



2013 REGISTRATION DOCUMENT

BUSINESS ACTIVITIES AND CSR – FULL-YEAR FINANCIAL REVIEW

The Registration Document can be consulted and downloaded from the www.bouygues.com website.



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HUMAN RESOURCES, ENVIRONMENTAL AND SOCIAL INFORMATION



3.1 Group CSR policy and reporting methodology	72	3.4 Social information	109
3.1.1 Group CSR policy	72	3.4.1 Local, economic and social impact of the company's business activity	109
3.1.2 CSR reporting methodology	73	3.4.2 Relations with people and organisations affected by the company's business activity	111
3.2 Human resources information	76	3.4.3 Subcontractors and suppliers	114
3.2.1 The workforce	76	3.4.4 Business ethics	116
3.2.2 The workplace	80	3.5 Independent verifier's report	120
3.2.3 Labour relations	81		
3.2.4 Health and safety	82		
3.2.5 Training	84		
3.2.6 Equal opportunity	86		
3.2.7 Compliance with International Labour Organisation (ILO) conventions	89		
3.3 Environmental information	90		
3.3.1 General environmental policy	90		
3.3.2 Pollution and waste management	95		
3.3.3 Using resources sustainably	98		
3.3.4 Climate change	104		
3.3.5 Protecting biodiversity	108		

3.1 Group CSR policy and reporting methodology

3.1.1 Group CSR policy

This report contains only those CSR indicators that are the most relevant at Group level. The full range of indicators can be consulted at the website www.bouygues.com or in the communications materials published by the Group's business areas.

Aware of the impact of its activities, Bouygues places corporate social responsibility (CSR) at the heart of its strategy and adapts its business models accordingly. Through its five business areas, the Bouygues group aims to be a benchmark player in responsible solutions (described below) and, in order to do this, draws on the best practices in the human resources, social and environmental domains, implemented with the help of reliable indicators that are audited on a regular basis for purposes of compliance and continuous improvement.

CSR initiatives at Bouygues have the following aim: to reduce the company's impacts on eco-systems, win wider public acceptance of the company's activity, satisfy the expectations of stakeholders and improve its appeal. Moreover, Bouygues is convinced that offering responsible solutions is an important avenue of growth for its business areas and, accordingly, is concerned that the business areas themselves all adopt a highly responsible attitude.

Olivier Bouygues, Deputy CEO of the Bouygues group, is responsible for Group-wide sustainable development initiatives. A constituent part of the Group's strategy is that each business area is given responsibility for CSR. The Group Sustainable Development & Quality Safety Environment (QSE) Department within the parent company oversees overall policy in conjunction with support divisions and circulates information about best practices, especially by coordinating Group-wide committees.

3.1.1.1 RESPONSIBILITY TO OUR EMPLOYEES

Respect, trust and fairness are the three principles of our Human Resources Charter, which is adhered to by all the Group's business areas. Respect for employees is conveyed, for example, by its health and safety policy on worksites. The climate of trust is further aided by promotions and internal job mobility. The commitment to fairness is reflected in a desire to reward and support individual success, whatever the person's profile or background. In France, all the business areas have introduced an anti-discrimination policy focusing on the issues of gender equality, age and disability.

3.1.1.2 RESPONSIBILITY TO THE ENVIRONMENT

2013 has been marked by a wide-ranging debate in France on the topic of energy transition in which the Bouygues group has taken part by making proposals and contributing its expertise in passive and positive-energy construction as well as in building operating performance guarantees. Bouygues, which has cutting-edge expertise in positive-energy buildings, eco-neighbourhoods, and smart grids, offers innovative solutions to customers while using the best energy-saving technology in its own premises. The Group pursues a proactive policy to control and reduce the environmental footprint of its business activities. It remains committed to recycling materials and making eco-design part of its offerings to customers. It also works to protect biodiversity.

3.1.1.3 RESPONSIBILITY TO SOCIETY

The Bouygues group endeavours to comply with the strictest rules for the conduct of its business. This requirement is reflected in the ban on and prevention of anti-competitive practices, unfair competition and corruption, and in the emphasis placed on human rights. In early 2014, Bouygues SA officially introduced a Purchasing and CSR policy that applies to every business area, governing all procurement in France and globally. The Group is creating the right conditions for dialogue with stakeholders and, concerned about the need to involve local communities, endeavours to adopt a socially-responsible attitude in relation to its business activities and the locations where they are established.

In late 2013, Bouygues SA carried out a materiality assessment for identifying areas for action in the CSR domain. Bouygues, as a diversified industrial group, is concerned by such issues on many different levels. These are dealt with by each of its business areas. The purpose of this assessment was to obtain substantiated grading for the Group's social impacts to ensure the appropriateness of policies and communication efforts with respect to stakeholders.

3.1.2 CSR reporting methodology

3.1.2.1 REPORTING PROCEDURE

The Group Sustainable Development & Quality Safety Environment (QSE) department within the parent company coordinates the overall CSR policy and consolidates the indicators included in the reporting campaign.

The Group Human Resources Development department ensures the coordination and consolidation of human resources reporting within the Group, and contributes to extra-financial reporting.

Each business area takes responsibility for collecting human resources, environmental and social data and ensures that reported information is reliable and that it has been properly verified. Only then will indicators be consolidated by Bouygues SA.

3.1.2.2 SELECTING AND DEFINING INDICATORS

The Bouygues group is a diversified industrial group. Extra-financial indicators are chosen and defined by consensus, through the work of several monitoring committees.

A group-wide committee dedicated to the Group's extra-financial reporting

Under the coordination of the Group Sustainable Development & QSE department, the Extra-financial reporting committee manages the reporting annual review along with any changes affecting environmental and social indicators. Sustainable Development officers from each business area and a representative of the HRIS (Human Resources Information System) committee, with specific responsibility for the human resources part, sit on this committee.

Specific Group committees for the human resources reporting

- The Human Resources Reporting Improvement Committee, made up of the experienced human resources managers from the parent company and the Group's business areas, determines reporting priorities (e.g. constructive labour relations, health and safety) and draws up a map of indicators likely to illustrate them, in keeping with the specific features of each business line. It reviews each data collection exercise with a view to continuous improvement in terms of both processes and the reliability and relevance of the indicators.
- The HRIS and Indicator Tracking Committee is made up of employee management oversight staff. It precisely defines each indicator in terms of scope, computation formula, frequency, deadlines, etc.

As these committees are decentralised, members communicate with each other via BYpedia, the Bouygues group's collaborative extranet site.

3.1.2.3 CONSOLIDATION

Human resources reporting

Human resource indicators are consolidated at Group level. There are two main data sources:

- Group HRIS data, supplied monthly or quarterly by business area payroll systems in France;
- Data transmitted by each business area regarding their French and international operations.

Environmental and social reporting

Two types of indicator make up the Group's environmental and social reporting:

- Indicators for which information is collated at Group level, namely indicators that can apply to all the Group's business areas, for which the majority of, or all, business areas provide their own quantitative data;
- Indicators specific to each business area, which are indicators that apply solely to a business area or to a line of business therein.

3.1.2.4 DATA COLLECTION PROCEDURE FOR INDICATORS

To ensure the CSR reporting procedure and the qualitative and quantitative information published by the Group is both uniform and reliable, a reporting protocol covering the human resources, environmental and social components was compiled in 2013, in consultation with each business area.

This document specifies the methodology to be used when providing data for the indicators of these three components, namely definition, scope, units, computation formula and contributors. It is the handbook used by participants in the Group reporting procedure. The specific procedures to be applied for each business area are provided in the annexes of this handbook.

The Bouygues reporting protocol is circulated in French and English to liaison officers in each business area. It is also available through the Group's collaborative intranet portal.

In compliance with the guidelines contained in the Group's reporting protocol, the collection, verification and consolidation of extra-financial indicators between Bouygues SA and each business area are carried out using a reporting software package that includes a workflow process.

3.1.2.5 CONSOLIDATION RULES

Human resources reporting

SCOPE

For the following indicators, the scope is global:

- headcount by region and job category, breakdown by gender, external recruitment, workplace accident frequency and severity rates, employee representative bodies and the existence of a formal training plan.

For all other indicators, the Group can only use the France headcount at the moment because information systems are decentralised and different reporting systems are used outside France. The following indicators therefore concern only France, representing 58% of the Group's registered workforce at 31 December 2013:

- headcount by age range, number of dismissals, average annual salary by job category, worktime schedule, absenteeism, turnout in elections for employee representatives, collective agreements negotiated, work/study training contracts, training indicators and indicators on the employment of disabled people.

The extension of human resources reporting worldwide, as decided by the Bouygues group in 2013, requires a different approach for Bouygues Construction and Colas (the only two business areas with a sizeable share of their operations outside France).

In most of Bouygues Construction's international operations, a distinction must be drawn between "staff" (supervisory, managerial and technical personnel) and "workers". As workers are recruited directly or through intermediaries in a way similar to temporary employment agencies (for the duration of projects), they are managed and paid locally. There is no interfacing with the French HR information system. For the time being, only "staff" employees can be covered by HR reporting.

Colas has structured its international expansion around a string of acquisitions. This strategy relies on a high degree of decentralisation, whereby local entities have a relatively free hand in organisational terms. As such, HR data resource management systems are not connected to those in France. In all countries where Colas is present, reporting is carried out using the management tools of that country, and in accordance with local legislation.

The task of broadening the scope of HR reporting requires the implementation of specific procedures, tools and data collection methods. In addition, certain indicators based on French statutory and regulatory concepts (e.g. dismissals, disabled employees or occupational illness) may also have to be adapted. Before the scope of any indicator can be extended, dialogue must take place with the local structures in order to foster an understanding of the issues faced by the parent company, to clarify the definitions of indicators and to ensure the reliability of reported data. Consequently, Bouygues group plans to extend HR reporting to its international operations over a period of several years:

2014 Registration Document (to be published in 2015)

Introduction of global indicators on:

- staff retention;
- women managers, which is reported for France (all women in department head or more senior grades). The definition could be adapted to include all women on the management structures of local companies, for example;

- the number of countries offering social protection to local employees;
- the number of fatal accidents.

2015 Registration Document (to be published in 2016)

Introduction of global indicators on:

- the existence of a formal diversity policy;
- working hours;
- absenteeism;
- compensation.

The policy for consolidating Bouygues group human resources data is as follows:

- fully consolidated companies are consolidated 100%;
- proportionately consolidated companies are consolidated 100% where the equity interest strictly exceeds 50%;
- companies accounted for by the equity method are not consolidated.

All employees of a company within the scope of consolidation are counted in the computation of HR indicators, including if they exercise their activity in a company not within the scope of HR reporting.

For indicators with geographical scope, the determining factor is the country of work, regardless of the origin of the contract binding the employee to the company.

The geographical scope of France comprises:

- mainland France;
- French overseas departments: Guadeloupe, French Guiana, Martinique, Mayotte and Reunion Island;
- French overseas territories: French Polynesia, Saint Barthélemy, Saint-Martin, Saint-Pierre-et-Miquelon, and Wallis and Futuna.

Clipperton Island, the French Southern and Antarctic Lands and New Caledonia are therefore excluded.

WORKFORCE

The registered workforce comprises all persons bound by an employment contract to a company within the scope of consolidation or, if not, paid directly by such a company, unless there is a commercial contract (such as a services agreement) between them.

This definition applies to France and to other countries. Interns under a three-way agreement (intern, company and educational establishment) are not counted in the workforce, including outside France, where local law provides for such contracts or similar contracts.

Environmental and social reporting

All environmental and social indicators are collected worldwide by business areas that have operations outside France.

Some indicators do not cover all the activities of a business area, or are not applicable to all its activities. Where this occurs, the coverage scope of an indicator is indicated as a percentage of total business-area sales, or by specifying the organisational scope to which the indicator applies on a 100% basis.

Colas expresses indicator coverage as a percentage of sales before intercompany eliminations (which corresponds to group sales plus internal transfers). This figure factors in Colas' upstream activity (chiefly building materials), whereas vertical integration would result in more than 50% of consolidated sales being eliminated.

Only the overall environmental certification rate is based on a scope expressed as a percentage of consolidated sales, so that a comparison can be made with the previous year's rate.

CONSOLIDATION RULES SPECIFIC TO BOUYGUES CONSTRUCTION

All entities of Bouygues Construction have to report on sustainable development.

Companies in which its equity interest is more than 50% are fully consolidated in the extra-financial reporting

The coverage rate of Bouygues Construction's reporting is generally 97%. The remaining 3% not covered by Sustainable development reporting is due to the following exemptions:

- companies in which its equity interest is below 50%;
- companies that were acquired less than three years ago;
- companies subject to specific rules defined for certain entities, e.g.:
 - Bouygues Bâtiment International: structures where the headcount is less than 10 and/or without a production activity are not included in the extra-financial reporting,

- Bouygues Energies & Services: structures whose sales are less than €10 million are not included in the extra-financial reporting, unless the sum of the sales figures of the structures excluded does not exceed 5% of the total sales figure for Bouygues Energies & Services.

Furthermore, in the interests of consistency, the Concessions division is not included in the Sustainable development reporting because it is not consolidated in the financial reporting either. Nonetheless, the liaison officers in this entity carry out reporting for the purpose of coordinating sustainable development initiatives internally.

CONSOLIDATION RULES SPECIFIC TO COLAS

For 2013 the rules of consolidation have been changed to more closely resemble those of the financial consolidation.

For several years, the indicators used for production sites have also applied to sites operated in partnership with companies outside the Colas group, and for which Colas does not always have control over environmental aspects (as, for example, is the case with sites in which Colas has a minority interest). Given the broad scope of application of these indicators, it is therefore difficult to achieve perfect performance. However, these indicators do provide a very broad view of the scope of Colas' responsibility and risk exposure.

In addition, the scope considered in 2013 also includes small materials production companies, even when their consolidated sales are lower than the cut-off threshold for financial consolidation (€2 million). The total volume of materials produced by these companies can be significant, even though their sales are often subject to a high rate of elimination (intragroup transfers or disposals), due to Colas' vertical integration.

A summary of Colas' consolidation rules

	Difference between financial and extra-financial consolidations	Financial consolidation	Extra-financial consolidation	
			2013	2012
Controlling interest = full consolidation	Same	100%	100% (Between 50% and 100% control, data are 100% integrated)	
Joint control = proportional consolidation (joint control = ownership equally shared by parties). This mainly concerns consortia in France and partnerships or joint operations	Same	Level of control applied	Level of control applied (data integrated according to level of control)	Level of ownership applied
Joint ventures or significant influence = equity method	Difference in certain data	Level of ownership applied to net profit rather than sales	Level of ownership applied to all data (All data are integrated according to level of ownership)	

CONSOLIDATION RULES SPECIFIC TO BOUYGUES IMMOBILIER

Indicators cover the full scope of Bouygues Immobilier France and its subsidiaries.

A coverage rate of 95% signals that subsidiaries and other branches in Europe (Poland and Belgium) have been eliminated. A rate of 90% shows that the French subsidiaries (SLC, Urbis and Urbipark) have also been excluded.

The environmental impact of the Bouygues group's head office at 32 Avenue Hoche in Paris (0.15% of the Group headcount) is not included in the scope of consolidation.

3.1.2.6 REPORTING PERIOD

Human resources reporting

To ensure consistency and uniformity with other legal reporting obligations for human resource indicators (social audit report, comparative status report and training plan, etc.), data are collected and consolidated with reference to the period from 1 January 2013 to 31 December 2013.

Environmental and social reporting

As from 2013, the annual closing date for environment and social indicators is set at 30 September to allow for precise consolidation and analysis, given

the time required for gathering and processing this type of data. Bouygues' reporting period for environmental and social indicators therefore ran from 1 October 2012 to 30 September 2013. Information published with reference to 2012 covered the period from 1 January 2012 to 31 December 2012.

3.2 Human resources information

Despite the unfavourable economic conditions witnessed in France in 2013, the Group continued to work hard in every area of its human resources policy, conveying the longevity of these undertakings irrespective of circumstances.

The scope of consolidation was amended in 2013 to provide for uniform data reporting by the various business areas within the Group. The scope

no longer recognises the headcount of associates or the staff numbers of proportionately consolidated companies where the equity interest does not strictly exceed 50%. The headcounts of all other companies are consolidated on a 100% basis. This revision to the scope should be taken into account when comparing figures between 2013 and 2012, most notably for workforce, recruitment and dismissals.

3.2.1 The workforce

3.2.1.1 TOTAL HEADCOUNT AND BREAKDOWN OF EMPLOYEES BY GENDER, AGE AND REGION

Headcount by region at 31 December 2013 ^(a)

Scope: global	Holding company and other ^(b)	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
France	348	23,061	1,534	36,862	3,502	9,088	74,395	77,039
Europe (excl. France)	21	7,025	54	9,361	249	0	16,710	17,460
Africa and Middle East	66	9,906	0	7,588	5	0	17,565	18,045
North America	4	662	0	4,882	1	2	5,551	5,917
Central/South America	39	531	0	519	0	0	1,089	812
Asia-Pacific	110	10,978	0	1,654	13	2	12,757	14,506
International	240	29,102	54	24,004	268	4	53,672	56,740
France + International	588	52,163 ^(c)	1,588	60,866	3,770	9,092	128,067	133,779

(a) Registered workforce, i.e. permanent and fixed-term. Since 2013, the scope of consolidation for human resources data has matched the scope of consolidation for accounting purposes. Data representing 2012 and 2013 are therefore not comparable.

(b) Global employees within Mainby (an entity housing global employees working abroad) are henceforth counted under Holding company and other.

(c) Of which Bouygues Bâtiment Ile-de-France (6,543), Bouygues Entreprises France-Europe (5,604), Bouygues Bâtiment International (15,753), Bouygues Travaux Publics (4,044), Bouygues Energies & Services (11,665) and other (8,554).

Indicators available at www.bouygues.com: Number of temporary and occasional workers as full-time equivalents (France), Headcount by type of contract (permanent and temporary - France), Headcount by job category (France).

Figures at 31 December do not take into account the fluctuations in headcount during the year arising from the seasonal nature of the construction businesses. Comparisons with recruitment figures are therefore problematic. Like for like, the headcount of **Bouygues Construction** was stable overall, with two trends identified in 2012 again exerting an influence: more than half the headcount was located outside France and managerial staff accounted for half the headcount, with the proportion of site workers continuing to decline and that of technicians and managers increasing. These two trends convey a determination to continue expanding internationally and offer customers a comprehensive offering that is more than simply construction. In this respect design, property development, financing and operation, and services are all being ramped up.

Like for like, the total headcount of **Colas** was practically stable (-0.5%), in line with the trend in activity. Headcount edged down (2.6%) in mainland France, where the roads activity varied across the regions. Headcount rose 3.8% in French overseas departments, which experienced a slight recovery. Staff numbers at the railways business were up. Furthermore, the temporary workforce was stable. Outside France, the headcount was up slightly (+1.3%), with variations that reflected the trend in activity in each region: slight increase in Europe (+3.2%), decline in Indian Ocean/Africa/Middle East (-6%), decline in North America (-8%) and growth in Asia-Pacific (+27%), arising from business expansion in Australia and a large-scale railway project in Malaysia.

Gender equality

Scope: global	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
Percentage of women, France	33.6%	18.2%	47.5%	8.5%	51.3%	45.8%	18.8%	18.8 %
Managerial (women)	34.5%	24.2%	37.2%	14.1%	48.5%	34.2%	27.1%	26.4%
Clerical, technical & supervisory (women)	31.9%	31.2%	74.1%	23.1%	60.6%	55.8%	34.8%	35.3%
Site workers (women)		0.7%		0.5%			0.6%	0.8%
Women managers ^(a)	20.24%	9.19%	25.0%	4.7%	35.7%	24.5%	13.4%	12.4%
Percentage of women, global		15.1%	55.6%	10.8%	31.7%	25.0%	13.5%	13.8%
Managerial & technical (women)		21.9%	55.6%	25.8%	31.7%	25.0%	23.7%	21.9%
Site workers (women)		10.7%		3.0%			6.8%	9.0%

(a) As a proportion of employees in supervisory or more senior grades in France.

The percentage of women at **Bouygues Construction** who are supervisors or managers is likely to continue rising in the years ahead because women account for 28% of managerial staff recruitment. The proportion of women managers at **Bouygues Telecom** is rising. Almost half of all managerial staff hired in 2013 were women. In France, the proportion of female managers at **TF1**, which has long been higher than one-third, increased further in 2013, by one percentage point.

Workforce by age range ^(a)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
Under 25	3.7%	7.9%	5.3%	6.2%	5.9%	8.7%	7.0%	7.6%
25-34	33.6%	33.0%	32.1%	23.9%	28.5%	40.9%	29.2%	29.5%
35-44	27.9%	25.6%	31.6%	26.6%	34.5%	37.9%	28.2%	28.5%
45-54	21.3%	24.1%	21.8%	29.6%	24.5%	10.6%	25.1%	24.5%
55 and over	13.5%	9.4%	9.2%	13.7%	6.6%	1.9%	10.5%	9.9%

(a) Permanent and fixed-term staff. Coverage: 58% of Group headcount.

Indicators available at www.bouygues.com: Average age and seniority (France).

3.2.1.2 RECRUITMENT AND DISMISSALS

External recruitment by job category

Scope: global	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
France ^(a)	35	1,440	79	2,310	106	822	4,792	9,667
Managerial	19	725	56	291	81	164	1,336	2,305
Clerical, technical & supervisory	16	340	23	289	25	658	1,351	3,768
Site workers		375		1,730			2,105	3,594
International ^(b)		9,742	1	10,883	35		20,661	10,976
Managerial & technical		3,416	1	1,742	35		5,194	3,030
Site workers		6,326		9,141			15,467	7,946
France + International	35	11,182	80	13,193	141	822	25,453	20,643

(a) In contrast to 2012, recruitment within France in 2013 covers only permanent staff (including single-project contracts).

(b) All contract types.

Indicator available at www.bouygues.com: Internships during the year (France).

Recruitment in France by the **Bouygues group** fell due to unfavourable economic conditions. The apparent increase in recruitment internationally should be seen in the context of the change in counting methodology, which henceforth includes the hiring of seasonal staff and staff on short-term contracts.

