |
| Water self-sufficiency rate of areas facing extremely high water stress | Stationary activities (World) | % | 95 | 94 | 93 |
| Percentage of CAE ⁽¹⁾ generated by activities in areas facing extremely high water stress covered by an action plan | Stationary activities (World) | % | 56 | 64 | 41 ⁽⁴⁾⁽⁵⁾ |

(1) CAE (chiffre d'activité économique) = Revenue + Intra-Group transactions and disposals.

(2) 2021 and 2022 values have been adjusted following the sale of Branscome in 2023.

(3) "Workshop" and "Laboratory" activities have been removed from the CeS@R reporting tool (still tracked in ECHO) and CAE data collection was automated in 2023. Consequently, 2021 and 2022 data has been recalculated.

(4) Indicator included in the ECHO environmental management tool in 2023

(5) In contrast to 2022, an action plan can only be declared for areas facing extremely high water stress in 2023.

In 2023, the percentage of CAE from stationary activities located in areas facing extremely high water stress was integrated directly into the environmental checklists (ECHO) and more effectively collected (better understanding of water issues).

The water self-sufficiency rate of areas facing extremely high water stress was relatively stable. Colas measured the water consumption of its stationary activities in areas facing extremely high water stress to monitor the impact of its facilities on these areas and the action plans in place.

Waste

Waste generated by Colas' activities includes:

- inert waste, mostly from the demolition of roadways and buildings (demolition debris, excavation material, concrete, tiles and bricks, uncontaminated land, etc.);
- non-hazardous non-inert waste such as metals, wood, paper/card, plastic and glass;
- hazardous waste, in particular from chemicals used such as grease cartridges, aerosol cans, engine oil, paint pots, soiled materials and packaging (cloths, drums, etc.), waste electrical and electronic equipment, hydrocarbon separator sludge and contaminated soil.

Environmental management systems and internal environmental checklists are used to ensure that such waste is managed responsibly. Themed information sheets are also provided covering the management of both inert waste and non-hazardous non-inert waste.

A significant proportion of demolition waste is recycled in the normal course of Colas' operations. These activities may be achieved by recovering materials from demolished infrastructure (concrete, asphalt mix, etc.), but also by reusing waste or by-products from other domains: incineration clinker, blast furnace slag, plastic waste, refinery bitumen, debris, etc.

| Indicators | Scope | Unit | 2021 | 2022 ⁽³⁾⁽⁴⁾ | 2023 ⁽⁴⁾ |
|---|------------------------------|------|------------------|------------------------|---------------------|
| Percentage of CAE ⁽¹⁾ from materials production activities with a waste management system in place | Materials activities (World) | % | - ⁽²⁾ | 55 | 66 |

(1) CAE (chiffre d'activité économique) = Revenu + Intra-Group transactions and disposals.

(2) This indicator was created in 2022, so no data is available for 2021.

(3) 2022 values have been adjusted following the sale of Branscome in 2023.

(4) "Workshop" and "Laboratory" activities have been removed from the CeS@R reporting tool (still tracked in ECHO) and CAE data collection was automated in 2023. Consequently, 2022 data has been recalculated.

Colas materials production sites are considered to have a waste management system if the following are in place:

- a register of on-site waste for checking compliance of waste treatment or elimination processes and ensuring traceability through to final disposal (destruction or recycling);
- a clean waste collection area;
- labelled waste sorting containers;
- hazardous waste correctly separated from non-hazardous waste.

All of the above are specified in the environmental checklist (ECHO) and must be checked annually at Colas materials production sites.

In 2023, the percentage of materials activities with waste management systems was up significantly, demonstrating the issue's integration into the internal processes of the Group's activities and improved environmental waste management at our stationary sites.

1.4.2. Improving the social acceptance of our facilities and worksites

Social acceptance is key to the long-term viability of Colas' business and goes hand in hand with environmental excellence. That being the case, Colas has incorporated two specific areas of focus into its roadmap: fostering local dialogue, particularly with residents living in close proximity to sites, and maximizing and highlighting socioeconomic benefits to promote acceptance of the Group's activities at the regional level.

Improving local acceptability through local dialogue and dedicated tools in the immediate vicinity of sites

Securing acceptance of production sites and worksites by local residents is a key priority for the Group. Colas therefore takes action to foster local dialogue in the vicinity of its sites and construction projects.

Regular local dialogue: maintaining a regular, open dialogue with neighboring communities and local authorities makes it possible to better understand their expectations, explain the reality and constraints of production sites and worksites, and promote mutual understanding to prevent crisis situations. This local dialogue can take the form of open days, briefings and communications about activities and initiatives to improve construction sites.

Local dialogue training: to respond to local challenges and improve the acceptability of its activities, Colas trains its worksite managers and superintendents in local dialogue. Since they are in direct contact with local residents and users, it is essential that they receive appropriate training in this area. This training promotes ownership of this complex issue on the ground and ensures that each response is tailored to each local context.

In 2023, Colas France's Northeastern region worked on a methodology for assessing measures taken on sites to reduce their impact and improve their acceptability, with the aim of identifying exemplary construction sites with a view to obtaining "low impact construction site" accreditation. The best practices identified within this framework will also be used to add to the catalogue of solutions already created in 2022.

Assessing and anticipating complaints: for the past few years, Colas has put in place tools for assessing and reducing potential nuisances, including for example complaint registers, notices on worksites, and websites for gathering complaints and analyzing when they occur in relation to hours of operation.

Communication with local residents: Colas has recently introduced mobile apps such as Hello Travaux to facilitate communication between local residents and employees in the field. The Hello Travaux professional social network enables real-time communication with local residents affected by nearby worksites. The app is updated weekly with works-related information (road closures, diversions, etc.) and users can ask questions and raise concerns. Since late 2019, this app has been rolled out to more than 250 construction sites in France as well as sites in Morocco, Switzerland and the United Kingdom. Other initiatives pursued by business units include "observation zones" created by Colas France's Cotaz profit center together with explanatory signs giving details of projects and their benefits.

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| Indicators | Scope | Unit | 2021 ⁽²⁾⁽³⁾ | 2022 ⁽³⁾ | 2023 ⁽³⁾ |
|---|------------------------------|------|------------------------|---------------------|---------------------|
| Percentage of CAE ⁽¹⁾ from materials production activities with an organization for local dialogue | Materials activities (World) | % | 41 | 29 | 46 |

(1) CAE (chiffre d'activité économique) = Revenu + Intra-Group transactions and disposals.

(2) 2021 and 2022 values have been adjusted following the sale of Branscome in 2023.

(3) "Workshop" and "Laboratory" activities have been removed from the CeS@R reporting tool (still tracked in ECHO) and CAE data collection was automated in 2023. Consequently, 2021 and 2022 data has been recalculated.

In 2023, the percentage of CAE for materials production activities taking action to promote local dialogue was up significantly, thanks to better understanding of the ECHO environmental management tool (awareness-raising activities led by the Environment Department) and higher rates of filled-out checklists

Maximizing the socioeconomic impact of the Group's activities

Beyond engaging in local dialogue and working to reduce disruption in the immediate vicinity of construction sites, fostering acceptance of the Group's activities means maximizing and highlighting the local socioeconomic benefits of Colas' activities.

Colas' construction projects and industrial sites help develop and maintain employment and have a social and environmental impact at the local level: the Group's businesses around the world mainly use local labor and subcontractors. For example, in Canada, subsidiaries Sintra, Miller and NPA are involved in the Progressive Aboriginal Relations (PAR) program and are committed to investing in the development and growth of the First Nations economy as well as making progress towards "Truth and Reconciliation" with indigenous Canadian peoples (First Nations, Métis, Inuit). Local partnerships with First Nations communities, in place for a number of years, promote road construction training, offer jobs working on local construction projects and create business opportunities for indigenous suppliers and subcontractors. In designing and delivering construction projects, the Major Projects Division is committed to adding value to local economies. For example, on the Luxembourg airport project, 80% of supplies were sourced from Luxembourg-based suppliers and all materials were sourced from within 15 km of the site.

To calculate and maximize the socioeconomic benefits of Colas' activities, our teams use specific tools: in the United Kingdom, the Social Value Portal and the TOMS methodology are used to calculate the social value created during a project's construction phase, in keeping with UK legislation. If customers wish, Colas UK can thus incorporate social value targets into its contracts: local employment, apprenticeships, inclusion for underprivileged groups, charitable commitments, use of local suppliers, etc. The GTOI subsidiary on Reunion Island uses the BIOM methodology to calculate the local economic benefits of a company's activities.

1.5. Attracting, developing and retaining employees through managerial excellence

At December 31, 2023, Colas had 64,685 employees in more than 50 countries, spanning a wide variety of profiles, jobs and skill sets.

| Indicators | Scope | Unit | 2021 | 2022 | 2023 |
|---|-------|--------|--------|--------|--------|
| Workforce by geographic location ⁽¹⁾ | World | Number | 55,411 | 57,607 | 64,685 |
| <i>Total France (Mainland + Overseas)</i> | | Number | 29,105 | 29,315 | 29,514 |
| <i>Europe</i> | | Number | 9,729 | 11,595 | 12,606 |
| <i>Indian Ocean/Africa/Middle East</i> | | Number | 7,318 | 7,111 | 7,809 |
| <i>North America</i> | | Number | 7,932 | 8,396 | 13,424 |
| <i>Asia-Pacific (including New Caledonia)</i> | | Number | 769 | 823 | 941 |
| <i>Central America/South America</i> | | Number | 558 | 367 | 391 |
| <i>Total International</i> | | Number | 26,306 | 28,292 | 35,171 |

(1) Workforce as of December 31, which corresponds to all individuals working under an employment contract of any type for a company within the scope of consolidation or receiving direct compensation for their work from said company, excluding those having entered into a business contract (such as a service agreement) with the Company.

The 12.3% overall increase in the number of employees takes account of an adjustment in how employees are counted in North America, and now includes seasonal workers even if they are not actively working, in preparation for the headcount reporting requirements of future regulations such as the CSRD. On a constant calculation basis, the net increase came to 1.5%, driven by DOMOI, Germany and the Czech Republic.

Colas' two top priorities with regard to corporate social responsibility are as follows:

- attracting up-and-coming talent reflecting the diversity of our society (cultural diversity, diverse ethnic origin, age, gender, etc.);
- ensuring the health, safety and well-being of all employees.

The Group also aims to create an inclusive work environment where everyone is respected and valued for their contribution. The goal is for each and every employee to achieve their full potential throughout their career.

To meet these challenges, Colas draws on management excellence and implements its human resources policy across all the regions in which it operates, with a focus on the following three strategic priorities:

- attracting and integrating talent;
- developing employees' potential;
- creating a high-quality work environment.

The Group's Human Resources Department has adopted a matrix-based organizational structure with a corporate unit at headquarters performing various functions for the Group worldwide (recruitment, skills development, training, talent management, compensation and benefits, etc.). In addition to this corporate organizational structure, there are five operational Human Resources Departments covering all regions and subsidiaries.

Colas' human resources policy is set out formally in the Human Resources Guiding Principles Standards (HRGPS) made available to HR teams. For each policy, the corporate teams set out the broad strategic direction, coordinate the network of HR managers and make available a range of tools and processes. Each country identifies its own goals and draws up its own action plans in keeping with its local context. The HRGPS, updated in 2023, now specify the main points to be discussed with applicants: corruption, conflicts of interest, CSR and ethics, in order to ensure a more transparent and ethical recruitment process.

1.5.1. Attracting and onboarding talent

Attracting talent

With labor markets tight in many countries, hiring new staff is key to Colas' ability to support growth in its various businesses. The Group hired 15,062 new staff members in 2023.

Colas has adopted a "Talent Acquisition policy" centered around three core pillars: structuring, attracting and transforming talent. This policy defines its priority actions, which are then applied taking account of local legal and cultural specificities.

Colas was voted top construction and public works company and 12th for all industries in Capital magazine's "500 best employers in France" rankings for 2023.

Structure

To allow for sharing of best practices and capitalize on its skills, Colas' Talent Acquisition Management structure comprises a corporate unit responsible for running, developing and structuring talent acquisition worldwide, and a Talent Acquisition team for each operating scope. This organizational structure makes Colas' recruitment process more professional by identifying and supporting internal recruitment experts.

The duties of this corporate unit are:

- heading up Talent Acquisition/Transfers/Ties with Schools networks: organizing meetings with recruiters, themed workshops, etc.;
- improving the visibility of job offers and the employer brand using various media and partnerships with job boards and social media sites;
- structuring recruitment and transfer processes by training recruiters in-house on the ACT corporate plan, as well as prejudices and biases in recruitment decisions.

Attract

Colas aims to offer applicants a respectful and transparent recruitment experience by structuring its practices and actively looking for new tools and new ways of improving its procedures. The Group supports its recruiters by providing training on inclusive recruitment. In Canada and at all Colas Rail entities, a guide to inclusive recruitment has been published and distributed to all management-level staff.

