

2024

CSR Report



COLAS

WE OPEN THE WAY

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PROFILE

Locations
Businesses and priorities
3 strategic focal points
CSR commitments



8 COMMITMENTS

- 1 — Offering our customers and users solutions that meet **the challenges of sustainable development in local communities**
- 2 — **Rolling out a low-carbon and biodiversity strategy**
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→ EDITORIAL



Pascal Grangé
Chairman of the Board
of Directors



Pierre Vanstoflegatte
Chief Executive Officer



Muriel Voisin
Head of CSR

What would you say are the key takeaways of fiscal year 2024?

Pascal Grangé: 2024 was a solid year for our Group and for Colas. With regard to CSR, in a global context where some companies are questioning their commitments amid a growing number of climate disasters, I want to emphasize that the Bouygues Group's commitment is not just words. CSR is at the heart of our strategy, and we will stay the course, complying with regulations and focusing on what matters most: making real progress! Our commitments are clear, concrete, and fundamental for the future, and the exemplary nature of our approach is one of the foundations on which our shared future is built.

“ Our 8 CSR commitments – the fundamentals of our corporate social responsibility approach – are driven by the ACT project ”

Pierre Vanstoflegatte

Muriel Voisin: 2024 was a pivotal year for CSR at Colas. If I were to sum up 2024 in one word, it would be CSRD: the EU's new sustainability directive. We got a head start in 2023 by carrying out a compliance gap analysis, which showed that we were already close to 50% compliance with CSRD requirements. In 2024, we carried out an even more in-depth analysis, defining our actions and priorities. To prioritize our actions based on CSRD compliance and to explain these actions more clearly, we compiled the Colas CSRD book, which provides a clear overview of our global action plan and its specific components. A major milestone in our global action plan was our reduction of our carbon footprint by around 13% through the implementation of our ACT project, with our 8 CSR commitments.

In terms of CSR priorities, in which areas has Colas made the most progress since launching the ACT project?

Pierre Vanstoflegatte: Our 8 CSR commitments – the fundamentals of our corporate social responsibility approach – are definitely driven by the ACT corporate plan. I would like to highlight two of them specifically. The first is safety. We have achieved an accident frequency rate of around 3.2, which is a major improvement on last year. Regrettably, however, there are still too many fatal accidents, and work on this issue is far from over. The second topic I'd like to mention is decarboni-

“ Thanks to our ACT commitment leaders and our CSR facilitators, we have reached a high level of maturity ”

Muriel Voisin

zation. We have started laying the groundwork for transitioning to electric vehicle fleets, as well as using biofuels and reducing energy consumption in our industrial activities. These initiatives bring us closer to achieving our revised target of a 46.5% reduction in Scope 1 and 2 emissions – i.e. those directly attributable to our operations – in line with the 1.5°C trajectory.

M.V.: In 2024, we reached a significant milestone, mapping our non-financial risks linked to duty of vigilance, taking into account each country's

specific characteristics. We also won two CSR awards for our corporate governance and specific initiatives. None of this would have been possible without the work of our ACT coordinators, our network of CSR officers and our operational staff implementing actions at a local level. Thanks to them, we have reached a high level of maturity, and so I really want to personally thank them all for their hard work and dedication.

What is your outlook for 2025?

M.V.: We will develop our ACT project so that it is guided by the EU's Corporate Sustainability Reporting Directive (CSRD) and Corporate Sustainability Due Diligence Directive (CSDDD). This means translating the plan into even more specific real-world actions, and making it more of a differentiator for our customers, because CSR must feed into our day-to-day operations and enable Colas to stand out from the competition. With all this in mind, 2025 is set to be an even more ambitious year for Colas, guided by a strategy boosted by our CSR vision.

P.V.: Looking beyond regulations, ACT dovetails perfectly with Colas' strategy right through the value chain. In particular, we expect that ACT will enable us to promote even more responsible, innovative products and solutions, which are in line with the key issues for today's society and our customers' expectations.

LOCATIONS

A global leader in the construction and maintenance of transport infrastructure

BOUYGUES

Colas is a Bouygues Group subsidiary

NORTH AMERICA

28%

of revenue

Workforce

13,500

FRANCE - DROM

41%

of revenue

Workforce

29,200

EUROPE

23%

of revenue (outside France)

Workforce

12,300

€15.9bn

IN REVENUE

64,000

EMPLOYEES

(As of december 31, 2024)

50

COUNTRIES AROUND
THE WORLD
on 5 continents

45,000

WORKSITES
carried out in 2024

750

MATERIALS PRODUCTION
AND RECYCLING UNITS

2,000

LOCAL ENTITIES

REST OF THE WORLD

8%

of revenue

Workforce

9,000

BUSINESSES AND PRIORITIES

ROADS

Construction and maintenance of road infrastructure, including road safety and signaling

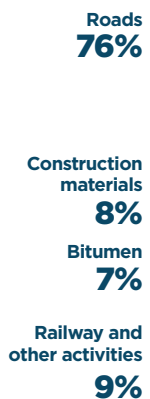
CONSTRUCTION MATERIALS

Production, distribution, and recycling of construction materials

RAILWAYS:

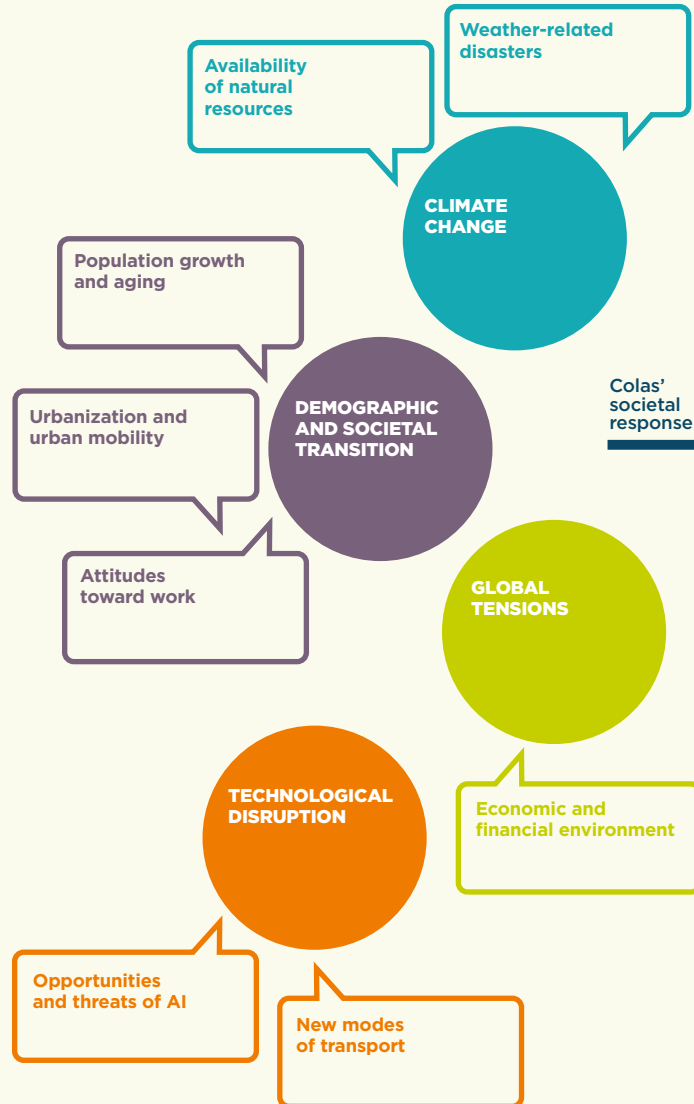
Construction and maintenance of railway infrastructure

REVENUE BREAKDOWN per activity (2024 data)



MOST IMPACTFUL MEGATRENDS

The future is shaped today. In an ever-changing world, long-term trends emerge and shape global developments. Colas is committed to assessing the risks and opportunities these trends present for its business model and adapting its activities to address global priorities and societal expectations.