In 2013, **Bouygues Construction** continued to recruit strongly, in keeping with the geographical shift in its activities. In volume terms, recruitment was sizeable in France but was still down by 25% on account of tensions in some markets and lacklustre economic growth. The recruitment trend was brisk internationally, corresponding to the start of operations at new sites and the signing of new major projects (in North Africa and Asia).

Number of dismissals (permanent employees)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
Number of dismissals	12	918	32	1,445	154	327	2,888	1,604

Dismissal is not treated in the same way outside France. Coverage: 58% of Group headcount.

Indicator available at www.bouygues.com: Reasons for departure (France)

For Bouygues group as a whole in France, dismissals were up, though concerning only a tiny proportion of the headcount. Much of the increase was due to a change in the scope of consolidation and in counting method, which henceforth takes single-project contracts into account (with a marked effect for Colas).

For all business areas within **Bouygues group**, France's economic backdrop in 2013 was more challenging than in 2012. Internal job mobility was systematically considered as an option for cushioning the negative consequences in terms of employment. In addition to the arrangements made by each business area, the Group calls on the services of the parent company's Internal job mobility department (which can be consulted by HR departments and, in the strictest confidence, by employees of subsidiaries) along with national and regional internal job mobility committees and the extranet, on which job vacancies are posted. The Bouygues group seeks to promote staff retention wherever possible, which has resulted in an average length of service exceeding ten years.

Recruitment by **Bouygues Construction** in France was primarily comprised of graduates and first-time employees. In 2013, 80% of hiring (excluding work/study contracts) was on permanent contracts. More than two-thirds concerned the core construction business along with the design and sales departments. The gender equality policy continued to yield results, with close to 30% of all recruitment into clerical/technical/supervisory and managerial positions in France accounted for by women.

Bouygues Immobilier continued expanding its actions on social networks. Against a complex economic backdrop, Bouygues Immobilier gave precedence to internal job mobility as well as employee transfers to and from other subsidiaries within Bouygues group. Over 50% of vacancies were filled through internal job mobility in 2013.

Colas continued promoting recruitment over the web and on social networks, with help from high-profile events such as "THE stagiaire" video contest and the engineering school face-off "Angry Roads". It also continued publishing job and internship opportunities on the major social networks. New partnerships were signed with educational establishments in 2013. Through these initiatives, Colas achieved the highest progression of 2013 in the Universum "Ideal employer" rankings for engineering students (+ 18 places), and was rated in the top-ten of large companies preferred by interns in the Happy Trainees rankings. Outside France, a whole range of initiatives were carried out in terms of relations with educational establishments, internship offers and student fairs. For

A large portion of recruitment outside France was for temporary staff, most notably workers, recruited in the context and for the duration of newly-signed projects.

In France, based on an unchanged calculation method, the volume of recruitments at **Colas** was down 16%. The goal was to control the workforce volume while ensuring a renewal of know-how. Recruitment of site workers remained at a high level. Graduate recruitment by means of a proactive internship policy (with 1,544 interns in 2013) remains central to the group's strategy. Internationally, the volume of new hires (based on an unchanged calculation method) rose 4.9%, remaining at a high level.

example, Branscome (which has 546 employees) in the US offered an introduction to driving Caterpillar vehicles for students.

TF1 cut back on recruitment and made internal job mobility - which was already used extensively - one of its priorities for the year. That hiring which did take place was mainly by e-TF1 and Eurosport, companies which are growing strongly and whose labour markets are tight. Resources for internal job mobility were increased through the appointment of a human resources manager solely dedicated to staff in the process of internal job mobility and to coordinating the decentralised HR network. In 2013, 54% of vacancies were filled from within the company. Provision was made in the training budget to support mobility. Regarding dismissals, the redundancy plan affecting 26 employees of TF1 Vidéo, part of whose market had plummeted (DVD sales), of 26 June 2012 also affected 2013. At the end of 2013, according to the agency helping these employees find alternative employment, 14 had found a new job.

Bouygues Telecom again scaled down recruitment volumes, focusing on the following operations: customer relations centres, RCBT stores, fixed-lined operations, 4G and digital activities. Bouygues Telecom recruited 200 customer relations advisers in the second half of 2013 to support the launch of 4G offerings. The number of resignations and dismissals in 2013 was identical to 2012. The number of negotiated terminations of permanent staff is on a downtrend, falling from 83 in 2012 to 69 in 2013.

On 3 July 2012, Bouygues Telecom initiated a voluntary redundancy plan concerning 556 jobs as a means of safeguarding competitiveness in a rapidly changing market. All the time, the emphasis was placed on constructive dialogue with labour representatives. The three-month period, during which staff could take advantage of the scheme, ended on 24 January 2013, at which point 542 employees decided to move elsewhere within the Group or find work externally. Those who chose to find work outside the company successively left Bouygues Telecom over 2013, at the end of their contractual notice period or, after their redeployment leave, for those who chose to benefit from this.

3.2.1.3 COMPENSATION

Average annual salary by job category (permanent staff) and trend ^(d)

Scope: France (euros)	Holding company and other	Bouygues Construction	Bouygues Immobilier ^(a)	Colas	TF1	Bouygues Telecom
Managerial ^(b)	80,594	58,522	64,031	60,269	67,182 ^(c)	59,143
Trend vs. 2012	+5%	+2%	+3%	n.m. ^(d)	+1%	+2%
Clerical, technical & supervisory	34,612	31,813	30,295	34,663	38,505	26,527 ^(e)
Trend vs. 2012	+18%	+2%	=	n.m. ^(d)	+6%	+1%
Site workers		26,575		24,682		
		+2%		n.m. ^(d)		

(a) Excluding sales staff.

(b) Trend at year-end taking account of staff leaving and joining in each category.

(c) Including journalists.

(d) Change of scope.

(e) Including customer relations advisers.

n.m.: non-meaningful.

As the information systems of international activities are not integrated into those of French operations, full consolidation is not possible. Coverage: 58% of Group headcount.

Indicators available at www.bouygues.com: Total gross contribution by employer to the company savings scheme (France), Total amount of profit-sharing (paid in 2013 in respect of 2012) and Percentage of employees promoted (France).

Despite the tough economic conditions in 2013, average wages actually rose slightly. The compensation policy of each business area within **Bouygues group** is a key factor in attracting, motivating and retaining staff. Individual compensation rewards potential, performance and professionalism. Pay is also proactive, based on external elements (rises above the inflation rate, attractiveness to potential candidates) as well as on the company's financial performance. Depending on the country, wages are supplemented with benefits such as profit-sharing, additional social protection, pension savings plans, a thirteenth month's pay, top-up contributions, and social and cultural activities. Several business areas provide each employee with a personalised document summarising all these benefits to give them an overview of their total compensation.

In France, employee-saving incentives (e.g. employee savings and collective retirement savings schemes) are regularly supplemented by new initiatives, as illustrated in 2012 and 2013 by "Bouygues Confiance 6", a capital increase reserved for employees to which 17,500 subscribed.

In France, at **Bouygues Construction**, the 2012 salary review resulted in a 2.5% average increase in pay. In addition, nearly 45% of employees received a personal bonus. The pay policy is rounded out by collective compensation arrangements (profit-sharing, of which the discretionary part was subject to a renewal agreement in 2012) and employee savings plans (employee savings and collective retirement saving schemes).

Salary reviews are a basic tenet of the HR policy in effect at all of Bouygues Construction's operations. Common to the process are local manager involvement, centralisation of final decisions within each subsidiary or country, the identification and rewarding of key categories and data consolidation. In countries benefiting from a broad-based increase applied at nationwide level (e.g. in Nigeria), personal pay reviews have a personal and team dimension, in order to reward performance and stimulate potential. This process represents an indicator that is monitored and audited internally, within the scope of the HR development indicator put in place by Bouygues Bâtiment International within its subsidiaries.

Bouygues Immobilier has a comprehensive compensation policy that encompasses a fixed wage in recognition of skills, a variable portion that rewards performance and various benefits (such as the discretionary profit-sharing scheme, which was renegotiated in 2013), which aim to foster loyalty to the company. A compensation survey on the property development industry by Aon-Hewitt in 2013, in which Bouygues Immobilier took part for the second consecutive year, placed the company above the market benchmark.

In France, at **Colas**, annual average salaries rose across all categories of employees. In consultation with trade unions, Colas renewed the incentive scheme first introduced in 2010, giving employees a stake in the company's results. Employees also benefit from a non-discretionary profit-sharing and an employee savings scheme.

In 2013, showing an average increase of 1.8%, pay policy at **TF1** was focused on two goals: temper growth in payroll within the context of productivity drives; and make room for targeted increases in purchasing power, by means of an above-inflation rise. A further increase of 0.7% was awarded to the 360 employees on the lowest pay scale.

In 2013, employees of **Bouygues Telecom** enjoyed an above-inflation pay rise on average. In addition, a one-off bonus of €500 was paid out to staff not benefiting from a variable pay award. Managerial staff surrendered two days of leave arising from rules on reduced worktime in exchange for a 1.5% monthly increase in pay.

Since the company did not return a profit in 2012, it was not in a position to assign funds to staff profit-sharing in 2013 with reference to the preceding calendar year.

3.2.2 The workplace

3.2.2.1 WORKTIME ORGANISATION

Calculation of working hours (permanent and fixed-term staff)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
Hourly	44.2%	57.4%	29.2%	84.3%	30.7%	55.8%	68.7%	69.6 %
Annual (incl. senior executives)	55.8%	42.6%	70.8%	15.7%	69.3%	44.2%	31.3%	30.4%

The indicator is specific to France and thus excludes international data. Data for 2012 has been restated as a breakdown between "hourly" and "annual number of days" arrangements, which is closer to existing contract classifications. Coverage: 58% of Group headcount.

Indicator available at www.bouygues.com: Average number of part-time workers (France).

Worktime organisation at **Bouygues group** aims to strike a balance between two priorities. One is meeting the needs of customers and adapting to patterns of activity in its various businesses and the other is maintaining a healthy work/life balance as far as possible. All business areas have introduced time savings accounts so that employees can manage their worktime more flexibly. For more details on worktime organisation within each business area, please consult the 2012 Registration Document.

In France, in 2013, for reasons of simplification and harmonisation, worktime organisation at **Bouygues Construction** underwent adjustments, which were negotiated with and approved by labour representatives as amendments to existing labour agreements. New compensation arrangements for irregular working hours (exceptionally at night time, or on Saturdays, Sundays or public holidays) were implemented along with new methods for counting these overtime hours. The system for staff working on the basis of an annual number of days was improved, and the senior executive category was reserved for those sitting on a management board.

At Bouygues Construction, the proportion working on the basis of an annual fixed number of days has edged up in line with the increase in the percentage of managerial staff among the workforce.

Given the priority of retaining a certain degree of flexibility in worktime management, **Bouygues Immobilier** offers staff the possibility of working from home, while operational staff can avail themselves of mobile office

solutions. For this purpose, the company has equipped nearly 84% of employees with a smartphone. A quality of worklife agreement was signed, the chief aim of which is to identify conditions conducive to productivity and envisioning measures (individual or otherwise) that create these conditions or which foster improvements.

The organisation of working time preferred by Colas consists in annualisation and a fixed number of days worked. Annualisation, combined with the working time modulation plan applying to workers, means that work can be organised according to the seasonality of the business, while rewarding overtime. Managers work in accordance with a fixed number of days. Worktime organisation and overtime were given particular attention during negotiations on the employment status of employees, carried out by the seven road subsidiaries located in mainland France, which led to the signing of harmonisation-substitution agreements.

Given the diversity of activities (which include television, web and B-to-C), several different arrangements co-exist within **TF1**. Some staff work an annual number of days, others invariable schedules. Then, there are cyclical staff (managerial and non-managerial) and journalists, the latter working a fixed number of days or on a cyclical basis.

Following a pilot phase, **Bouygues Telecom** and labour organisations signed an agreement on working from home in 2013. The aim is to provide staff with a better work/life balance by allowing them to do this for one or two days per week. This reduces time spent commuting but has no impact on the company's performance.

3.2.2.2 ABSENTEEISM

Absenteeism (permanent staff)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
Absenteeism	2.10%	3.49%	2.10%	4.11%	2.28%	4.10%	3.78%	3.81%

The indicator is specific to France and thus excludes international data. Coverage: 58% of Group headcount. Absenteeism is defined as the number of calendar days absent as a result of workplace accidents, commuting accidents, occupational diseases and other illnesses compared with the [average number of permanent staff x 365].

The slight decrease in absenteeism relative to the previous year stemmed from improved safety indicators and the drop in the number of days absent as a result of workplace accidents and occupational illnesses.

3.2.3 Labour relations

3.2.3.1 LABOUR RELATIONS, ESPECIALLY PROCEDURES FOR INFORMING, CONSULTING AND NEGOTIATING WITH STAFF

The **Bouygues group** promotes a respectful and constructive approach to labour relations for the benefit of staff. Resources available to trade unions, in addition to those allocated by each business area, were determined at Group level by a 2005 agreement. Employee representative bodies in the different business areas are supplemented by the Group Council in France, with 30 representatives from 400 works councils, and the European Works Council, with 24 representatives from 11 countries. As privileged forums for meetings between union representatives from across the whole spectrum and Group executives, they provide an opportunity for exchanges about the Group's business and financial prospects and about developments relating to jobs, human resources policy, health and safety.

The interest of staff in the quality of these discussions between employees and management is reflected in the turnout for workplace elections in France (81% in 2013), which was much higher than the nationwide average (42.8% according to the France's national council on labour dialogue). This gives employee representatives a high degree of legitimacy. At Group level, an HR labour relations committee acts as the custodian of the values laid down in the Bouygues Human Resources Charter (which is available at www.bouygues.com). In France, occupational pension schemes within the business areas are managed jointly with trade unions.

At **Colas** in France, management-labour dialogue takes place within 356 local and central councils. Employee representative bodies at the roads subsidiaries were not modified in response to the new set-up of Colas' roads activity in mainland France as of 1 January 2013. The group's representative bodies will be renewed in 2014. Aximum and Colas in Guadeloupe, Martinique and French Guiana held elections in 2013 and adapted their employee representation structures to the new organisational set-up of their companies.

At **TF1** group, 2013 was a key year in labour relations, with the renewal of employee representative bodies within 11 companies, including TF1 SA. The five historic trade unions are represented within TF1 group.

Turnout in elections for employee representatives (1st round, principals)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
Turnout in the most recent works council elections	82%	86%	76%	80%	78%	73%	81%	80%

The indicator is specific to France and thus excludes international data. Coverage: 58% of Group headcount.

Indicators available at www.bouygues.com: Percentage of employees covered by a satisfaction survey (France), Percentage of employees receiving a formal annual appraisal (France).

At Bouygues Construction, 2013 featured the renewal of representative bodies within the scope of Bouygues Energies & Services, with a repeat of previous high turnout rates.

3.2.3.2 SUMMARY OF COLLECTIVE AGREEMENTS

Collective agreements negotiated

	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
Number of collective agreements negotiated, including mandatory annual negotiations	10	157	13	70	40	12	302	237

Coverage: 58% of Group headcount.

In France, the **Bouygues group** has concluded many agreements with labour organisations on issues that affect employees' lives, such as profit-sharing, the organisation of working time, disabled workers, the employment of young and older workers, etc. Regulations stipulate collective bargaining must be followed by an action plan or an agreement with labour organisations on matters that include compensation, gender equality, age management and arduous work. All subsidiaries based in France systematically give precedence to this second method.

Consequently, most human resources policies within the Group's business areas are covered by agreements.

A highlight of 2013 for all business areas in France was the signature of "generation contracts", as required by law. These agreements supersede existing agreements on older workers and come with provisions on the recruitment of young people and the transmission of knowledge and skills between generations.

In France, at **Bouygues Construction** the year featured the negotiation of amendments to agreements on worktime organisation and time savings accounts. Within the framework of agreements on the prevention of occupational risks and workplace stress, findings from the stress-monitoring unit together with the number of calls to the helpline set up under these agreements are presented annually to labour organisations and the monitoring committee of the workplace health and safety department.

At **Bouygues Immobilier**, company-wide agreements were negotiated on discretionary profit-sharing, gender equality, and the recruitment and retention of disabled employees, skills and job planning. In addition, subsidiaries Urbis and SLC negotiated discretionary profit-sharing agreements. All were adopted unanimously.

On 1 January 2013, **Colas** brought in a new organisational set-up for its roads activity in mainland France aimed at tailoring operations to changes in the market and achieving increases in productivity. The organisation is now based around 7 regional Colas subsidiaries, which have replaced the previous 16 operating under three separate brands (Colas, Sacer and Sreg). In this context, trade unions and the management of each regional subsidiary met from March 2013 to negotiate an agreement on

employee-status harmonisation, to be completed on 1 January 2014. As a result of these negotiations along with consultations with works councils and health and safety committees, seven harmonisation and substitution agreements governing employee status were signed.

In line with a policy it has pursued for years, Colas in May 2013 adopted an action plan on improving working conditions and preventing arduous working practices for the 2013-2015 period. Further collective agreements were negotiated and signed in 2013 by individual subsidiaries, for example six within the Société des Carrières et Matériaux du Grand Ouest, two at Aximum and several others concerning French overseas departments.

In 2013, **TF1** held negotiations on the following: the scales for freelance work at LCI and Eurosport, changes in amendments to worktime arrangements in outside broadcasting and reporting services at TF1 SA, an amendment to the discretionary profit-sharing agreement and an agreement on healthcare costs.

At **Bouygues Telecom**, the 12 collective agreements negotiated concerned the recruitment and retention of disabled workers, the determination of the profit-sharing threshold, the duration of work and workload for managers working a fixed number of days annually, and working from home.

3.2.4 Health and safety

3.2.4.1 WORKPLACE HEALTH AND SAFETY

"It is our duty to attend to health and safety, both our own and our colleagues'. This is a moral obligation for each and everyone at Bouygues, irrespective of their position or job grade. Safeguarding physical well-being is integral to respect, to which we are all entitled. At the same time, we are also responsible for giving the alert to preserve health and safety when need be." (Bouygues group Human Resources Charter)

Health and safety are priorities for all **Bouygues group** employees and have been so for many years. For example, road safety and psychosocial risk prevention campaigns are carried out in all Group businesses, with a faster roll-out of such measures in 2013. For example, Bouygues Construction put in place a helpline and has introduced psychosocial questionnaires for use during medical check-ups. However, it is on worksites where there is an inherent risk of danger, where the need for accident prevention is crucial. The construction businesses are redoubling their efforts to promote health and safety, with results in excess of construction industry benchmarks. To improve on this record even further, Colas and Bouygues Construction have rolled out training programmes on health and safety issues, including the fight against addiction. In France, workplace health and safety policies are implemented in consultation with health and safety committees. Lastly, implementation of safety management systems, some of which may have OHSAS 18001 certification, is the organisational bedrock at the operating units of the Bouygues group.

Prevention policy at **Bouygues Construction**, which is aimed at building up a culture of "safety", is based on the continuous improvement of equipment and operating procedures and the high quality of organisational structures and management. A high value is placed on complying with rules and taking initiatives. This policy, which is manifested in tangible measures at French and international operations, affects employees, temporary workers and business partners. All entities are carrying out large-scale, high-profile initiatives. Bouygues Bâtiment Ile-de-France,

Bouygues Entreprises France-Europe and Bouygues Travaux Publics (in the 11 countries where this company operates) interrupted work on their sites for a whole day to train and raise awareness among employees, subcontractors and temporary personnel about health and safety issues. Bouygues Bâtiment International determined that project managers in every location should implement an action plan on the key prevention themes that came to the fore in the Global Safety Week, which brought together more than 20,000 employees at all sites in September 2012. Bouygues Energie & Services introduced the *Safesite* quality label, which is awarded to entities on the strength of their accident rates, level of managerial commitment and prevention-awareness initiatives in place.

Health issues are also taken into account through the prevention of occupational illnesses. For each type of job, the level of exposure to arduous work has been gauged and individual exposure sheets drawn up. This analysis is accompanied by a shift towards more ergonomic equipment: lightweight stays, less vibrant portable electrical equipment, stairs in the place of ladders, elevated tool boxes, wheeled hoppers, etc. With a "accident-free worksites" firmly in its sights, Bouygues Construction is working to eliminate dangerous types of behaviour and has implemented anti-addiction measures. The initial objective is to provide support to the employees concerned.

Bouygues Construction is endeavouring to involve its business partners in these same processes. In France, temporary staffing companies commit to providing a certain level of job training to their staff and a certain number of first-aid-qualified personnel. For example, Bouygues Bâtiment Ile-de-France in 2013 entered into a partnership with OPPBTP, the professional body for accident prevention in construction and public works. This comprises random visits to worksites, the debriefing of site workers on the basis of photos taken during visits, and awareness-raising with regard to specific risks.

At Bouygues Bâtiment International, new candidates for overseas postings are required to take the "Day One" training course, which discusses safety issues on an international level, covering business ethics, health, security

and safety. The Dragages Safety Training Centre in Hong Kong, which opened in 2011, continued to expand the training on offer, for example with new workshops on tunnels and façades. In the space of two years, over 4,000 people have taken a training course. Training at the centre is now available either in English or Chinese. Similar training is equally available in other countries, such as Cuba and Turkmenistan.

Management and labour organisations at **Bouygues Immobilier** have signed a quality of life at work agreement. This encourages the wider use of communication technologies to allow employees to work away from the office and seeks to optimise travel arrangements through the installation of video-conferencing facilities, thereby reducing tiredness and fostering a better work/life balance. Through the *Sécurité, je m'implique !* campaign, employees are encouraged to adopt a proactive stance on various identified occupational risks, especially those on worksites.

Health and safety policy at **Colas** aims to foster and strengthen a genuine accident prevention culture across all its units, setting itself three targets for 2015: an accident frequency rate below 5 in France and in Europe and below 3 elsewhere; 35% of personnel trained in first aid; and 300 units in France without workplace accidents involving time off work.

SAFETY

Throughout 2013, a pioneering campaign targeting safety on worksites and roads involved employees based in subsidiaries both in France and abroad. The Chairman and CEO of Colas in January issued a video message to employees worldwide to signal the start of the campaign. In September, another message was broadcast to review actions carried out so far in the year. During Global Safety Week at Colas, employees from all subsidiaries took part in safety-oriented actions which included news sequences, workshops, role plays and practical exercises.