Colas develops partnership with leading names in the employment market (LinkedIn, Indeed, Glassdoor) in order to make itself more visible to potential applicants and improve its employer brand over the long term.

Colas launches ad hoc campaigns to boost its image and make itself more attractive. For example, to reach an even wider audience, Colas launched a social media campaign in which it adapted its style to the format required for this kind of communication. Feedback is analyzed regularly to check that its actions are having the desired effect. Colas also attends recruitment events each year. In 2023, it attended the OSPE (Ontario Society of Professional Engineers) Engineering Conference in Canada, as well as VivaTech in France.

Colas has been implementing its Graduate Program for several years and across numerous territories. This onboarding and support program targeted at young graduates aims to recruit people into junior positions and allows them to learn about the different jobs available before developing their skills gradually. This program concerns a number of activities, including construction work, design office, industry, materials, trade and HR. In 2023, Colas accepted 181 people onto its Graduate Program in France, allowing for transfers on a national or regional level. In addition to graduates hired in France, Colas has

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extended this initiative to a number of other regions (United Kingdom, United States and Canada). Thanks to its international network, it is able to offer these graduates international placements.

A specific approach is in place for ties with schools and taking on work-based training students and interns. Colas has developed partnerships with a number of schools and universities, as well as with student associations. Colas' close everyday ties with these various academic institutions increase its visibility and make it easier to communicate with students to offer opportunities for internships, work-study positions and ultimately full-time jobs. Each region develops its own ties with target schools. As a result, in 2023 Colas took on 968 young people on apprenticeships or vocational training contracts and 1,782 interns in France. The Group also attends university forums. Each year, it attends more than 30 forums in France and other countries, as well as Toronto Metropolitan University's Engineering day in Canada. These relationships with universities are reinforced by the presence of Colas employees at educational institutions as tutors or board members.

Forming close ties with universities and setting up various types of programs, including internships, are major sources of new hires for the Group.

Transform

Colas' recruitment policy aims to ensure diversity in the types of people hired as a way of enriching its corporate culture. One of Colas' strengths is that it offers new joiners exciting career opportunities by passing on knowledge between generations and offering international placements. These principles apply to all regions in the same way and help bolster the Group's international presence.

This desire for diversification is also reflected by a number of action plans aimed at increasing the proportion of women within operational roles, such as:

- talks to universities and student associations giving testimonies from female Colas employees; organization of site visits and dedicated events in connection with nonprofit "Elles Bougent";
- identification of a female sponsor for each new female member of the Graduate Program; development of a Global Graduate Program to recruit a cohort of young graduates from different backgrounds;
- attendance at various forums on the themes of disability and employability.

| Indicators | Scope | Unit | 2021 | 2022 | 2023 |
|--|--|--------|--------|--------|--------|
| External hires by status | World | Number | 20,347 | 21,720 | 15,062 |
| <i>Total France</i> | France | Number | 3,598 | 3,879 | 3,880 |
| <i>Managers</i> | France | Number | 649 | 725 | 706 |
| <i>Office staff, technicians and supervisors</i> | France | Number | 998 | 1,118 | 1,216 |
| <i>Workers</i> | France | Number | 1,951 | 2,036 | 1,958 |
| <i>Total International⁽¹⁾</i> | International, including New Caledonia | Number | 16,749 | 17,841 | 11,182 |
| <i>Managers</i> | International, including New Caledonia | Number | 3,165 | 4,758 | 2,364 |
| <i>Workers</i> | International, including New Caledonia | Number | 13,584 | 13,083 | 8,818 |
| Number of leavers by reason | World | Number | 18,769 | 18,885 | 14,050 |
| <i>Number of leavers in France (under permanent contracts only)</i> | France (Mainland + Overseas) | Number | 3,376 | 2,884 | 3,029 |
| <i>Redundancies (all reasons)</i> | France (Mainland + Overseas) | Number | 1,210 | 1,090 | 1,081 |
| <i>Mutually agreed terminations</i> | France (Mainland + Overseas) | Number | 625 | 257 | 288 |
| <i>Resignations</i> | France (Mainland + Overseas) | Number | 980 | 1,017 | 1,005 |
| <i>Other (retirement, death, termination or end of trial period)</i> | France (Mainland + Overseas) | Number | 561 | 520 | 655 |
| <i>Number of leavers outside France</i> | International, including New Caledonia | Number | 14,587 | 15,300 | 10,013 |

(1) These figures include the total number of employees hired over the year, regardless of the nature of the employment relationship ("permanent" or "seasonal" employees).

The apparent fall in recruitment is due to the change in how the number of seasonal workers is calculated in North America in preparation for the headcount reporting requirements of future regulations such as the CSRD.

On a constant calculation basis, the number of Group hires fell by 9.4% excluding North America. This is a reflection of Colas' retention policy.

Voluntary departures represented 5.5% of the workforce across the entire scope over the full year. Variations were seen from one region to the next, with a structurally higher level of voluntary departures in North America.

Guiding talent throughout their careers

Integrating, retaining and developing talent is a key priority across all of Colas' business lines. To respond to these challenges, Colas set up a Talent Management Department in 2021. Management training courses available across all of the Group's business lines encourage professional development and greater employability. The talent management policy (including compensation) serves to coordinate career development activities in all territories in which Colas operates and helps build diversity within the business.

One of the key actions of 2023 was the application of the Group's three values – Caring, Sharing and Daring – to the behaviors expected of managers. The aim is for managers to adopt a management style suited to the current climate and which reflects employee expectations. This new leadership model helps improve staff retention. A set of managerial skills reflecting the Group's three values (Caring, Sharing, Daring) was presented at the management conference in March 2023 in a document entitled "Leadership Essentials", which has been widely disseminated among the Group's entities.

A number of different approaches have been launched for its implementation:

- Online management portal offering training content relating to expected skills and behaviors as part of a worldwide partnership with Coach Hub: HR teams and managers have access to development courses, 360° feedback and digital coaching at preferential rates.
- Partnership with Korn Ferry: HR teams are able to access premium development resources to support and develop high performing managers.
- Mentoring programs in all regions, with over 100 mentor-mentee pairings in 2023.

Colas uses the 9-Box grid talent management tool to assess employees according to their development potential and their operational and behavioral performance. A biennial identification campaign covering all managers was launched using 9-Box to put in place individual development plans and succession plans. Annual performance appraisals also provide an opportunity for employees to express their aspirations in terms of career development, mobility and training.

Each year, Colas' Chief Executive Officer and Group Human Resources Director review all of the Group's succession plans, development plans and strategic issues such as diversity and inclusion. Each entity (business units and departments) presents what it has been doing to Executive Management.

The turnover rate is also monitored and analyzed to gain a better understanding of people's reasons for leaving. Combined with the responses to the annual employee engagement survey, this information is used by local managers and local HR teams to proactively address the issue of employee turnover. In 2023, Colas introduced a Group-wide log for monitoring and measuring turnover among female staff. This is in addition to monitoring recruitment of women.

Lastly, Colas is continuing to roll out the ColasWay Human Resources Information System (HRIS), helping to harmonize HR practices worldwide and monitor entities' HR data. It currently covers more than 90% of the areas where the Group operates. The aim is for it eventually to become the internal careers site for all employees. Since 2022, the Human Resources Information System (HRIS) Department has been responsible for standardizing career management practices and tools. The career development interview provides the opportunity to listen to the needs of high performing staff, and is now conducted on the HR IT system, allowing for a structured exchange.

Compensation and benefits policy

Colas' compensation policy is based on fundamental principles aimed at creating a fair and motivational working environment. It is tailored to specific local requirements, while also encouraging long-term performance. In 2023, against the backdrop of inflation, Colas took a proactive stance by adopting a flexible approach, in particular by offering substantial pay reviews and exceptional budgets for individual pay rises for all employees. Concrete examples of this approach include the pay review campaign in the United States aiming to retain staff and get rid of wage gaps. In France, a total budget of 5% of the total wage bill was provided in 2023, highlighting the importance of retaining talent and eliminating gender gaps.

Colas is committed to ensuring fair pay by setting clear baselines based on responsibilities, skills and performance. A grading system has been introduced to guarantee fair wage distribution.

The link between compensation and performance is furthered by employees belonging to Bouygues' employee savings and shareholding plans. Employee benefits in all countries such as health insurance and pensions are designed to foster diversity and inclusion. For example, the BY Care 3 scheme includes paid parental leave for all parents, regardless of gender. Transparency is encouraged to explain bonuses paid to managers, using objective criteria that are disclosed to interested parties.

International staff transfers are central to the Group's policy and reviewed in order to support its growing needs. Comparative market analysis is done regularly to ensure that salaries are competitive on a global level.

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The Group further digitized its processes in 2023 with “ColasWay – SuccessFactors” to facilitate integrated compensation management.

Overall, Colas’ compensation policy combines various elements to create a fair and motivational working environment tailored to local needs and in response to market challenges.

Other highlights in 2023 included the following:

- In France, a new quantification agreement under the profit sharing agreement signed in 2022 was negotiated with Colas’ trade union partners. Its calculation methods are more favorable if performance targets are exceeded and incorporate a new CSR indicator relating to the commitments of the ACT corporate plan.
- Worldwide, performance targets for bonuses paid to senior managers were defined in accordance with the Group’s strategic objectives. Apart from financial indicators, they include metrics relating to diversity and recruitment, talent development and work environment improvements. CSR indicators (reducing the carbon footprint, in accordance with the commitments of 30% reduction by 2030; decreasing the frequency rate of workplace accidents; increasing the proportion of women recruited for operational roles) have also been factored into calculations of senior executive bonuses in order to ensure their support of these areas.

Staff transfers

Mobility is a key way for Colas employees to gain valuable experience and boost their employability. It aims to facilitate transfers between different functions and/or regions within Colas to help meet employees’ goals and the staffing requirements of the business. Colas has reviewed its international transfer policy to support employees’ growing mobility needs and ensure that all jobs and situations receive the same treatment. The Group strives to improve understanding about the associated benefits and provide the necessary support for employees moving abroad and their families.

Colas launched a new internal and external careers site to provide employees and applicants all over the world with access to job offers. The Bouygues Group’s jobs platform is also open to Colas employees in France. All employees can express their interest in staff transfers on ColasWay. These expressions of interest are then used by local and central HR teams as needed (careers committees, career interviews, transfer committees, Executive Management visits, annual performance appraisals, etc.).

In addition, Colas has introduced a variety of measures to promote transfers between different geographical regions. For example, in the United States, job offers are published on the Colas USA website, which can be accessed at all subsidiaries, and, globally, more career routes are being developed between different geographic areas and a Mobility Charter and support schemes have been made available.

Each year, Colas takes part in the MobyDays event organized by Bouygues SA to highlight the wide range of jobs within the Group and encourage internal staff transfers.

Developing a respectful, inclusive environment

Colas’ aim – supported by Executive Management and spearheaded by the Talent Development, Diversity and Inclusion Department – is for each employee to be able to integrate, progress and flourish within the Company, regardless of factors such as gender, ethnic origin, qualifications and physical condition. Group guidelines are in place for each country in the form of action plans according to the country’s specific constraints. This ambition is based on three core pillars: the involvement of Executive Management, rolling out fair and inclusive processes and standards, and training HR teams and managers.

In 2023, Colas continued with its worldwide policy of stamping out inappropriate behavior at work, with minimum standards and procedures that apply all over the world. This policy was sent to all HR teams.

Executive Management’s commitments

The highlights of Executive Management’s involvement in 2023 were:

- on the occasion of International Women’s Day on March 8, statements by key operational members of the Strategy Committee;
- on other occasions, statements from the CEO and HR director, primarily to relaunch the WE Colas gender equality and inclusion network in collaboration with the Bouygues Group, targeted at all employees worldwide;
- sponsorship by five senior executives of the WE network, which has been implemented in the United States and Canada and at Colas Rail.

In addition, gender equality indicators are included in the criteria for calculating variable compensation paid to senior executives. These indicators are monitored using a specific tool and aligned with the Bouygues Group’s gender equality targets.

Fair, inclusive processes and standards

Colas has set out its values in terms of the behaviors expected of executives, particularly with regard to diversity and inclusion, in the Leadership Essentials. This document will be used as the basis for communications, training programs and all other assessment and support measures.

Emphasis is placed on the Group’s “Caring” value, the most important aspect of which is providing inclusive leadership in order to create diverse teams. Colas is also working on minimum HR standards that will form the guiding principles for all countries in terms of inclusion and are based on the Group’s gender equality plan initiated in 2022 and the Quality of Life and Working Conditions agreement currently being rolled out in France.

A Diversity, Inclusion and Equal Opportunity agreement signed in 2022 in France was rolled out in 2023. For France, an agreement on inclusion of people with disabilities was discussed with employee representative partners. Training of all Sexism and Harassment officers resumed in 2023.

Awareness, communication and training of HR teams and managers

Colas has adopted a communication and awareness-raising plan including general measures relating to diversity and local initiatives developed within the various entities.