CSR COMMITMENTS





OFFERING OUR CUSTOMERS AND USERS SOLUTIONS THAT MEET THE CHALLENGES OF SUSTAINABLE DEVELOPMENT IN LOCAL COMMUNITIES

Environmental, climate -related, and societal challenges, along with changing lifestyles, bring with them both constraints and opportunities for Colas. To rise to these challenges, the Group develops solutions and services in line with sustainability priorities. Its ambition: to serve users and customers alike by designing and offering a more responsible infrastructure solutions for the future that are—safe, sustainable, accessible, shared and connected.





PROMOTING ENVIRONMENTALLY FRIENDLY ALTERNATIVES TO REDUCE ENVIRONMENTAL IMPACT

A89 HIGHWAY

For the Egletons-Ussel Ouest portion of the A89 highway, Colas' Grands Travaux teams used the SEVE TP eco-comparison tool to offer several environmentally friendly alternatives, including:

- Between 50% and 70% reclaimed asphalt pavement in wearing courses
- Use of lower-carbon Vegeroad® solution for certain sections

The environmentally friendly alternatives chosen by our customers helped avoid over 600 metric tons of CO₂ equivalent (tCO₂e) emissions and saved 27,000 metric tons of materials.



WHAT'S AN "ENVIRONMENTALLY FRIENDLY ALTERNATIVE"?

An alternative solution that requires less energy, transportation or materials, or generates lower greenhouse gas emissions.

Key figures for 2024

700

environmentally friendly alternatives offered via an eco-comparison tool

23,500 tCO₂

avoided thanks to the environmentally friendly alternatives chosen



ADAPTING INFRASTRUCTURE TO CLIMATE CHANGE FOR REGIONAL RESILIENCE



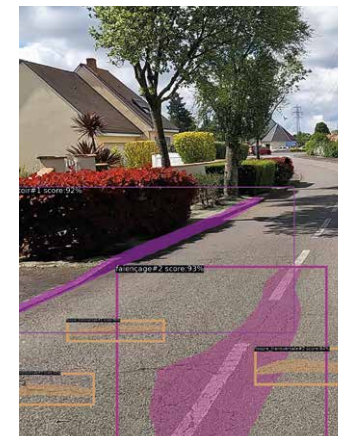
ECOLOGICAL ENGINEERING

Reconstruction or maintenance of natural spaces and restoration of degraded habitats



URBAN DEVELOPMENT

Measures to combat urban heat islands (light-colored or permeable surfacing, green spaces and landscaping)



PREVENTIVE MAINTENANCE

New AI-based service to optimize road infrastructure maintenance



FOCUS ON

URBALITH

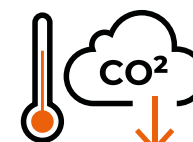
Urbalith is a range of permeable, natural-looking surfacing that is 100% recyclable under the same conditions as a standard asphalt mix, to help address issues related to soil sealing.

PERMEABLE



Better water cycle management

REDUCED CARBON FOOTPRINT



-50% vs. standard deactivated concrete

LIGHT-COLORED SURFACING



Helps combat urban heat islands



SUPPORTING THE LOW-CARBON TRANSITION



DECARBONIZED URBAN TRANSPORTATION

Tramway, bus, subway, cable car

ACTIVE TRANSPORTATION

Bike paths, greenways shared with pedestrians, pump tracks

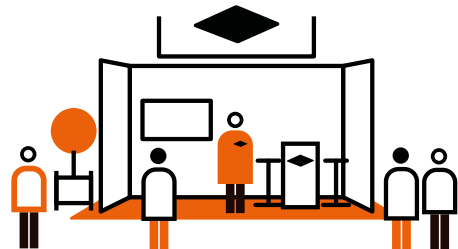
RENEWABLE ENERGIES

Wind, solar, hydrogen, anaerobic digestion, biogas, battery-based storage systems



BUILDING AND OFFERING SOLUTIONS FOR OUR CUSTOMERS

PRESENTING SOLUTIONS TO OUR CUSTOMERS



Colas promotes low-carbon and circular-economy solutions by organizing special events, inviting customers to its tech shows and exhibiting at trade fairs.

DEVELOPING TAILORED SOLUTIONS FOR OUR CUSTOMERS



Colas develops tailored solutions to meet its customers' needs while addressing environmental priorities. Our Australian subsidiary SAMIBitumen has created SAMIFloat, an emulsion suited to local climate conditions and aggregates. It can be sprayed cold, making it more versatile and easier to use than standard methods.

IN PRACTICE



Colas rail Vietnam

Line 3 of the Hanoi Metro is one of Vietnam's major infrastructure projects. The opening of the aerial portion enabled 34,000 passengers to travel on an 8-km section between Nhon and Hanoi Central Station. Once works are completed, this line will call at 12 new stations and cover a total distance of 12.5 km, transforming travel in a capital city that suffers from heavy traffic congestion.



Vegecol roadshow

In the Ile-de-France Normandie region, over 500 customers attended events showcasing Vegecol, an asphalt mix made using a bio-based binder, which has a 70% smaller carbon footprint than the average solution.