To implement this policy in the field, senior managers at subsidiaries can draw on a global network of health & safety coordinators as well as a broad range of prevention resources, including training on safety, eco-driving techniques, first aid, 15-minute safety sessions, awareness-raising initiatives, accident analysis, best-practice sharing, cross-subsidiary challenges and half-yearly rankings. Additionally, Colas in 2013 created a new line of work clothes for added comfort and protection for employees.

Colas also encourages staff to take first-aid training. This benefits staff in both their work and private lives, and further raises awareness about safety issues. At the end of 2013, 31% of Colas employees were trained in first aid.

HEALTH

With regard to health, targeted actions were continued to fight occupational illnesses relating to musculoskeletal disorders, noise, ultraviolet exposure, alcohol and drugs, and psychosocial risks. For example, "movement and posture" training is given to new recruits. Moreover, equipment is chosen on the basis of ergonomic criteria. Efforts are made to reduce noise; where this is not possible, employees must use earplugs.

Colas also implements mechanisms to keep exposure to bitumen fumes, silica dust and chlorinated solvents to an absolute minimum.

2013 was marked by the official publication of two important documents on bitumen fumes: a monograph by the IARC (International Agency for Research on Cancer) and an official report by the Anses (French Agency for Food, Environmental and Occupational Health & Safety). The IARC is the world's leading scientific reference on the subject and in its publication it stated that, despite the substantial number of studies carried out, it was

unable to judge whether there is a link between cancer and exposure to bitumen and bitumen fumes in road work. The conclusions of the Anses reflected the risk analyses carried out by the road construction industry. Nevertheless, Colas is working to reduce exposure to bitumen fumes and has deployed a global strategy that focuses on two main areas: reducing bitumen temperatures at use, since reducing the temperature by 12°C divides the quantity of fumes emitted by two. An extensive Research & Development program is currently being developed and upgrading the fleet of road pavers (machines that lay asphalt mix) to equip them with fume extraction systems.

Initiatives are in place both in France and abroad to reduce exposure to silica dust. This includes the use of sealed and air-conditioned operator cabs fitted with air filters as well as basic dust masks. Lastly, a policy is in place to renew milling-planing equipment with newer machinery fitted with dust extraction systems. Risks arising from the use of solvents in workshops, on worksites and laboratories are receding in both French and global operations.

Health and safety initiatives at **TF1** focus on prevention and the installation or adaptation of safety-oriented premises and workstations. Staff sent to dangerous parts of the world are provided equipment and resources for their personal protection, and all personnel are informed of the risks relating to their particular occupations. Lastly, all risks that could endanger the health and safety of employees are identified and remedial action is taken to eliminate them.

In 2013, health and safety highlights at **Bouygues Telecom** were the commitments made between network operations personnel and line managers during annual appraisals, the creation of a network of first-aiders to offer local support (involving some 700 trained employees) and the drafting of a questionnaire on the psychosocial environment to complement the findings of the well-being and stress observatory. Bespoke committees analysing workload issues, initiated in connection with voluntary redundancy plans, continued their deliberations, and appointments with company nurses were rolled out on a large scale. The RCBT store network specifically introduced an e-learning module entitled "*La Sécurité en boutique*", ensuring that sales advisers are aware of risk-prevention regulations from their very first days on the job. Emphasis is placed on risks relating to robbery with violence and to verbal or physical abuse.

3.2.4.2 SUMMARY OF WORKPLACE HEALTH AND SAFETY AGREEMENTS WITH TRADE UNIONS AND EMPLOYEE REPRESENTATIVES

See section 3.2.4.1 "Workplace health and safety": workplace health and safety policy is always put into place in consultation with health and safety committees in France (of which there are more than 470 across the Group). Agreements on arduous work were signed or are the subject of consultation at **Bouygues Construction** and **Colas** in France. Psychosocial risks are covered by specific agreements in force within all business areas.

3.2.4.3 WORKPLACE ACCIDENTS (FREQUENCY AND SEVERITY) AND OCCUPATIONAL ILLNESSES

Workplace accidents

Scope: global	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
Frequency rate ^(a) of workplace accidents among staff	3.14	4.65	4.51	7.28	4.06	3.29	5.71	6.59
Severity rate ^(b) of workplace accidents among staff	0.22	0.23	0.08	0.56	0.07	0.1	0.36	0.44

(a) Number of accidents involving time off work x 1,000,000/number of hours worked.

(b) Number of days off work as a result of a workplace accident x 1,000/number of hours worked.

At Bouygues Construction and Colas, the frequency and severity rates of workplace accidents fell relative to 2012. This achievement reflects the proactive policies of these companies in the field of worksite and road safety that aim to foster and strengthen a genuine accident prevention culture. At Bouygues Construction, the improvement in frequency and severity rates was matched by a drop in the number of fatal accidents, which fell to 8 compared with 13 in 2012 across the overall workforce (employees, temporary workers and subcontractors).

Occupational illnesses

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
Recognised occupational illnesses	0	70	1	97		1	169	171

The indicator is specific to France and thus excludes international data. Coverage: 58% of Group headcount.

3.2.5 Training

3.2.5.1 TRAINING POLICIES

Corporate universities within the **Bouygues group's** business areas and the Bouygues Management Institute (IMB) offer staff training related to their jobs as well as management modules. The proportion of payroll allocated to training is well above the minimum legal requirement. Arrangements are also in place, both in France and elsewhere, to provide refresher training to employees who so wish (e.g. literacy and numeracy).

Furthermore, the Gustave Eiffel apprentice training centre, which is supported by the Group, prepares its students for vocational examinations in construction, electrical engineering and service trades. Qualifications range from the "CAP" vocational training certificate to "BTS" and degree-level technical diplomas. In 2013, the pass rate for the 177 candidates that sat exams was 88%; 37% of apprentices from the Gustave Eiffel centre work in the Bouygues group.

In France, **Bouygues Construction** maintained its overall level of training expenditure across its entities. Through an investment of €42 million, 73% of the headcount benefited from a training opportunity. The training programmes designed by the operating units, entities, the Bouygues Construction University and the Bouygues Management Institute (IMB) complement each other. Bouygues Construction University, which celebrated its 5th anniversary in 2013, offers more than 70 programmes – many of which are also available in English – spanning its 10 lines of business.

In France, a large number of different managerial and personal-development courses were given, with the range on offer expanded for the benefit, notably, of site workers (Bouygues Bâtiment Ile-de-France) and worksite supervisory staff (Bouygues Entreprise France-Europe and Bouygues Travaux Publics). Training on business ethics and compliance were introduced to various entities along with several manager-training modules on the topic of diversity.

The strategic topic of sustainable construction was added to training programmes aimed at sales staff (Campus Commerce). This same subject was covered at Bouygues Bâtiment International by an e-learning platform, offered in English to 5,000 local and expatriate employees.

Training for accounting and HR staff was expanded. Lastly, in support of in-house trainers, Bouygues Construction University set up an intranet site that gives them a better appreciation of their role, develops their skills and offers self-assessments.

Internationally, regional training centres offer training to managers and local staff on managerial and technical topics. They also serve to help promote the corporate culture and develop internal networking. In 2013, Bouygues Bâtiment International put in place a new training programme of approximately ten days that supports the professional development of locally based, high-potential managers. Induction and information modules offered, prior to secondment or expatriation, were also put in place (Day One Challenger).

Priority areas of training in 2013 at **Bouygues Immobilier**, as defined by the Strategy Committee each year, emphasised customer satisfaction, sustainable development, responsible management practices and improved collaborative work (“Working better together”). As part of a co-construction process, Bouygues Immobilier has set up an annual training-promotion committee. Bouygues Immobilier’s corporate university, coordinated by a team of 50 or so in-house trainers, represents 18% of the total number of training officers. The company offers “blended learning” modules to its managers, including computer-based training.

In France, **Colas** continued and maintained its spending on training. Priority was assigned to mentoring, to ensure that professional skills are passed on to new recruits - beginning with those on work/study courses.

Training is offered either through programmes identified at the subsidiary level to address local needs, as part of Colas Campus (to provide responses and skills to a pooled group of trainees at once), or within the framework of the Colas Universities, according to the type of training needed. In 2013, Colas University 4 was launched to provide experienced managers with career development support. Safety training made up 37.82% of training hours.

Work-study training contracts

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
Number of apprenticeship contracts	0	277	21	331	38	62	729	1,244
Number of professional training contracts	0	137	35	221	133	303	829	1,132
TOTAL	0	414	56	552	171	365	1,558	2,376

Coverage: 58% of Group headcount.

Bouygues Construction operates an active work/study policy, despite a small drop in the number of apprenticeship contracts resulting from the reduced capacity for taking on apprentices at some entities and within certain regions, amid the tougher business conditions.

At **Colas**, as the total number of new hires declined, so did the proportion of work/study contracts. Nevertheless, these contracts accounted for 17% of the year’s recruitment intake.

The **TF1** group took on as many young people on work/study contracts in 2013 as it did in 2012. For the first time, an inaugural lecture was held, bringing together in September first- and second-year students as a way of encouraging integration and giving them the means of forging ties within the group, including with other students.

At **TF1**, training policy is moulded to the developments and transformations affecting the group. This involves adapting to the many technological changes in the areas of broadcasting, transmissions, image and sound, and keeping up with the rapid increase in new channels along with regulatory developments, the ramp-up of high-definition viewing in all its forms and developments in technical resources. Training spending was increased in support of staff internal mobility. Systematic training for managers was continued in the form of two multi-annual courses.

Bouygues Telecom's priorities centre around challenges relating to the digital world and web culture. In most departments, technology issues relate to the emergence of new occupations and the anticipation of paradigm shifts: the upgrade of network equipment; agile project management methods; strengthening of sales teams to help them deal with the requirements of the business market (particularly multi-channel); supporting customers’ digital lives; helping managers to implement pledges arising from the Diversity label; and developing in-house talent. The roll-out of “Plan 2012” promotes e-learning and multi-modal training.

Bouygues Telecom continued developing its partnerships with several digital-industry training schools to support the company in the business lines linked to its fixed-line and internet activity. The partnership with the Web School Factory brought stakeholders in digital innovation together in the same place for the first time ever, encompassing students, companies, research establishments, investors and advisory firms. Work/study contracts accounted for close to 70% of all fixed-term contracts at Bouygues Telecom. Three events concerned the RCBT store network. Last year was the sixth year of the sales schools (an intake of 25 employees), in partnership with IGS and it was also the fifth year of the commerce diploma course (an intake of 25 employees), offered in conjunction with IGS and Université Paris-Est Créteil. Finally, in 2013, Bouygues Telecom was awarded the Top Employers label for the fourth year running.

3.2.5.2 TOTAL TRAINING HOURS

Training (permanent staff) ^(a)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2012 Group Total	2011 Group Total
Percentage of payroll spent on training	2.9%	5.0%	3.3%	3.9%	2.5%	5.1%	4.2%	4.1%
Average number of days training per employee per year	2.54	2.45	2.72	2.14	2.52	3.48	2.43	2.24

(a) Data on training refers to the Group training audit published in 2013 in respect of 2012. Information concerning 2013 is not available because the approved joint collection body (OPCA) follows a non-calendar year. As the information systems of international activities are not integrated into those of French operations, full consolidation is not possible. Coverage: 58% of Group headcount.

Existence of a formal training plan in international activities ^(a)

Scope: outside France (companies with more than 300 employees)	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total
Existence of a formal training plan in international activities		88.1%		85.7%			87.1%

(a) A new indicator for 2013. Holding company and other, Bouygues Immobilier, TF1 and Bouygues Telecom are not covered by this indicator on account of its scope. The percentage refers to those companies concerned.

Indicator available at www.bouygues.com: Training by type (France).

3.2.6 Equal opportunity

"We are an equal opportunity employer. No applicant or employee receives less favourable treatment because of gender, ethnic background, religion, beliefs, disability, age, sexual orientation or nationality. This is a moral obligation as well as a corporate priority. Each person must be treated like a dignified human being. We owe our success to the creativity of our people, enhanced by the tremendous diversity existing within the Group. We see diversity as a major asset." (Bouygues group Human Resources Charter, drafted in 2008)

Bouygues business areas have a diversity officer and have continued pursuing many initiatives to encourage diversity and equal opportunity, with a particular focus on gender equality, disability and integration. TF1 and Bouygues Telecom have held the Diversity label since December 2010 and June 2011 respectively.

All entities within **Bouygues Construction** are committed to promoting diversity. As such, in 2013, Bouygues Bâtiment International joined the ranks of several other regional companies in France that are part of the Group as a signatory of the Diversity Charter, substantiating the efforts it has begun within the scope of its Diversity label. Increased awareness of diversity issues was fostered, including an equal opportunities training module at Bouygues Construction University and "Success in Diversity" training within Bouygues Bâtiment International. Specific communication tools were also made available within several entities.

In late 2012, **TF1** was audited by Afnor, two years after it was awarded the Diversity label. The report published in 2013 underscored the momentum and the effectiveness of policy arising from the appropriateness of initiatives on diversity and equal opportunities. With a commitment to the long term, the TF1 corporate foundation received its sixth yearly intake of young people from underprivileged backgrounds (13 in 2013). They were selected on the basis of video CVs and interviews held over a single day. In 2013, TF1 partnered the Passeport Avenir charity and made seven

journalists available to the charity Ma Caméra Chez Les Pros, which works in conjunction with secondary schools in priority education zones. TF1 is a board member of AFMD (the French association of diversity managers).

In July 2013, **Bouygues Telecom** retained its Diversity label following an interim audit carried out by Afnor. Arrangements for receiving, analysing and processing complaints were extended to encompass former staff and service providers. To make progress in terms of diversity, Bouygues Telecom has teamed up with several NGOs such as IMS-Entreprendre pour la Cité, the AFMD and l'Observatoire de la parentalité en entreprise (the working parents observatory). In issues dealing with disabilities, it is partnering with Tremplin, Hanploi, Afij (a charity promoting the professional integration of young graduates), Adapt, Arpejeh (a charity helping young disabled people fulfil educational goals), Passerelle and Handeco. Across its seven major sites in France, Bouygues Telecom carried out a diversity roadshow to raise awareness among staff about this issue, offering for example workshops giving employees exposure to the difficulties resulting from a disability.

3.2.6.1 MEASURES TO PROMOTE GENDER EQUALITY

The promotion of diversity and equal treatment of men and women are goals shared by all **Bouygues group** subsidiaries. As construction has always been a predominantly male industry in France, the challenge for Bouygues Construction and Colas is to make themselves more attractive to female job applicants. They are carrying out communication campaigns in universities and schools. More broadly speaking, all Group companies have conducted an audit of the proportion of women in managerial positions and are taking steps to improve the situation.

Bouygues Construction bolstered its initiatives. It published a handbook entitled *Ambition Mixité*, officially launched the WeLink women's network (which had 450 members at the end of 2013) and set out a new Diversity plan for 2013-2014, which tackles issues such as recruitment. Additionally, it monitors female employees in top-management jobs, comprises an ambitious communication strategy and offers a training module in the form of a roadshow for HR personnel. Training initiatives were expanded, including *Together* at Bouygues Bâtiment International and the inclusion of awareness-raising modules within Ulysse and Marco Polo management courses. Seminars and workshops were held across several entities.

For four years, **Bouygues Immobilier** has increased the proportion of women holding experienced managerial positions by over 20%. The recruitment of female graduates in the most representative lines of business (within programmes, the company's core activity, comprising 47% women) is specifically monitored. Bouygues Immobilier has pledged to develop the teaching content of its in-house management courses for the systematic inclusion of debates on workplace diversity at all levels and across all lines of business.

Three-year agreements on gender equality were negotiated in 2012 within **Colas** subsidiaries in France. They covered issues of recruitment, vocational training, job promotions, working conditions, effective compensation and the reconciliation of work and family duties. Colas amended its system for managing job applications so that the percentage

of female job applicants received through the recruitment portal can be traced. International subsidiaries are also rallying efforts around this issue. For example, Delta (a US subsidiary) supports Zonta, an NGO aiming to improve the legal, political and economic status of women worldwide. Note that in Alaska, the proportion of female workers is higher than elsewhere because of the low population of this region.

At **TF1**, for the third year running, a specific equal-pay budget was set aside, accounting for 0.1% of payroll in 2013. A training module entitled *Leadership au féminine* (Leadership a women's way) was offered. Cross-mentoring in conjunction with Bouygues Telecom was trialled. TF1 was ranked 31st in a survey of SBF 120 companies, commissioned by the French Ministry for Women from Ethics & Boards, on the issue of increased female representation in executive bodies. TF1 took part in the Women's Forum in Deauville, at which journalists from the main channel trained female executives in techniques for answering the press.

Bouygues Telecom runs a gender equality programme, which has two main objectives: to ensure greater diversity both in technical jobs and at the highest levels of management. In 2013, for the second consecutive year, no material divergence in pay was noted for the various levels of qualification. The third intake of mentoring candidates for the Women and Management programme took place in 2013. This concerned more than 30 female employees from Bouygues Telecom, who were joined for the first time by five female managers from Cisco and TF1 groups.

3.2.6.2 MEASURES TO PROMOTE THE EMPLOYMENT AND INTEGRATION OF DISABLED PEOPLE

Disabled workers (permanent and fixed-term)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
Number of disabled workers	3	545	26	1,092	77	269	2,012	2,119
Number of disabled workers hired	0	19	4	14	13	16	66	145
Sales with sheltered workshops and disability-friendly companies	€1,000	€1,625,875	€394,189	€1,115,338	€312,079	€1,189,593	€4,638,074	€5,106,960

International consolidation not yet been carried out. Coverage: 58% of Group headcount.

Enlisting the services of specialist firms (sheltered workshops and disability-friendly companies) is a mainstay of Bouygues groups' disabilities policy, despite the small decline in sales within certain regions and divisions. The drop in the number of disabled workers recruited in 2012 was in line with the lower overall intake, especially as regards support functions - which are prime candidates for hosting disabled employees. The decline in the number of disabled employees within Bouygues Construction's overall headcount was due to a narrower definition of this status in 2013.

A structured disability policy is firmly established in all the **Bouygues group's** business areas in France, including disability officers to coordinate actions and training for human resources managers and staff. Specific policies exist to help retain disabled employees and adapt working hours to their needs.

Training, along with awareness-raising brochures, is available across **Bouygues Construction** entities in France. Bouygues Bâtiment Ile-de-France placed online, at everyone's disposal, an interactive guide providing a list of sheltered workshops and disability-friendly companies

in the Paris region. Disabled persons' employment week also provided an opportunity to solicit involvement from the various entities, including an intranet-based quiz, workshops, participation in specialist forums and an initiative focusing on a specific occupation for a day.

In addition, some entities are carrying out their own projects, including the integration of young autistic people, vehicle cleaning and a courier service offered by a sheltered workshop, and supporting the Supélec Handisport tournament. Sport is excellent for cohesion. Entities regularly take part in sponsored races to raise money for disability charities.

At **Bouygues Immobilier**, the proportion of disabled employees has risen more than two-fold in the space of three years. A partnership with the ESTP, an elite civil engineering school, led to the funding of grants for four disabled students, combined with personal tutoring by an employee offering this service on a volunteer basis. Amid a stable headcount, this intense effort on links with educational establishments enabled Bouygues Immobilier to exceed targets on the inclusion of disabled interns and apprentices, as presented to Direccte (the French regional government agency with responsibility for labour matters). In 2013, Bouygues Immobilier introduced contracts, aimed at specialist institutions, for the provision of disabled workers within its branches. The company offers disabled employees ergonomic audits of workstations and time off for medical appointments or administrative formalities.

The initiatives carried out in 2013 under the agreement between **Colas** and Agefiph, a fund to promote the employment of disabled people, signed in May 2011, and which ended on 31 August 2013, were the following: distribution of a guide on employing disabled people, along with posters and a handbook entitled "Talking about your disability can help you stay on your career path", which was distributed to employees in mainland France. The subsidiary Colas Nord-Picardie tested a new arrangement for facilitating the outplacement of disabled employees unable to find a new job position internally. A cross-subsidiary agreement is currently being negotiated with Agefiph.

At **TF1**, the second three-year agreement (2010/2013), endorsed by Direccte, gives priority to hiring. The target of 27 new hires was exceeded in spite of the unfavourable hiring context. The shortage of candidates for skilled positions makes work/study contracts the priority channel. For the first time, an external campaign was conducted in conjunction with Cap Emploi (a network of agencies that help disabled people find work), leading to the recruitment of people aged between 20 and 50 on work/study contracts. To publicise its policy for employing disabled people, TF1 maintains partnerships with many charities and takes part in targeted initiatives such as Handichat and recruitment forums such as the fair run by CIDJ (the information and documentation centre for young people). TF1 raises awareness among target educational establishments, contributing to the first Disability video challenge entitled *Tous HanScène*, organised by the charity Tremplin. Every day during disability week, a small comedy sketch featuring employees was broadcast over the intranet. Involvement by well-known channel stars, such as Harry Roselmack and Evelyne Dhéliat, along with senior executives (including the Chairman & CEO) helped raise awareness of issues considerably.

More than 98% of disabled employees at **Bouygues Telecom** were on permanent contracts in 2013. The company takes part actively in meetings, forums and job fairs aimed at the disabled and runs in-house training for managers and employees in general to raise awareness and dispel the myths surrounding disabilities. Finally, various measures are reserved for disabled employees, including the adaptation of workstations and the office environment, specially-adapted mobile phones and a transport assistance programme.

3.2.6.3 ANTI-DISCRIMINATION POLICY

Within the **Bouygues group**, integrating people of all social and cultural origins and backgrounds, often from outside France, into the workforce has been a priority in the construction businesses for many years (Integration policy in Group businesses: see section 3.4.1.1 "Social information"). Generally speaking, this is a major element of diversity policies in the business areas.

At **Bouygues Construction**, diversity is first and foremost manifested in an openness to and the integration of all types of profiles. Entities have stepped up cooperation with educational establishments. This includes visits to worksites, competitions bringing together several institutes around a single theme and partnerships along with university/company meetings, the setting-up of ambassador networks, internships in the context of access-to-employment schemes, a mentoring programme and coaching. Managing diversity implies harmonious personal interaction. The handling of requests relating to a person's religion is part of this process. The *Religion in the workplace* guide, written by Bouygues Construction in 2012, is now available online to HR staff.