For example, Colas is continuing to raise awareness among all executives about non-discrimination through its “Working Together for Diversity” e-learning module, which looks at the following seven types of discrimination: sex, age, ethnic origin, disability, religious beliefs, union membership and sexual orientation. This training module has been open to all management-level staff and executives since 2023. A total of 3,778 managers have taken this training in different forms of diversity.

To make itself more attractive, Colas has developed a variety of partnerships with the aim of attracting young women into technical fields, for example with nonprofit “Elles Bougent” in France, Africa (Côte d’Ivoire, Gabon, Benin) and Europe (Croatia, etc.), with British NGO WISE⁽¹⁾, and with Women of Asphalt in the United States; these organizations defend the cause of women in the construction industry and aim to make careers within the industry accessible to all women.

Finally, the Men and Women Share More platform gives all employees access to various content on the subject of gender equality (conferences, support materials, podcasts, etc.). In addition, 200 key senior executives at Colas Rail received training on the advantages of diversity, on biases and on non-inclusive behavior.

| Indicators | Scope | Unit | 2021 | 2022 | 2023 |
|---|-------|------|-------|-------|-------|
| Workforce by gender ⁽¹⁾ | World | - | - | - | - |
| Women (%) | World | % | 11.44 | 12.25 | 12.53 |
| Men (%) | World | % | 88.56 | 87.75 | 87.47 |
| Proportion of women in the Group ⁽¹⁾ | World | - | - | - | - |
| Female staff ⁽²⁾ (%) | World | % | 22.33 | 22.98 | 23.99 |
| Female workers ⁽²⁾ (%) | World | % | 2.54 | 2.92 | 3.99 |
| Female managers ⁽³⁾ (%) | World | % | 18.59 | 19.97 | 20.36 |
| Female executives ⁽⁴⁾ (%) | World | % | 11.08 | 12.97 | 13.23 |
| Female “high-flier” executives ⁽⁵⁾ (%) | World | % | 12.80 | 13.33 | 16.39 |
| Female members of executive bodies ⁽⁶⁾ (%) | World | % | 15.38 | 13.33 | 13.33 |

(1) All types of contract (permanent, temporary, seasonal).

(2) A job grade distinction is made between workers (whose work typically involves industrial or manual labor) and staff (office staff, technicians and supervisors).

(3) Managers (“cadres” in French) are identified by grade determined on the basis of a Job Code. This position corresponds to Levels 50 and above.

(4) Executives are identified by grade determined on the basis of a Job Code. This position corresponds to Levels 70 and above.

(5) High-fliers: employees in 9-Box categories A2 - A3 and B3.

(6) Members of the Strategy Committee and the Executive Management Committee counted as of December 31.

Gender equality indicators are continuing to improve and efforts have been stepped up to achieve the target set by the Group for France in accordance with the Rixian Law on representation of women.

Measures to employ and promote the social integration of people with disabilities

Colas continues to apply its policy promoting social integration for people with disabilities. This is part of a 360° action plan covering:

- recruitment, induction and integration of employees with medical conditions or restrictions;
- support, primarily by means of training HR staff, who are concerned in particular with keeping people in employment, and by raising employee awareness and dismantling prejudices;
- expanding use of organizations that employ people with disabilities wherever possible.

Colas offers employee support training to all HR teams. The HR management tool is reviewed on a regular basis to ensure that employees “at risk of unfitness” are correctly monitored.

In France, in addition to dedicated forums, Colas has stepped up its recruitment efforts by continuing to work with Cap’Emploi employment agencies, a key source in local job markets. Human Resources managers receive training on the risk of unfitness for work and how to safeguard against it. In addition, regular work has been done with the Purchasing Department to further collaboration with organizations that employ people with disabilities. The Communications and General Services Departments have also been asked to use providers that employ people with disabilities.

Information campaigns are provided for all employees. For example, Colas Rail launched the “My ability is better than my disability” awareness campaign in France and abroad. It explained how taking health issues into account forms part of the “Company well-being” policy, which types of conditions may be concerned and whom employees can turn to if necessary. The 2022 Quality of Life and Working Conditions agreement (see 1.5.3) provides for measures suited to people with disabilities and their families. A specific disability agreement is in the process of being negotiated.

(1) Women Impacting Storebrand Excellence.

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Furthermore, Colas Rail involved all Management Committee members and Top 30 executives in a hackathon aimed at coming up with innovative initiatives to promote the hiring and ongoing employment of employees with disabilities around the world. To help lead this process, Colas Rail called on an external organization, Big Bloom, to share industry best practice and support the executives taking part.

Colas Rail entered into a partnership with Paralympic athlete Trésor Makunda, a disabled sprinter who qualified for the Paralympic Games. He was involved in an on-site disability awareness session and also participated in training sessions for executives.

| Indicators | Scope | Unit | 2021 | 2022 | 2023 |
|--|------------------------------------|--------|-----------|-----------|-----------|
| Number of employees with disabilities ⁽¹⁾ | France (Mainland + Overseas) | Number | 771 | 788 | 762 |
| Number of employees with disabilities recruited ⁽¹⁾ | France (Mainland + Overseas) | Number | 6 | 17 | 13 |
| Revenue from companies that employ people with disabilities | France (Mainland + Overseas) | € | 1,223,751 | 1,617,873 | 1,587,637 |

(1) Fixed-term and permanent contracts.

The number of employees with disabilities is slightly down due to departures.

1.5.2. Developing employee potential

Colas is continuing its proactive policy of investing in upskilling its employees to make them more adaptable to changes in the business. In 2022, worldwide investment in training equated to 2.1% of total payroll (3.7% in Mainland France). This investment translates into a range of training covering the entire scope of business lines. In addition to promoting all forms of training, the aim is to develop a culture of continuous learning. The range of training is structured around strategic training goals set by the Group Human Resources Department.

The Group's training priorities are:

- developing key skills and employability;
- nurturing the corporate culture;
- reinforcing operational excellence;
- helping the Company navigate strategic change.

Developing key skills and employability

For Colas, it is essential to ensure that all employees have the necessary skills to safely meet the requirements of its existing and future operations. These skills and training lay the foundations for the Group's performance in terms of safety, quality, productivity and customer satisfaction. They always include the key elements of Colas' CSR policy. The Company must be able to offer all its employees means of developing their skills in their own area of specialization as well as in connected or other areas. For this reason, in addition to training plans established every year in every country, Colas is developing a self-service digital training tool accessible to all employees. A number of partnerships have been entered into with international providers in an effort to cater for both the wide range of roles and the broad geographical distribution of Group sites. The range of training available has been expanded to give all employees a 360-degree view of their own development.

In addition, two years ago, Colas launched an international training catalogue, open to all Colas employees, to consolidate the training available in different countries. This catalogue is constantly being updated to reflect topics of interest to the Group in terms of skills development.

Nurturing the corporate culture

Employee engagement is rooted in a shared understanding of Colas' values and CSR commitments. This shared culture is conveyed by the ACT corporate plan and presented in Colas' various training courses. That being the case, executives play a key role in embodying the values so as to motivate and retain talented people, maintain a positive labor relations climate and support environment-related change. To facilitate buy-in to this shared culture, all Colas employees are required to complete five mandatory training modules, which aim to protect their personal security and secure company assets: safety, cybersecurity, ethics, diversity and GDPR. These digital modules are accessed via the in-house Colas Campus platform.

Colas University forms an integral part of the Group's training provision and constitutes a key element of managers' career paths. Sessions are organized throughout the year at the 4 training hubs (Paris, Toronto, New York, and Budapest), in four cycles:

- Level 1 on getting to know the Group for newly hired managers: The first international Level 1 Colas University courses were launched in 2022. In 2023, Colas celebrated the 250th level 1 Colas University course.

- Level 2 for managers becoming department or sector heads: This Colas University course was offered in Budapest and the United States in 2023.
- Level 3 for functional and operational managers identified by the Group as having potential: Content is centered around the themes of leadership, ethics, finance and strategy.
- Level 4 for the Group's top executives.

Every year, over 700 employees participate in one of these four levels of Colas University.

Strengthening operational excellence

Strengthening operational excellence means fighting poor quality and maximizing performance in terms of safety, quality, productivity and customer satisfaction. With this in mind, the Group, which is always keen to promote and develop its employees' operational skills, has rolled out a program named "Colas Share on the Road". This program aims to highlight employees from all business lines who share videos showcasing their expertise. Topics covered range from cutting rails and crushing through to using Power BI. The intention is to represent the diverse range of roles and, above all, to share best practice worldwide and secure Colas' information assets.

The acquisition and transmission of skills is thus underpinned by Colas Share, a system for sharing knowledge within the Group. Every month, over 26,000 people visited Colas Share to browse one of its 80 dedicated communities – a 20% increase relative to 2022. Colas continues to upskill its workforce by expanding its business line Academies approach, launched in 2021 with the aim of boosting teams' professional expertise. These Academies rely on a high level of commitment from in-house business line experts, who often serve as trainers for these modules. To date, several business lines are covered (Legal, Purchasing, Materials, etc.) with a view to professionalization through skills development, dialogue, international openness, etc. In 2023, the BIM, Keystone and Legal Academies were rolled out for a second time, reflecting the model's relevance. Other Academies are also under consideration.

Supporting strategic change

Technical, technological and strategic changes regularly impact Colas' activities. Teams must anticipate and take on board these changes to create value within the Group. That being the case, Colas has incorporated two key trends into the strategic direction of its training policy: digitalization and internationalization.

The international training catalogue, which encompasses all training available to employees worldwide, has been overhauled in terms of both its content and its user interface. For example, manual workers with no email address can access the catalogue by scanning a QR code. The aim is to offer all Group employees opportunities to develop consistent, high-quality skills aligned with their expectations, irrespective of where they work.

In addition, in 2023 Colas rolled out an executive portal that can be accessed from anywhere in the world. As well as offering access to thousands of multilingual resources, this portal helps executives get to grips with the Leadership Essentials by breaking down Colas' brand values into behaviors and attitudes. The portal plays a part in promoting a shared culture and defining an overall toolkit which is evolving into a framework of standards. A monthly newsletter is sent out, timed to coincide with key management activities and events, highlighting both inspiring stories and content that digs deeper into the Leadership Essentials.

Colas has also continued to expand its range of digital learning programs. For this reason, in addition to its language learning platform, accessible to all employees, Colas has developed a range of products covering all its main business areas. All employees have unlimited access to tens of thousands of resources (virtual classes, videos, articles, practical exercises, grammar lessons, etc.).

| Indicators ⁽¹⁾ | Scope | Unit | 2021 | 2022 ⁽²⁾ | 2023 |
|-----------------------------|-------|--------|--------|---------------------|---------|
| Number of employees trained | World | Number | 36,722 | 40,987 | 36,771 |
| Number of days of training | World | Number | 82,027 | 107,543 | 112,932 |

(1) The above figures related to training are consolidated in fiscal year Y for the period Y-1.

(2) Including e-learning training programs.

| Indicators | Scope | Unit | 2021 | 2022 ⁽²⁾ | 2023 |
|--|---------------------------------|--------|------|---------------------|------|
| Number of people under apprenticeship contracts taken on during the year ⁽¹⁾ | France (Mainland + Overseas) | Number | 604 | 866 | 854 |
| Number of people under vocational training contracts taken on during the year ⁽¹⁾ | France (Mainland + Overseas) | Number | 110 | 145 | 114 |

(1) Numbers of work-based training students taken on (under apprenticeship and vocational training contracts) are those for the year in question.

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The number of days of training increased sharply, highlighting the Group's desire for its employees to upskill, in particular through longer but fewer training courses.

In addition, the recruitment volume of work-based training students stabilized, demonstrating Colas' maturity as regards welcoming young talent.

1.5.3. Creating a high-quality work environment

To develop employee engagement, which is essential for the Company, Colas strives to create a work environment that meets employees' expectations. This involves listening to employees and labor-management dialogue, providing optimum working conditions and also helping employees get involved in local socially oriented initiatives.

Listening to employees and labor-management dialogue

The Dialogue annual survey, Colas' listening tool (translated into 26 languages), is rolled out in nearly all countries where Colas operates (49 countries). Each year, Colas gives all its employees around the world (around 65,000 in 2023) the opportunity to express their views on various themes: workplace well-being, engagement, health and safety, workload, quality of life at work, buy-in to the Group's values and understanding of corporate strategy. More than 79% of employees responded to the survey in 2023, which yielded an overall engagement rate of 83%, up 1 point from 2022. The results are analyzed locally in order to implement measures close to the ground and to address employees' concerns. Of the 13 indicators tracked, 12 increased by one or more percentage points relative to 2022.

In 2023, a number of initiatives were launched on a regional level (training, communications, etc.). The increase in both the participation rate and the number of items demonstrates the relevance of local action plans implemented in each region.

This survey enables Colas to benchmark itself against other firms in its industry sector using a tool developed in partnership with consulting firm Willis. The most significant areas of progress in 2023 were knowledge of the Group's values and fair compensation practices. The items with the highest scores continue to be empowerment, safety, engagement and well-being.