Niinimäki wind farm, Finland - Destia

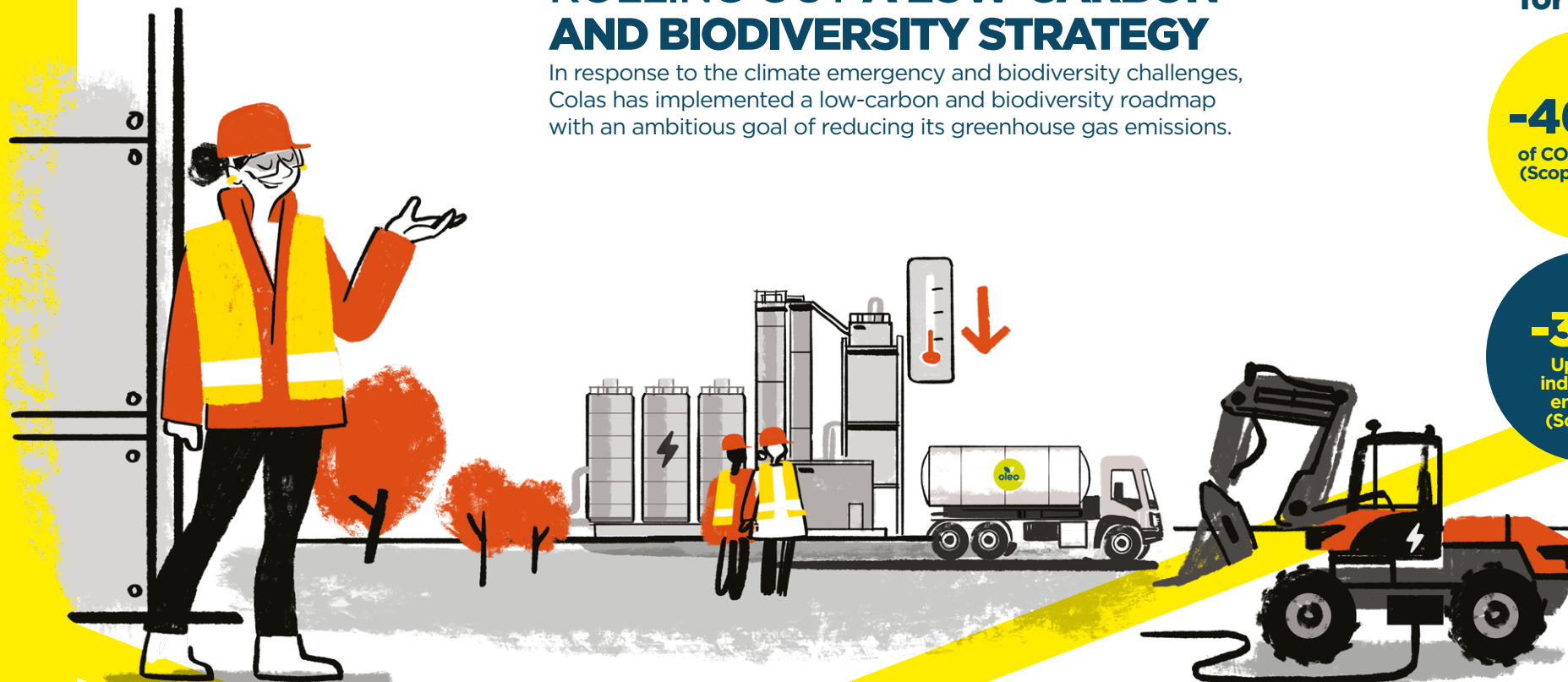
Destia has completed the design and construction of the access roads, loading areas, foundations and networks (cables and optical fiber) for the Niinimäki wind farm. Once finished, the site will have a total of 22 turbines and generate an estimated 400 GWh per year.





ROLLING OUT A LOW-CARBON AND BIODIVERSITY STRATEGY

In response to the climate emergency and biodiversity challenges, Colas has implemented a low-carbon and biodiversity roadmap with an ambitious goal of reducing its greenhouse gas emissions.



**Targets
for 2030***

-46.5%
of CO₂ emissions
(Scopes 1 and 2)

-30%
Upstream
indirect CO₂
emissions
(Scope 3a)

* Validated by the Science-Based Targets initiative (SBTi) as being compatible with the Paris Agreement (baseline year 2019) and aligned with a -1.5°C trajectory



CARBON FOOTPRINT 9.6 Mt CO₂ *

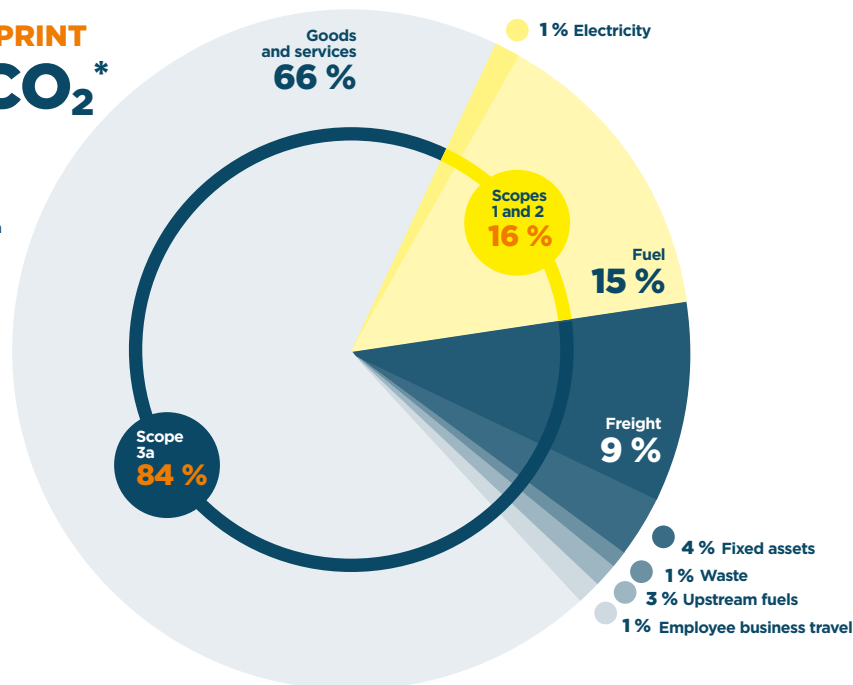
* In accordance with the methodology set out in the GHG Protocol using reporting on physical flows linked to energy consumption for Scopes 1 and 2 and using physical flows and spend from financial systems for Scope 3a..