At **Bouygues Immobilier**, a two-person team in the Human Resources division is responsible for non-discrimination issues, the implementation of diversity policy within the teams and the promotion of quality of life at work. It coordinates annual monitoring committees, which act as a forum for discussion and deliberation with labour organisations on future initiatives, raises awareness among employees through in-house communication campaigns, especially during disability week, helps to design training courses for managers, conducts internal perception surveys and monitors local action plans.

Initiatives to raise awareness of non-discrimination are regularly carried out at **Colas** University. Concerning social inclusion, subsidiaries in France are expanding the recruitment of long-term jobseekers in areas of high unemployment (see section 3.4.1.1 "Employment and regional development"). Non-discrimination as a principle has been clearly reaffirmed in diversity and gender equality charters and by way of the agreement relating to the "generation contract" signed in 2013, which contains measures promoting the long-term integration of young people, the recruitment of older workers and the transmission of knowledge and skills.

The many initiatives carried out by **TF1** in favour of young people from underprivileged backgrounds and disabled persons made it possible for such individuals, in general not in contact with the world of business, to market their skills. Another facet of the equal opportunities policy was the extension of links with higher education establishments to encompass schools offering other types of training. Training HR and managerial staff in recruitment, the systematic usage of a specific form for justifying promotions and implementation of a counselling unit are each an effective means of fighting discrimination.

To forestall any kind of discrimination based on background in connection with recruitment, **Bouygues Telecom** has been using anonymous CVs since 2009. This arrangement relies on a software application with independent support on the outside for processing all applicant data sent to the Bouygues Telecom's recruitment website, either in response to an advertisement or as an unsolicited application. Bouygues Telecom took part in a survey on stereotypes relating to people's backgrounds, conducted by IMS in conjunction with the management teams of eight large companies. The survey's findings, along with the recommendations derived from it, were presented to managers.

3.2.7 Compliance with International Labour Organisation (ILO) conventions

A fundamental commitment of the **Bouygues group**, respect for human rights, was publicly asserted in 2006 when the Group signed up to the UN Global Compact, which recognises freedom of association and the right to collective bargaining while seeking to eliminate discrimination and forced and child labour. Each year, the Group reaffirms its commitment to these objectives. The Group's Code of Ethics and Human Resources Charter,

widely circulated internally and available on the internet (www.bouygues.com), remind all staff of its expectations in this regard. In sometimes complex circumstances, operational managers have a duty to prevent any infringement of human rights in areas relating to their activity. That vigilance must be an integral part of their day-to-day work.

3.2.7.1 FREEDOM OF ASSOCIATION AND THE RIGHT TO COLLECTIVE BARGAINING

Existence of employee representative bodies in the international activities ^(a)

Scope: outside France (companies with more than 300 employees)	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2013 Group Total
Existence of employee representative bodies in the international activities		88.1%		57.1%			75.7%

(a) A new indicator for 2013. Holding company and other, Bouygues Immobilier, TF1 and Bouygues Telecom are not covered by this indicator on account of its scope. The Group percentage refers to those companies concerned.

At Bouygues Construction, implementation of employee representation is continuing in international operations, involving staff with improvements in human resources policy and life in the workplace. Mediators, or representatives, are elected or appointed on the basis of their standing within the local community.

Bouygues group's Human Resources Charter states that "Good labour-management relations should lead to a good understanding and integration of individual and collective aspirations, which is key to smooth human relations." This strong belief in the need for high-quality industrial relations applies to all national contexts, regardless of country. Its actions both in France and abroad are guided by respect for the essential values and principles of human rights. These principles are echoed in the Bouygues group's Code of Ethics and Supplier CSR Charter. Compliance with ILO conventions is a prerequisite for the development of relations with business partners and subcontractors.

At **Bouygues Construction**, Bouygues Bâtiment International systematically monitors the quality of labour relations across its sites. With regard to labour relations, which are monitored jointly by the senior management and the human resources department of the entities (and audited for the HR development index), particular attention is paid to the condition of on-site living quarters in accordance with new internal standards. Another tenet of Bouygues Bâtiment International's labour policy is a determination to develop social and medical protection for staff and their families, with the aim of offering coverage that is higher than national standards. This is indexed to the employee's length of service and grade within the company.

Companies with operations in French-speaking Africa, where local legislation has been modelled on French law, regularly organise the election of employee representatives, who speak for staff as a whole at meetings with management. For example, in Gabon and the Republic of Congo, negotiations between employee representatives and management resulted in improved healthcare coverage in both countries. Additionally, local discretionary profit-sharing and supplementary health insurance were also introduced in the Gabonese operations.

3.2.7.2 NON-DISCRIMINATION IN EMPLOYMENT AND OCCUPATION

The **Bouygues group's** Code of Ethics states that "the Group shall apply a fair human resources policy that is consistent with the law. It refrains from all discrimination on unlawful grounds." Fair treatment and equal opportunity are fundamental principles of the Human Resources Charter and apply in all professional contexts, from recruitment and training to promotion, information and communication.

For several years, **Bouygues Construction** has been working in five areas: disabilities, age management, promoting diversity, intercultural dimensions and insertion. This has been supported by a vast management training campaign through the *Égalité des chances* in France and "Success in diversity" programmes abroad. Overseas entities (in Morocco, Turkmenistan, the UK and in Asian countries, for example) have been proactive in these issues, both within their companies and by supporting community and humanitarian projects. Major initiatives are relayed each year in the *Les belles histoires* report that is published by Bouygues Bâtiment International.

3.2.7.3 ELIMINATION OF FORCED OR COMPULSORY LABOUR

The **Bouygues group's** actions, both in France and abroad, are guided by respect for the fundamental values and principles of human rights. These principles are echoed in the Bouygues group's Code of Ethics and Human Resources Charter. The Supplier CSR Charter forbids all use of forced or compulsory labour. Incidentally, it is worth noting that 80% of Bouygues group's employees work in Europe, North America, Hong Kong and Singapore.

To ensure right living conditions for migrant employees, Bouygues Bâtiment International in late 2012 introduced a single reference framework that is being gradually applied to on-site living quarters on all new projects. Standards cover the design and management of on-site living quarters. In addition to the security of sites and installations, they have specific requirements in accordance with function, covering bedrooms, bathrooms, kitchens, eating areas and common rooms. Lastly, rules on the management and maintenance of on-site living accommodation have also been laid down.

This reference framework applies across many different contexts, depending on the country and the set-up of the installation, i.e. whether staff accommodation has been designed and is managed by the company on its own, whether it is leased and run by a business partner, or whether there are family quarters as well. In any event, the minimum requirements comply with and, in places, exceed ILO recommendations. A good example of on-site living quarters can be found in Qatar, where

particular attention has been paid to the organisation of living areas, the availability of relaxation and sport areas, and the holding of cultural and sporting events. Internal audits were introduced in late 2013 to ensure that on-site living accommodation meets the standards of the reference framework and request remedial action where necessary.

3.2.7.4 THE EFFECTIVE ABOLITION OF CHILD LABOUR

See section 3.2.7.1 “Freedom of association and the right to collective bargaining”

See section 3.2.7.2 “Non-discrimination in employment and occupation”

See section 3.2.7.3 “Elimination of forced or compulsory labour”

3.3 Environmental information

For further information, please visit www.bouygues.com.

3.3.1 General environmental policy

3.3.1.1 CORPORATE STRUCTURES TO TAKE ACCOUNT OF ENVIRONMENTAL CONCERNS AND, WHERE APPLICABLE, ENVIRONMENTAL ASSESSMENT AND CERTIFICATION PROCEDURES

Under the responsibility of Olivier Bouygues, Deputy CEO, the Group Sustainable Development and Quality Safety Environment (QSE) Department within the parent company coordinates the overall policy and ensures that best practices are circulated and shared, especially with subsidiaries’ own sustainable development departments.

The Sustainable Development Department coordinates a number of Group-wide committees (Sustainable Development, QSE, Responsible

Purchasing, Energy-Carbon Strategy, etc.). The role of the committees is to circulate the principles of sustainable development and coordinate initiatives on specific cross-disciplinary issues. **Bouygues’** QSE function, with approximately 1,000 employees, helps to manage operational risk.

Each business area uses ISO standards to consolidate and improve managerial performance in relation to quality (ISO 9001), safety (OHSAS 18001) and the environment (ISO 14001). Certification of quality, security and environmental management systems is an additional guarantee of effectiveness.

The Group’s business areas factor environmental issues into offers of products and services, embodied by certification whenever required by project owners. Furthermore, a systematic policy of certification in terms of construction and operations is applied to their own buildings.

To ensure the proper monitoring and continuous improvement in these initiatives, the Group has designed and implemented a reporting system to track its results.

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2013	2012	Remarks
Sales covered by an ISO 14001-certified environmental management system (EMS)	Global	97% of Bouygues Construction's consolidated sales ^(a)	91%	89%	The percentage of sales certified compliant with ISO 14001 has been rising steadily since the launch of the Actitudes sustainable development policy in 2007, increasing from 61% in 2007 to 91% in 2013.
R&D spending devoted to sustainable construction	Global	100% of Bouygues Construction's consolidated sales	51%	49%	The following areas of R&D are considered as sustainable construction: energy, carbon, savings on resources and materials, biodiversity, user well-being and safety, usage quality, eco-design, processes and methods (industrialisation, product-quality improvements, reducing arduous work, etc.) and tools (overall cost, building information modelling, new technologies, etc.). This percentage has been rising steadily since 2007.
Buildings with environmental labelling or certification in the order intake for the year (with corresponding number of buildings)	Global building activities	65% of Bouygues Construction's consolidated sales (construction activities)	58% (227 buildings)	57% (268 buildings)	In 2013, several large-scale operations were booked, in respect of which Bouygues Construction remains determined to offer customers exemplary developments. The percentage of environmental certification in terms of construction order intake rose from 23% in 2007 to 58% in 2013.

(a) Exemptions are detailed under section 3.1.2.5 "CSR consolidation rules".

At **Bouygues Construction**, environmental issues are managed through Actitudes, the group's sustainable development policy. The policy is coordinated by the Innovation and Sustainable Construction department, which oversees the actions of the Sustainable Development department, the Marketing and Planning department and the Research & Development and Innovation department, incorporating a sustainable construction skills centre.

For its operational implementation, the Sustainable Development department is assisted by a Sustainable Development committee, comprising representatives of operating entities and support services. It also coordinates a network of around 100 liaison officers at subsidiaries, about 30 of whom work specifically on environmental issues.

In 2013, the general management committee increased the involvement of sales teams by introducing modules on sustainable construction into existing courses at Campus Commerce and creating a network of "sustainable construction" sales staff.

Bouygues Construction's aim is to build a sustainable living environment by delivering projects to its customers that protect the environment while ensuring comfort and well-being for users. This is apparent at every stage of the project.

■ In the design phase:

Bouygues Construction uses environmental certification schemes such as BREEAM®, LEED® and HQE®, which apply to over half its building order intake.

■ In the construction phase:

- Bouygues Construction factors all the environmental issues related to its worksites into an overarching initiative called "Ecosite" (<http://www.bouygues-construction.com/955i/developpement-durable/environnement-et-construction-durable/realiser-des-chantiers-respectueux-de-l-environnement.html>), whose aim is to cut their environmental impact. Ecosite, a proprietary initiative launched in 2010, ensures compliance with environmental standards derived from the most stringent regulations on issues ranging from managing waste and protecting biodiversity to minimising disturbances for local residents;
- This management of environmental impacts is also enhanced by a prevention policy based on an ISO 14001-certified environmental management system.

■ In the operation and maintenance phase:

Bouygues Construction increasingly supports its customers in managing and limiting their final energy consumption and offers business proposals that include performance commitments, particularly in the form of the Energy Performance Contracts (EPCs) for residential and commercial projects.

Bouygues Immobilier

Indicator	Scope (activity or region)	Coverage	2013	2012	Remarks
Sales with a commitment to environmental labelling or certification schemes (H&E, BBC-effinergie® for residential property or HQE® for commercial property)	France	95% of Bouygues Immobilier's consolidated sales	96%	91%	Growth in this indicator results from Bouygues Immobilier's ongoing commitment to apply the BBC-effinergie® low-energy certification for all residential developments since 2010, before it became a regulatory requirement on 1 January 2013.

Committed to urban sustainability, **Bouygues Immobilier** has been actively pursuing a sustainable development policy since 2006:

- in the design phase, at the start of the development process,
- on worksites where contractors are building Bouygues Immobilier's projects, in the internal processes.

The Executive Vice-President, Communication, Marketing and Sustainable Development is a member of the Strategy Committee.

In order to combine environmental management of its operations with high standards of comfort and health in its development projects, Bouygues Immobilier is committed to environmental certification schemes in areas such as clean worksites, choice of materials, water and energy management and acoustic comfort, through the Habitat & Environment (H&E) and High Environmental Quality (HQE®) schemes. Accordingly, BBC-effinergie® low-energy certification has been sought for all Bouygues Immobilier's new residential programmes since 2010.

Since "positive energy" will be the standard for all new residential properties from 2020, Bouygues Immobilier is preparing for future changes on the market by opening, in 2012, Vert Eden in Aix-en-Provence, southern France, its first positive-energy residential building. Then in 2013, it inaugurated l'Avance, in Montreuil, the first such building in the Paris region, carrying NF HQE™ Logement and BBC-effinergie® certifications.

On a neighbourhood level, Bouygues Immobilier is committing to environmental causes right from the design phase. In 2013, Ginko, the Bordeaux Lake eco-neighbourhood, and Cap Azur, in Roquebrune-Cap-Martin (French Riviera), were recognised as "Committed to label recognition" by the national ÉcoQuartier labelling initiative.

Bouygues Immobilier has also launched UrbanEra®, to structure its approach as a neighbourhood-wide sustainable urban developer. Right from the design phase, this offering covers energy management, more efficient water use, waste recycling, building-wide performance, improved transport integration, biodiversity and health issues. It also encompasses innovative services while not neglecting the human aspect and encouraging involvement by users.

Colas

Indicator	Scope (activity or region)	Coverage	2013	2012
Environmental certification of materials production sites (% of sales before intercompany eliminations)	Materials production activities worldwide	100%	55%	60%
Total environmental certification (% of consolidated sales)	Global	100%	44%	50%

At **Colas**, environmental policy is integrated into its responsible development policy, identified by the Chairman and CEO as one of the company's core values. The Environment director, who oversees Responsible development as a whole, guides discussions on the subject with support divisions (such as Communications, Equipment & Innovation, Human Resources, Technical and R&D) and operational divisions. The Environment department has six staff members and a network of approximately 30 environment managers in subsidiaries, who themselves are supported on the ground by several hundred environmental officers and auditors. These positions are generally combined with other roles such as quality assurance and health and safety.

Following a steady increase since 2010, rates of environmental certification (ISO 14001 or equivalent) declined in 2013. This decline resulted from a change in the consolidation method, which attaches different weightings to certified and non-certified entities, and the reorganisation of the roads

activity in mainland France, which may have led to temporary delays in renewing certificates and the defining of exact scopes.

Regarding the first indicator, the target is still 100%, with a renewed increase aimed for in 2014. This is an ambitious target given that other shareholders are involved, some of which are majority owners, preventing Colas from ensuring complete oversight (see section 3.1.2.5).

Environmental certification indicators reflect Colas' policy to comply with regulatory requirements and its efforts to analyse environmental risks and mitigate them through action plans. Checklists compiled by Colas define a practical reference framework for assessing the environmental performance of most of the group's fixed installations (more than 1,700 sites worldwide) and help to fine-tune priorities in the ensuing improvement plans. These checklists are also incorporated into Colas' internal control procedures.

TF1 has made undertakings both in the management of internal processes and through its Ecoprod policy, which aims to instil eco-design throughout the entire audiovisual production chain. The General Affairs department manages the consumption of water, raw materials and energy from all angles, as well as overseeing waste management in the head offices of the TF1 group. The management system in place includes a list of environmental issues upstream and downstream from sites, a list of ICPE environment-protection listed buildings and an environmental road map. In 2012, the first HQE® Operation certification was granted to TF1 with regard to one of the buildings hosting the headquarters. This endorsement was sought for other buildings in 2013.

In-house productions by TF1, such as television show *R.I.S.*, apply Ecoprod directives. Producer Lagardère Active, in partnership with TF1 and Ecoprod, achieved the first shooting of a carbon-neutral TV series, *Jo*, which was broadcast in eight episodes during April and May 2013.

Part of the Innovation department, **Bouygues Telecom's** sustainable development structure relies on a network of liaison officers in operational departments and across the company's nine administrative sites. Several reference frameworks are used by management for the purposes of its CSR policy:

- a handbook on Bouygues Telecom's duties under environmental regulations. This is updated once yearly;
- ISO 50001 on energy management, which provides guidance for managing on-site energy efficiency and sustainably optimising energy expenditure (37% of total m² of administrative sites, excluding retail surfaces and data centres, had been certified by the end of 2013);
- the HQE® standard, which recognises the environmental credentials of buildings, along with monitoring and maintenance methods, and occupier habits once a site is in use (73% of total m² of administrative sites - excluding retail surfaces - had been certified compliant with HQE® Operation by the end of 2013).

3.3.1.2 ENVIRONMENTAL TRAINING AND INFORMATION MODULES FOR EMPLOYEES

The **Bouygues group** provides staff working in its QSE function with training modules like the QSE and Excellence awareness-raising programme, and the QSE department organises regular conferences on issues in specific business areas and on continuous improvement. These are also available over the Group intranet.

Since 2007, the Bouygues group has held a quarterly QSE committee for sharing best practices, with a view to continuous improvements in performances and operational excellence. This committee puts awareness-raising campaigns in place for divisional staff, monitors regulatory developments affecting the business areas and keeps track of performance indicators.

In addition, "Abby" (Bouygues group self-assessment and benchmarking) seminars based on a software application developed in-house, and regularly updated, have been organised within the Group since 2007. It is used by subsidiaries' executive committees to assess their management practices and situate themselves in relation to best practice as defined by the EFQM (European Foundation for Quality Management) model and ISO 26000. Since being launched, this seminar has been organised more than sixty times, involving more than 800 managers.

Lastly, the *Construire l'avenir* (Building the future) training module, for Group executives, tackles the major challenges relating to societal shifts and the resulting changes in economic models. Since its inception in November 2012, 81 managers have taken part in seven sessions.

Since 2009, the Group has operated BYpedia, a collaborative extranet site. It enables employees from all functions (sustainable development, QSE, HR, etc.) to discuss the problems they encounter, enhance the collective knowledge base, pool know-how and strengthen expert networks.

To minimise the environmental footprint of printed communications materials, the Group has determined new rules for sustainable printing, giving priority to eco-responsible production channels with respect to forestry management (whereby pulp supplies can be traced), and for the management of hazardous waste used at the point of printing (e.g. inks and solvents).

Each business area is working to raise awareness among staff about eco-friendly behaviour.

Bouygues Construction implements various programmes to train and raise awareness among employees in terms of protecting the environment, providing general training at Group-wide level and modules with a greater focus on operational issues at the subsidiary level. The "Ulysse" module, part of the management training programme at Bouygues Construction University, includes two days devoted entirely to sustainable development issues, and the training offered by Bouygues Construction University to all sustainable development officers is also entirely devoted to these issues. Environmental protection is also covered in several training programmes for the professions most concerned: the "Campus Commerce" course for sales staff, the "Pericles" module for large-scale project managers as well as modules relating to sustainable construction and the city of the future for the property development activity. Other expert training is available on the themes of carbon, extra-financial reporting, life-cycle analysis (LCA) etc. In addition, 15-minute QSE training sessions for site workers, which regularly deal with specific issues such as waste and resources, are held in operational units.

The requirements of the environmental certification schemes for **Colas'** sites, especially ISO 14001, include the assessment and, where relevant, the introduction of environmental training for personnel, especially new recruits, and the provision of information to external partners (section 4.4.2 of ISO 14001). Training and information initiatives take different forms depending on country, subsidiary and business area.

All contributors to **TF1's** CSR process meet each year to refresh their knowledge and gain a combined overview of the roadmaps set out by the CSR Committee. TF1 is a founding partner of the Nicolas Hulot Foundation, and each year it distributes its communications material internally, consisting of the "Green guide", a newspaper and communication campaigns.

Specific training is given by **Bouygues Telecom's** sustainable development unit to assist in the application of waste management, eco-design and ICPE regulations. In 2013, eco-design took pride of place at the two main administrative sites, where eco-designers were able to present their projects. There was also a brainstorming workshop on the eco-design features of the home gateways. The scope of awareness-raising as regards staff concerned by sustainable development was broadened out to include B2B sales staff, in the form of a policy enabling the co-construction of responsible services that can then be marketed to customers.

3.3.1.3 RESOURCES DEVOTED TO ENVIRONMENTAL RISK PREVENTION AND POLLUTION CONTROL

See chapter 4 “Risk Factors”, sections on “Compliance risks”, “Environmental and industrial risks” and “Operational risks”.

Bouygues Construction

Indicator	Scope (entity or regional)	Coverage	2013	2012	Remarks
Worksites with Ecosite label ^(a)	Global	97% of Bouygues Construction's consolidated sales	68%	79%	In 2013, the scope of reporting was extended to include the subsidiaries VSL and Bouygues Energies & Services (not included in the figure for 2012). The drop in the overall percentage was due partly to a slowdown in the rate of label certification at Bouygues Bâtiment International.

(a) Ecosite is an in-house environmental label for worksites.

The percentage of worksites carrying the Ecosite label is calculated by dividing the number of certified worksites by the number of those eligible. Eligibility criteria refers to duration and sales thresholds, which depend on each particular business. Bouygues Energies & Services has an extra criterion, which is acceptance of the policy by the customer.

At **Bouygues Construction**, environmental risk prevention and pollution control is conducted in line with ISO 14001 certification and Bouygues Construction's proprietary Ecosite scheme. In this environmental management system, risks are subjected to prior analysis, which provides a basis for procedures by which units can address the environmental issues relating to their particular activity. Environmental officers ensure these procedures are implemented all the way down to worksite level. The Sustainable Construction skills centre at Bouygues Construction, in partnership with the CSTB, the French building technology research centre, has developed a life-cycle analysis application called Elodie®. The application gives teams an overview of all environmental impacts (upstream and downstream of worksites) arising from use of a product or process, ensuring that fuller consideration is given to the environmental issues.