Employee working conditions

Colas wants to offer its employees an innovative, responsible working environment wherever they are in the world. With this in mind, agreements and initiatives were rolled out in Mainland France in 2023 and consideration is being given as to how they can be extended to other countries. Over the course of the year, Colas continued to implement Quality of Life and Working Conditions (QVCT) and Diversity, Inclusion and Equal Opportunity agreements. In particular, specific materials were produced for manual workers. Existing flyers and brochures and a new film highlight various measures in support of parenthood (including in particular free help with children's homework, very much appreciated by manual workers), practical assistance with everyday life and help for employees who are caregivers. Communicating about the telephone support hotline was also a priority. A dedicated number, available to employees and their families 24/7, offers answers to emotional, practical and physical issues in all areas relating to work and/or personal/family life (stress, addiction, bereavement, etc.). A social welfare service is also available via the same number. In November 2023, Colas was awarded a Mieux Vivre en Entreprise ("Well-being at Work") award for its commitment to employee well-being, endorsing the Group's work on social innovation.

Towards the end of the year, Colas published its new disability policy, giving an insight into the first Group-wide agreement in this area, expected to be introduced in early 2024. Colas' aim is for this forthcoming agreement to embody its commitment to support people with disabilities both in the workplace and in society at large.

The Group also entered into ongoing negotiations with trade unions and employee representatives in 2023 on issues such as jobs and career management, including an overhaul of the mobility policy, as well as the introduction of a new Compte Épargne-Temps flexible working hours account.

In addition, Colas continues to offer its employees health insurance, retirement benefits and personal risk cover at very good levels, including in particular a minimum level of death and disability benefits, in France and around the world. All Group employees are covered by the Bycare program, which offers a range of core employee benefits based on best practice in each country.

Encouraging employee involvement

Colas firmly believes that employees are more engaged if they are able to get involved in efforts to help others through the Company. It therefore provides schemes to enable employees to get involved in programs that benefit society, such as supporting local communities close to worksites, helping to build facilities, donations or help for local residents and initiatives to protect the environment. In Canada, for example, subsidiary Miller has involved employees in cleaning up lakeside areas as part of an annual volunteering program. Colas Rail supports the development of a number of third-sector organizations by means of skills-based patronage, in particular within the REC Innovation network and ESS Factory.

Additionally, in France and Côte d'Ivoire, Colas is involved in Forest and Life, an educational program founded by Kinomé. The goal is to participate in reforestation projects and educate children about key sustainable development issues.

Patronage and sponsorship

At Colas, participating in local life also involves running corporate patronage and sponsorship activities governed by Colas' compliance policy. For its corporate patronage and sponsorship policy, Colas has set priorities aligned with its social commitments that resonate with all employees. The Colas Foundation has updated its corporate purpose. Since 2022, across all regions in which Colas has a presence, it has backed initiatives in support of social inclusion and access to employment for children and young people through education, business, sports and culture. The Colas Team Cup, an international sporting and artistic challenge organized by the Group for its 65,000 employees in conjunction with the Foundation, has supported four charities.

Colas has also put its expertise to work to preserve heritage. As part of a skills-based patronage program, the Group teamed up with the Louvre museum in summer 2023 to make the horseshoe-shaped Fer-à-Cheval ramps at the Tuileries Gardens in Paris accessibility-friendly.

| Indicators | Scope | Unit | 2021 | 2022 | 2023 |
|---|-------|------|------|------|------|
| Total cash patronage and sponsorship | World | M€ | 3.9 | 4.1 | 3 |
| Total in-kind patronage and sponsorship | World | M€ | 0.3 | 0.5 | 1.3 |

Total corporate patronage donations (in cash and in kind) decreased by 1.3% in 2023. These donations mainly related to solidarity-based, humanitarian and education initiatives, reflecting a commitment to supporting local people, particularly outside France. Total sponsorship expenditure increased by 6.9% in 2023. As in previous years, sponsorship focused on sports.

1.6. Reinforcing a culture of health and safety to keep people safe

For Colas, the health and safety of its employees is a top priority. The Group's aim is to reinforce a worldwide culture of health and safety. Colas is committed to valuing its human capital and actively working to provide working conditions and an environment for all its employees and stakeholders (temporary staff, suppliers, subcontractors, local customers, etc.), in which risks to their health and safety are kept to a minimum. Similarly, the approach to security and crisis management helps protect the workforce and the Group's activities.

The Health, Prevention & Security (HPS) Department – part of the Sustainable Development & Innovation Department – helps roll out the Group's strategy on the basis of the ACT corporate plan. A global network of safety managers was set up several years ago to help enforce the health and safety policy, backed by a wide range of prevention tools including safety training, operational processes and tools shared via a single multilingual platform, Colas Share HPS. This platform also allows for sharing of best practices and feedback. The HPS Department aims to give Safety teams operating at the level of subsidiaries greater autonomy, supporting their skills development and closeness to operations while also ensuring uniform processes and compliance with standards and regulations. Furthermore, a network of security managers has been established across seven countries to account for local differences, working daily to protect Group employees against geopolitical and malicious risks.

Colas' health, safety and security commitment, "Reinforcing a culture of health and safety to keep people safe", is underpinned by two pillars:

- consolidating the health and safety culture for all stakeholders;
- adjusting the safety and crisis management policy to global geopolitical changes, particularly in regions of tension and conflict.

1.6.1. Consolidating the health and safety culture for all stakeholders

Colas has set itself a "zero accident" target. Over the last ten years or so, the Group has led an initiative to transform its culture into one that prioritizes health and safety, running ad hoc prevention and awareness programs and providing its employees and third parties (temporary staff, subcontractors, contract carriers, etc.) with equipment and tools, particularly digital equipment and tools, tailored to each person's needs and skills. The Group prioritizes the health and safety of all stakeholders by complying with the laws in force in each country in which it operates.

Enhancing workplace safety

Colas draws on its worldwide cultural change program, One Colas Safety, to improve employee safety. This consists of the Goal Zero program in North America and the One Safety program in the rest of the world (excluding Asia). These programs are implemented by local entities under the aegis of the Corporate Health and Safety Department.

The One Safety program encompasses a number of initiatives including the creation of steering committees (at profit center, region and country level). Meanwhile, workshops are run at profit center level involving the steering committee plus support functions, ambassadors for the approach and site supervisors. On average, these workshops run for half a day. A total of 1,618 employees in France completed "See and Tell" training in 2023. Over a million managerial routines have been shared through

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this global training program (conversations on safety-related issues, “starter” briefings⁽¹⁾ and safety meetings); the number and implementation of these routines is measured via the digital Quick Connect system.

Alongside this program, Colas has been rolling out the 5 Rules of Life and the 10 Life-Saving Rules since 2020. These shared rules apply to all Group entities worldwide, except where an entity requests an exemption (in light of the specific characteristics of rail activities, the rules have been adjusted to take account, for example, of high-voltage activities), which must be signed off by the Group’s HPS Department. These rules are applied by local safety officers and monitored by the HPS Department, which systematically checks compliance in the event of workplace accidents.

In 2023, the HPS Department rolled out an awareness campaign (via a 15-minute video) for all new employees. This campaign helps new employees familiarize themselves with and buy into Colas’ safety standards. The safety induction briefing is one of the first stages of the induction program for new recruits.

Every year, Colas organizes a Safety Week to enable each and every employee to take time to talk about health and safety issues. In 2023, the risk of collisions between machinery and pedestrians was chosen as the key topic in consultation with local safety officers. This is one of the most frequent causes of serious accidents observed within the Group. Workshops and activities helped mobilize and raise awareness among employees all over the world. This event helps drive lasting change in individual and collective behavior, in keeping with the Group’s zero-accident policy.

The Group took the following actions in 2023 to enhance workplace safety:

- Defined four levels of severity (actual and potential) for accidents and near misses/close calls. This information is systematically input into Acciline+, the reporting system used to consolidate local data at Group level.
- Defined notification requirements: sharing information and recording accidents and near misses/close calls. Serious accidents must be notified within 24 hours to the HPS Department, which then notifies all safety officers.
- Formalized roles and responsibilities in relation to health and safety, in particular as regards recognizing good behavior and imposing penalties when safety rules are violated.
- Drew up Colas rules on personal protective equipment (PPE) based on consultations with all business unit representatives.
- Continued to digitalize procedures and reports, including in particular those used to assess occupational risk. Employees have access to two multilingual dashboards. These show the Group’s safety performance and provide links, instructions and information about changes in digital tools provided by the HPS Department.
- Stepped up efforts to share and disseminate prevention, safety and security best practice through the Safelix platform launched in 2022. This platform offers 160 videos designed to raise awareness and share stories from the field to help executives strengthen the Group’s safety culture.

A number of safety initiatives were rolled out in the field in France and abroad in 2023:

- Colas launched a PASI trial in five French regions (Hauts-de-France, Auvergne-Rhône-Alpes, Grand Est, Occitanie and Provence-Alpes-Côte d’Azur) in 2021. This training program is aimed at all temporary staff. It provides temporary staff with certified benchmark site safety training tailored to the needs of construction firms.
- At Colas Rail, 6,000 monthly preventive actions have been taken.
- Colas’ two Canadian subsidiaries, NPA and Miller, secured certificates of recognition confirming that their health and safety management systems had been assessed by a certified auditor and complied with provincial occupational health and safety (OHS) standards. These standards give priority to assessing risks, managing hazards and building employee engagement to foster a safety culture.
- For all events with high actual or potential severity, Colas subsidiary Spac carries out in-depth analysis to identify root causes and take corrective action. To supplement this analysis, feedback is systematically shared to ensure continuous improvement.

(1) “Starter” briefings are held on Colas worksites at the start of each day to discuss and raise awareness of safety issues.

| Indicators | Scope | Unit | 2021 | 2022 | 2023 |
|---|-------|--------|------|------|------|
| Frequency rate of employee workplace accidents ⁽¹⁾ | World | | 5.04 | 4.53 | 3.89 |
| Severity rate of employee workplace accidents ⁽²⁾ | World | | 0.40 | 0.33 | 0.32 |
| Number of fatal employee accidents ⁽³⁾ | World | Number | 1 | 2 | 3 |

(1) Number of lost-time accidents x 1,000,000/Number of hours worked, not including accidents following sudden health incidents or commuting accidents. These are accidents declared and recognized by the competent authorities, e.g. the CPAM in France.

(2) Number of working days lost x 1,000/Number of hours worked, in line with the regulatory definition of "Severity rate": "Working days lost in the current year are taken into account even if the accident occurred in the previous calendar year." Working days lost in the current year are taken into account even if the accident occurred in the previous three calendar years.

(3) The number of fatal accidents relates to the registered workforce and consists of accidents linked to occupational activities resulting in death, including road traffic accidents. Commuting accidents and fatal accidents following sudden health incidents are not included.

The process initiated in 2020 - notably through cultural change programs, awareness-raising activities in the field and the introduction of safety processes aimed at better preparing the ground before construction activities begin - is gradually bearing fruit, with frequency and severity rates steadily improving. In 2023, the frequency rate fell below 4 for the first time in Colas' history. .

Road safety

Colas has put in place a road safety action and prevention program that relies on the commitment of Group entities (subsidiaries and business units). Each entity implements a policy of regularly raising employees' awareness of road risks, with road safety correspondents tasked with coordinating the program. These correspondents are supported by a network of over 400 Road Safety Officers tasked with implementing and coordinating the program.

In France, the program to implement road safety practices on the ground is focused on the following:

- raising drivers' awareness of safe driving rules through road safety training, post-accident analysis, (internal and external) driving audits and communication tools (such as comic strips, videos, posters and relevant virtual reality experiences);
- organizing journeys;
- the vehicle fleet: purchase and maintenance; active and passive safety equipment such as onboard telematics, gradually being rolled out across the Group;
- the environment: road infrastructure, traffic plans, etc.

Similar road accident prevention training and awareness programs have been developed in other countries.

Colas' program draws on policies developed by local authorities. For example, in 2021 Colas signed the "7 Commitments for Safer Roads" in partnership with the Road Safety Delegation. The Group is keen to continue pursuing road accident prevention initiatives and improving its performance in this area. The frequency rate⁽¹⁾ of road accidents with a third party involving a Colas vehicle has fallen by more than 75% in France since 1997.

Colas sets itself a target to reduce losses, a goal shared by all subsidiaries. Between 2004 and 2023, the road accident frequency rate worldwide declined by 60%. In recent years (since the Covid-19 pandemic), this decline in the frequency rate has partly been helped by the increased use of remote meeting technology, which has helped reduce the number of road journeys.