Scopes 1 and 2

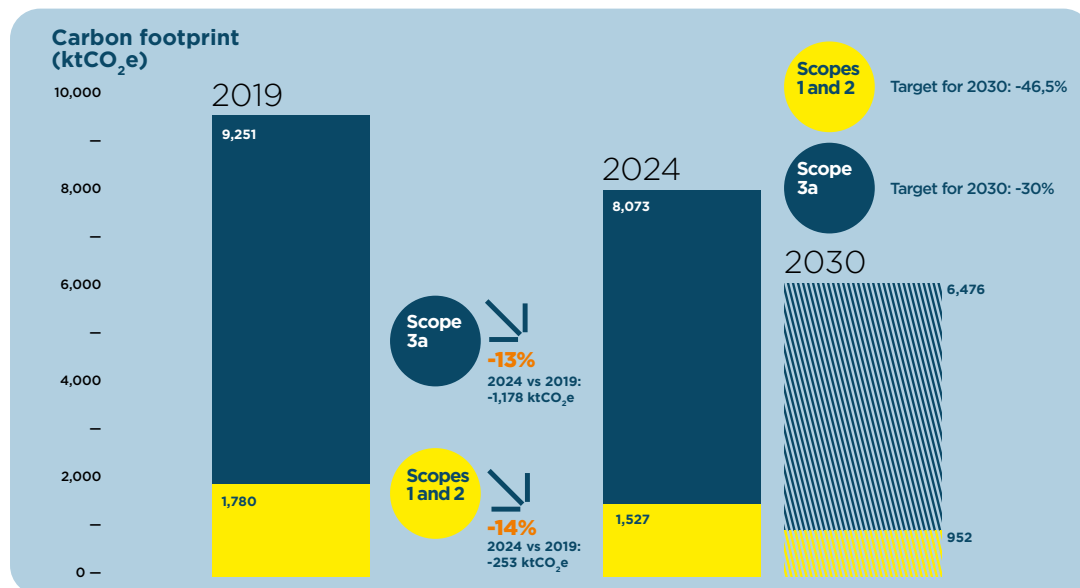
Target for 2030: -46.5%

Scope 3a

Target for 2030: -30%



CARBON TRAJECTORY SINCE 2019



DECARBONIZATION LEVERS

Scope 1 and 2



Target for 2030: -46.5%



BIOFUELS

Colas' heavy vehicle fleet increased its use of biofuels (B100 and HVO) to 16 million liters, up 43% compared to 2023.

Biofuels (as % of total fuel used by fleet)



ELECTRIC MACHINERY

Machinery manufacturers have an important role to play in the achievement of Colas' carbon footprint reduction targets, and the Group aims to forge long-term partnerships with them. With this in mind, while completing maintenance work on the Départementale 121 road, Colas and its partners tested an electric finisher and rollers for laying asphalt mixes. Using this machinery reduced GHG emissions considerably in comparison to non-electric equipment, and also cut noise levels.

Key figures for 2024



DECARBONIZATION LEVERS

Scope
3a



Target for 2030: -30%



RECYCLING ASPHALT MIXES

Introducing reclaimed asphalt pavement into the Group's production is the main decarbonization lever for asphalt mixes. It saves resources and avoids GHG emissions.

18%

reclaimed asphalt
pavement used
in asphalt
mix



which is about
125,000
tCO₂e
saved

Key figures for 2024



BIOBINDERS

Colas has identified several biobinders with the potential to replace bitumen. Because they are biogenic, they reduce CO₂ emissions. The Colas R&D center is engaged in ongoing work to ensure their performance reaches the required standard.

* Biogenic carbon: Carbon contained in organic matter (photosynthesis), such as plants and trees.



TOOLS

Colas has created tools to enhance its understanding of its greenhouse gas emissions at different levels: a single worksite, a profit center or a geographic region. To guide its trajectory, the Group has rolled out Carbon Trajectory, which enables operations staff to quantify their decarbonization levers on an annual basis through to 2030.



Colas Carbon Counter

At worksite level, including a report for customers



Colas Carbon Footprint

For tracking the Group's footprint at different levels (profit center/region/country)



Carbon trajectory

For developing forecasts at the country/regional level



THE LOW-CARBON WAY FRESK

Following the Climate Fresk training completed by 17,000 employees, Colas has now moved into the action phase by creating its own "Low-Carbon Way" Fresk. The workshop takes place in 4 steps:



1

Mapping Colas' value chain

2

Understanding Colas' carbon footprint in detail

3

Identifying environmental impacts

4

Researching solutions

1,311

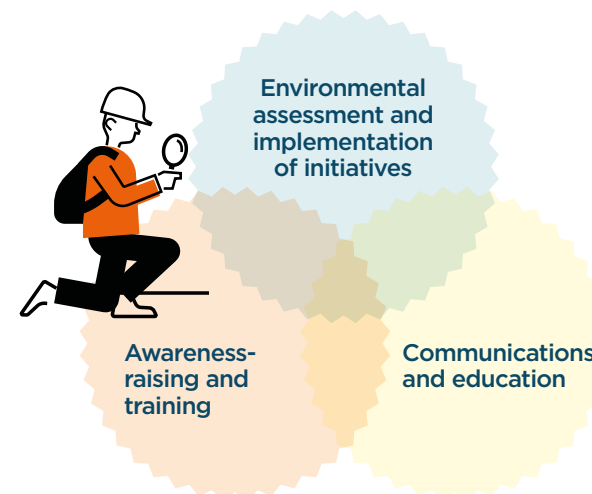
employees
have taken part
since 2023



FOCUS ON

BIODIVERSITY

The group's new biodiversity policy is centered around three key components:





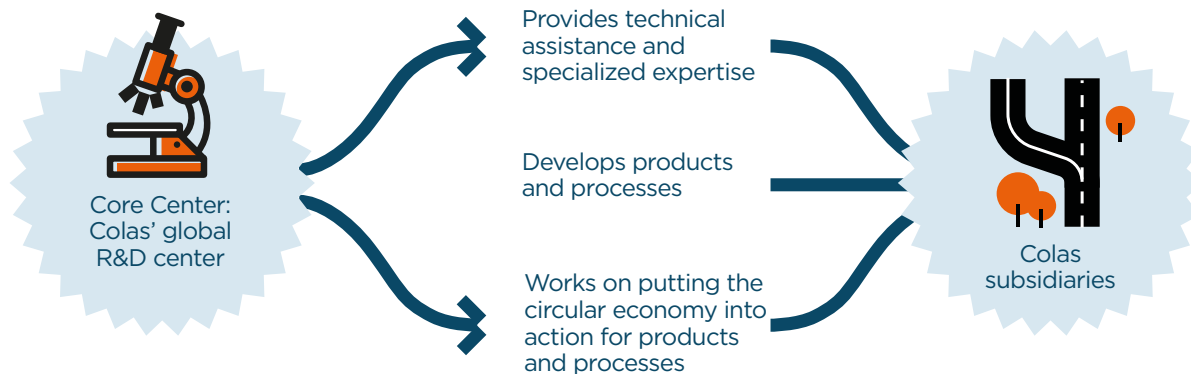
PROMOTING CIRCULAR ECONOMY SOLUTIONS

Reusing, repairing and recycling are part of Colas' DNA. Colas recovers and recycles waste and materials from deconstruction at its own recycling and recovery facilities and on its infrastructure worksites. By leveraging its network of recovery platforms and offering solutions to recycle materials, repurpose them, or extend the lifespan of infrastructures, Colas provides its clients with circular economy solutions.