During the construction phase, **Bouygues Immobilier** applies environmental risk prevention to its operations through its clean worksite charter. This is systematic for commercial property developments and is being phased in for residential programmes too. The procedure involves the appointment, before work begins and at the building contractor's expense, of an environmental coordinator. Present throughout the project in order to limit environmental risks, the role of these coordinators is to gather, store and classify all environmental data required to ensure a low-impact worksite, as well as to ensure compliance with measures in force. Each trade designates an environmental officer who is the coordinator's contact person.

Operating permits for classified installations generally include stringent environmental requirements, regardless of country (OECD or otherwise). ISO 14001, which enforces compliance in this area, gives **Colas** robust assurance that this is the case (see section 3.3.1.1). Compliance with administrative requirements is also incorporated into the checklists used by Colas. These requirements are taken into account on non-certified sites via an annual self-assessment procedure. Lastly, a system of cross-subsidiary audits, encompassing Belgium, mainland France and Switzerland, through which several sites are reviewed each year by internal auditors, is used to assess installations and reinforce prevention. An average of 100 sites (some 15% of sites in this zone) are audited every year.

The activities operated by **TF1** do not necessitate the implementation of resources for preventing environmental and pollution-related risks.

Bouygues Telecom has produced a mapping of social and environmental risks, and this has been correlated with the company's guide laying out its duties with regard to environmental risks. It is updated annually based on an assessment of this guide's application, taking into account new regulations. The company has introduced measures for managing electrical and electronic equipment, which includes mobile handsets and telecommunications equipment, and applies rules governing classified installations under environmental protection regulations.

3.3.1.4 AMOUNTS OF PROVISIONS AND GUARANTEES SET ASIDE FOR ENVIRONMENTAL RISKS, UNLESS INFORMATION IS LIKELY TO CAUSE SERIOUS PREJUDICE TO THE COMPANY IN AN EXISTING DISPUTE

In the normal course of its business, **Bouygues Construction** is exposed to direct pollution risks, which are both limited in nature and strictly controlled. As such, provisions for environmental risks are not significant.

Pollution risk is included in **Bouygues Immobilier's** major-risk map. Land purchasing procedures provide for preliminary soil testing. Obtaining a report certifying the absence of any soil or sub-soil pollution is a necessary precondition before signing a contract for the purchase of land. An exemption may only be granted upon prior authorisation of the vetting committee.

Colas sets aside a provision for the cost of decontaminating polluted sites and soil where amounts are defined by an independent audit and a date for the site's rehabilitation has been set (e.g. with the competent authority) or is known (e.g. through the expiry date of a lease).

With regard to financial guarantees and provisions for rehabilitation, many sites around the world, especially quarries, are subject to a rehabilitation requirement when production ceases and generate provisions for operating risks. Such guarantees give rise to several types of instrument (securities, insurance, escrow accounts, provisions, etc.) depending on national legislation. The amount of provisions corresponding to site rehabilitation obligations totalled €153m at 31 December 2013

(see chapter 4 “Risk Factors”, section 4.1.3.5 “Industrial and environmental risks”). There has been no indication to date that these arrangements have been insufficient, either in connection with internal or external audits, or as a result of accidents.

There are no business-related environmental risks at **TF1** and **Bouygues Telecom** that would warrant the constitution of provisions.

3.3.2 Pollution and waste management

3.3.2.1 MEASURES FOR PREVENTING, REDUCING AND RECTIFYING VERY ENVIRONMENTALLY HARMFUL AIR, WATER AND SOIL POLLUTION

External certifications (e.g. ISO 14001) and in-house standards (Ecosite label and the Colas checklist) are the main resources available to the **Bouygues group's** operating units for limiting the impacts of its activities, especially all forms of pollution (waste along with air, water or soil pollution). In addition, Bouygues and its business areas promote high environmental quality benchmarks to customers with a view to curbing such pollution.

At **Bouygues Construction**, action to reduce environmental impacts is covered by the ISO 14001 management system. This is reinforced by Ecosite, most notably through the “hazardous materials”, “air” and “bodies of water” standards, each of which lays down minimum requirements with which to comply.

Worksite-related environmental standards are supplemented by specific preventive measures and equipment requirements for site accommodation. Lastly, within each entity, emergency procedures exist in the event of pollution incidents that put in place the appropriate remedial action. In addition, a database keeps a list of hazardous materials and the associated preventive measures, as approved by the occupational health expert. Bouygues Construction is also involved in several R&D projects investigating ways in which to limit wastewater pollution in operations. For example, a phytoremediation process is undergoing experiments, and a process for neutralising the effects of road salts is being studied.

Bouygues Immobilier's commitment is chiefly based on the HQE® (High Environmental Quality), LEED® and BREEAM® certifications:

- in the design phase: HQE® aims to improve the environmental quality of new and existing buildings,
- in the construction phase: an HQE® worksite must ensure that all types of pollution (air, water or soil) are curbed.

The implementation of the Clean Worksite charter helps to guard against and reduce air, water and soil pollution (see section 3.3.1.3). For its office developments, Bouygues Immobilier uses LEED® and BREEAM®, which have a separate Pollution and Emissions category for air, water and soil pollution caused by a building throughout its lifecycle.

At **Colas**, the basic documentation for all environmentally certified sites contains an environmental analysis report, monitoring charts and prevention plans (especially for pollution management, where this is identified as a significant issue). These documents are assessed during reviews by management, which analyse improvements in environmental performance and control of impacts. No accident with a serious effect on the environment occurred during the year under review.

In its guidelines to maintenance service providers, **TF1** bans the use of substances that are harmful to the environment.

In the context of classified installation reporting requirements for its office buildings, **Bouygues Telecom** regularly ensures that it complies with requirements relating to air-conditioning systems and generators. Under the HQE® initiative, Bouygues Telecom monitors air quality in its office buildings. No plant protection products are used in the upkeep of grounds on its sites.

3.3.2.2 MEASURES FOR THE PREVENTION, RECYCLING AND ELIMINATION OF WASTE

As major producers and users of building materials, the construction businesses of the Bouygues group operate reclaiming and recycling policies along with an eco-design policy aiming to manage this whole issue throughout the life cycle of products, and to optimise the use of building materials. The media and telecoms businesses produce waste electrical and electronic equipment (WEEE) and take appropriate action to collect and reuse these goods.

In France, the Bouygues group as a whole has improved the processing of its waste electrical and electronic equipment (CPUs, laptops, screens, printers and servers) by outsourcing the entire task to ATF Gaia, a disability-friendly company, since 2010. Since the start of the contract, this initiative has collected 58,314 items of equipment (including 14,907 between October 2012 and September 2013). In total, 38% of the 526 tonnes of collected waste equipment was destroyed and 62% reused. In environmental terms, this has saved on 7,092 tonnes of CO₂ equivalent and 21.5 million of litres of water since 2010.

Bouygues Construction

Indicator	Scope (entity or regional)	Coverage	2013	2012	Remarks
Percentage of non-hazardous waste recycled	Global	97% of Bouygues Construction's consolidated sales	89%	67%	This indicator tends to fluctuate on account of the vast differences in the volume of inert waste between projects.

Measures for the prevention, recycling and elimination of waste are handled by **Bouygues Construction** through its Ecosite policy.

Bouygues Construction has also set up a Waste committee that brings together experts from all entities with a view to designing a comprehensive strategy for waste recycling.

Additionally, schemes for reducing worksite waste, especially in civil works, have been put in place. Excavated debris is reused for making concrete, fill

or for environmental site rehabilitation. These new procedures can reduce the volume of spoil produced on a worksite by as much as 95%.

For residential developments that are HQE® certified and for all of **Bouygues Immobilier's** commercial property developments, the Clean Worksite charter makes waste recycling mandatory, notably with the help of a waste management plan.

Colas

Indicator	Scope (activity or region)	Coverage	2013	2012
Recycled materials in relation to the volume of aggregates produced	All activities worldwide	100%	13%	12%
Recycling rate of asphalt mixes in order to recover bitumen	Materials production activities worldwide	100%	14%	13%
Pavement recycled in-place (million m ²)	Works activities worldwide	100%	5 ^(a)	10
Waste oil recovery rate	All activities worldwide	100%	70%	65%

(a) The surface area of pavement recycled in-place declined in 2013. However, this was due solely to a reporting error last year.

Colas, a major producer and a significant user of building materials, has introduced a "recycled materials" indicator. It measures Colas' efforts in transforming waste into building materials. Recycling helps to reduce the extraction of aggregates (and hence the opening of new quarries) and the amount of landfill. In 2013, Colas recovered and recycled more than 11 million tonnes of materials, representing 13% of its total aggregate production, equivalent to the average output from 33 Colas quarries - 3 more than in 2012. The tonnage of recycled materials and aggregates production both increased by 5%. As such, the ratio was more or less stable.

There are three benefits to recycling asphalt mixes:

- lower power consumption and a reduction in greenhouse-gas emissions,
- reduction in wastage by recycling a non-renewable raw material, and reuse of bitumen and aggregates,
- savings for the customer (often from the public sector), who can obtain the same high-performance roadways as before but at a lower cost.

To measure its waste management performance, Colas has introduced a specific indicator to track the management and elimination of waste oil arising from the activities of all its subsidiaries and lines of business. Waste oil is regulated as hazardous waste in most countries and is the main hazardous material generated by Colas' activities. The indicator calculates the ratio of waste oil (hydraulic and engine lubricating oil) that is recovered, by an official certified channel or reused responsibly, to the total amount of oil purchased. The optimum level is assumed to be around 80%, taking into account oil consumption and combustion by plant and vehicles. Colas obtained a ratio of 70% in 2013, which was slightly higher than in previous years, amid steady improvements in the reliability of the indicator. ISO 14001 certifications and annual self-assessments using checklists take account of all waste management.

Since July 2013, **TF1** has changed the way in which it manages waste produced. Each item of waste has its own waste-tracking document. Waste produced fell sharply to 611 tonnes in 2013 compared with 965 tonnes in 2012.

Bouygues Telecom

Indicator	Scope (activity or region)	Coverage	2013	2012	Remarks
Handsets collected for recycling (number of handsets)	France	100% of Bouygues Telecom's consolidated sales	212,131	177,964	
■ from customers (Club Bouygues Telecom stores, general public and business customers on the internet, employees)			172,810	142,812	The increase was attributable to the success of top-up operations on take-back prices, for customers buying a new handset.
■ through the after-sales service			39,321	35,152	The figure for 2012, published in the 2012 Registration Document (26,612), has been revised to 35,152 following improvements in the reliability of the indicator's calculation method in 2013.

Recycling used electrical and electronic equipment is a major challenge facing **Bouygues Telecom**. Reuse is given priority whenever possible, thus lengthening the useful lives of products and equipment. Bouygues Telecom has introduced procedures for controlling channels for recycling telecommunications hardware, by which equipment that has reached the end of its useful life can be put to the best possible use. Bouygues Telecom offers customers a handset recovery service through its stores, on its website and on the B&YOU website. Such handsets are either resold or recycled. After collection, handsets are sorted, tested and wiped of personal data by social enterprises. Handsets not in working order are recycled by specialists. The rest are repackaged and sold on.

3.3.2.3 DEALING WITH NOISE AND ANY OTHER TYPE OF POLLUTION ARISING FROM A BUSINESS ACTIVITY

Since 2007, the **Bouygues group** has stepped up its dialogue with local residents and taken remedial measures wherever possible (see section 3.4.2).

One of the standards of **Bouygues Construction's** Ecosite initiative specifically addresses the question of noise and the management of noise pollution in consultation with project stakeholders. The standards set out the company's core responsibilities, e.g. liaising with authorities in connection with particularly noisy phases of works, keeping local residents informed and taking appropriate precautions. Bouygues Construction has set up an "Acoustics and vibrations" skills centre, comprising in-house experts active in different operating units, to come up with appropriate measures, which include high-performance acoustic walls and neighbourhood noise barriers.

Bouygues Immobilier checks noise levels on sites covered by the Clean Worksite charter (all commercial property developments and HQE® certified residential programmes). Where necessary, remedial measures can be taken to reduce disturbances resulting from excessive noise or vibrations.

At **Colas**, acceptance of productions sites by local residents is an increasingly sensitive issue worldwide. Disturbances (from smells, dust, traffic and noise) and impacts on the environment and health are particular concerns. Colas group has introduced action plans in two areas:

- exemplary behaviour of production sites: each site has a duty to go beyond mere compliance with the regulations. The preferred way of achieving this outcome is through environmental certification, such as ISO 14001. 1,700 Colas sites and plants around the world conduct an annual assessment of their progress (see section 3.3.1.1);
- initiating dialogue with local residents and authorities: a special indicator is used to assess the extent of dialogue with local residents and authorities.

Colas is developing products that reduce noise pollution resulting from road traffic, including fractal noise barriers and, above all, low-noise road surfaces (Nanosoft®, Rugosoft® or similar products) that cut vehicle noise by as much as 9 decibels. A total of 794,500 m² was laid during 2013. This range of products is the result of Colas' unrelenting efforts in the field of R&D, for which it has won several awards over the years.

Regarding electromagnetic waves and broadcast antenna on the roof of the main **TF1** building in Boulogne-Billancourt, near Paris, measures taken prove that authorised limits have not been exceeded. No anomalies were detected with regard to mobile antenna.

Bouygues Telecom's technical facilities do not produce noise pollution and comply with radiofrequency regulations. A safety perimeter is set up for all of Bouygues Telecom's radioelectric stations, ensuring compliance beyond the perimeter with the exposure limits defined by the decree of 3 May 2002. In 2013, these arrangements were overhauled to conform to 4G (LTE), and with a view to optimising the dimensions and the shape of the safety perimeter. Internal and external inspections are carried out, along with electromagnetic field measurements close to technical facilities.

3.3.3 Using resources sustainably

3.3.3.1 WATER CONSUMPTION AND SUPPLY IN ACCORDANCE WITH LOCAL CONDITIONS

In 2013, the **Group** took steps to calculate its “water footprint” and introduced a new indicator, “Total water consumption”. This figure corresponds to the consumption of each business area, except Colas.

Each business area provides the total volume of water used by units operated by entities (e.g. headquarters and worksite living quarters) and worksites, both in France and abroad. In each business area, water management is tailored to local contexts. Due to the high number of projects in place (close to 110,000), their features (temporary and small-scale) and the nature of water consumption (immaterial and governed by technical norms), Colas has no plans to instigate measuring on a global scale.

Water consumption: Group indicator

	Scope (activity or region)	Coverage	2013
Total water consumption (millions of m ³)			
Bouygues Construction	Global	97% of Bouygues Construction's consolidated sales	4
Bouygues Immobilier	Galeo and O'Mallet administrative sites (Issy-les-Moulineaux)	25% of Bouygues Immobilier's ^(a) consolidated sales	0.003
Colas			
TF1	Head offices of the TF1 group	87% of TF1 group's consolidated sales	0.06
Bouygues Telecom	France (excluding branches, RCBT administrative HQ until 30 June 2013 and excluding Club Bouygues Telecom stores)	77% of Bouygues Telecom's consolidated sales	0.06
GROUP TOTAL (EXCLUDING COLAS)			4.12

(a) An effective data collection procedure for the entire scope of Bouygues Immobilier is not yet up and running.

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2013	2012	Remarks
Water consumption of worksites (millions of m ³)	Global	97% of Bouygues Construction's consolidated sales	3.8	3.4	Although Bouygues Construction's overall activity increased in 2013, the company kept water consumption stable in relation to 2012.

Bouygues Construction's activities have a dual impact on water resources:

- Water used on worksites during the building phase

One of the 11 Ecosite standards addresses the issue of resource management, including water. Recommended actions in this respect include reporting leaks, controlled watering and water-supply control boxes.
- Controlling customers' water consumption, in both the design phase (decision) and operation (outcomes). Environmental certifications on buildings built by Bouygues Construction (awarded to 58% of the order intake) systematically contain water consumption targets. Innovations introduced in these structures aim to reduce the amount of water needed for operation, to manage water consumption and to recover rainwater.

An initial background assessment on water consumption and supply, depending on water-stress levels, will be conducted in 2014.

Water management is a major concern for **Bouygues Immobilier** when designing and building its programmes. Residential and commercial programmes with HQE® certification must deal with this issue. Some programmes make provision for recovery and storage of rainwater, which is then used to irrigate grounds and/or green roofs, as in the Ginko eco-neighbourhood in Bordeaux.

The issue of water use varies in importance from one part of the world to another and is covered by ISO 14001 criteria. In the drought-prone regions where **Colas** operates (southern Africa, Algeria, Australia, California, Chile, Djibouti, Egypt, India, Indonesia, Madagascar, Morocco, New Caledonia and Tunisia), a survey was conducted with regard to the subsidiaries concerned. The initial estimate of water consumption in these regions stands at some 0.5m litres annually. In each case, pressure on local water resources is therefore very low (under 1%). Action plans are being implemented for limiting all kinds of wastage in sensitive areas and for promoting recirculation and recycling. Colas is furthermore implementing

a strict policy for protecting surface and ground water from pollution arising at production sites or due to maintenance. This policy meets the demanding criteria set forth by Colas checklists. As a result, close to 30% of sales before intercompany eliminations, relating to materials production worldwide, complies with these requirements in their entirety. Technology marketed by Dust-A-Side, a South African company specialising in the maintenance of mining trails, with operations from Chile to Australia, makes it possible to save 80% more water than using conventional dust-control and trail-maintenance techniques.

TF1 and **Bouygues Telecom** have little direct impact on water consumption. The issue is covered under the HQE® Operation certification in their administrative sites.

3.3.3.2 USE OF RAW MATERIALS AND MEASURES TO IMPROVE EFFICIENCY

Given the scale of its construction businesses, the **Bouygues group** is a major user of raw materials. Bearing in mind the consequences of its business activities on the environment, it employs recycling and eco-design procedures and devotes a substantial portion of construction-related R&D to the issue.

On the subject of paper usage, Bouygues participated last year in the second edition of the “PAP50 Entreprises” survey, wherein the WWF (France) and Riposte Verte assess the paper policies of 50 leading companies situated in France. The Group obtained a score of 63 points out of a possible 100 (vs. 43 in 2010). It thus gained four places to come tenth in the rankings.

At **Bouygues Construction**, raw materials consumption is for the time being not tracked by indicators at the level of the Bouygues Construction group of companies. The issue is considered from a qualitative standpoint by teams at Bouygues Construction, particularly in project design phase, and through tracking carbon footprints (see section 3.3.4.1).

On this issue, **Bouygues Construction** is working in three main areas:

- Optimising concrete volumes

Bouygues Construction is playing an active role in the nationwide “Recybeton” project and sits on its executive committee. This

R&D project aims to promote the reuse of all products recovered from concrete rubble. Recycled aggregates are used extensively in roadworks, and investigations into concrete recycling are in progress. Bouygues Construction is also looking into ways of recycling hydraulic materials recovered from crushing for use as the raw material in the production of hydraulic binders. Besides contributing funding, Bouygues Construction has made its in-house resources available for the project (for further information, see www.pnrecybeton.fr).

In order to limit the use of concrete, it is looking at alternative construction methods via several R&D projects (example: “Panobloc®”, in conjunction with the award-winning SME Techniwood) and has bolstered its timber skills centre. The company has now completed more than 60 new-build and rehabilitation projects involving timber construction.

- Eco-design

Bouygues Construction has been working on eco-design since 2007, and, since 2009, on lifecycle analysis (LCA), in partnership with the CSTB, the French building technology research centre. This work has brought improvements to Elodie®, the building lifecycle analysis application developed by the CSTB. Using LCA, Bouygues Construction can evaluate a project’s environmental impacts from design to demolition.

Bouygues Construction is also part of Benefis, a public research project into building lifecycle analysis overseen by the CSTB. Benefis will help to improve existing building lifecycle management methodologies and software.

In its dealings with customers, Bouygues Construction factors LCA into various bids. To improve organisation, a specially trained LCA liaison officer has been appointed in each building subsidiary. Bouygues Construction is also creating a database of eco-friendly building products, called Polygreen, which lists construction products according to technical, economic, health & safety and environmental criteria. Building information modelling (BIM) makes it possible to study the environmental impact of different building designs from the outset.

- Reducing the use of raw materials

Bouygues Construction has initiated several R&D projects for optimising all available solutions with a view to limiting external-material inputs in projects (e.g. treating poor-quality soil by adding binders so that it can be used as fill).

Colas

Indicator	Scope (activity or region)	Coverage	2013	2012
Volume of recycled materials <i>(millions of tonnes)</i>	All activities worldwide	100%	11.2	9.8
Volume of aggregates from recycled pavement <i>(millions of tonnes)</i>	Materials production activities worldwide	100%	5	4.9

Colas takes a number of measures to reduce the use of raw materials, by optimising and maximising the recycling of all types of debris, rubble and inert waste from construction activities, and reducing landfill needs and the consumption of new materials. Consequently, Colas has drawn up indicators that count the volume of materials actually recycled in its industrial processes and compare the findings with the amount of new materials it produces, rather than merely counting outgoing waste flows (see section 3.3.2.2) or the recycled materials that it consumes. New products developed by Colas laboratories use eco-design procedures that aim to minimise the use of new raw materials, especially non-renewables (see section 3.3.2.2).

Colas has long been a driving force in the design and marketing to customers of eco-friendly alternatives (chiefly by resizing structures to reduce the amount of materials used), and the development of eco-comparing tools for assessing alternatives. These efforts have been instrumental in the production of Seve®, an eco-comparing software tool used by the roads industry in France that includes a materials saving indicator. Colas played a key role in developing the application and making it available to the industry and to customers. Eco-friendly alternatives offer better energy efficiency and lower greenhouse gas emissions than baseline solutions.

Thus, Colas measures savings of raw materials rather than tracking total consumption. Interpreting total consumption data can be complex because some figures rise in line with sales while others fall according to market trends, e.g. bitumen consumption, the shift towards service and maintenance activities, or expansion into new activities:

- The increase in the production of recycled materials tracks the rise in aggregates production, without an improvement in the ratio between the two (see section 3.3.2.2).
- Conversely, the decline in tonnage representing recycled asphalt mixes is far less steep than the drop in the total production of asphalt mixes, leading to a continued rise in the rate of recycling (see heading 3.3.2.2).

