

People Policy

At Colas Limited we seek to create a partnership between people who are talented, innovative and passionate and an employer which is responsible and visionary. To attract, recruit and retain people who are committed to going further together, we apply the following principles:

- Recognise and value differences in people
- Reward and recognise the efforts and achievements of employees at all levels
- Offer everyone the opportunity to develop
- Communicate effectively with our employees
- Motivate and empower our people to achieve success

These principles are applied in the following areas of people management responsibilities:

Recruitment

- Colas will recruit high quality candidates that reflect the communities in which we work
- Colas will target under-represented groups within our local communities

Human Resources Management

- Managers encourage motivation through respect for the individual, creating team spirit and confidence, communicating with their people and sharing their passion and vision for the future
- Performance is monitored and improved using the annual appraisal interview

Remuneration

- An individual's remuneration must be motivating and related to personal performance
- Remuneration policy must be fair and contribute to enhanced productivity and social stability

Training & Career Development

- Colas is committed to investing in training and skills development and recognises that developing talent is an investment for the future
- Colas provides mobility and career development opportunities within the Colas group

Fairness, Inclusion and Respect at Work

- As a responsible employer, Colas is committed to maintaining a culture of inclusion and to ensuring fairness, transparency and equity at work

Safety and Wellbeing

- Colas will provide a safe place to work ensuring effective risk management and safe operating procedures
- Colas activity encourages employee wellbeing through its health & fitness programmes, employee assistance programme and flexible working arrangements

Senior management has established this policy and is responsible for implementing it throughout the company. The arrangements for putting this policy into practice are contained within our HR Policy and Procedures.

Chief Executive Officer

F. Lahmamsi

Ref: C-I-1-MS-V.08-V.2-April'2024