RECOVERING MATERIALS BY INVESTING IN RESEARCH AND DEVELOPMENT AND WORKING WITH LOCAL PARTNERS



COLAS LAUNCHES A NUMBER OF PARTNERSHIPS WITH ACADEMIC AND INDUSTRIAL RESEARCH CENTERS

Use of marine sediments

Transformation of quarry waste into substitute topsoil with high added value

Project to use porcelain waste in asphalt mixes

SOME EXAMPLES OF CIRCULAR ECONOMY-RELATED WORK CARRIED OUT BY THE CORE CENTER



Recycling asphalt mix



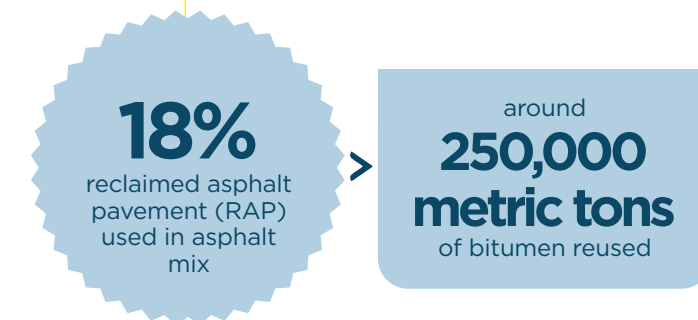
Research into bio-based materials as a substitute for bitumen



Research into additives and binders based on industrial by-products and co-products



OFFERING OUR CUSTOMERS CIRCULAR ECONOMY SOLUTIONS



Colas offers its customers solutions that support the circular economy to extend the service life of roads, reduce worksite waste and promote materials recycling. In 2024, 18% of reclaimed asphalt pavement was reused in the production of asphalt mixes. In addition, Colas uses innovative techniques such as in-place recycling with emulsion for road surfaces.



FOCUS ON

EASYCOLD R+

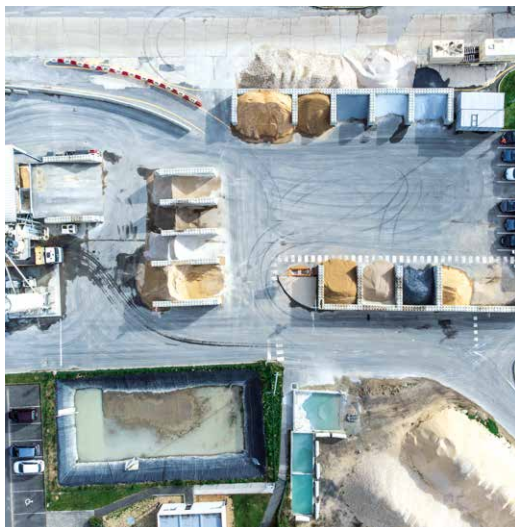
is made from bitumen emulsion and contains up to 100% reclaimed asphalt pavement, offering a 60% smaller carbon footprint than the average solution.



Key figures for 2024



DEVELOPING PLATFORMS TO RECYCLE AND REUSE MATERIALS



170 RECYCLING AND SORTING FACILITIES IN FRANCE

One of the key components of our circular economy approach is a network of local sites to offer our customers easy access to waste recycling and recycled materials.



PARTNERSHIP WITH BIOGÉNIE IN CANADA

Colas Quebec has established a partnership with Biogénie, a specialist in the remediation of contaminated sites and soils, for the restoration of quarries with soils corresponding to contamination levels A and B. One of the first sites restored is the Saint David quarry in Quebec.

Colas France has launched two brands to promote circular economy solutions for materials:

Valormat for the recycling and recovery of mineral products

Ecotri, the waste management brand for the construction and public works sector, to separate and recover construction, demolition and excavation waste

750

recycling facilities worldwide and at our infrastructure sites

11.2 Mt

of recycled materials*

* Sum of aggregates recycled (by screening, crushing or other processing) and amount of reclaimed asphalt pavement used

Key figures for 2024

IN PRACTICE



Valorcol in Iceland

Colas Iceland has deployed the Valorcol solution as a base layer on the Reykjanesbraut (route 41-15) and Arnarnesvegur (route 411) construction sites, which allows for up to 100% recycled asphalt. As a result, 3,500 metric tons of materials have been preserved in these two projects.



Recycol in Saudi Arabia

In 2024, Colas treated 20 km of road surfaces in Saudi Arabia with Recycol, a recycling solution for roads that have deteriorated or reached the end of their useful life, which preserves materials and limits transportation-related CO₂ emissions.



Premys

In Rueil-Malmaison, Premys teams worked on the Les Colonnades project. It involved deconstructing a six-story building using a 35-meter long-arm excavator and preparing the land for reuse as the site for a 13,600 m² office building and an apartment block.





REDUCING THE **IMPACT** OF OUR ACTIVITIES TO BOLSTER **ACCEPTABILITY**

Our activities are deeply rooted in local communities, and their acceptance is essential to ensuring their continuity, especially as environmental concerns become increasingly important. Our internal network of over 70 environmental experts supports operational teams in implementing concrete actions to reduce their environmental impact and works to strengthen the acceptance of our activities.





REDUCING THE IMPACT OF OUR CONSTRUCTION SITES



On urban worksites, we reduce noise by:

- Adapting the timing of noisy tasks
- Choosing specific machinery (e.g. generators with noise shields and electric-powered machinery)



On worksites in rural areas, we avoid the spread of invasive species by:

- Training staff to identify species
- Marking the areas to avoid moving the earth that is affected
- Using treatments where they are available



NORD-EST: SPECIFIC QUALITY LABEL FOR LOW-IMPACT WORKSITES

In 2023, the Nord-Est region introduced a “low-impact worksite” quality label, awarded based on several dozen criteria that go beyond regulatory requirements:

- Installing tarpaulins on trucks to reduce airborne dust
- Placing dirt-trapping mats at house and shop entrances
- Organizing “worksite coffee mornings” to give local people information about the stages of the worksite

The quality label was awarded for the first time in 2024, to a worksite in Amiens.



REDUCING THE IMPACT OF OUR FACILITIES



At our quarries, Colas implements solutions to reduce airborne dust, such as spraying haul routes with water and using dust-free truck-loading systems



To limit odors at asphalt mixing plants, Colas installs treatment systems fitted with active carbon filters



To conserve water resources, Colas uses rainwater or recycled water in the production process at our ready-mix concrete plants

AWARENESS

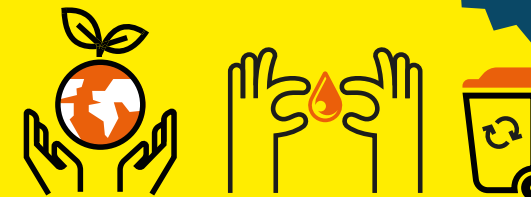
More than

9,750

employees have completed Colas' environmental e-learning modules

Key figures for 2024

ENVIRONMENTAL PERFORMANCE OF OUR FACILITIES



Colas' internal environmental management system ECHO, which is in place at all Colas locations, uses indicators such as biodiversity and waste and water management to help identify environmental priorities. It also aids the Group in taking specific action to improve environmental performance.

79%
compliance with Colas Environment standards



LOCAL DIALOGUE FOR SMOOTHER RELATIONS WITH COMMUNITIES

AT OUR FACILITIES

46%

of CAE* from materials production activities with an organization for local dialogue

Key figures for 2024

Local dialogue includes organizing meetings with residents and local authorities, and putting in place a system for recording complaints.