Initiatives to reduce the use of raw materials are part of a wider-ranging policy to optimise construction costs.

Bouygues Immobilier is also working with the CSTB to optimise eco-design in property development projects.

At **TF1**, paper consumption is a key consideration with regard to the environmental footprint of its Metronews subsidiary. In the period under review, printing the newspaper required 7,625 tonnes of paper, equating to a monthly average of 635 tonnes. Usage is monitored to optimise both the volume of paper consumed and distances between print works and distribution points.

Besides its home gateways, **Bouygues Telecom** uses eco-design procedures in various production processes. Such a procedure was implemented for accessory packaging in 2013, within the Club Bouygues

Telecom store network. A 35% reduction in CO₂ emissions resulting from back-office packaging was observed. In its sales and marketing literature, Bouygues Telecom has for several years operated a policy for optimising paper consumption.

3.3.3.3

ENERGY CONSUMPTION, MEASURES TO IMPROVE ENERGY EFFICIENCY AND USE OF RENEWABLE ENERGY SOURCES

In France, 2013 was marked by a wide-ranging debate on the topic of energy transition in which the **Bouygues group** took part by making proposals and contributing its expertise in terms of active and passive energy efficiency in buildings and the operation of buildings with performance guarantees. To meet these challenges, the Group has implemented various initiatives:

- In 2011, Alstom and Bouygues, through its subsidiaries Bouygues Immobilier and Bouygues Energies & Services, founded Embix, a company that provides energy management services for eco-neighbourhoods.
- A Group-wide energy purchasing committee, founded in 2011, on which sit representatives of all business areas plus Alstom, is improving energy sourcing procedures. The committee promotes energy efficiency initiatives, such as energy saving certificates and energy management systems that comply with the ISO 50001 standard, and the use of renewable energy sources and demand response measures. Tangible results were achieved by the business areas in 2013, namely contract pooling, consolidation of energy bills and the roll-out of solutions with energy-saving certificates.
- The Group limits the amount of power consumed by its IT resources and develops those usages which result in a reduction in the environmental footprint. For example, the Group-wide Green IT committee, set up in 2011, aims to facilitate the sharing of best practices. In 2013, the committee tracked three indicators that are available on the corporate website www.bouygues.com ("Corporate Social Responsibility", "Green IT" ⁽¹⁾ section, "Interview with Henri de Chazournes"):
 - the percentage of workstations that have an eco-label;
 - the video conferencing utilisation rate;
 - PUE (power usage effectiveness), which allows for a swift assessment of a data centre's energy efficiency.

In addition, every Group business area is promoting electronic data interchange and the pooling of IT resources through virtualisation and cloud usage.

(1) *Green IT aims to reduce the environmental footprint of information and communication technologies (ICTs). It offers a way of taking the energy requirements and energy costs of ICT equipment into consideration, including both the equipment itself and how it is used.*

Electricity consumption: Group indicators

Business area	Scope (activity or region)	Coverage	2013
Total electricity consumption (in GWh)			
Bouygues Construction	Global	97% of Bouygues Construction's consolidated sales	389.1
Bouygues Immobilier	France (excluding subsidiaries)	90% of Bouygues Immobilier's consolidated sales	3.4
Colas			
TF1	Head offices of the TF1 group	87% of TF1 group's consolidated sales	29.8
Bouygues Telecom	France (excluding branches, RCBT administrative HQ until 30 June 2013 and excluding Club Bouygues Telecom stores)	77% of Bouygues Telecom's consolidated sales	426.5
GROUP TOTAL (EXCLUDING COLAS)			848.8

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2013	2012	Remarks
Thermal energy consumption (in GWh)	Global	97% of Bouygues Construction's consolidated sales	326	1,127	In this indicator are included consumption of gas and fuel oil, both on worksites and in entity-operated buildings. The sizeable difference between 2012 and 2013 is due to exceptionally high consumption in 2012 stemming from construction work at the Marseille Vélodrome Stadium, where fuel oil-fired generators were used to ensure safety during matches.
Electrical energy consumption (in GWh)	Global	97% of Bouygues Construction's consolidated sales	389	525	In this indicator is included consumption of electricity, both on worksites and in entity-operated buildings. Data collection relating to this indicator was made more reliable in 2013, leading to the correction of an incorrect figure in 2012. This accounts for the variation between the two years.

Bouygues Construction has made energy performance a key aspect of its sustainable construction strategy, and a rising number of its projects carry energy performance commitments (60 in 2013).

- Design: performance commitments

By promoting environmental certifications, Bouygues Construction rolls out high-performance solutions to reduce and manage energy consumption, with increasing use of renewable energy sources. In 2013, Bouygues Entreprises France-Europe launched a residential property rehabilitation offer, called *Réavenir*, which has three commitments – one of which is reducing collective and individual energy bills. Under the PPP contract for the future headquarters of the French Ministry of Defence, Bouygues Construction is making a 27-year pledge on energy performance applying to usage that exceeds the standards of current thermal regulations. In addition, Bouygues Construction in 2013 delivered one of the first positive-energy secondary school buildings (the Clisson school, near Nantes), which combines timber with concrete.

This energy performance strategy is also being applied on the scale of a neighbourhood or a whole town. For example, the company has taken part in the creation of IssyGrid® (in Issy-les-Moulineaux) and has developed the Citybox® (an innovation that allows for an improved

energy performance of public lighting system as well as offering new services), which has been implemented in five cities in France.

- Construction: applying Ecosite scheme

One of the 11 Ecosite standards concerns worksite consumption. This standard takes account of various aspects of electricity and fuel consumption.

- Operation: controlling final energy consumption

To keep control of consumption, it is important to factor in building usage, operation and maintenance from the design stage. Many initiatives have been taken to help customers make sustainable use of the buildings handed over. Here are some examples:

- Hypervision®: a software application that tracks and manages the energy performance of buildings in use. This has been implemented in several buildings in France. Deployment outside France began last year.
- Green Office® Meudon: the first positive-energy office building in France, incorporating an energy-performance contract.
- Energy-Pass®: a cost-control application that measures heating, hot water and electricity consumption, guarantees a building's real energy performance and raises awareness amongst users.

■ Research and development

R&D programmes aim to reduce consumption in new and renovated buildings through the use of diagnostic, design and measurement tools that lay the foundation for a genuine commitment to energy performance. Bouygues Construction is working on solutions for alternative energy production (e.g. the use of renewable sources), energy pooling and energy storage at building and neighbourhood level.

Bouygues Construction also studies the usage of existing buildings. The Chair in Sustainable Construction and Innovation fosters research into occupier behaviour patterns in order to find ways of managing energy consumption more efficiently, as well as multi-criteria management models that help to optimise usage, costs and the related CO₂ emissions.

Lastly, Bouygues Construction has plans to build a “heating-free building” prototype in France. This will be insulated in such a way that the premises will not require a heating installation, which goes one better than passive buildings.

At **Bouygues Immobilier**, in the area of energy consumption:

- **Positive-energy certification:** in anticipation of 2020 Responsible Building regulations in France, Bouygues Immobilier’s goal is to design buildings whose net energy consumption is zero, through the production of power from renewable sources and exemplary levels of energy efficiency. In the commercial property segment, Green Office® Meudon completed its first year of positive-energy operation at the end of 2012. Bouygues Immobilier has a target according to which, by 2015, 20% of its total delivered surface area with regard to commercial property will be Green Office®;

- **Rehabilitation:** in 2009, Bouygues Immobilier launched the Rehagreen® scheme for commercial property. Based on a comprehensive multicriteria assessment of the building, this scheme rehabilitates existing buildings and, at the same time, improves their environmental performance. Bouygues Immobilier has pledged to ensure that 30% of the surface area of its commercial property handovers is covered by Rehagreen®;

■ Energy efficiency:

- Energy consumption is a core issue in the design of new sustainable neighbourhoods. The full range of operational technologies is used to optimise energy performance;
- Bouygues Immobilier has introduced Energy Performance Contracts (EPC), which guarantee a building’s energy-efficiency credentials in the long term. These contracts commit the operator and tenant to a specific amount of charges, calculated according to the building’s energy balance. Initially used by local authorities to manage the energy consumption of public buildings, EPCs are now being extended to the private sector. Bouygues Immobilier has made them part of its Green Office® programmes.
- Smart grids mark the next step towards greater urban energy efficiency. Intelligent urban networks or smart grids involve the use of cutting-edge information technology to manage and optimise electricity production and distribution at district level. Located in the Seine Ouest business district in Issy-les-Moulineaux, near Paris, IssyGrid® is France’s first district smart grid.

Colas

Indicator	Scope (activity or region)	Coverage	2013	2012
Energy used per tonne of asphalt mix produced <i>(KWh per tonne)</i>	Asphalt mix production activities worldwide	100%	75	76
Percentage of warm asphalt mixes produced in hot-asphalt plants	Asphalt mix production activities worldwide	100%	16%	13%

In 2012, **Colas** launched a programme called cLEANergie to measure and generate energy savings throughout its group of companies. Research carried out in this context revealed that three-quarters of Colas’ direct energy use is divided more or less evenly between burners at asphalt plants and consumption by plant and vehicles. In 2013, Colas introduced an upgrade to its data collection systems. This data collection will be effective as from 2014, with steady improvements in reliability planned for 2015, at which point data will also be auditable. An initial estimate for the consumption budget is around €600m.

Colas systematically measures fuel use by burners at asphalt mixing plants in around 500 installations. Besides eco-friendly alternatives (see section 3.3.3.2), the following techniques are used to achieve indirect energy savings:

- warm asphalt mixes, which save some 15% in production-related energy relative to hot mixes. Warm asphalt mixes made by Colas accounted for 16% of total output in 2013, up by 3 points versus 2012;

- use of recycled materials, especially reclaimed asphalt (planed materials from old road pavement), which saves on bitumen, aggregates and haulage as well as generating production gains. This leads to energy savings, if the entire lifecycle is taken into account (see section 3.3.2.2);
- in-place recycling of pavement, which also saves on energy as well as materials and haulage costs (see sections 3.3.2.2 and 3.3.3.2).

Colas is also working in two other areas:

- measurement tools: electricity accounts for only a small proportion of the total energy footprint. Energy efficiency also implies measuring fossil fuel consumption. While it is relatively simple to monitor burner consumption at asphalt plants, it is much more complicated to monitor the consumption of the 65,000-plus items of plant and vehicles used on 1,700 production sites and works centres. With this in mind, Colas is fitting plant and vehicles with consumption-monitoring systems. The number fitted out rose two-fold between 2012 and 2013, from 2,000 to over 4,000;

- involving employees: Colas has set a target for vehicle drivers and plant operators to reduce fuel consumption by 20% through eco-driving techniques and by encouraging drivers not to leave engines idling. An eco-driving module is included in all continuous training programmes offered to drivers. In addition, drivers of trucks and plant operators attend specific courses.

Colas also uses rail or waterway transport for its own needs. However, since the real scope for any transfer between transport modes is limited, its priority is to improve the environmental performance of each one, applying a policy of technical innovation that favours a balanced, multi-modal approach. The volume of materials transported by rail or on waterways avoids placing 370,000 30t trucks into circulation. The cLEANergie programme also has a great deal of support at work sites and production sites, with a growing range of initiatives and efficiency indicators.

An energy-efficiency policy has been in place for several years at **Bouygues Telecom** based on three principles:

- curbing energy consumption by administrative sites, base stations and data centres;
- implementation of energy management systems. Three sites to date have been awarded ISO 50001 certification for their energy management systems;
- energy optimisation of products. Bouygues Telecom is a partner in IssyGrid® (near Paris), for which it supplies equipment used for managing home power consumption. In July 2013, Bouygues Telecom unveiled B.Domo, an application that will be part of the home-automation suite of services in a new building in Cachan, near Paris. B.Domo tracks power consumption in real time and can be used for controlling heating remotely.

3.3.3.4 LAND USE

Bouygues Construction's earthworks and civil works activities are those most concerned by land management and use. R&D programmes on soil treatment and the reuse of soil on site are used to reduce impacts caused by pollution and digging. Research and trials relating to soil reinforcement, especially on river banks (in partnership with BASF), have also been carried out.

Widespread soil decontamination reduces waste and avoids using new replacement materials.

An increasing number of major infrastructure projects include biodiversity requirements that define measures to be taken to avoid damage to local wildlife and plants.

Bouygues Construction has started several initiatives on responsible land use, most notably under the auspices of its property development subsidiary, Sodearif, which takes part in the multi-disciplinary property development forum Urban Land Institute (ULI), whose mission is “to provide leadership in the intelligent and responsible use of land whilst protecting biodiversity”.

Bouygues Bâtiment Ile-de-France has developed two products that address the challenge, using high-rise buildings to increase density: a university hall of residence and Totem (a mixed-use tower block containing offices and other types of premises). Operating unit Brézillon won the Rhéa 2 competition set by the “*Plan Urbanisme Construction Architecture*” for its project rehabilitating 19th century apartment buildings through elevation techniques (creating timber lofts).

Bouygues Immobilier conducts field surveys ahead of operations to determine soil type and ensure the absence of the following:

- waste,
- the storage of chemical or radioactive substances,
- pollution that could result from current or past operations or from a nearby installation subject to authorisation,
- dumped or buried waste or any substance that could be hazardous or detrimental to human health or the environment.

The presence of any form of soil or subsoil pollution can lead to the cancellation of land purchase contracts. An exemption may only be granted upon prior authorisation of the vetting committee.

Colas chiefly operates on existing road surfaces, which it either maintains or modifies. New infrastructure accounts for a relatively small share of sales (estimated at less than 10%), and Colas often does not have control over land because it is provided by the customer, even in the context of concessions or PPPs. As such, Colas has no direct impact on land use, since ownership of the land remains in the hands of the project owner. All quarries and gravel pits are rehabilitated at the end of their productive life and many are redeveloped as work progresses, before production ceases.

Bouygues Telecom, in partnership with other operators, plays an active part in network-sharing programmes in sparsely populated areas. This makes it possible to pool usage of increasingly high-performance equipment, optimise the number of base stations and share costs. It also provides for optimum quality and long-term competition on services. Another advantage is limiting the impact of base stations on the land.

3.3.4 Climate change

3.3.4.1 GREENHOUSE GAS EMISSIONS

Bouygues has identified the risks and opportunities stemming from climate change and dwindling fossil fuel resources and has framed an energy/carbon strategy. In order to measure the impacts of its activities and implement priority reduction measures, in 2012 Bouygues published its first consolidated analysis of greenhouse gas emissions.

An energy/carbon strategy committee was set up in 2007 as a forum for sharing best practices on ways of reducing CO₂ emissions and drawing up sales arguments for low-carbon products.

For the last five years, Bouygues has responded to the Carbon Disclosure Project (CDP) questionnaire, the main source of data on how businesses worldwide are addressing the challenge of climate change. In 2013, the Group joined the CDLI France index, obtaining a rating of 95B. This result recognises Bouygues' commitment in favour of climate preservation and CO₂ emissions reductions. The index takes into account efforts for saving energy and for improving production processes and internal procedures in order to achieve greater energy efficiency. For more information, visit www.cdp.net

Group indicators

Business area	Scope (activity or region)	Coverage	2013	2012
Greenhouse gas emissions, Scope 1 (Kt CO₂ eq)				
Bouygues Construction	Global	97% of Bouygues Construction's consolidated sales	139.4	205.2 ^(a)
Bouygues Immobilier	France (excluding subsidiaries)	90% of Bouygues Immobilier's consolidated sales	2.8	2.7
Colas	Global	100% of Colas' sales before intercompany eliminations	2,022.2	
TF1	France	87% of TF1's consolidated sales	0.3	0.2
Bouygues Telecom	France	100% of Bouygues Telecom's consolidated sales	4.9	5.7
Greenhouse gas emissions, Scope 2 (Kt CO₂ eq)				
Bouygues Construction	Global	97% of Bouygues Construction's consolidated sales	132.4	183.9
Bouygues Immobilier	France (excluding subsidiaries)	90% of Bouygues Immobilier's consolidated sales	0.7	0.7
Colas	Global	100% of Colas' sales before intercompany eliminations	109.3	
TF1	France	87% of TF1's consolidated sales	3.3	3
Bouygues Telecom	France	100% of Bouygues Telecom's consolidated sales	41.4	41.4
Greenhouse gas emissions, Scope 3 (Kt CO₂ eq)				
Bouygues Construction	Global	97% of Bouygues Construction's consolidated sales	2,751	2,994
Bouygues Immobilier	France (excluding subsidiaries)	90% of Bouygues Immobilier's consolidated sales	416.5 ^(b)	417 (2011 data)
Colas	Global	100% of Colas' sales before intercompany eliminations	11,532	13,000 ^(c)
TF1	France	87% of TF1's consolidated sales	128.2 ^(d)	130 (2011 data)
Bouygues Telecom	France	100% of Bouygues Telecom's consolidated sales	743 ^(e)	737 ^(e)
Carbon intensity (tonnes of CO₂ equivalent per € million of sales) ^(f)				
Bouygues Construction	Global	97% of Bouygues Construction's consolidated sales	285	318
Bouygues Immobilier	France (excluding subsidiaries)	90% of Bouygues Immobilier's consolidated sales	170	175
Colas	Global	100% of Colas' sales before intercompany eliminations	1,056	997
TF1	France	87% of TF1's consolidated sales	53	51
Bouygues Telecom	France	100% of Bouygues Telecom's consolidated sales	168	150
GROUP CARBON INTENSITY (TONNES OF CO₂ EQUIVALENT PER € MILLION OF SALES)			543	528
GROUP TOTAL (MT CO₂ EQ.)			18	17.7

(a) This trend resulted from a change in steel sourcing terms at VSL (direct purchasing by customers instead of by VSL, which operates only as a service provider) and increased use in projects of concrete containing "blast furnace cement" (CEM III) as opposed to Portland cement (CEM I), which has a higher carbon profile because of its higher clinker content.

(b) Only back-office emissions under Scope 3 (specifically the items: work-home commuting, business travel, plant and equipment, inputs and waste) were updated in 2013. Other primary data stem from the 2011 audit.

(c) At Colas, no distinction was made between scopes 1, 2 and 3 for two reasons:

- data on carbon emissions factors are not differentiated by scope;

- the nature of Colas' operations makes it extremely difficult to distinguish between its emissions and those of its suppliers or contractors, especially given its vertical integration and questions related to subcontracting and rented road construction equipment (with or without fuel, depending on the contract). It was therefore decided that the carbon scope would include all of the emissions generated by Colas' operations and those of subcontractors.

The distinction in terms of scope used for 2013 is an estimation provided for purposes of comparison with the group's other business areas.

(d) Only emissions relating to business travel were updated in 2013. Other primary data stem from the 2011 audit.

(e) Primary data for Bouygues Telecom's Scope 3 are those from 2011. In 2012, the emissions factors used were those provided by Ademe's Version 5. In 2013, an update to emissions factors, in accordance with Ademe's Version 7, was carried out.

(f) Carbon intensity for each business area and the Group as a whole was calculated based on consolidated sales as provided by the Group's finance department.

Over 2013, the **Bouygues group** continued assessing its carbon footprint over a scope extended to cover Scope 3 because the risks and opportunities relating to energy and climate issues are the most substantial for each business area in terms of the goods and services of their suppliers and subcontractors. This is the field in which issues are hardest to gauge, because the quality of the findings depend on several different parameters,

including availability of data, reliability of information systems, degree of disparity between data sources and changes in emission factors. Taking these areas of uncertainty into account, rules and methods for estimating carbon emissions by the Groups entities make it possible to analyse results in order of magnitude and over a sequence of several years.

Total emissions for **Bouygues Construction** in 2013 were 3.02 million tonnes of CO₂ eq. This figure, encompassing Scopes 1, 2 and 3.a, corresponds to the sum of emissions resulting from:

- the operation of Bouygues Construction's headquarters and regional offices (5% of emissions), relating to energy, goods and services, freight, travel and fixed assets;
- the projects of Bouygues Construction entities. For each project added to the CarbonEco® measurement application, the total calculated for CO₂ emissions (relating to energy, inputs, freight, site crew travel, fixed assets and waste) is prorated to the duration of the project. To generate sales of €1 million, Bouygues Construction emitted 285 tonnes of CO₂ eq. (vs. 318 in 2012).

To strengthen its commitment and give structure to its various initiatives, Bouygues Construction implements its policy around three avenues:

- Reducing carbon emissions linked to internal operations

Although internal processes are responsible for a far lower proportion of total CO₂ emissions (5%), Bouygues Construction is keen to foster initiatives that:

- reduce the impact of staff travel. Initiatives include the corporate travel plan at Challenger (the head office of Bouygues Construction), electric vehicles, and analysis of new working methods such as working from home, mobile working and tele-centres;
- shrinking the energy footprint of headquarters and regional offices. Innovative technology is in place at Challenger, in Saint Quentin-en-Yvelines, leading to a ten-fold reduction in the site's energy consumption, and at subsidiary head offices (Norpac, Quille and Bouygues Energies & Services). This technology aims to reduce energy use and optimise on resources, leading to a reduced carbon footprint for the buildings concerned.

- Reducing carbon emissions related to the construction of structures

This item accounts for 95% of CO₂ emissions at Bouygues Construction, making it a priority for action. Current R&D programmes are looking into optimising grey energy (by reducing the amount of carbon in materials used through solutions such as low-carbon concrete and timber structures) and increasing the use of renewable energy in buildings. For example, the Autonomous Building for Citizens (ABC) project aims for full energy independence in a building through better building envelopes and renewable energy sources. A prototype is planned for Grenoble, in partnership with the municipal authority.

- Reducing emissions relating from use of products and services and operations nationwide

See sections "Design: performance commitments" and "Operating: controlling final energy consumption" under section 3.3.3.3.

Fostering renovation projects, promoting more efficient construction projects and inter-connecting buildings and urban districts (through micro grids and smart grids) are all steps towards a low-carbon society. To measure its carbon footprint and offer eco-friendly alternatives to customers, Bouygues Construction has developed CarbonEco®. More than 100 people have been trained to use this in-house application. The CarbonEco® database contains more than 2,000 score cards, 902 of which had an impact in the 2013 measurement.

