

**RESOLUTION OF THE DIRECTORS OF
COLAS CANADA INC.
(the "Corporation")**

EFFECTIVE DATE: May 23, 2025

WHEREAS the Corporation is a duly formed entity under the *(Canada) Business Corporations Act*;

WHEREAS the Corporation falls within the scope of the Fighting Against Forced Labour and Child Labour in Supply Chains Act, SC 2023, c 9 (the "**Act**"), which was enacted in 2023 and came into effect in 2024;

WHEREAS under the Act, the Corporation must prepare and adopt a report on steps taken in the previous financial year to prevent and reduce the risk of forced and child labour throughout its supply chain (the "**Report**");

WHEREAS under the Act, the Report must be submitted to the Minister of Public Safety and Emergency Preparedness by May 31, 2025, and thereafter made publicly available on the Corporation's website;

AND WHEREAS a copy of the Report, attached hereto as Appendix "A", has been circulated and reviewed by the Directors.

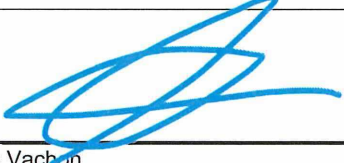
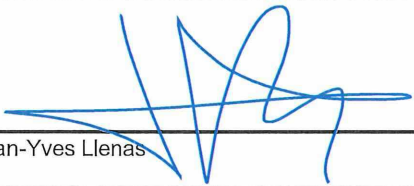

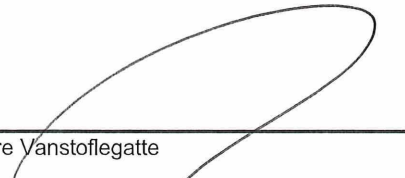
BE IT RESOLVED THAT:

1. the Report attached hereto as Appendix "A" is hereby approved and adopted for submission and publication in accordance with the Act;
2. for the purposes of the Act, this Resolution and the Report may be shared on a case-by-case basis; and
3. Francois Vachon, President of Colas Canada Inc., is hereby authorized and empowered, in the name of and on behalf of the Corporation and each member of the Board, to execute the Report.

This resolution may be executed in as many counterparts as necessary and delivered by electronic transmission, each of which so signed shall be deemed to be an original, and such counterparts together shall constitute one and the same instrument.

The undersigned, being all directors of the Corporation, hereby sign the foregoing resolution in accordance with the provisions the *Ontario Business Corporations Act*.

DATED the 23rd day of May 2025

 _____ Francois Vachon	 _____ Jean-Yves Llenas
 _____ Valerie Agathon	 _____ Pierre Vanstoflegatte



Forced and Child Labour in Supply Chains Report 2025

This report is prepared pursuant to Section 13(1) of the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, SC 2023, c 9 (the "Act"). This report sets out the steps Colas Canada Inc. ("Colas", "we", "us", "our") has taken in the previous financial year, ended December 31st, 2024, to prevent and reduce the risk of forced and child labour throughout every step of our supply chain, including the import of goods by us to Canada.

(a) Our Organizational Structure and Supply Chains

At Colas, we take pride in conducting our business responsibly and to the highest ethical standards. As part of a global network of Colas companies, we are a world leader in transportation infrastructure and maintenance. Globally, the Colas Group operates in three cornerstone business segments: Roads (road construction and maintenance), Materials (production and recycling of construction materials, mainly aggregates and bitumen) and Railways. The Colas Group is part of the Bouygues Group, an international diversified services group operating in over 80 countries.

In Canada, Colas operates as a holding and management company with operating companies across Canada. Since commencing our operations in Eastern Canada in the early 1960's, Colas has grown to employ approximately 8,500 employees nationally. Through our national network of companies, we provide private and public clients with transportation solutions, which include construction, rehabilitation, and preservation of roads, highways, airport runways, and ports; manufacturing and recycling of construction materials; signage, safety, and traffic management systems; utilities network installation and maintenance; and railroad infrastructure, construction, and maintenance.

Our supply chain is engaged through individual orders, framework contracts, and subcontract agreements. Colas is committed to vigilance regarding its suppliers and subcontractors to prevent the risk of human rights abuses. The Bouygues Group Code of Ethics (the "Code") requires that all our supply chain members comply with the Group's Corporate Social Responsibility ("CSR"), which encompass the 10 principles of the UN Global Compact, including support and respect for human rights, commitment to not be complicit in human rights abuses, the elimination of all forms of forced and compulsory child labour, and the abolition of child labour.

(b) Our Policies and Due Diligence Processes

The observance of ethics and integrity is an integral management principle throughout Colas. The Code sets out core values that govern our day-to-day activities and the way we conduct our business. We recognize that modern slavery, in its various forms, causes suffering to communities and individuals globally. The Code reflects our ongoing commitment to prevent and reduce the risk of forced and child labour throughout our organization and our supply chain.

Internally, it is expected that employees conduct themselves in accordance with the Code and to know and stay committed to the Group's CSR standards, which specify respect for persons is a key principle governing our organization. Respect for persons encompasses compliance with the principles of the UN's Universal Declaration of Human Rights and the fundamental conventions of International Labour Organization concerning forced and child labour. Employees are required to certify being informed of the Code and managers, corporate officers, and purchasing agents are required to personally commit to comply, and ensure compliance, with the Code.

The Code stipulates that Colas expects the same commitment with respect to forced and child labour to be adopted by its contractors, suppliers, and other business partners, and we endeavor to integrate this expectation as a contractual obligation throughout our supply chain. As a part of our ongoing due diligence process, in 2024, we sent written notices to a significant number of our existing vendors to remind them of their continuing commitment to, and our expectation that they, strictly adhere to our CSR Charter, inclusive of respect for human rights and working standards. In addition, we also continue to use pre-qualification mechanisms for approval of significant vendors we work with. On a case-by-case basis, this process may include information request, pre-qualification form, and global background checks to evaluate history of compliance with domestic and international laws.