In addition to these programs and actions, Colas has for many years focused a portion of its research and development work on road safety:

- Development of high-grip road surfaces to lower the risk of accidents.
- Extending use of its Flowell dynamic signage system to make road signage easier to read and improve user safety. Several trial sites have been deployed to test the solution in real conditions. Its use leads to calmer driving, greater awareness of risks, and thus enhanced safety for pedestrians.
- Rolling out the ANAIS system to help road network managers identify sections of road in need of attention and near-accidents on their networks. Colas is then able to support them by suggesting land-use planning recommendations and to monitor road safety across their networks (via an environmentally friendly driving score).
- Designing and manufacturing road safety equipment via its subsidiary Aximum, such as guard rails, horizontal and vertical signage and crash barriers.
- Development of the patented SAVE (Vehicle Evacuation Approach System) solution installed on warning arrows to alert workers working along high-speed roads if there is a danger of imminent collision. This solution was brought to market by Aximum in 2023.

(1) Frequency rate of road accidents with a third party involving a Colas vehicle as a percentage of the total number of Colas vehicles.

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Safeguarding health at work

The Colas Group offers all its employees social protection.

- In France, all employees are entitled to provident insurance (long-term disability and life insurance) and health insurance, with cover exceeding both statutory and contractually agreed minimum levels. As well as contributing to employees' health cover, the Group contributes towards the cost of cover for employees' family members.
- In other countries, all employees are covered by the ByCare program, which offers standard social insurance cover based on best practice in each country.

The HPS Department analyses and shares best practice, which is then disseminated by HPS officers. The HPS Department is a member of non-profit organization Cindex, through which benchmarks and best practice are shared with international groups. This information is then passed on to local Colas entities.

The HPS Department encourages each local entity to analyze the specific health considerations of its immediate environment. Measures are then taken to address the health risks to which employees may be exposed.

Local initiatives implemented in 2023 include the following:

- France (northeast and southeast regions): training of all employees in the dangers of alcohol and psychotropic substances. The Northeastern region created a catalogue of actions that can be taken at site level to improve employee health.
- Spac held a safety meeting focused on drawing up an action plan to help cope with anticipated summer heat waves. This plan included analyzing potential risks to employee health from heat waves and identifying appropriate action in response.
- Colas Rail put in place an educational program in London aimed at raising employee awareness of the causes of fatigue. The aim is to help those employees suffering from fatigue better manage aspects such as sleep, diet and other potential stress factors.

Specific measures were put into place to prevent exposure to noise, UV rays, bitumen fumes, dust and hazardous substances, in particular chlorinated solvents. The Sustainable Development & Innovation Department also lends its expertise, advising entities on measuring exposure to noise pollution and air quality. For a long time, measures have been taken with regard to ergonomics and prevention of musculoskeletal disorders. In France, the Ile-de-France Normandy region is continuing to work on the Asphaltator (a robot for helping workers) to prevent the development of musculoskeletal disorders in workers working with asphalt mixes. In other regions, physical preparation sessions are run to reduce the risk of muscle injuries and musculoskeletal disorders. Research is ongoing into using exoskeletons to reduce the need to carry heavy items.

Colas carries out permanent monitoring to ensure observance of the World Health Organization's guidelines and recommendations. Relevant information is systematically made available to affected employees via Colas Share. Employees on assignment receive "Recap Santé", a dedicated digital health passport.

| Indicators | Scope | Unit | 2021 | 2022 | 2023 |
|--|------------------------------|--------|-------------|-------------|----------------|
| Number of employees recognized as suffering from an occupational illness during the year | World | Number | 113 | 95 | 135 |
| Number of consecutive lost-time days following workplace accidents | World | Number | 43,458 | 37,549 | 36,157.50 |
| Absence rate ⁽¹⁾ | France (Mainland + Overseas) | % | 6.13 | 6.07 | 5.47 |
| Number of hours worked | World | Number | 108,038,151 | 113,397,955 | 111,740,886.05 |

(1) Permanent contracts; this indicator measures the number of working days lost due to workplace accidents, commuting accidents, illness or occupational illness, in proportion to the number of calendar days.

Following a sharp decrease in 2022, the number of employees recognized as suffering from an occupational illness grew significantly in 2023. Meanwhile, the absence rate continued to fall, as it had over the previous two fiscal years, notably as a result of the improvement in the public health situation and a significant reduction in the number of working days lost to workplace accidents over the past two years thanks to safety actions implemented.

1.6.2. Adjusting the safety and crisis management policy to global geopolitical changes

Protecting the workforce and the Group's activities from malicious acts is a priority. The approach to security is underpinned by a range of procedures, tools and training aimed at protecting employees in the course of their day-to-day activities, when traveling for work (with an average of over 8,000 trips per year) and if and when a crisis arises (anticipating and managing crises). Specific steps are taken to safeguard against key risks as well as to respond to employees in crisis situations.

Under the aegis of the HPS Department, the network of Security Managers works to protect the Group's employees as far as possible.

On a day-to-day basis, Colas helps entities and employees prevent and manage malicious activity by:

- permanently monitoring the geopolitical and security situation in countries where it operates;
- issuing security news flashes;
- undertaking site security audits;
- implementing physical protection measures in response to high-risk situations as and when they arise.

In addition, a training program in stress management and verbal and physical threats was devised in 2022 to limit employees' exposure to these risks. A pilot training program was also run at four of the Aximum subsidiary's profit centers in France that same year. In 2023, more than 500 employees completed this training in France.

Country risk assessments, undertaken by the HPS Department, are updated daily thanks to geopolitical monitoring. All operations in countries assessed as high-risk are subject to at least the following:

- a list of measures to mitigate these risks;
- organizational measures and responsibilities in relation to security/crisis management;
- a crisis management plan.

Protection of employees traveling to high-risk regions is overseen by local Security Managers in conjunction with the Group's HPS Department. Whenever a new project is launched in a region identified as high-risk, a risk assessment is carried out using the Group's proprietary security risk matrix and a general security plan is put in place. This plan identifies security measures to be adopted by local entities to ensure the security of the Group's personnel, property and assets.

Colas takes action to safeguard against critical events and prevent them from impacting its people or projects. The Group also has in place a crisis management policy to protect it as far as possible in emergency situations. The Group Crisis Management Manual forms the core of the Group's crisis management policy. This manual is made available to all local entities, which are responsible for updating it and rolling it out within their geographical area. In addition to the manual, entities may run specific training sessions and exercises. The aim is to have in place a consistent crisis management methodology so that crises are managed effectively and consistently across the Group.

Colas' other essential tool is its Golden Book. It consists of information sheets summarizing the first steps to take in a crisis or other high-pressure situation. These crisis management tools are supplemented by operational business continuity plans, which each local entity is responsible for updating.

1.7. Building a responsible supply chain rooted in sustainable performance

Colas' external expenditure represents over 60% of the Company's revenue and thus constitutes a key motivator for involving Colas' suppliers and product and service subcontractors in the Company's CSR approach. To this end, Colas has in place a purchasing policy, which incorporates the responsible purchasing roadmap. This policy aims to take into account:

- constraints arising from the fact that the Group has so many suppliers (over 100,000 direct suppliers);
- risks arising from having different types of expenditure across different regions;
- Colas' ability to influence its supplier ecosystem.

Colas' responsible purchasing commitment - to "build a responsible supply chain rooted in sustainable performance" - is broken down into four areas:

- training the Purchasing teams in corporate social responsibility, and making them accountable;
- working with business lines and entities to build a socially responsible purchasing action plan that is in line with the Group's low-carbon and biodiversity strategy and objectives;
- making sure suppliers and subcontractors are committed to delivering on CSR, in particular by using the Purchasing CSR risk map;
- ensuring that Colas honors its CSR commitments to its suppliers and subcontractors.

The Purchasing Department oversees the rollout of the Responsible Purchasing roadmap. This is organized into various units: equipment excluding production, energy and raw materials; production supplies; compliance process; and purchasing performance. The purchasing performance unit coordinates the CSR purchasing policy and ensures it is implemented across the Group's geographical areas, with the support of Purchasing Directors in the various regions where the Group operates. In 2023, the Purchasing Department presented the roadmap to all the Group's purchasing functions. Implementation of the roadmap then proceeded at local level. For example, a purchasing meeting was held at the Aix-en-Provence headquarters to examine the issues in more detail.

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1.7.1. Training and empowering buyers

Colas is keen to make its buyers stakeholders in the purchasing process, particularly when purchasing sustainable goods and services. The Group pays particular attention to ensuring that its buyers are aware of and trained in responsible purchasing and Colas' CSR obligations, notably as regards the duty of vigilance. The Legal and Compliance Department also runs "Applied business ethics and compliance" training for buyers.

Colas is in the process of rolling out Climate Fresk workshops across the Group (see 1.2.1). Buyers, who are more aware of responsible purchasing issues thanks to these workshops, are also encouraged to take local factors into account when making buying decisions. Entities (sites, profit centers and headquarters) are taking action to this effect. Buyers also have access to training kits covering CSR-related issues and associated quizzes, in the form of e-learning modules. In particular, these kits explain the duty of vigilance, the nature of associated CSR risks (safety, the environment and human rights) and supplier CSR assessment criteria. These dedicated Purchasing training courses have been rolled out worldwide and are completed by all new recruits. As of year-end 2023, more than 90% of buyers had completed these two modules.

Colas encourages the sharing of information within the Group. In 2023, the Group began gathering responsible purchasing best practice in France and the United Kingdom. This exercise was such a success that it has now been rolled out worldwide, with the aim of gathering one best practice per buyer by the end of 2024.

1.7.2. Working with activities and business lines to build a socially responsible purchasing action plan

The Colas Group's overall performance is intrinsically linked to that of its partners, suppliers and subcontractors. In order for the Group to offer the most effective and responsible solutions, it is essential that Colas selects products and services that are technologically, environmentally, socially and societally innovative. Colas is also keen to extend its social responsibility approach to its key suppliers and subcontractors. In this way, the Group intends to encourage a spirit of partnership and shared value creation for customers.

Colas has identified key themes for its business based on their strategic and CSR impact, in particular the shift to a low-carbon approach. The goal is to identify synergies between Colas and its suppliers, and to work with the business lines to put in place action plans to ensure that CSR criteria and requirements are built into specifications, bids and contractual clauses so as to specifically offer low-carbon alternatives. Suppliers are asked to highlight the carbon aspects of their offers, for example in calls for tenders for equipment (CapEx) and purchases of raw materials (hydraulic binders for use in road construction, cements, slag, etc.). Since 2022, the Purchasing Department has asked its strategic suppliers to provide less carbon-intensive solutions, such as low-carbon ready-mix concretes and supply electric or hybrid equipment for small equipment hire.

Since late 2022, a consulting firm has been working with the Group Purchasing Department to help it implement a methodology for drawing up and rolling out responsible purchasing action plans for suppliers and buyers. These plans are designed to ensure that stakeholders work together to identify and implement methodologies for reducing the carbon footprint of their own activities. Roadmaps for each supplier are being drawn up with the aim of taking coordinated, tangible action to reduce the carbon footprint.

A number of examples highlight Colas' commitment in this area:

- Offering incentives to use weaker concrete mixes and buy low-carbon concretes.
- Hiring electric equipment: In 2023, the Grenoble profit center in France embarked on an "all-electric" construction project in partnership with LOXAM, using electric machinery recharged on site via a hydrogen power generator. The Lyon profit center had already run a similar initiative in 2022.
- Buying green electricity: All electricity purchased in France and Belgium was covered by guarantees of origin.
- With the installation of 1,650 electric vehicle charging points in France, electric vehicles were gradually incorporated into the vehicle fleet.
- Installing Oleo100 tanks at a number of Colas sites in France to fuel 1,100 heavy vehicles (Oleo100 is a biodiesel made from 100% French rapeseed). Seventy percent of the heavy vehicle fleet had been converted by the end of 2023.
- New CO₂e criteria are built into the ongoing global tender for CapEx on wheeled equipment (e.g. excavators, loaders and trucks).
- In the United Kingdom, Duradrain recycled plastic curbs were used on the A46 trunk road project. These curbs, which are ten times lighter, help reduce the CO₂e footprint.
- Continuing with innovative supplier partnerships to reduce Colas' environmental impact: In France and Belgium, Colas has entered into a partnership with Carmeuse, which supplies the Group with lime made from a mixture of quicklime and paper sludge; this innovative material helps reduce CO₂e emissions from working with lime on sites.
- Working with the Equipment Performance Department to organize a Colas Construction Equipment Tenders Supplier Day. This international event brought together a large number of suppliers. It was an opportunity for Colas to communicate about its greenhouse gas emissions reduction goals and encourage its suppliers to take into account CSR issues when responding to invitations to tender.

Colas also aims to incorporate sustainable economics into its activities, notably by facilitating access to employment through its responsible purchasing policy. In France and the United Kingdom, the Group includes employment clauses when bidding for public procurement contracts. Partnership agreements are signed locally with GEIQs (employer groups for integration and training) to help facilitate the employment process for people encountering trouble accessing the job market or returning to work.

1.7.3. Making sure suppliers and subcontractors are committed to and delivering on CSR

To assess and monitor the social and environmental performance of its suppliers and subcontractors over the long term, Colas has mapped CSR risks by purchasing category and CSR region. This was rolled out in 2023 as part of the overhaul of the mapping of risks relating to the duty of vigilance for road activities in France. This central tool will be rolled out gradually in 2024 and translated into specific action plans.