Bouygues Immobilier's energy-carbon strategy aims to limit the company's impacts. Carbon balance audits are carried out for residential and office property developments. So that the energy-carbon strategy has a material effect after buildings have been handed over and to give customers the means for optimising consumption and emissions on a daily basis, Bouygues Immobilier has developed an application, SI@GO, that tracks energy use in office buildings after delivery. An energy-tracking system, with results displayed locally and via the internet, is being tested in two residential developments.

The first fully-fledged carbon audit (Scopes 1, 2 and 3) was carried out in 2009. Since then, on the basis of the results, Bouygues Immobilier has implemented action plans to reduce greenhouse gas emissions. In designing eco-neighbourhoods, for example, the company has entered into partnership with the Carbone 4 consultancy to offer eco-friendly alternatives, concerning aspects such as materials and soft mobility, in order to reduce the carbon footprint.

Lastly, in 2012 Bouygues Immobilier opted to anticipate upcoming regulations by publishing its corporate carbon balance audit, with an extended scope covering all emissions relating to operations. In connection with this, Bouygues Immobilier introduced action plans along with targets for reducing greenhouse gas emissions with regard to staff travel and computer installations, which together represent over 50% of total emissions. Bouygues Immobilier is targeting a 10% reduction in these corporate greenhouse gas emissions by 2015, and has brought forward its next Scope 3 carbon balance audit by one year to 2014.

Colas

Indicator	Scope (activity or region)	Coverage	2013	2012
Greenhouse gas emissions relative to the production of a tonne of asphalt mix <i>(kg CO₂ eq per tonne)</i>	All Colas asphalt mixing plants worldwide	100%	17	17
Greenhouse gas emissions avoided as a result of action taken by Colas <i>(in tonnes of CO₂ eq)</i>	All activities worldwide	100%	169,000	166,000

Colas based the calculation of its carbon footprint on Scope 3.a under ISO 14064 and the GHG Protocol guidelines. The scope of calculation covers all of the upstream activities of its business lines. The impact of road traffic on infrastructure maintained or built by the company is high, unquantifiable and beyond Colas' control. As a result, Scope 3.b has not been applied.

Colas has defined two priorities:

- controlling the energy consumption required for its activities and reducing the greenhouse gas emissions thus generated. Energy efficiency improvements are being sought by taking action to limit fuel consumption and burner consumption at asphalt mixing plants.
- reducing the energy and greenhouse gas content of products and technologies proposed to customers. To help reduce its own carbon footprint and that of its customers, Colas is drawing on innovation and R&D to make more environment-friendly products:
 - warm asphalt and asphalt mixes: by reducing the temperature significantly, these products save 10-30% on energy while reducing bitumen-fume emissions by 70-90%;
 - in-place recycling of pavement: this technique reduces greenhouse gas emissions by saving on input materials and reducing the need for haulage;
 - Végéroute® products: these products, developed by Colas laboratories, use plant-based instead of oil-based components;
 - recovery of pavement for use in production of asphalt mixes: bitumen is reclaimed from used pavement by recycling coatings, thereby reducing consumption of crude oil (from which bitumen is made). In 2013, in addition to aggregates, Colas group-wide recovered some 230,000 tonnes of bitumen, equivalent to the annual bitumen output of a medium-sized refinery.
 - the development of EcologicieL®, the first tool for offering low-carbon alternatives in roadbuilding. It played an important role in designing Seve®, an eco-comparison tool used by the entire road industry in France. Accredited for public procurement, it ensures a level playing-field for customers selecting eco-friendly alternatives; the eco-friendly alternatives proposed by Colas in 2013 represented 6,000 tonnes of CO₂ not emitted. To date, the recycling of bitumen recovered from demolitions and road planing is the largest source of CO₂ savings, avoiding the emission of 93,000 tonnes of CO₂ in 2013. In most countries, except France, eco-friendly alternatives are not permitted at the tendering stage. Colas endeavours to promote this outside France, but is encountering obstacles in the current economic climate faced by project owners.

At **TF1**, greenhouse gas emissions are restricted by a plan for reducing power consumption (targeting a 1% reduction annually), environmental criteria in guidelines for computer hardware and broadcasting-related purchases, and by the travel plan that has been in force since 2010.

Annually since 2007, **Bouygues Telecom** has updated its audit of the greenhouse gas emissions produced by its operations (Scope 3 every three years) and has published this since 2011. Reductions mainly target energy efficiency on sites and optimised staff travel, which involves all-electric car-sharing, working from home and video conferencing.

3.3.4.2 ADAPTING TO THE CONSEQUENCES OF CLIMATE CHANGE

To understand the future impacts of climate change on the conditions in which it operates, the **Bouygues group** has been a partner and active member of The Shift Project (theshiftproject.org), a multidisciplinary network of experts and economic agents with acknowledged energy and climate-change skills, since its inception in 2011. This think-tank carries out economic and scientific research and drafts summary reports.

In 2013, a working group from The Shift Project drew up a report on building thermal renovation and submitted a range of proposals to the French government, including the creation of a thermal renovation "passport".

Through its energy-carbon strategy, **Bouygues Construction** participates in the management of risks relating to climate change and offers new products and services to customers. R&D programmes are under way to develop new insulation materials and technologies. Lastly, Bouygues Construction takes climatic issues into account in its offerings, and factors in the findings of scientific research into climate change, in order to ensure the long-term viability of buildings and their facilities.

In order to tailor projects to the effects of climate change, **Bouygues Immobilier** factors bioclimatic architecture into its large-scale developments (research into the best location, choice of efficient insulating materials and the use of renewable energy sources).

Given the profile of **Colas'** businesses, tailoring the infrastructure that it builds or maintains to climate change depends on customers' standards and specifications. Working in a wide range of geographical locations, Colas is familiar with the operating and dimensioning constraints imposed by harsh climates.

Bouygues Telecom has set up an emergency response procedure in case of severe damage to network infrastructure from weather-related events. At the same time, the operator has for many years been testing solutions for using renewable energy sources such as solar panels and fuel cells to power base stations. Eight such sites have been established to date.

3.3.5 Protecting biodiversity

3.3.5.1 MEASURES TO PROTECT AND FOSTER BIODIVERSITY

The construction activities of the **Bouygues group** operate biodiversity protection policies for the areas surrounding their structures as well as for their quarries and gravel pits. The media and telecoms businesses contribute by raising awareness of this issue among staff, customers and viewers.

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2013	Remarks
Percentage of infrastructure projects where biodiversity commitments have been made	Infrastructure activity	14% of Bouygues Construction's consolidated sales	68%	Bouygues Construction promotes the protection of biodiversity with regard to infrastructure projects by making contractual commitments with customers, especially on large-scale operations.

Bouygues Construction aims to offer solutions that encompass the protection of biodiversity at every stage of the construction project, whether infrastructure or building projects. To assert these commitments, Bouygues Construction has drafted a biodiversity charter and showcased its flagship projects at the Biodiversity Round Table, in June 2013, in which Bouygues Construction was a partner.

To deal with these challenges, Bouygues Construction has defined a three-prong strategy:

- Increase technical expertise and innovation
 - By recruiting professional ecologists (six overall, divided into two teams: biodiversity in infrastructure and urban biodiversity) and training the sustainable construction managers in technical departments;
 - By conducting R&D on biodiversity in infrastructures and urban biodiversity. In this respect, a sociological survey on the perception of biodiversity in urban settings was carried out in 2013.
- Offer customers new products and services
 - In major infrastructure projects, a new service package was developed together with Biositiv, a unit set up in 2012, as the result of a partnership between two subsidiaries (DTP Terrassement and Bouygues Travaux Publics) and Noé Conservation. This provides infrastructure project teams full support on the issue of biodiversity both at the tendering stage and during construction. Biositiv, along with the commitment of its stakeholders, received recognition under the National Biodiversity Strategy in 2012. This new approach was implemented on the large-scale Nimes-Montpellier railway bypass project, where it led to the protection of close to 150 species in the project area.
 - In property developments, taking biodiversity into account primarily responds to a societal concern, relating to the protection of nature in urban settings. Biodiversity is also a constituent of the environmental

With the creation of the Biositiv structure in 2012, the Group now has an internal advisory unit that can help each business area develop a biodiversity strategy.

The new Beaugrenelle shopping centre, which was inaugurated in 2013 in the 15th *arrondissement* of Paris, is – with its green roof, plants, beehives and shared gardens – symbolic of this determination to foster biodiversity in the heart of the city.

credentials of any property development, as measured by environmental certifications. The three major certifications – **Leed**[®], **Breeam**[®] and **HQE**[®] – today all have criteria on biodiversity.

Following work by Elan (the consultancy unit of Bouygues Bâtiment Ile-de-France) to create a reference base for measuring the impact of property developments on biodiversity, Bouygues Construction was a centrepiece in the launch in 2013 of the International Biodiversity & Property Council (CIBI), a non-profit body comprising sector stakeholders (such as investors, property investment companies, design offices, builders, equipment and vegetation suppliers, and environmental protection charities). CIBI exists to promote urban biodiversity through the award of Biodiversity[®], a new quality label that exhibits the biodiversity performance of property developments. This new label was trialled at Challenger.

- In services, for the last two years Bouygues Energies & Services has operated a sustainable lighting partnership with Noé Conservation to reduce light pollution, which disrupts the lifecycles of many species of animal and can alter their behaviour. This partnership in 2013 led to the launch of the Sustainable Lighting Charter for local authorities. It was implemented with regard to several operations, e.g. street lighting systems in Paris and Longjumeau.
- Getting involved in collective action for protecting biodiversity

Bouygues Construction has forged ties with various non-profit organisations and selectively takes part in projects by contributing its building experience. Examples include working with NatureParif and Lille Catholic University (for built-up areas) and the bird protection society, Noé Conservation (for urban biodiversity) and Orée.

Bouygues Immobilier factors biodiversity into urban development projects through its UrbanEra[®] initiative.

Colas

Indicator	Scope (activity or region)	Coverage	2013	2012
Aggregate production sites working to promote biodiversity (% of number of sites) ^(a)	Aggregates production activities	100%	22%	13%

(a) This indicator has been tracked since 2011. Data provided from sites will lead to a more precise formulation of its application criteria in 2014 to take into account both the diversity of situations and differences in interpretations between the various entities. These considerations do not undermine the trends indicated above, but will lead to more specific requirements regarding a certain number of sites.

Analysis of **Colas'** direct impact on biodiversity from its operations has resulted in a focus on quarries and gravel pits. Initiatives may take two forms:

- implementing and tracking efforts to promote and facilitate the existence and habitats of protected animal or plant species on site;
- installing beehives on site.

All these actions must be carried out in partnership with local stakeholders such as beekeepers, conservationists, nature reserves and NGOs. In 2013, 41% of sales before intercompany eliminations were covered by an initiative protecting biodiversity.

At the moment, more than 90 protected species are present on extraction sites operated by the Colas group of companies, in addition to 30 or so sites hosting beehives. The increase in this indicator shows that real progress has been made.

Trials are being carried out whereby Colas work crews are called on to tackle invasive vegetation. An increasing number of subsidiaries worldwide are looking into this issue from various angles.

Recognition of biodiversity issues at **TF1** consists primarily of raising awareness among the general public. Aside from the programme *Ushuaïa*, which has been on French screens for 20 years, the various channels and websites operated by TF1 raise awareness among viewers all year long about the environment and biodiversity, in many different types of programmes. In 2013, together with the Endowment Fund for Biodiversity, TF1 took part in the *Atlas de la biodiversité* (Biodiversity Atlas) initiative by jointly organising the award ceremony at the TF1 headquarters.

Alongside the Surfrider Foundation Europe, the **Bouygues Telecom Foundation** and its volunteers have for the past seven years taken part in *Initiatives Océanes* (the Oceans Initiative), a major eco-citizenship campaign to help protect oceans from waste by cleaning up beaches, lakes and rivers both in France and worldwide. As a partner of the Nicolas Hulot Foundation (FNH) since 2005, the Bouygues Telecom Foundation supports action under the latter's Biodiversity programme.

3.4 Social information

For further information, please visit www.bouygues.com.

The scope for social information is identical to that of environmental information. Exceptions are specified alongside the indicators concerned.

3.4.1 Local, economic and social impact of the company's business activity

3.4.1.1 EMPLOYMENT AND REGIONAL DEVELOPMENT

The **Bouygues group's** business activities have an impact on regional development through the construction and maintenance of transport infrastructure and buildings, the expansion and operation of a telecommunications network and the broadcasting of television programmes.

By nature, the performance of these activities in a given place helps to develop and sustain employment. Group companies, whether in France or elsewhere, use local labour as a priority and encourage the development of local subcontractors.

In France, public procurement contracts often come with integration requirements. To apply these criteria as effectively as possible, so that people remain in employment for the long term, Bouygues Construction and Colas forge partnerships with local and national specialised organisations.

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2013	2012
			Projects carried out during the year in cooperation with one or more local integration bodies	France

"Contributing to local development" is one of the 12 commitments of Actitudes, which is the name of the sustainable development policy of **Bouygues Construction**. Initiatives take two forms:

- Getting people back into work in France

Bouygues Construction is determined to make occupational integration a genuine policy in favour of employment, by instigating a virtuous cycle between occupational integration, personal achievement and lasting employment.

Bouygues Construction relies on a nationwide network of partners: Fondation Agir Contre l'Exclusion (FACE), the French Association of Diversity Managers (AFMD), l'Institut du service civique et l'Agence du service civique (the Civic Service Institute and the Civic Service Agency), le Service militaire adapté (SMA), l'Association française des entreprises privées (the French Federation of Private-Sector Companies) and the French Ministry of Urban Planning.

Bouygues Construction is 1 of 40 signatory companies to the Companies & Neighbourhoods charter, which encourages the development of local economies and employment. In addition, together the entities of Bouygues Construction carry out over 400 occupational integration initiatives annually, e.g. urban redevelopment in the Pays de France district of Reims (24,000 hours of occupational integration), the Nord Franche-Comté hospital (46,000 hours of occupational integration) and the Dunkirk LNG project (a comprehensive integration project).

- Encouraging local employment abroad

Bouygues Construction contributes to developing the regions where its entities are located by encouraging:

- Access to the world of work: in Nigeria, the local subsidiary has forged partnerships with several universities and offers internships. Bouygues Construction also offers initial work experience to young people in the context of the National Youth Service Corps (NYSC). Altogether, 53 students were picked by the company to take part in these two programmes.
- Raising awareness about construction professions: as part of International Women's Day, Leadbitter (a British subsidiary of Bouygues Construction) held an event entitled "Women in construction" so that female students could find out about career opportunities on offer in the construction industry.
- Local recruitment: in Cuba, Bouygues Bâtiment International, which recruits 100% locally, has built a school in order to train its site workers. Over 150 employees have been trained there over the past five years.
- Training programmes: one of Bouygues Construction's British subsidiaries, Denne, has set up a network of Skills and Employment Centres for the purpose of developing apprenticeships, training, locally sourced employment and schooling. Denne has opened five centres to date with a sixth one in the works.

Integration is also a core commitment of the Bouygues Construction corporate foundation, Terre Plurielle.

Bouygues Immobilier's 46 sites span the whole of France. This regional base puts the company at the heart of local economies, making local partnerships more effective and promoting local recruitment. Since 2010, the Bouygues Immobilier corporate foundation has supported the Médiaterre project run by Unis-Cité, a pioneer of voluntary community service in France, which aims to raise awareness of environmentally-responsible behaviour among residents of underprivileged neighbourhoods. In 2013, Lyon was added to the list of cities in which Unis-Cité operates. In April 2013, Bouygues Immobilier was awarded the "Europe" award at the 2013 Mecenova awards ceremony, by IMS-Entreprendre pour la Cité, for the support that it provides to this charity.

Colas aids employment and regional development through:

- a network of long-standing local operations where close ties with the customer are vital;
- its 61,000 employees, working in activities where jobs are local and cannot be relocated;
- the construction of road and rail infrastructure, which contributes to regional economic growth.

In addition, Colas takes many initiatives to promote employment and development in the regions where it operates.

- In France, the partnership signed in 2012 with Adecco Insertion, a network with more than 60 temporary employment agencies that help the unemployed back into work continued. The agreement aims to help units fulfil employment requirements in public procurement contracts by supporting actions to identify, select and support those who qualify for this type of assistance while offering them proper integration pathways that will increase their chances of securing long-term employment.

An agreement was signed in September 2013, in relation to the "generation contract". This contains measures promoting the long-term integration of young people, the recruitment of older workers and the transmission of knowledge and skills.

- Internationally, many initiatives have been taken across the whole spectrum of Colas group companies.

In the southern hemisphere where it has had a long-standing presence, especially in Madagascar and Western and Central Africa, Colas operates health policies concentrating on AIDS, bowel infections and malaria, amongst others, encompassing employees, their families and local populations. One such initiative has been carried out jointly with the ILO for several years.

Created in 2007, the **TF1** corporate foundation, which focuses on diversity and helping young people find employment, recruits men and women aged between 18 and 30 living in underprivileged areas on the basis of a competitive process. The candidates selected by a jury of professionals are offered a two-year apprenticeship contract at the TF1 group. Altogether, 62 have joined the TF1 corporate foundation to date, including 13 in 2013. The arrangement covers 20 different professions.

Bouygues Telecom covers the whole of France with its six customer relations centres and its Club Bouygues Telecom store network. Furthermore, in 2008, Bouygues Telecom set up a co-development fund, Bouygues Telecom Initiatives (BTI), harnessing the impulse and creativity of new ICT start-ups. With 400 project evaluated and 21 start-ups in incubation (8 of which have received equity financing), BTI has generated 150 jobs directly.

3.4.1.2 LOCAL RESIDENTS

See section 3.3.2.3 “Dealing with noise and any other type of pollution arising from a business activity”

See section 3.4.1.1 “Local, economic and social impact of the company’s business activity – Employment and regional development”

See section 3.4.2.1 “Conditions for dialogue with local residents and organisations”

3.4.2 Relations with people and organisations affected by the company’s business activity

3.4.2.1 CONDITIONS FOR DIALOGUE WITH LOCAL RESIDENTS AND ORGANISATIONS

Dialogue with stakeholders is conducted at three levels: at **Bouygues group** level, at subsidiary level and at local level.

- The Group is firming up dialogue with stakeholders, including social and environmental ratings agencies, the financial community, trade unions, government departments and NGOs. The aim of this initiative is

to address stakeholders’ expectations more fully and to identify sector-specific social and environmental issues.

- Each business area has entered into dialogue with stakeholders on its own specific issues in order to identify areas for long-term improvement and relevant actions for progress. Subsidiaries in each business area also conduct their own dialogue with stakeholders.
- At local level, procedures have been introduced first to promote grassroots dialogue between, on the one hand, production site and worksite managers and, on the other, local residents, and secondly to foster public acceptance of the Group’s business activities.

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2013	2012	Remarks
Worksites covered by consultation exercises, communication campaigns or local resident satisfaction surveys	Global (excluding VSL and Bouygues Energies & Services)	82% of Bouygues Construction’s consolidated sales	79%	68%	In 2013, substantial efforts were made by several subsidiaries of Bouygues Construction (most notably at Bouygues Travaux Publics and Bouygues Entreprises France-Europe) in the area of dialogue and consultation with local residents.

Bouygues Construction has established the conditions for ongoing dialogue with its various stakeholders: customers, shareholders and the financial community, staff and trade unions, suppliers and subcontractors, people living near worksites, civil society (including local authorities), charities and NGOs, and the scientific community, industry bodies and educational organisations.

In its operations, Bouygues Construction takes account of stakeholder expectations relating to both social and environmental issues through its numerous partnerships and exchanges with civil society bodies.

Since 2007, Bouygues Construction has been an active participant in the various focus groups led by Comité 21, the French environment and sustainable development committee.

The “Sustainable Construction Club” started by Bouygues Construction in 2010 is a forum for discussing current and strategic issues and future developments in the sphere of sustainable construction with

customers and business partners. It has over 400 members. In 2013, two specific think tanks were established, one looking into the issue of urban leisure time and the other into new living styles in social housing. A new business-area forum on infrastructures was also created (www.clubconstructiondurable.org).

Dialogue with local stakeholders is a key priority for Bouygues Construction. This is essential for worksites to be properly integrated into their environment. For example, for people living nearby worksites, Bouygues Construction is endeavouring to minimise disturbances. The Ecosite initiative includes three standards relating to this issue:

- noise pollution (see section 3.3.2.3),
- cleanliness and storage;
- communication; through Ecosite, work crews are made aware of the importance of maintaining dialogue with local residents and other affected parties.

In 2012, **Bouygues Immobilier** drew up a map of its stakeholders. In partnership with local authorities, Bouygues Immobilier carries out consultation exercises with local residents living close to worksites and runs initiatives to reduce visual disturbances and noise pollution, in the context of its Green Worksite charter (see section 3.3.1.3). The Bouygues

Immobilier corporate foundation also supports l'Observatoire de la Ville, an initiative by which Bouygues Immobilier can converse with all those involved in shaping towns and cities. Lastly, Bouygues Immobilier also attaches importance to social networks, including Twitter and the City of the Future blog (www.demainlaville.com), as channels for dialogue.

Colas

Indicator	Scope (activity or region)	Coverage	2013	2012	Remarks
Production sites covered by a local dialogue structure	Materials production activities worldwide	100%	34%	45%	Following a redefinition of this indicator's coverage in 2013, the coverage rate (expressed in terms of sales before intercompany eliminations) is broader than in 2012.

Decentralised management of stakeholders is the norm at **Colas**, except for matters that would benefit from a comprehensive approach.

For example, on the subject of bitumen fumes, Colas is spearheading industry dialogue with the scientific community and trade unions bodies, both in France and abroad.