ON OUR WORKSITES



COMMUNICATION TOOLS

Colas has developed digital tools for communicating information (project stages, road closures and diversions) to residents and road users and offering them opportunities to ask questions and report potential issues, such as a planned house move.

In France and in Canada, the Hello Travaux mobile application enables real-time communication with residents affected by nearby worksites.

IN PRACTICE



Open-house event at Maglovec quarry, Slovakia

In 2024, the Maglovec quarry in Slovakia organized an open-house event to show visitors the activities carried out on the site. It was attended by 330 people. The event was an opportunity to present the initiatives taken by the site to reduce its environmental impact and to strengthen ties with local communities.



Odor treatment at the Wijnegem plant, Belgium

Following complaints from local residents, the asphalt mixing plant at Wijnegem, near Antwerp, has put in place effective solutions to reduce odors. Initiatives include the introduction of a new process for heating recycled aggregates, which avoids direct contact with the burner flame, and a loading system equipped with a flue gas extractor feeding into an odor treatment system (activated charcoal filter).



Touch-a-truck events in the United States

In 2024, Colas Inc. organized 9 Touch-a-truck events across the USA, for local people and their families, and welcomed a total of 6,000 participants. Younger visitors particularly enjoyed seeing Colas' machinery close-up.



* CAE (chiffre d'activité économique in French): Revenue + intra-Group transactions and disposals.



ATTRACTING, DEVELOPING AND RETAINING EMPLOYEES THROUGH MANAGERIAL EXCELLENCE

One of the challenges in terms of Colas' social responsibility is to attract and recruit the talents of tomorrow. To do this, the Group provides working conditions that ensure their health, safety and well-being, while promoting diversity, fairness, inclusion, employability and career growth.



6,000

new hires
on permanent
contracts

In France,
more than
350

events (meetings,
forums and projects)
at schools
and universities

Key figures for 2024



ATTRACTING AND RETAINING TALENT

A DYNAMIC STRATEGY TO STRENGTHEN THE GROUP'S PRESENCE IN SCHOOLS AND UNIVERSITIES

Colas took part in the Construction forum in Egletons, which brought together more than ten schools. This event provided an opportunity to showcase the diversity of the group's professions—Colas, Colas Rail, Premys, SPAC, and Aximum—to young people from all over France.



COMMITTED TO GENDER EQUALITY AND INTERNATIONAL DIVERSITY

3 questions for Véronique Winckel

Director of the Alsace profit center



What attracted you to Colas?

I could see that Colas set more store by independence and initiative than other companies did. With a road, nothing is static. You have to be able to adapt and never stop moving. Thanks to this independence, you can create an identity on projects, and work in partnership with all your colleagues, and that generates genuine synergies enabling people to share incredible human

experiences through
fantastic projects.

What made you want to stay?

At Colas, we're fortunate to work alongside people that are committed - there's powerful collective momentum. I've had the opportunity to face some major challenges that have allowed me to progress and grow. These challenges push you to do your very best as part of a team, and to inspire everyone to work together.

What has enabled you to progress?

The thing that has enabled me to progress the most

is meeting people, at all levels, both inside and outside the Group. Our teams have helped me grow as we face everyday challenges together. The trust my managers placed in me has also played an important role. At Colas, passing on knowledge is part of the culture: when you show that you're ready to learn, people take the time to share their knowledge. It's also essential for me to ensure the company values align with my own values. Playing my part while upholding my values as part of a committed team is a real driving force for me.



UPSKILLING OUR WORKFORCE COLAS UNIVERSITIES



The Colas Universities are training programs designed to help managers and employees get to know one another better, develop their leadership skills and create a cross-functional network within the Group. They have three watchwords: networking, learning and development.

36 hrs
of training
per trained
employee

Key figures for 2023

MANAGEMENT ESSENTIALS

Rollout of a leadership
and interpersonal skills
model for all Colas employees





RETAINING TALENT



HERVÉ CAMBIER

Training and Talent Development Director

"I started my career as a superintendent on the Channel Tunnel project. During my 33 years with Colas, I've worked in operations, production, purchasing, and now human resources. The thing that's helped me most during my career has been seizing opportunities when they've been offered to me. The confidence my managers have shown in me has built up the strong, trusting relationship I have with Colas."



IBTISSAM BENSADOUT

Bid Manager, Colas Rail

"I started in Morocco as a works engineer on the Casablanca tramways. At Colas, there's always something new to learn. The things that have motivated me the most:

- Many career mobility opportunities. I've worked in a variety of roles on several continents (in France, Chile and Morocco) and in different business lines (construction, projects, bids).
- Recognition for work achieved.
- Colas' strong, visible commitment to diversity."



FOCUS ON

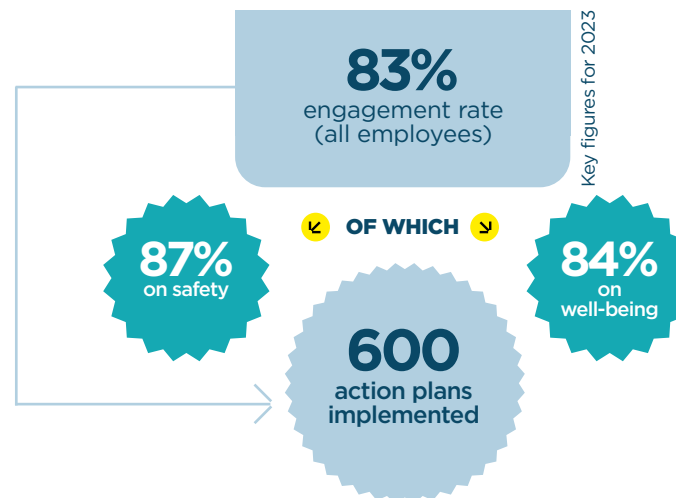
LOSANGE D'OR SKILLED WORKERS GUILD

"I joined Colas 17 years ago, in 2007. It's the only company I've ever worked for, and I'm very attached to it. I've been a Losange d'Or guild member for 9 years. I see this distinction as a form of recognition for my work, and that's important to me. It's also something that motivates me to do my best each day, and to endeavor to be a role model. I represent my colleagues in Belgium at guild meetings and I enjoy the opportunity to find out how the teams in other countries or regions work, like my colleagues in Canada or Réunion Island."

Thomas Bullard, Losange d'Or, Belgium



DEVELOPING MANAGEMENT EXCELLENCE MANAGERS FOSTERING ENGAGEMENT



MANAGERS WHO SUPPORT THEIR STAFF THROUGH ANNUAL PERFORMANCE APPRAISALS



MANAGERS COMMITTED TO DIVERSITY



"The Women of Colas" conference

In February 2024, Colas Canada organized, at the initiative of several female employees and with the support of the President of Colas Canada, a conference dedicated to the women of Colas. The event, which brought together dozens of women from different backgrounds to share experiences, will be renewed in 2026 with the goal of even greater participation.