To make sure suppliers are committed to and delivering on CSR, Colas draws on a range of tools and initiatives such as:

- the Bouygues Group CSR charter for suppliers and subcontractors;
- specific clauses;
- CSR assessment questionnaires.

For example, suppliers invited to submit bids in relation to capital equipment (CapEx) must complete a questionnaire in which they are specifically asked to highlight the CO₂e-related aspects of their proposals.

In 2023, Colas rolled out its supplier CSR assessment process, developed in 2022: 650 strategic suppliers were identified, either because they were among entities' top suppliers or because they were considered as posing a CSR risk. These suppliers are now required to undertake a CSR assessment on the EcoVadis platform. At end-September 2023, 20% of targeted suppliers had either completed an assessment or were in the process of doing so. Depending on the rating achieved, the Group may work with suppliers to put in place action plans to improve their performance.

Colas Rail is working to involve its key suppliers in the Group's CSR approach. Following on from the "Carbon Fighter" forum, held for the first time in 2021 and again in May 2023 to strengthen collaboration with strategic suppliers, Colas Rail is keen to contribute to the transformation of the rail sector. It is working with Fédération des Industries Ferroviaires (the French rail industry federation) on practical ways to achieve this.

1.7.4. Ensuring that Colas honors its CSR commitments toward its suppliers and subcontractors

By the same token, Colas undertakes to treat its suppliers and subcontractors equally and to honor its payment terms. The Group puts in place action plans for suppliers in a situation of economic dependence.

Work on digitizing the expenditure commitment process has been ongoing since 2022, along with work on paperless billing and payments. Colas is thus shortening the time taken to complete tasks and issue payments: orders are formalized, received and invoiced using completely paperless processes and payments are made by bank transfer.

1.8. Consolidating an exemplary culture of ethics and compliance

Unethical acts or complicity in unethical acts can constitute major economic and financial risks, as well as risks to the Company's reputation. Ensuring that Colas employees and third parties conduct themselves in an ethical manner is essential.

Colas is strengthening its ethics and compliance culture, with a focus on three key areas:

- identifying risks of corruption and human rights violations and putting in place associated action plans;
- communicating and implementing rules of ethical conduct;
- implementing ethics and compliance processes by taking action to prevent, detect, flag up, monitor and penalize ethical violations and breaches of compliance rules.

Ethics and compliance are overseen by the Compliance unit within the Legal, Compliance and Risk Department and by Group Compliance, reporting to the Group Chief Legal, Compliance and Risk Officer. At the local level, Chief Legal & Compliance Officers are tasked with enforcing compliance across their scope of responsibility. The Colas Group Compliance Procedures affirm the key role played by each department and each executive in this area.

1.8.1. Identifying compliance risks and risks of human rights violations and implementing appropriate action plans

Compliance risk mapping

Colas asks its subsidiaries to map their compliance risk by business line and by country. These risk maps are revised every two years. Entities initially revised their corruption risk maps between September 2021 and June 2022, evaluating 22 scenarios for the purposes of detailed process analysis. The next biennial review will be carried out in 2024. To date, more than 76 risk maps have been finalized and signed off within the shared ColasMap software. Three of these risk maps were created in 2023 to cover new geographical locations (Panama, Germany and Côte d'Ivoire for Colas Rail). Action plans were then drawn up and implemented within each entity. These action plans are presented to Executive Management during annual compliance reviews. In May 2023, a dedicated working group drew up four new risk scenarios related to prohibited practices: fraud, collusion, obstruction and coercion. These scenarios have been signed off by Executive Management. Through this exercise, Colas has sought to expand the scope of its control over risks by moving from a corruption risk mapping approach to a compliance risk mapping approach.

Human rights

The UN Global Compact, signed in 2006, includes the right to freedom of association and collective bargaining as well as a commitment to eliminate discrimination, forced labor and child labor. The Bouygues Group (including Colas) confirms its continued commitment to this approach every year.

Since Colas does almost all its business in OECD countries, it has few operations in countries where there is a substantial threat to freedom of association or risks of discrimination or modern slavery. Colas is committed to complying with the fundamental conventions of the International Labour Organization (ILO) and human rights in all countries in which it operates, as well as with specific legislation in various countries such as the Fair Labor Standards Act (FLSC), the Occupational Safety and Health Act (OSHA), the Family Medical Leave Act (FMLA) and child labor laws in the United States and the Canadian Labour Code and Employment Standards Act. To ensure compliance with these fundamental principles, Colas includes risks relating to the duty of vigilance in its procurement policy, in particular training buyers on these topics (*see 1.71*).

Issues relating to the duty of vigilance are also monitored as part of the ACT corporate plan, focused on delivering on the Colas Group's eight CSR commitments to its stakeholders between now and 2030.

In 2023, the Duty of Vigilance Committee (coordinated by the CSR Department and consisting of members drawn from the Legal, Environment, HPS, Human Resources, Purchasing and Audit Departments) confirmed the following Group-wide list of "duty of vigilance" risks:

- discriminatory practices (based on ethnicity, gender, religion, geographical origin, etc.);
- failure to comply with domestic and international labor regulations (covering local and/or migrant workers);
- unsuitable working conditions and/or accommodation (work equipment; health and safety conditions at construction camps and sites);
- failure to meet minimum levels of pay and employee benefits;
- occupational stress;
- workplace accidents and exposure to occupational diseases;
- security risks (work and travel);
- major industrial risks;
- air pollution and nuisances (dust, VOCs, PAHs, odors, etc.);
- climate change (including adaptation);
- impacts on biodiversity (disruption, accidents resulting in pollution, land take, etc.);
- restrictions on access to water;
- resource scarcity or temporary or permanent restrictions on access to resources (raw materials).

To assess these risks at the operational level within entities, Colas relies on a digital application already used by the Company to coordinate the mapping of risks such as corruption risk (in accordance with France's "Sapin 2" law). In relation to the duty of vigilance, this application includes the framework of standard risks (organized into the categories of health and safety, environment, human rights and fundamental freedoms) and a risk assessment methodology. By setting out a procedure that involves key stakeholders, this approach ensures that in-scope entities adopt a consistent methodology and makes it easier for them to map their own risks. The procedure takes into account both risks arising from the Colas Group's activities and those arising from its value chain.

CSR risk mapping has already been overseen by Executive Management France (covering Colas' activities and value chain) and will continue to be rolled out across Colas Group countries and businesses in 2024.

Assessment of third parties

The procedure for assessing third parties uses a risk-based approach underpinned by risk maps produced by the Group's entities. It consists of three distinct levels of controls.

Level 1 controls are applied by operational teams. They collect identifying information from third parties before entering into any new business relationship and analyze potential risks against a list of risk criteria drawn up by the relevant subsidiary's Legal and Compliance Department. If one or more risks is identified, the assessment is submitted to the relevant subsidiary's Legal and Compliance Department, which carries out an in-depth analysis using a dedicated digital tool (Compliance Catalyst). On completion of this analysis, depending on the number of risk criteria identified, the Legal and Compliance Department may either authorize the new business relationship and assign the third party to a risk category or reject the relationship. Due diligence checks are also carried out by operational staff throughout the life of each business relationship. Operational staff also carry out checks to ensure that tasks inherent in Level 1 operational processes have been performed in accordance with established procedures.

Level 2 controls are undertaken by each Legal and Compliance Department. This department checks that Level 1 assessments have been properly completed. Control procedures and frequencies are determined in accordance with the Level 2 Control Plan. In 2023, Colas reviewed the procedure for Level 2 controls of its corruption prevention measures. This details who is responsible for carrying out controls, what specific checks are to be undertaken for each measure, sampling, timescales, and action plans and corrective measures to be put in place if it is found that verified procedures are not being properly followed. Level 2 controls are presented by each Division to Executive Management at annual Compliance Reviews.

Level 3 controls are undertaken by the Audit Department, which checks that Level 2 controls have been properly applied. The Audit Department also ensures that the control system complies with requirements applicable to Colas.

As of year-end 2023, over 10,000 companies were being monitored using the Compliance Catalyst tool (with an increase in the number of surveys undertaken by international subsidiaries).

1.8.2. Implementing rules of ethical conduct

Implementing rules of ethical conduct involves raising awareness of the Group's compliance procedures, communication and training.

The Bouygues SA Code of Ethics is appended to Colas' rules of procedure, together with the four Compliance programs and the Anti-Corruption Code.

At subsidiaries outside France, which are not governed by French law, employees acknowledge receipt of the compliance documentation.

Awareness of compliance procedures

A compendium of Colas Group compliance procedures was first issued in April 2019, and associated documentation was rolled out via training and communications campaigns at all levels of the Group. These bring together all internal processes rolled out pursuant to the Code of Ethics, Compliance programs, general principles of internal control and associated tools. The compendium has since been updated a number of times to reflect changes in the Group's governance, digitalization of procedures (using the e-Comply tool), feedback from its first four years in use and updates to Bouygues' Compliance Documents.

The Code of Ethics (in particular the whistleblowing procedure) was updated in 2022, while the Anti-Corruption Code replaced the former anti-corruption compliance program. Following consultation with employee representative bodies, these documents were incorporated into the rules of procedure of entities governed by French law. For French subsidiaries, the requirements also call for the application of disciplinary sanctions whenever these rules are not observed; these sanctions vary depending on the nature and severity of the offense committed. At subsidiaries outside France, employees give a written undertaking to respect Compliance Documentation. Failure to do so could lead to disciplinary sanctions.

Communications

A range of compliance-related communication tools are in place:

- Colas Share: Colas Share was set up as a single platform accessible to all Group employees and holding all the relevant materials, including ethics documentation, training materials, whistleblowing procedure, etc.
- Whistleblowing procedure: Colas has put in place a whistleblowing procedure and reporting system based on principles established by Bouygues SA. In 2023, communications went out to all employees in the form of a video from the Chief Executive, a motion design video, and posters on all premises and displayed on screen savers featuring a QR code that linked to the whistleblowing platform. Colas also issued a procedure for managing internal investigations that assists involved parties by specifying their scope of involvement and responsibilities as well as timescales, best practice and potential consequences of an investigation. Between January 1 and December 31, 2023, a total of 135 whistleblowing reports (14 of which were not admissible) were received from all entities.

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- Dedicated communications campaign: Since 2020, Colas has been using employees' screen savers to regularly communicate information about procedures to be followed in relation to gifts and invitations.
- In late 2023, the Group held a Compliance Day to consolidate Colas' ethics and compliance culture. The Day included a webinar titled "Let's Talk Compliance", during which the Group's Chief Executive Officer, the Chief Legal, Compliance and Risk Officer, and the Head of the Compliance Unit shared real-life examples and presented the rules and tools available to employees to protect themselves and the Group's activities. Following on from this event, the Group ran an internal communications campaign involving posters, screen saver displays and a film translated into 17 languages on situations carrying a risk of conflict of interest. In the United States, Colas ran a Compliance Week. Every day, employees received an email on a specific issue together with links to relevant videos and articles and a toolbox to help them talk about the issue with employees on the ground.
- Compliance newsletter: In 2023, Colas launched its compliance newsletter. Published twice a year, it covers a range of compliance-related topics and news. It is emailed to all employees and is available on Colas Share Compliance.
- Locally developed tools: In 2022, Colas France rolled out "ethics starter briefings" across its regions. For example, the Northeastern region ran briefings presenting an in-house memo on ethical rules in force within the Group. The same format was used in 2023 covering compliance issues. In another example, Colas developed a motion design film in 2022 for use in France and the DOMOI region to raise employee awareness of ethical rules by simulating a situation between a superintendent and a customer. This type of media was reused in 2023 to raise awareness of issues related to subcontracting.

Training

The "Applied Ethics and Compliance" module was updated in 2023 to include practical exercises linked to recent developments. As of December 2023, 9,803 employees had completed this training in France and abroad.

Rollout of the "Fair Play" training continued throughout 2023. This training, available in 16 languages, is mandatory for all management-level employees and all staff in the Audit, Legal and Purchasing functions. A total of 2,866 employees completed this training in 2023.

In addition to these initiatives, various Colas Group entities have developed their own training programs. For example, Colas Rail held another interactive digital quiz on the subject of compliance programs and applicable procedures, available in eight languages. This quiz was taken by 1,267 executives in 2023. Also in 2023, 143 executives completed "Ethics and Practical Issues" training. Meanwhile, Colas France continued with its "legal tours" addressing practical ethical issues, which were attended by 757 executives in 2023. Colas Inc. (USA) also had 875 employees complete the "Colas Code of Conduct" online training. Lastly, 32 senior executives attended an ethics seminar run by Bouygues SA in 2023.

1.8.3. Applying ethics and compliance procedures

Applying ethics and compliance procedures requires commitment from executives and the implementation of monitoring and assessment mechanisms.

