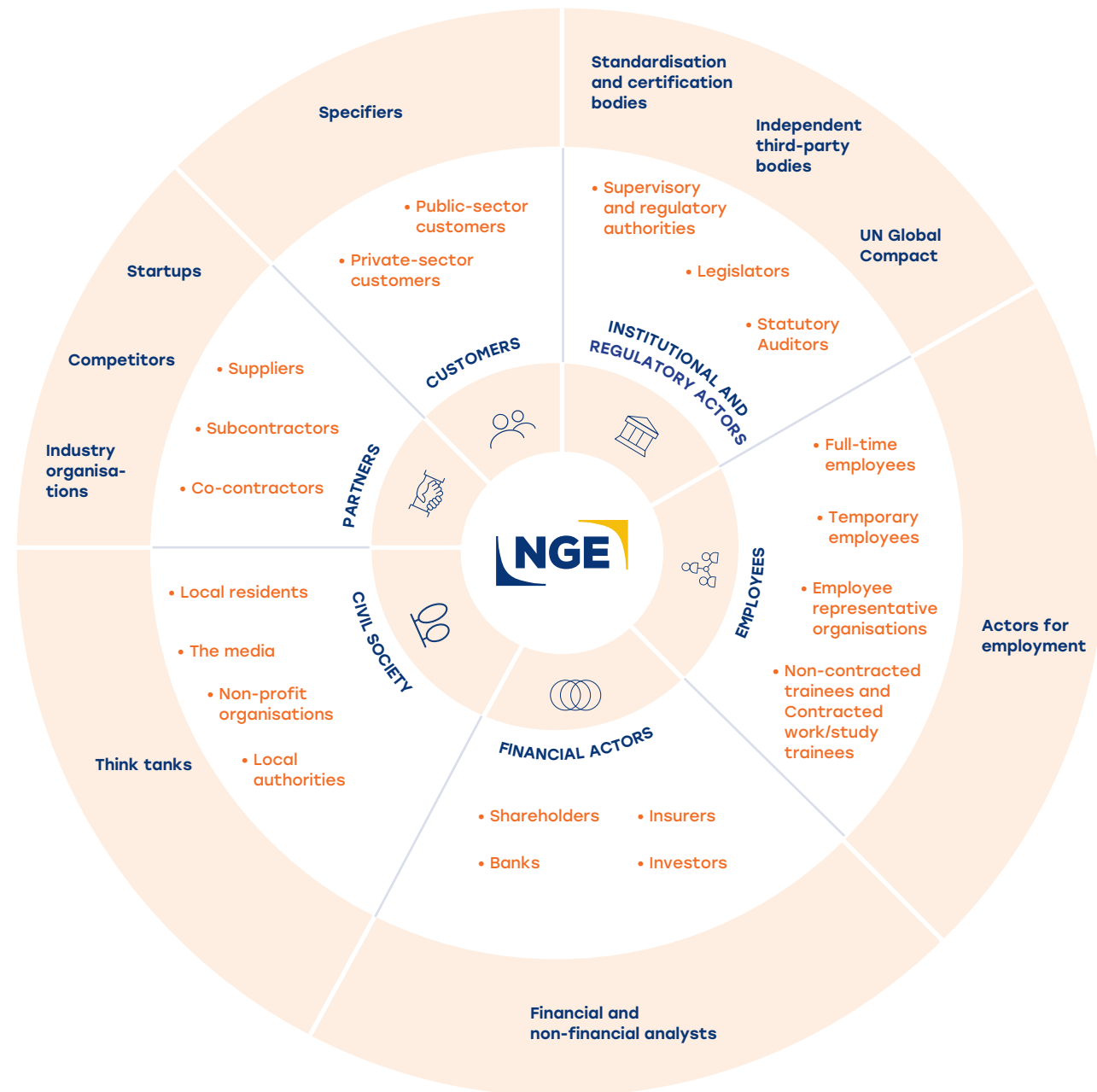


Co-construction based on listening and dialogue

Our corporate purpose is to work together to build structures that change the world and which we can be proud of. This is why our business model is designed to listen attentively to the needs and best interests of our stakeholders so that we can serve them better.

So we maintain a permanent, open and constructive process of dialogue with all of them, because we know that this process helps us to define and refine our strategy, and implement actions that have positive practical impact. This process also provides input for Group strategic thinking and direction, and informs our decision-making processes.



FORMS OF DIALOGUE

KEY GOALS OF THESE INTERACTIONS

<p>OUR EMPLOYEES</p> 	<ul style="list-style-type: none"> • Social dialogue with employee representatives, the Social & Economic Committee (CSE) and collective agreements • Annual appraisals, meetings and discussions 	<ul style="list-style-type: none"> • To improve health, safety and working conditions • To attract and retain talent and facilitate career development
<p>OUR CUSTOMERS</p> 	<ul style="list-style-type: none"> • Invitations to tender and consultations • Satisfaction survey 	<ul style="list-style-type: none"> • To listen actively to customer expectations and measure their satisfaction
<p>OUR PARTNERS</p> 	<ul style="list-style-type: none"> • Sourcing, invitations to tender, consultations and oversight/assessment procedures • Meetings and discussions 	<ul style="list-style-type: none"> • To work together to build high-quality structures • To cooperate on shared projects and remain vigilant
<p>FINANCIAL ACTORS</p> 	<ul style="list-style-type: none"> • Meetings with lenders, investors and shareholders • Financial and non-financial assessments 	<ul style="list-style-type: none"> • To ensure a consistent level of long-term Group performance • To provide transparent, clear and comprehensive information
<p>INSTITUTIONAL AND REGULATORY ACTORS</p> 	<ul style="list-style-type: none"> • Meetings with institutions • Involvement in consultations • Audits 	<ul style="list-style-type: none"> • To share business challenges • To ensure implementation of best practices
<p>CIVIL SOCIETY</p> 	<ul style="list-style-type: none"> • Press releases • Social media and websites • Consultation procedures 	<ul style="list-style-type: none"> • To provide visibility and transparent, clear and comprehensive information about Group activities and projects • To engage collectively in promoting causes that are in the public interest