REINFORCING A CULTURE OF HEALTH AND SAFETY TO KEEP PEOPLE SAFE

The health and safety of employees is a priority for Colas. The Group aims to strengthen a global culture of prevention by ensuring safe working conditions for everyone: employees, partners, and users. Security and crisis management also play a key role in protecting teams and operations.





REINFORCING A CULTURE OF HEALTH AND SAFETY



ONE SAFETY AND GOAL ZERO CULTURAL CHANGE PROGRAMS

These programs aspire to encourage all staff to take individual responsibility for risks. One Safety aims to train the leadership team to set an example, identify hazards and reinforce preventive measures. Its counterpart in the USA and Canada is based around the key rules and behaviors for preventing serious accidents. Their common objective is clear: zero accidents.



WARM-UP EXERCISES

The warm-up exercises used at Colas are physical routines (stretches, movements and jumps) carried out before starting work on a site. They aim to reduce the risk of injury and of musculoskeletal problems and to prepare teams for physical work (lifting, static postures, vibrations, etc.). They also build team spirit by bringing colleagues together before they start their day.



SAFETY WEEK

Colas Group Safety Week is held worldwide with a different theme each year (distractions, health, etc.). Each day during Safety Week, a discussion on a specific topic is held with employees on all the Group's worksites, often based on a video or a role play. The theme in 2024 was "Facing the unexpected: Stop, think and act".

Key figures for 2024

3.18

Employee
workplace accident
frequency rate*

(Number of lost-time accidents x
1,000,000 / Number of hours worked)



6S

The 6S method is a way of organizing the working environment that boosts efficiency, quality and safety. The goal at the international level is to carry on obtaining certification for workshops, quarries and production sites.



FOCUS ON



"I CAN'T SEE YOU"

Machinery blind spots are lit up so that pedestrians realize that they exist and/or understand that the driver cannot see people standing in them. Powerful, highly directional LED lights are used to create a line beyond which blind spots make pedestrians invisible to the driver looking out of their cab or in their mirrors.





SECURITY



SECURITY APPROACH

Colas' security approach is based on an analysis of country risks informed by geopolitical monitoring, security quick checks, site audits and training in stress and threat management. General Security Plans are put in place to ensure employee security. The Group Crisis Management Manual complements this approach.



INNOVATING TO ENHANCE USER SAFETY



FLOWELL

Lighting up all types of road markings enhances the safety of all road users by addressing the right signal to the right user at the right time. Flowell is the only product approved by the French authorities for the creation of illuminated pedestrian crossings. The system was implemented in Issy-les-Moulineaux in December 2024, making a risky area safer for cyclists.

IN PRACTICE



Extreme weather conditions

Colas Switzerland has rolled out a "Cold Concept" system, consisting of 3 explanatory sheets (instructions, action plan and wind-speed estimator) and 5 materials at Starter level (construction work in winter, wind, PPE, eating and drinking, hands and feet) to guard against the risks posed by extreme conditions.



Colas Rail health plan

The Colas Rail Health and Risk Prevention plan aims to improve employee well-being by offering on-site support from healthcare professionals. It has two components: one focused on risk prevention (nutrition, sleep and addiction) and the other on preventing certain diseases through early detection of health risks. It will be tested in France initially ahead of a progressive international rollout.



The Smith System

The Defensive Driving Program is a driver training course that aims to improve skills and prevent accidents. Launched in 2023 within the Miller entity of Colas Canada, its goal is to reduce road accidents, both during and outside working hours. As part of the rollout, in-house trainers from the operations departments have gained certification, and they have already trained over 1,500 drivers throughout the organization.



BUILDING A MORE RESPONSIBLE SUPPLY CHAIN ROOTED IN SUSTAINABLE PERFORMANCE

Colas' purchasing volume amounts to more than 60% of the company's revenue. Our actions that aim to meet CSR challenges must be extended to our partners, suppliers and subcontractors. By doing so, Colas is building a more responsible supply chain with them, founded on sustainable performance.





ENGAGING WITH ALL STAKEHOLDERS



MAKING MORE RESPONSIBLE PROCUREMENT DECISIONS



EQUIPMENT, UNITED STATES

Survey of Colas operators to integrate the issues they face and requests from staff on the ground into calls for tenders, in order to improve employee health and safety.



RECYCLED RAILS, FRANCE AND CÔTE D'IVOIRE

Supply of rails made from recycled steel, produced in electric arc furnaces in France. Rails laid on the "Sitarail" project in Côte d'Ivoire and on Metro Line 15, part of the Greater Paris program.



FOCUS ON

RESPONSIBLE

Digital tool where buyers can feed back and share low-carbon solutions. Ideas are tested on worksites and shared in the application, making them accessible to all the Group's 350 buyers in 2025.



Key figures for 2024





TAKING THE VALUE CHAIN INTO ACCOUNT

5 PRIORITY PURCHASING CATEGORIES IDENTIFIED FOR THE DUTY OF VIGILANCE



Hydraulic road binders and concrete



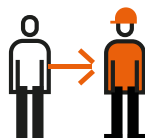
Bituminous materials and hydrocarbons



Energy



Machinery hire with operator and transportation



Subcontracting and services, including temporary staff



TOOLS SUPPLIER ASSESSMENT

340

strategic suppliers
evaluated on
CSR performance

Colas evaluates the CSR performance of its suppliers using the EcoVadis platform. Risk analysis by key purchasing categories enables the development of action plans to enhance sector performance.

CONTRACTING AND MANAGEMENT



- Deployment of the Supplier and Subcontractor CSR Charter
- Integration of clauses into contracts and calls for tenders
- Integration and management of action plans in business reviews

Key figures for 2024

IN PRACTICE



Lime

Contracting with a supplier in Belgium and France to replace traditional lime supply with a more sustainable lime made from a blend of quicklime and paper sludge ash. This supply reduces the carbon footprint by 38%.



Circular economy in cast iron, ADP

Integration of the circular economy within Colas' construction sites: reuse of the cast iron from existing manhole covers on runway 1 at Roissy ADP for the creation of new covers.



Temporary work, France

A partnership has been signed with a temporary staffing agency specializing in inclusion and integration, aimed at promoting the employment of people with disabilities.





CONSOLIDATING AN EXEMPLARY CULTURE OF ETHICS AND COMPLIANCE

Ensuring that Colas employees and third parties operate within the framework of business and managerial ethics is essential in light of the Group's values.

Colas strengthens its compliance culture by identifying risks related to corruption and human rights violations, communicating ethical and compliance rules, and implementing controls to ensure adherence to these processes.





CHALLENGES

Managerial ethics, business ethics and respect for human rights are top priorities for Colas. They represent business, financial and reputational risks for the Group.