Executive commitment

Since 2017, executive commitment has been reflected in the requirement for all executives to sign a personal, written, visible commitment whereby they commit to comply with and enforce all laws applicable within their scope and all documented compliance requirements. This commitment is renewed every two years. Entities have these commitments signed annually. Colas SA launched the campaign to renew these commitments in late 2022 and all ostensible commitments have now been signed. In 2023, the scope of these ostensible agreements was expanded to include sensitive support functions: Legal, Audit and Purchasing.

Internal monitoring and assessment of measures implemented

Since 2020, Colas has rolled out the e-Comply system, which is used to digitize compliance procedures and monitor their proper implementation in real time. Since then, the system has been configured to support a continuous improvement approach. In June 2023, during annual compliance reviews, senior executives from each geographical region presented key indicators to Colas Executive Management highlighting compliance actions delivered (nature and purpose of patronage and sponsorship activities, number of employees trained, number of commitments signed, etc.).

1.8.4. Security of personal data

Colas Group has developed a set of rules designed to protect personal data processed in the course of its business. These rules apply to all Group entities. These rules (procedures, models, support documents to ensure compliance, etc.) are posted on an intranet site dedicated to GDPR (the Colas Share platform), which is available to all employees in both French and English.

SA's Data Protection Officer (DPO) is responsible for overseeing the protection of personal data. The DPO is supported by a legal specialist in personal data protection, who sits within the Group Legal & Compliance Department, as well as a network of local DPOs and Data Privacy Managers (DPMs) to ensure that specific local regulations are followed across Colas' entire global geographical footprint.

The Group has published policies on protecting employee data as well as data protection policies aimed at third parties. Procedures on managing the rights of individuals and data violation have also been issued, as well as model contractual clauses. These tools are posted on an intranet site dedicated to GDPR (the Colas Share platform), which is available to all employees in both French and English. Applications that use personal data are regularly reviewed by DPOs or DPMs in conjunction with the IT Security Department to ensure they comply with regulatory safety principles.

Colas continued to implement its compliance plan in 2023. In practical terms, this involved the following:

- having a specialized consulting firm review the Group's existing procedures;
- drawing up new Group procedures for local entities to adapt and implement;
- creating training materials for Data Privacy Managers to optimize governance ("Data Privacy Managers training") and make business managers aware of day-to-day compliance issues.

Colas continues to run communication campaigns promoting the online GDPR training module for all employees. This module, available in all 18 of Colas' working languages, has formed part of the Group's mandatory training since 2021. As of year-end 2023, a total of 12,165 employees had completed this module since it was first launched. Requests in relation to rights mentioned in GDPR (the right to access personal data, have it corrected or deleted, object to its use, etc.) are gathered centrally via a dedicated email address.

Note on methodology

Employee indicators

Employee indicators monitored by the Human Resources Department are calculated on the basis of a calendar year from January 1 to December 31. The scope of companies considered in their calculation is a subgroup of the scope of financial consolidation.

For 2023, the calculation rules for employee indicators were the following:

- fully-consolidated companies are 100% consolidated;
- proportionately consolidated companies are 100% consolidated if the percentage owned is above 50% or the percentage owned is 100% for the Bouygues Group, while the remainder are excluded from the scope;
- equity-accounted associates are excluded.

Employee reporting at Colas is common to all entities worldwide. Indicators are consolidated according to the definitions found in the Bouygues Group's employee reporting protocol.

It should be noted that a company acquired during the current fiscal year is included in some of the indicators on the date it was acquired. As a minimum, the following indicators should be provided:

- Worldwide: Workforce by geographical region; workforce by gender; workforce by age bracket; workforce by gender and status; workforce by status.
- France (only if the acquisition takes place in the first half of the fiscal year): Workforce by contract type; average age; average length of service within Bouygues Group; female managers, female executives and female "high-flier" executives.

Indicators requiring gradings (female managers, female executives, female "high-flier" executives) are expected on different dates depending on the desired scope in order to leave enough time for the grading to be rolled out.

For France, these indicators are expected:

- for fiscal year Y if acquired in the first half of year Y;
- for fiscal year Y+1 if acquired in the second half of year Y.

For Worldwide, these indicators are expected:

- for fiscal year Y+1 if acquired in the first half of year Y;
- for fiscal year Y+2 if acquired in the second half of year Y.

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| Indicators | Scope | Unit | 2021 | 2022 | 2023 |
|--|--|--------|--------|--------|--------|
| Attracting, developing and retaining talent through managerial excellence | | | | | |
| Workforce | | | | | |
| Workforce by geographic location ⁽¹⁾ | World | Number | 55,411 | 57,607 | 64,685 |
| <i>Total France (Mainland + Overseas)</i> | | Number | 29,105 | 29,315 | 29,514 |
| <i>Europe</i> | | Number | 9,729 | 11,595 | 12,606 |
| <i>Indian Ocean/Africa/Middle East</i> | | Number | 7,318 | 7,111 | 7,809 |
| <i>North America</i> | | Number | 7,932 | 8,396 | 13,424 |
| <i>Asia-Pacific (including New Caledonia)</i> | | Number | 769 | 823 | 941 |
| <i>Central America/South America</i> | | Number | 558 | 367 | 391 |
| <i>Total International</i> | | Number | 26,306 | 28,292 | 35,171 |
| New hires | | | | | |
| External hires by status | World | Number | 20,347 | 21,720 | 15,062 |
| <i>Total France</i> | France | Number | 3,598 | 3,879 | 3,880 |
| <i>Managers</i> | France | Number | 649 | 725 | 706 |
| <i>Office staff, technicians and supervisors</i> | France | Number | 998 | 1,118 | 1,216 |
| <i>Workers</i> | France | Number | 1,951 | 2,036 | 1,958 |
| <i>Total International⁽²⁾</i> | International, including New Caledonia | Number | 16,749 | 17,841 | 11,182 |
| <i>Managers</i> | International, including New Caledonia | Number | 3,165 | 4,758 | 2,364 |
| <i>Workers</i> | International, including New Caledonia | Number | 13,584 | 13,083 | 8,818 |
| Number of leavers by reason | World | Number | 18,769 | 18,885 | 14,050 |
| <i>Number of leavers in France (under permanent contracts only)</i> | France (Mainland + Overseas) | Number | 3,376 | 2,884 | 3,029 |
| <i>Redundancies (all reasons)</i> | France (Mainland + Overseas) | Number | 1,210 | 1,090 | 1,081 |
| <i>Mutually agreed terminations</i> | France (Mainland + Overseas) | Number | 625 | 257 | 288 |
| <i>Resignations</i> | France (Mainland + Overseas) | Number | 980 | 1,017 | 1,005 |
| <i>Other (retirement, death, termination or end of trial period)</i> | France (Mainland + Overseas) | Number | 561 | 520 | 655 |
| <i>Number of leavers outside France</i> | International, including New Caledonia | Number | 14,587 | 15,300 | 10,013 |
| Gender equality | | | | | |
| Workforce by gender ⁽³⁾ | World | - | - | - | - |
| <i>Women (%)</i> | World | % | 11.44 | 12.25 | 12.53 |
| <i>Men (%)</i> | World | % | 88.56 | 87.75 | 87.47 |
| Proportion of women in the Group ⁽³⁾ | World | - | - | - | - |
| <i>Female staff⁽⁴⁾ (%)</i> | World | % | 22.33 | 22.98 | 23.99 |
| <i>Female workers⁽⁴⁾ (%)</i> | World | % | 2.54 | 2.92 | 3.99 |
| <i>Female managers⁽⁵⁾ (%)</i> | World | % | 18.59 | 19.97 | 20.36 |
| <i>Female executives⁽⁶⁾ (%)</i> | World | % | 11.08 | 12.97 | 13.23 |
| <i>Female "high-flier" executives⁽⁷⁾ (%)</i> | World | % | 12.80 | 13.33 | 16.39 |
| <i>Female members of executive bodies⁽⁸⁾ (%)</i> | World | % | 15.38 | 13.33 | 13.33 |

| Indicators | Scope | Unit | 2021 | 2022 | 2023 |
|--|------------------------------|--------|-------------|-------------------------|----------------|
| Disability | | | | | |
| Number of employees with disabilities (permanent and temporary) | France (Mainland + Overseas) | Number | 771 | 788 | 762 |
| Number of employees with disabilities recruited (fixed-term and permanent contracts) | France (Mainland + Overseas) | Number | 6 | 17 | 13 |
| Revenue from companies that employ people with disabilities | France (Mainland + Overseas) | € | 1,223,751 | 1,617,873 | 1,587,637 |
| Training | | | | | |
| Number of employees trained ⁽⁹⁾ | World | Number | 36,722 | 40,987 ⁽¹⁰⁾ | 36,771 |
| Number of days of training ⁽⁹⁾ | World | Number | 82,027 | 107,543 ⁽¹⁰⁾ | 112,932 |
| Number of people under apprenticeship contracts taken on during the year | France (Mainland + Overseas) | Number | 604 | 866 | 854 |
| Number of people under vocational training contracts taken on during the year | France (Mainland + Overseas) | Number | 110 | 145 | 114 |
| Reinforcing a culture of health and safety to keep people safe | | | | | |
| Safety | | | | | |
| Frequency rate of employee workplace accidents ⁽¹¹⁾ | World | | 5.04 | 4.53 | 3.89 |
| Severity rate of employee workplace accidents ⁽¹²⁾ | World | | 0.40 | 0.33 | 0.32 |
| Number of fatal employee accidents ⁽¹³⁾ | World | Number | 1 | 2 | 3 |
| Health | | | | | |
| Number of employees recognized as suffering from an occupational illness during the year | World | Number | 113 | 95 | 135 |
| Number of consecutive lost-time days following workplace accidents | World | Number | 43,458 | 37,549 | 36,157.5 |
| Absence rate ⁽¹⁴⁾ | France (Mainland + Overseas) | % | 6.13 | 6.07 | 5.47 |
| Number of hours worked | World | Number | 108,038,151 | 113,397,955 | 111,740,886.05 |

(1) Workforce as of December 31, which corresponds to all individuals working under an employment contract of any type for a company within the scope of consolidation or receiving direct compensation for their work from said company, excluding those having entered into a business contract (such as a service agreement) with the Company.

(2) Outside France, the total number of employees hired over the year is recognized, regardless of the nature of the employment relationship ("permanent" or "seasonal" employees).

(3) All types of contract (permanent, temporary, seasonal).

(4) A job grade distinction is made between workers (whose work typically involves industrial or manual labor) and staff (office staff, technicians and supervisors).

(5) Managers ("cadres" in French) are identified by grade determined on the basis of Job Code. This position corresponds to Levels 50 and above.

(6) Executives are identified by grade determined on the basis of Job Code. This position corresponds to Levels 70 and above.

(7) High-fliers: employees in 9-Box categories A2 - A3 and B3.

(8) Members of the Strategy Committee and the Executive Management Committee counted as of December 31.

(9) Figures related to training are consolidated in fiscal year Y for the period Y-1.

(10) Including e-learning.

(11) Number of lost-time accidents x 1,000,000/Number of hours worked, not including accidents following sudden health incidents or commuting accidents. These are accidents declared and recognized by the competent authorities, e.g. the CPAM in France.

(12) Number of working days lost x 1,000/Number of hours worked, in line with the regulatory definition of "Severity rate": "Working days lost in the current year are taken into account even if the accident occurred in the three previous calendar years."

(13) The number of fatal accidents relates to the registered workforce and consists of accidents linked to occupational activities resulting in death, including road traffic accidents. Commuting accidents and fatal accidents following sudden health incidents are not included.

(14) Permanent contracts; this indicator measures the number of working days lost due to workplace accidents, commuting accidents, illness or occupational illness, in proportion to the number of calendar days.

Environmental and social indicators

Environmental and social indicators are collected worldwide and calculated over a non-calendar year from October 1 of the previous year to September 30 of the current year.

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The scope includes entities falling within the financial scope, namely:

- fully consolidated companies;
- proportionally consolidated companies.

The following are out of scope starting in 2022:

- equity-accounted associates;
- companies not meeting the financial materiality thresholds.

A summary of consolidation rules applicable from 2022 is given in the table below.

| | Financial consolidation | Non-financial consolidation |
|---|--|--|
| Exclusive control = full consolidation | 100% (between 50% and 100% control) | Application of percentage of integration |
| Joint control = proportionately consolidated (for economic interest groups in France, partnerships and joint ventures) | Application of percentage of integration | Application of percentage of integration |
| Significant influence or joint venture = equity method (for partnerships or joint ventures) | Non-consolidated | Non-consolidated |

As a result of new rules on the scope of consolidation, all historical values shown have been recalculated using the consolidation rules introduced in 2022.

Changes in scope:

- Sale of Branscome in 2023: 2021 and 2022 values have been adjusted accordingly.
- Integration of Destia in 2023 following its acquisition in fiscal year 2022.