Our progressively developing Preferred Vendor Catalogues is gradually creating organizational uniformity in the use of approved suppliers and subcontractors believed not to engage in forced and child labour in their business. Our prequalification process together with the expectation that supply chain members comply with the Group's CSR Charter, or at least as vigorous standards, complement other due diligence measures we have implemented to maintain a

system of awareness, accountability, and transparency across our business. This includes our recent partnership with an end-to-end e-procurement software service provider, which, once fully implemented, is anticipated to allow us to leverage AI to automate, streamline, and enhance risk detection and monitoring throughout our supply chain.

Colas is committed to maintaining an honest and open environment in relation to all aspects of our operations. Transparency across our business and supply chain allows us to promote confidence between us and our stakeholders. In this regard, the Code explicitly encourages reporting concerns with respect to violations of the Code through the Whistleblowing Platform. All employees are expected to speak out if they reasonably suspect malpractice within Colas, and no employee suffers any detrimental treatment as a result of reporting a good faith concern, including a suspicion of forced or child labour within our business or our supply chain.

(c) How We Manage and Assess Risk of Forced and Child Labour within Our Business

Forced and child labour prevention is an ongoing agenda item and an area of significant focus for our sector of business. At Colas, we recognize that the construction industry is considered a high-risk sector for labour exploitation, and we remain committed to countering that risk within our business and supply chain. All existing measures detailed herein are subject to ongoing review and additional measures may be developed and implemented, as deemed appropriate in our sole discretion.

Colas's compliance with applicable local and international laws pertaining to employer obligations, such as regulations governing minimum and living wage, serve to underpin the steps we are taking to ensure that forced and child labour are not present in our business. Our recruitment and selection processes are attuned to forced and child labour through identity checks (including ensuring that employees are in possession of their own identification documents), and verification of references for permanent and temporary staff.

Our assessment of increased risk of forced and child labour indicates that a particular area of focus is where relatively low skilled operatives are engaged through subcontract arrangements in our operational business. As such, we remain committed to raising awareness in such parts of our business and to continue to liaise with suppliers to confirm ongoing compliance or equivalence with the Code and the Group's CSR Charter.

(d) How We Address and Remediate Forced and Child Labour

The Code explicitly requires that employees read and comply with the annually published Group vigilance plan, which includes the requirement that employees take reasonable measures in their day-to-day activities to identify and prevent the risk of serious human rights violations within our business and supply chain. Colas employees are expected to know the significance of compliance with the Code and that failure to comply therewith may result in disciplinary action, up to and including termination.

Our expectations regarding supply chain behaviour are reinforced through distribution of, and the requirement for compliance with, the Group's CSR Charter, or equivalent standards, for suppliers and subcontractor. The CSR Charter sets an expectation for significant suppliers and subcontractors to comply with the principles of the UN Declaration of Human Rights and the Fundamental Conventions of International Labour Organization (ILO) and other applicable labour laws, inclusive of the Act. As such, a failure to comply therewith may result in the termination of the business relationship.

(e) How We Address the Loss of Income that Results from Measures taken to Eliminate Forced and Child Labour

We are committed to consistently improving performance indicators to measure the global impact of our policies with respect to reducing and eliminating the risk of forced and child labour. Through our developing pre-qualification processes, Colas will further strive to ensure that no supplier or subcontractor we work with is currently, or has ever, engaged in any form of modern slavery in their business. Future initiatives will build on this pre-qualification processes to enhance transparency with respect to the impact of our policies, if any, including the loss of income that may result therefrom.

(f) Training Provided to Our Employees on Forced and Child Labour

Forced and child labour is a consistent theme reflected in the Group's Ethics and Compliance Programs. The Group's Ethics and Compliance Programs and documentation is published on our intranet and at all times available to employees in several languages.

Our annual Ethics and Compliance training, delivered by our legal department, encompasses the requirement for strict compliance with the Code, and explicitly stipulates respect for persons as one of our key values. Respect for persons includes respect for human rights through compliance with the Principles of the UN Universal Declaration for Human Rights; the Fundamental Conventions of the International Labour Organization; and the Principles of the United Nations Global Compact.

As part of our intake process, new employees are required to complete the mandatory "Fair Play" module, a fundamental concept of which is to create an inclusive environment where individuals feel respected and are comfortable raising issues through our Whistleblowing Policy, including concerns pertaining to forced and child labour within our business and supply chain.

(g) How We Assess the Effectiveness of our Programs in Preventing and Reducing the Risk of Forced and Child Labour within our Business

We are committed to continually strengthening our review and risk assessment for the potential of forced and child labour within our organisation and supply chain. In this regard, we strive to monitor employee attendance and completion of all Ethics and Compliance training programs and to track supplier and contractor completion of our pre-qualification processes. We are diligent in investigating all alerts raised through our Whistleblowing policy, including effectively and efficiently responding to all concerns with respect to human rights violations within our business and supply chain. Our annual dialogue survey allows employees to anonymously and candidly comment on organizational performance, including with respect to promoting core values, ensuring diversity and inclusion, and overall satisfaction with remuneration. This allows us to productively direct our efforts and initiatives based on feedback results.

In accordance with the requirements of the Act, and in particular Section 11 thereof, I attest that I have reviewed the information contained in the report for Colas Canada Inc. listed above. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material respects for the purposes of the Act, for the reporting year listed above.

I have the authority to bind Colas Canada Inc.



Francois Vachon, President
May 23, 2025

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WE CONNECT CANADA
CARING | SHARING | DARING

NOUS CONNECTONS LE CANADA
RESPECT | PARTAGE | AUDACE