THE COLAS SOLUTION



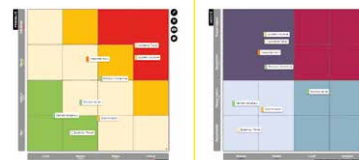
IDENTIFYING RISKS OF CORRUPTION AND HUMAN RIGHTS BREACHES

CORRUPTION RISKS AND DUTY OF VIGILANCE MAPS

76

corruption risk maps

Criticality and prioritization mapping



SPECIFIC TRAINING

6,036

employees have completed the applied business ethics and compliance module

9,692

employees have completed the "Fair Play" serious game

23
duty of vigilance risks



3
data categories

Safety



Environment



Human



Key figures for 2024



COMMUNICATING AND IMPLEMENTING RULES OF ETHICAL CONDUCT

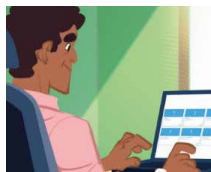
KEY TOOLS



Colas Group Compliance Procedures



Colas Share



e-comply



Whistleblowing system



COMMUNICATIONS



LET'S TALK COMPLIANCE

This annual in-house event takes the form of a live webinar called “Let’s Talk Compliance”. It provides staff with an opportunity to discuss relevant issues with the Executive Vice President of Colas Group and the Chief Legal, Compliance and Risks Officer. The event helps employees gain a clearer understanding of the rules and tools in place to protect both them and the Group’s business activities.



COMPLIANCE COMMUNICATIONS CAMPAIGN

Posters have been put up at workspaces worldwide to raise awareness of the importance of compliance among all Colas employees. Campaigns are conducted throughout the year during key events such as Christmas or the Olympic Games, constantly reinforcing the message that compliance remains essential, regardless of the context.

IN PRACTICE



Q77

Colas France offers an ethics training module called Q77, which goes over practical operational issues linked to business ethics and also covers managerial ethics.



Compliance week

In the US, Colas runs a week-long ethics program featuring daily information sessions (CEO talk, short videos, etc.).

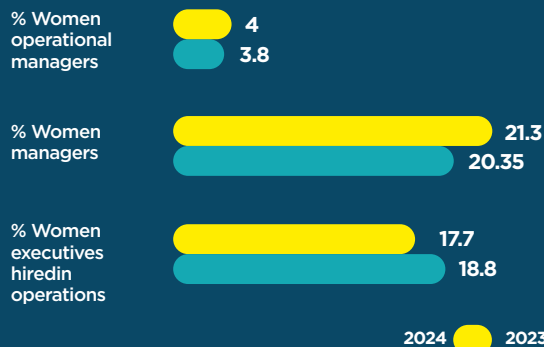


Ethics quiz – Colas Rail

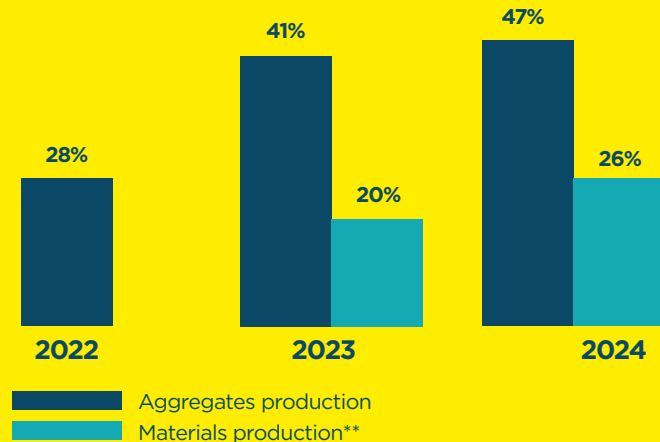
The Ethics Quiz is an annual questionnaire administered to a specific target group to raise Colas Rail staff members’ awareness of ethics and compliance issues and assess their knowledge. The 2024 version includes 232 questions and 7 case studies, and covers new topics including the duty of vigilance and the GDPR.

FINANCIAL KEY FIGURES

Diversity



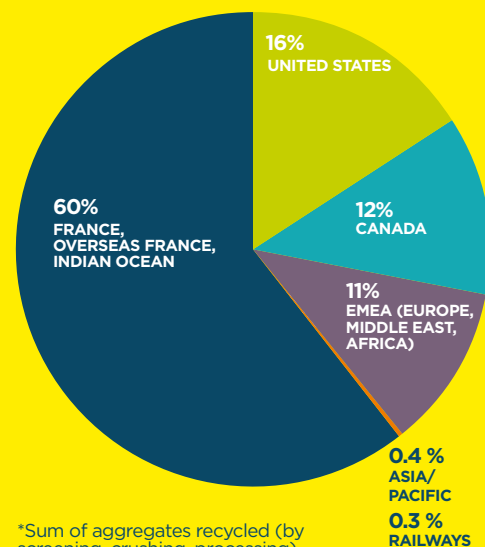
Percentage (on a CAE* basis) of materials and aggregate production activities with a biodiversity initiative



*CAE = Revenue + intra-Group transactions and disposals
**Including aggregates

Quantity of materials* recycled

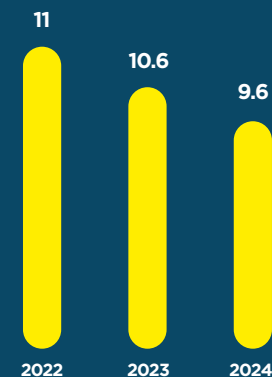
Breakdown by region



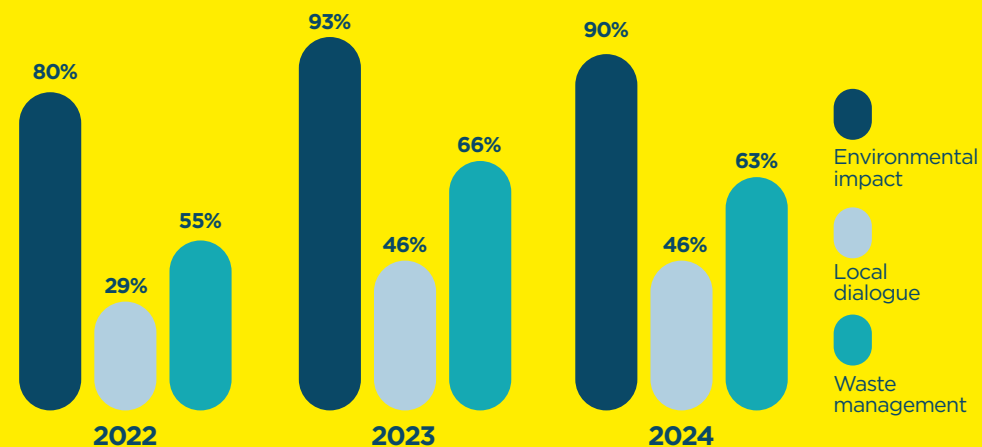
*Sum of aggregates recycled (by screening, crushing, processing) and quantities of reclaimed asphalt pavement.

Carbon footprint

MtCO₂e



Percentage (on a CAE* basis) of materials production activities managing their:



*CAE = Revenue + intra-Group transactions and disposals

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Along with all the employees in the group who,
through their passion and daily efforts,
bring these 8 commitments to life.

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