Colas also initiated an overhaul of its non-financial reporting arrangements in 2022. This overhaul forms part of a wide-ranging multi-year action plan that includes a variety of improvements spanning methodology, reporting tools and the content and definition of indicators, with the aim of adapting reporting arrangements in light of current and future sustainability issues and ensuring that reporting reflects the Group's sustainability performance. Definitions and/or calculation methods have thus been changed for some indicators, with the result that they are no longer comparable with historical values. In such cases, the historical values of redefined indicators are not shown in the document.

This overhaul continued in 2023 with the introduction of a partially automated data collection process for non-financial data (CAE [chiffre d'activité économique], production and sales of materials, equipment, and data from the ECHO environmental management system). Where necessary, calculation methods have been updated and historical values from previous campaigns recalculated accordingly.

The methodology used for counting Scope 3a CO₂e emissions since 2022 is now based on physical flows and expenditure data retrieved from Colas' information systems. Historical data stored in these information systems cannot be used to recalculate Scope 3a CO₂e emissions based on this new methodology. Consequently, since comparisons with 2022 are not possible, the following values are not shown for 2021:

- Scope 3a totals
- Values for significant sources within Scope 3a
- Colas' total carbon footprint

In 2023, Scope 3a carbon accounting was refined following work to improve the reliability of input data used in calculations and emission factors compared with the conservative approach to emission factors taken in 2022.

| Indicators | Scope | Unit | 2021 | 2022 | 2023 |
|---|-------|--------------------|-------|-------|--------|
| Offering customers and users solutions that meet the challenges of sustainable development | | | | | |
| Environmentally friendly alternatives | | | | | |
| Number of suggestions made using an eco-comparison tool | World | Nombre | 198 | 325 | 768 |
| Greenhouse gas emissions avoided thanks to environmentally friendly alternatives selected | World | tCO ₂ e | 4,555 | 7,261 | 11,432 |
| Rolling out a low-carbon and biodiversity strategy to preserve the planet | | | | | |
| Recycling | | | | | |
| Surface area of road recycled in place | World | Mm ² | - | 3.5 | 3.6 |
| Surface area of road recycled in place using emulsion*** | World | Mm ² | - | 2.2 | 2.7 |

| Indicators | Scope | Unit | 2021 | 2022 | 2023 |
|--|-------|----------------------|------|------|------|
| Alternative freight | | | | | |
| Number of metric tons of materials transported by rail and/or waterway | World | Mt | 6.6 | 7.3 | 7.9 |
| Average number of kilometers traveled by rail | World | km | 332 | 294 | 305 |
| Average number of kilometers traveled by waterways | World | km | 538 | 533 | 619 |
| Onboard telematics | | | | | |
| Vehicles with onboard telematics (%) | World | % | 30 | 34 | 35 |
| Machinery with onboard telematics (%) | World | % | 35 | 35 | 42 |
| Energy and emissions: drying at asphalt plants | | | | | |
| Energy consumption from drying per metric ton of mix sold | World | kWh/t | 81.9 | 80.2 | 81.8 |
| Greenhouse gas emissions from drying at asphalt mixing plants per metric ton of mix sold | World | kCO ₂ e/t | 19.3 | 18.9 | 19.6 |
| Carbon footprint/GHG emissions | | | | | |
| Carbon footprint | World | MtCO ₂ e | -(2) | 11.0 | 10.6 |
| GHG emissions - Scope 1 | World | MtCO ₂ e | 1.6 | 1.5 | 1.5 |
| GHG emissions - Scope 2 - Market-based | World | MtCO ₂ e | 0.1 | 0.1 | 0.1 |
| GHG emissions - Scope 3a | World | MtCO ₂ e | -(2) | 9.5 | 9.0 |
| Biodiversity | | | | | |
| Percentage of CAE ⁽¹⁾ from aggregate production activities taking action to promote biodiversity ⁽³⁾ | World | % | 44 | 28 | 41 |
| Percentage of CAE ⁽¹⁾ from materials production activities taking action to promote biodiversity ⁽³⁾ | World | % | 9 | 6 | 20 |
| Reducing the impact of our activities to bolster acceptability | | | | | |
| Environmental impacts/environmental checklists | | | | | |
| Percentage of CAE ⁽¹⁾ from materials activities managing their environmental impacts (Colas environmental checklist) ⁽³⁾ | World | % | 86 | 80 | 93 |
| Compliance with environment checklist standards | World | % | - | - | 78 |
| Waste management | | | | | |
| Percentage of CAE ⁽¹⁾ from materials production activities with a waste management system in place ⁽³⁾ | World | % | - | 55 | 66 |
| Local dialogue | | | | | |
| Percentage of CAE ⁽¹⁾ from materials production activities with an organization for local dialogue ⁽³⁾ | World | % | 41 | 29 | 46 |
| Water stress | | | | | |
| Percentage of CAE ⁽¹⁾ from stationary activities located in areas facing extremely high water stress ⁽³⁾ | World | % | 6 | 10 | 6 |
| Water self-sufficiency rate of areas facing extremely high water stress | World | % | 95 | 94 | 93 |
| Percentage of CAE ⁽¹⁾ generated by stationary activities in areas facing extremely high water stress covered by an action plan ⁽³⁾ | World | % | 56 | 64 | 41 |
| Fume and dust extraction | | | | | |
| Finishers equipped with a bitumen fume extraction system (%) | World | % | 70 | 80 | 79 |
| Asphalt planers equipped with a dust extraction system (%) | World | % | 64 | 67 | 63 |
| Promoting circular economy solutions to preserve natural resources | | | | | |
| Recycling | | | | | |
| Quantity of materials recycled | World | Mt | -(4) | 10.3 | 11.2 |
| Reclaimed asphalt pavement used in hot and cold mixes sold (%) | World | % | 16.4 | 17.8 | 18.7 |

(1) CAE (chiffre d'activité économique) = Revenu + Intra-Group transactions and disposals.

(2) The new methodology for counting Scope 3a CO₂e emissions is based on physical flows and expenditure data retrieved from Colas' information systems. Historical data stored in these information systems cannot be used to recalculate Scope 3a CO₂e emissions based on the new methodology.

(3) "Workshop" and "Laboratory" activities were removed from the CeS@R reporting tool (though they are still tracked in ECHO) and CAE data collection was automated in 2023. Consequently, 2021 and 2022 data has been recalculated.

(4) Values for 2021 cannot be recalculated using the new definition of this indicator.

2. INDEPENDENT VERIFIER'S REPORT ON A SELECTION OF NON-FINANCIAL INFORMATION

for the fiscal year ended December 31, 2023

For the attention of Executive Management,

Following the request made to us, we conducted a limited assurance engagement on the non-financial information as detailed in Appendix 1 (hereinafter referred to as the "Information"), in light of the non-financial reporting procedures used by the Entity (hereinafter referred to as the "Guidelines"), for the fiscal year ended on December 31, 2023.

It is also our responsibility to express, at the Entity's request, a reasonable assurance opinion that the information selected by the Entity and identified by the * sign in Appendix 1 (hereinafter the "Selected Information") has been prepared, in all material respects, in accordance with the Guidelines.

Limited assurance conclusion on the Information

Based on the procedures we implemented, as described in the section entitled "Nature and scope of the work", and the supporting documents we have obtained, we did not identify any material misstatements that would call into question the fact that the Information is presented, in all material respects, in accordance with the Guidelines.

Reasonable assurance opinion on the Selected Information

In our opinion, the Entity's Selected Information has been established, in all material respects, in accordance with the Guidelines.

Preparation of the Information by the Entity

The lack of a generally accepted and commonly used framework or established practice on which to base the assessment and measurement of the Information allows for the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time.

The Information should therefore be read and understood in relation to the Guidelines, the key elements of which are available in the management report.

Limitations inherent in the preparation of the Information

The Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of external data used. Some information is sensitive to methodological choices, assumptions and/or estimates used in its preparation.

Responsibility of the Entity

The Entity's role is to:

- select or define appropriate criteria for the preparation of the Information;
- prepare the Information in accordance with the Guidelines;
- develop, implement and maintain such internal control as it determines is necessary to enable the preparation of Information that is free from material misstatement, whether due to fraud or error.

Responsibility of the Independent Verifier

Our role is to:

- plan and conduct the engagement in order to obtain limited assurance that the Information is free from material misstatement, whether due to fraud or error;
- reach an independent conclusion based on the supporting documents we obtained;
- communicate our conclusion to Executive Management of Colas SA.

As it is our responsibility to reach an independent opinion regarding the Information as prepared by management, we are not allowed to be involved in the preparation of this Information, as this could compromise our independence.

Nonetheless, it is not our role to give an opinion on the entire management report for the fiscal year ended December 31, 2023, and in particular on the Entity's compliance with other applicable legal and regulatory requirements.

Professional standards applied

Our work, as described below, was conducted in accordance with the international standard ISAE 3000 (revised) – Assurance Engagements Other than Audits or Reviews of Historical Information, published by the IAASB (International Auditing and Assurance Standards Board).

Independence and quality control

Our independence is defined by the IESBA Code of Ethics (International Code of Ethics for Professional Accountants (including International Independence Standards)).

In addition, we apply the International Standard on Quality Management 1, which involves establishing and implementing a quality control system including documented policies and procedures to ensure compliance with rules of ethics, professional standards and applicable laws and regulations.

Means and resources

Our verification work mobilized the skills of eight people and took place between September 2023 and February 2024 for a total duration of intervention of twenty-two weeks.

Nature and scope of the work

We planned and carried out our work taking into account the risk of material misstatement of the Information.

We believe that the procedures we conducted, based on our professional judgement, are sufficient to provide a basis for our limited assurance conclusion:

- We reviewed the business activity of all the entities included in the scope of consolidation.
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate.
- We referred to documentary sources and conducted interviews to corroborate the qualitative information presented in Appendix 1.
- For quantitative information, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - tests of the Information at the level of the sample of representative entities that we selected based on their activity, their contribution to the consolidated Information, their location and a risk analysis. The contributing entities were: Colas Ile-de-France Normandie, Colas USA, Barrett, Colas Rail France and Colas Hungary, which cover between 20% and 26% of the consolidated data for these tests (20% of the workforce, 20% of hours worked, 26% of revenue and 26% of energy consumption).
- We conducted interviews to verify the proper application of the procedures and implemented in-depth tests of details, using sampling techniques, in order to verify the calculations made and reconcile the data with the supporting documents.

The procedures implemented as part of a limited assurance engagement are less extensive than those required for a reasonable assurance engagement. Consequently, the level of assurance obtained as part of a limited assurance engagement is significantly lower than the level that would have been obtained for a reasonable assurance engagement.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

Independent Verifier's report on a selection of non-financial information

Nature and scope of the work on the Selected Information

Concerning the Selected Information chosen by the Entity and identified by the * sign in Appendix 1, we carried out work of the same nature as those described in paragraph 1 above for the key performance indicators and other quantitative results that we considered the most important, but in greater depth, in particular with regard to the scope of the tests.

The selected sample thus represents between 37% and 100% of the Selected Information.

We believe that this work allows us to express a reasonable assurance on the Selected Information.

Paris-La Défense, March 8, 2024

The Independent Verifier

French original signed by
EY & Associés

Eric Mugnier
Sustainable Development Partner

This is a free translation into English of the Independent Verifier's report issued in French and is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

ANNEXE 1 - VERIFIED INFORMATION

Employee Information

| Quantitative information (including key performance indicators) | Qualitative information (actions or results) |
|---|---|
| Frequency rate of employee lost-time accidents* Severity rate of employee work-related accidents Number of fatal employee accidents* Total headcount as of December 31, 2023 | Level of progress on the "Reinforce a culture of health and safety to keep people safe" roadmap |
| Female executives* (%) Female members of executive bodies* (%) Female managers* (%) Female "high-flier" executives* (%) New hires in technical roles* (%) | Level of progress on the "Attract, develop and retain talent through managerial excellence" roadmap |

Environmental Information

| Quantitative information (including key performance indicators) | Qualitative information (actions or results) |
|---|--|
| Percentage (on a CAE basis) of materials activities managing their environmental impacts Total quantity of materials recycled Reclaimed asphalt pavement used in hot and cold mixes sold* (%) | Level of progress on the "Roll out a low-carbon and biodiversity strategy to preserve the planet" roadmap Level of progress on the "Reduce the impact of our activities to make them more acceptable" roadmap |
| Total energy consumption and total energy costs Greenhouse gas (GHG) emissions (Scopes 1 and 2)* Greenhouse gas (GHG) emissions (Scope 3a) Greenhouse gas (GHG) emissions from drying at asphalt mixing plants per metric ton of mix produced Percentage (on a CAE basis) of materials production activities that take action to promote biodiversity | Level of progress on the "Promote circular economy solutions to preserve natural resources" roadmap |

Societal Information

| Quantitative information (including key performance indicators) | Qualitative information (actions or results) |
|---|--|
| Percentage (on a CAE basis) of materials production activities with an organization for local dialogue. | Level of progress on the "Build a responsible supply chain rooted in sustainable performance" roadmap Level of progress on the "Reduce the impact of our activities to make them more acceptable" roadmap |



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