TF1 encourages respectful, constructive dialogue with all stakeholders, chiefly with its industry regulator, the French broadcasting authority (CSA), and audiences. The General Secretariat is responsible for ensuring that undertakings given in agreements signed by TF1, TMC, NT1 and HD1 are met, and for dialogue with the CSA. Exchanges take place at least weekly, through hearings or written contributions giving rise to quantified requests and proposals for commitments and the drafting of reports. The Public Relations department was created to forge long-lasting ties with the general public around the country and through social networks. Using the communication channels provided (the TF1&Vous section on website, social networks, mail or telephone), audiences can interact about programmes and presenters at any time. This offering was singled out by the 2013 QualiWeb award, in the news/media category, for the best online customer relations. The news mediator receives opinions, queries and complaints from the public, which are forwarded by the Viewer Relations department on www.tf1.fr.

To meet the rising expectations of consumers and the public authorities, **Bouygues Telecom** has stepped up its involvement in work conducted jointly with the French Telecoms Federation (FFT) and the National Consumer Council (CNC). As part of the digitisation of customer relations, Bouygues Telecom has since 2011 been developing an "e-mail" channel for receiving complaints from consumer organisations. Within the FFT, Bouygues Telecom has signed up to two charters with public authorities, one with pledges on the environment and the other concerning disabilities. Achievements relating to these charters are reviewed annually and the findings made public.

In 2013, Bouygues Telecom remained actively involved in the work of Comop/Copic, a government-sponsored committee which brings together all stakeholders (ministries, elected officials, not-for-profit organisations and experts) to review the effects of exposure to electromagnetic fields. These deliberations have established a shared technical basis for assessing the exposure of the French public to the electromagnetic fields of base stations. Regarding the component on informing and consulting local residents, four years of research have pinpointed areas of improvement. At the behest of individuals, or under the terms of the *Guide entre opérateurs et communes* (the guide between operators and municipalities), Bouygues Telecom has systematically commissioned electromagnetic-field readings

from companies certified by the French Accreditation Committee. Full results can be freely consulted by visiting www.cartoradio.fr. Lastly, public meetings are held at the request of local residents or elected officials to provide technical information on telecommunications network roll-out.

3.4.2.2 PARTNERING AND SPONSORSHIP

CORPORATE SPONSORSHIP

Sponsorship policy is implemented at **Bouygues group** level, within business areas and through community initiatives. The Group is active worldwide and contributes to local life wherever it operates.

The three main areas of sponsorship policy at the parent company level (Bouygues SA) are community and social projects, education and culture. The company helps and supports all kinds of initiatives, small scale or otherwise, giving priority to long-term actions. It pays particular attention to projects sponsored by Group employees. An Ethics and Sponsorship Committee, created in 2001, meets several times a year to consider applications and issue opinions (see section 3.4.4.1).

In the social field, Bouygues gives financial support to a number of charities such as Simon de Cyrène (since 2006) and L'Envol (since 2013). The latter organises holidays for children suffering from serious diseases.

The Francis Bouygues Foundation, created in 2005, provides support for deserving school leavers facing financial difficulties in higher education. Each grant holder is assigned a mentor from within the Group. A total of 486 students from nine intakes currently receive or have benefited from such a grant.

In the cultural sphere, Bouygues SA actively supports the Paris Opera (since 1991), the Théâtre des Champs-Élysées (since 1992) and the Orchestre de Paris (since 2006).

Each of the Group's five business areas also carries out its own sponsorship initiatives through their own corporate foundations. Several subsidiaries have made arrangements so that employees can take part in community action initiatives during their worktime.

PARTNERSHIPS

To meet major environmental challenges more effectively, Bouygues SA has set up partnerships with the academic world (see section 1.1.4).

Group spending on sponsorship

(€ thousands)	The Francis Bouygues Foundation	Bouygues SA	Bouygues Construction	Bouygues Immobilier	Colas ^(a)	TF1	Bouygues Telecom	2013 Group Total	2012 Group Total
Cash donations	1,219	1,352	3,900	643	4,300	3,476	595	15,485	14,180
Donations in kind (value)		7			632	34,498		35,137	27,734
TOTAL	1,219	1,359	3,900	643	4,932	37,974	595	50,622	41,914

(a) Information concerning 2013 was for the first time processed using the Xfi software application. Consequently:

- reporting covered nine months in 2013. It proved impossible to provide an estimate for the final quarter of 2012 due to the reorganisation of mainland France road subsidiaries;
- consolidation uses the principles set out in the reporting software, which was not the case in 2012;
- the exchange rates applied are henceforth those used in the reporting software, which was not the case in 2012.

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2013	2012	Remarks
Partnerships during the year supporting integration, education and health ^(a)	Global	97% of Bouygues Construction's consolidated sales	334	472	Bouygues Construction refocused initiatives on a smaller number of partnerships but has increased the related financial contribution (€3.9m in 2013 compared with €3.5m in 2012).

(a) The following are deemed partnerships: a partnership contract, a long-term commitment to a charity, a one-time operation with minimum funding of €1,000.

Bouygues Construction's commitment to the community is structured around three main areas, both in France and abroad:

- promoting community action and strengthening the social fabric of local communities;
- education and occupational integration;
- improvements in living environments, e.g. school rehabilitation, reconstruction of housing in disaster areas (e.g. in Haiti) and access to housing for underprivileged people, e.g. social business projects in France and Morocco.

All units of Bouygues Construction are involved in these initiatives.

Through Terre Plurielle, its corporate foundation, Bouygues Construction supports projects favouring access to healthcare, education and integration for the disadvantaged. Since its creation in 2008, the foundation has supported 120 projects sponsored by employees in 20 different countries.

The priorities of the **Bouygues Immobilier** corporate foundation, which was founded in 2009, are raising public awareness of architecture and urban planning, encouraging thinking among experts about the city of the future from a sustainable development standpoint, and promoting community action, by strengthening the social fabric of local communities. The Bouygues Immobilier corporate foundation is a founding partner of la Cité de l'Architecture et du Patrimoine. In 2013, the partnership agreement was extended for a further three years.

At **Colas**, sponsorship initiatives at local level are chosen and managed by subsidiaries and their profit centres. They mostly involve sports, cultural and humanitarian projects.

At parent company level, sponsorship policy at Colas focuses on three main areas:

- cultural sponsorship: the Colas Foundation commissions paintings on the theme of roads and Colas en Scène supports new dance works and music festivals;

- community sponsorship: Colas Life supports educational assistance initiatives;

- skills sponsorship: rehabilitation of pathways in the grounds of the Palace of Versailles (2010-2014).

TF1 Publicité and the TF1 TV channel provide charitable organisations with direct assistance and help them to raise their profile through special prime-time operations, the production and free airing of advertising spots, donations of game-show winnings and cash donations, managed by the Solidarity Committee. TF1 gives airtime to a variety of causes and charitable organisations. "Les Pièces Jaunes" (for children in hospital), "Les Restos du Cœur" (food banks and soup kitchens), "Sidaction" (AIDS), "ELA" (leukodystrophy) and, more recently, the "Laurette Fugain" charity all benefit from regular large-scale support. Staff and presenters at TF1 supported "Les Restos du Cœur" in defence of food aid within the European Union budget through participation in the Airfoodproject initiative. Altogether, 131 organisations received assistance, either in terms of enhanced visibility or cash donations.

The **Bouygues Telecom** Foundation and its 830 volunteers from within the workforce continued its work in three chosen areas. It supports "Association Les Petits Princes", a charity that makes the dreams of seriously ill children come true. In the environmental sphere, it supports awareness-raising and volunteer initiatives for the protection of biodiversity in partnership with the Surfrider Foundation and the Nicolas Hulot Foundation. In the cultural domain, it aims to promote the French language and foster new literary works by discovering and supporting talented new writers, through the Bouygues Telecom Foundation-Metro "Nouveau Talent" prize. The foundation has also offered its employees an opportunity to propose various charities of their own choice for sponsorship for the last six years. This system has also been open to Bouygues Telecom's customers for the last two, who therefore also benefit from this support for their own personal charitable initiatives.

3.4.3 Subcontractors and suppliers

3.4.3.1 INTEGRATING SOCIAL AND ENVIRONMENTAL CRITERIA INTO PURCHASING POLICIES

As a signatory of the UN Global Compact, the **Bouygues group** has pledged to factor CSR into its purchasing. The purchasing departments of the Group's business areas are key to this policy, the chief aim of which is to involve parties situated all along the value chain, in particular suppliers, subcontractors and service providers.

A Purchasing and CSR committee promotes the application of sustainable development principles at all stages of the process: upstream (with the help of risk maps and analysis); when suppliers are selected (through application of CSR criteria for products and services); when contractual relations are established (through the inclusion of the Supplier CSR Charter, drawn up in 2009); and when the contract is executed (through supplier CSR performance assessments and occasional audits).

Founded on respect for suppliers, the inclusion of CSR principles within purchasing policy has a three-fold aim:

- strengthen risk management;
- promote new purchasing practices, to bolster the Group's response to the future sustainable development challenges that it will face;
- comply with CSR disclosure obligations with regard to the Autorité des marchés financiers (AMF) and extra-financial ratings agencies, and those laid down under article 225 of the Grenelle 2 law.

In 2013, an internal audit was carried out across the business areas. Based on its findings, a Group-wide purchasing policy and a common training programme for all purchasing staff were drawn up, along with a list of indicators.

The Purchasing and CSR policy applies to all of the Group's business areas. It specifies the underlying principles of the CSR policy that the Group wishes to see applied for the various types of purchase carried out within business areas, both in France and internationally. The policy, adopted in January 2014, sets out the actions that the business areas must implement by 2015. These entail mapping risks and major challenges from a CSR standpoint for all purchases within each business area, and defining a business area purchasing and CSR policy (spelling out requirements, applicable rules, targets, assessments to be implemented, and indicators). Progress will be checked through management system audits.

Responsible purchasing

	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom
Expenditure (€ million)	7,740	1,650		1,620	4,870
Expenditure targetable by CSR criteria (€ million)	7,740	1,545		1,620	2,720
Proportion of expenditure actually covered by CSR criteria (as a percentage)	97%	80%		41%	98%
Expenditure covered by CSR assessments (€ million)	2,477			115	2,183
Number of suppliers and/or subcontractors that underwent a CSR assessment	2,457 (2,409 in 2012)	802 (419 in 2012)	49 (67 in 2012)	169 (214 in 2012)	319 (326 in 2012)

The indicators provide a snapshot, based on the overall scope of expenditure with suppliers and subcontractors, of the proportion that is targetable by CSR criteria and that which is currently covered. This improves transparency on the actual coverage of the policy.

Some types of expenditure (e.g. expenditure relating to rental guarantees, notary fees and financial expense) are labelled as "non-targetable" because CSR requirements cannot be realistically attributed to them.

Furthermore, a difference is made between expenditure that is covered by CSR criteria and expenditure that is covered by CSR assessments.

For example, CSR criteria include all types of possible action, such as expenditure that is covered by a responsible purchasing policy, contracts with a CSR charter or clause, and suppliers selected with help from CSR criteria and/or having undergone a CSR assessment or audit over the past three years. However, the "Expenditure covered by CSR assessments" indicator can be used to assess the initiatives that involve suppliers the most (solely using questionnaires and internal/external CSR audits), potentially giving rise to improvement plans.

Bouygues Construction

Indicator	Scope (entity or regional)	Coverage	2013	2012	Remarks
Percentage of sales generated by units with an action plan to involve partners, subcontractors and suppliers in their QSE policy	Global	97% of Bouygues Construction's consolidated sales	80%	81%	Requirements in the formulating of action plans were tightened up in 2013, which may account for the slight dip relative to 2012.
Percentage of sales generated by units that systematically include the Supplier CSR Charter in contracts with subcontractors and suppliers at entity level	Global	97% of Bouygues Construction's consolidated sales	70%	68%	The Supplier CSR Charter has four parts: Ethics, Compliance with labour standards, Health and safety, and Environmental protection.

At **Bouygues Construction**, the responsible purchasing policy is implemented by Bouygues Construction's Group Purchasing department, and by entities as part of the Actitudes sustainable development policy. Policy goals have been classified according to three criteria: economic (optimised total cost of ownership, supplier solvency and sustainability), social (health and safety, measures to combat illegal employment, respect for basic human rights, integration) and environmental (reducing CO₂ emissions, energy consumption, waste production, conservation of resources and protection of biodiversity). The responsible purchasing policy is implemented at every stage of the sourcing process.

Eight types of action are being taken within the sphere of purchasing:

- Careful selection of products and materials to favour eco-design.
- A responsible purchasing attitude, enabled by the implementation of a code of ethics and the signing of the major accounts – SME charter.
- Promotion of socially inclusive procurement (sourcing from the sheltered sector and disability-friendly companies).
- Responsible timber purchasing, by fighting the illegal timber trade, identifying and eliminating all sourcing of threatened wood-based products, and increasing the proportion of eco-certified timber purchases. In pursuit of this goal, in 2010 Bouygues Construction entered into a partnership with the WWF to join its Global Forest & Trade network. This partnership continued in 2013.
- The fight against illegal labour: various measures are implemented in cooperation with subcontractors and temporary employment agencies (checks of identity papers and work permits, worksite-access systems, work crew training, contractual requirements banning the use of illegal temporary workers, etc.).
- Selection and monitoring of suppliers. Bouygues Construction subsidiaries encourage their subcontractors to tackle issues such as health and safety, quality, the environment and action to combat concealed work.

- In 2013, Bouygues Construction put out a nationwide call for tenders to temporary staffing agencies that took social criteria and business ethics into account in the selection and subsequent monitoring of the latter.
- Managing supplier relations (with an eye on transparency, the reduction of environmental and social impacts, timely payments and joint value creation).
- Development of partnership-based innovations. For example, by making tools available to suppliers to roll out their innovations on a much larger scale. This may also involve the joint development of products or equipment.

In terms of purchasing policy, **Bouygues Immobilier** uses the EcoVadis platform to assess all its French materials suppliers listed in nationwide catalogues ⁽¹⁾ in order to gauge their degree of commitment to environmental, social and ethical issues. In addition, all service providers have to fill out a questionnaire on their CSR policy, adapted to small businesses if need be. Bouygues Immobilier aims in residential property to have 80% of suppliers assessed by 2015; it is on target to achieve this result.

Bouygues Immobilier factors in social criteria through the work of the Disability Task Force, created in 2011 within the Human Resources department. Altogether, 44 disability liaison officers are involved in setting up subcontracting initiatives with Gesat, a national disabled employment network. One year was enough to achieve an increase of over 50% in subcontracting orders from the sheltered sector. As part of its company-wide agreement, Bouygues Immobilier pledged to increase purchases (excl. VAT) from the sheltered sector by 5% a year between 2011 and 2013. In 2012, sales excluding VAT generated by orders from sheltered workshops and disability-friendly companies rose by 10%. The agreement will be renegotiated in 2014.

The responsible purchasing policy at **Colas** is gradual and targeted on specifics, given the high number of suppliers, service providers and subcontractors working for the group, the decentralised nature of purchasing at production site or worksite level, and business-related constraints. Colas has made relations with suppliers and service providers one of the issues requiring tight surveillance both in France and internationally.

(1) Nationwide catalogues are used by customers to personalise their accommodation. They list materials relating to indoor fittings and fixtures.

Policy was overhauled in 2013 and now consists of the following:

- identifying those suppliers, service providers and subcontractors who have made public commitments that take responsible purchasing into account (e.g. signatories of the UN Global Compact or members of Business in the Community (BITC) or Business for Social Responsibility (BSR) or which have received a respectable published ranking in this area (e.g. companies listed in indices such as the DJSI, FTSE4Good, etc.). Orders placed with such companies automatically overcome an initial responsible-purchasing hurdle. Next, the proportion of this type of purchase is evaluated, using data from purchasing information systems at subsidiaries (where this is available) or by using survey data. The aim is that each subsidiary will have this type of assessment in place for the 2013-2014 reporting year and be able to elucidate sources and methods used;
- pinpointing the major risks inherent in certain types of purchase, in each subsidiary. Risk mapping is used to analyse the threat of non-responsible purchasing taking place. To achieve this, a guide defining the concept of responsible purchasing and providing a non-exhaustive list of risks relating to certain types of purchasing has been drafted.

Once analysis has been carried out, the steering committee will decide on remedial action for reducing the identified risks and meeting the increasingly strenuous requirements in the CSR sphere. Designing relevant indicators will be the second stage in the implementation of this policy. In addition, Colas carries out supplier assessments in mainland France under the terms of framework agreements. To date, 49 have been carried out (19 in 2013 and 20 in 2012). In 2014, the aim is to increase the number of audits carried out by each buyer to three.

TF1's purchasing department has operated a responsible purchasing policy since its inception in 2008. Supplier assessment using Ecovadis, sourcing from the sheltered sector and disability-friendly companies and inclusion of sustainable development criteria in calls for tenders are the primary levers of this policy, regarding which all buyers within the central purchasing department have been trained. In 2013, CSR supplier assessments were extended to encompass rights buying and products sold on the home shopping channel (Télésourcing). Extending CSR assessments to all categories of purchasing is part of TF1's comprehensive responsible-purchasing policy. Training sessions for buyers of rights will be held in 2014 to strengthen in-house expertise in CSR. In addition, TF1 applied in 2013 for the "Responsible supplier relations" label, which is

awarded by the ombudsman in charge of inter-company relations and the CDAF (the French association of purchasing managers and buyers). This label was obtained by TF1 on 27 January 2014.

Bouygues Telecom's responsible purchasing policy has the following aims:

- selecting and listing products and services that are environmentally friendly, socially responsible and manufactured along ethical lines;
- developing even-handed relations with suppliers.

This policy applies to its main suppliers, and priority actions are defined using a mapping of CSR risks by purchasing category. This risk map was first circulated in 2011 and was updated in late 2013. The supplier selection process factors in CSR criteria. To better ascertain the commitments of suppliers and subcontractors in this field, CSR assessments and audits are carried out and progress plans defined where applicable.

The use of companies in the sheltered sector, coupled with an effort to broaden the range of activities outsourced to these workshops, are a key part of the responsible purchasing policy. Services bought include the configuration of mobile handsets used for demonstration purposes in Club Bouygues Telecom stores, the management of used IT hardware and site ground maintenance.

Bouygues Telecom is a member of Pas@Pas, an organisation that promotes and facilitates subcontracting to the sheltered workshops, disability-friendly companies and occupational integration programmes. This action has received several accolades, including the panel's special prize at the CDAF awards in June 2013.

3.4.3.2 EXTENT OF SUBCONTRACTING AND RECOGNITION OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY IN RELATIONS WITH SUPPLIERS AND SUBCONTRACTORS

See section 3.4.3.1 "Integrating social and environmental criteria into purchasing policies".

3.4.4 Business ethics

3.4.4.1 INITIATIVES IN PLACE TO GUARD AGAINST CORRUPTION

The **Bouygues group** endeavours to comply with the strictest rules for the conduct of its business and to ensure that managers and employees adhere to shared values. It pays particular attention to prohibiting and preventing anti-competitive practices, unfair competition and corruption. For several years, Bouygues SA, Bouygues Construction, Bouygues Immobilier, TF1 and Bouygues Telecom have renewed their commitment to the UN Global Compact, one of the principles of which is to eradicate corruption in all its forms, and report back on an annual basis on the measures undertaken in this domain.

THE ETHICS AND SPONSORSHIP COMMITTEE

Created in 2001, the Ethics and Sponsorship Committee, an offshoot of the Board of Directors of Bouygues, helps define the Code of Conduct and principles underpinning corporate behaviour applicable to senior management and employees alike. It is made up of directors and meets three times per year, in conjunction with Board of Directors meetings. The committee makes recommendations or gives an opinion on initiatives aimed at promoting exemplary ethical conduct in business. It also ensures compliance with the values and rules of conduct thus defined. The boards of directors of Bouygues Construction, Bouygues Immobilier, Colas and Bouygues Telecom have set up their own ethics committees along the same lines as the parent company. Bouygues appointed a Group ethics officer in 2006, and each business area has today its own ethics officer as well.

THE GROUP CODE OF ETHICS

The Group's Code of Ethics has been distributed to all Bouygues group employees since 2006. An updated version is currently being produced and is due to be finalised in 2014. The Code of Ethics reminds staff that all operations within the Group, especially the negotiation and performance of contracts, must under no circumstances give rise to acts of corruption or influence peddling or related offences, irrespective of whether operations take place in the private or public sector. It reminds managers of their particular responsibilities and encourages employees to comply with the Group's ethical principles, pointing out that they should not confront an ethical dilemma alone. Line managers, legal departments, compliance officers and a whistleblowing procedure are there to help employees deal with such situations. The Code of Ethics forbids employees to offer or grant favours or benefits, pecuniary or otherwise, to third parties. These principles, which are supplemented by internal control benchmarks and, most importantly, by the anti-corruption compliance programme (since January 2014, see below) states that while support given by representatives, consultants or intermediaries in the area of commercial dealings may be required in the sectors where the Group's presence is reduced or due to their technical skills, calling on such intermediaries is only justified within this scope and only if the services provided are genuine. Their remuneration must be in keeping with the services and the payment compliant with internal procedures. The Group systematically initiates legal proceedings against any employee who wilfully breaks the law in the realm of business ethics.

THE ANTI-CORRUPTION COMPLIANCE PROGRAMME

At the suggestion of the Ethics and Sponsorship Committee, the Board of Directors of Bouygues approved an anti-corruption compliance programme at its meeting on 21 January 2014. This document specifies and sets out the provisions of the Group's Code of Ethics in preventing and fighting corruption.

It clearly states the position of the Group along with the resulting duties and responsibilities. It lays down the measures with regard to information, training and prevention, along with monitoring and sanctions that must be taken within each business area, on the initiative of each CEO. The programme also summarises the anti-corruption legislation that is in force. It devotes specific sections to Group rules and recommendations applicable to various practices that are prone to a risk of corruption, namely gifts and services, financing of political parties, sponsorship, use of business intermediaries and lobbying.

TRAINING

Senior managers are given training in ethics and the Bouygues group's values, dispensed by the Bouygues Management Institute. Resources and training courses include an international cycle and seminars on "Respect and Performance", "Corporate, Social and Environmental Responsibility", the "Development of Bouygues Values" and, more recently, seminars on "Responsibility within Organisations" and "Respect and Management". More than 700 senior executives have attended training courses since the Bouygues Management Institute (IMB) was set up in 2002.

Specific actions are taken within each business area, designed to supplement Group rules with codes of conduct suited to the characteristics of each business. The Group's five business areas are expected to take measures to prevent, detect and deal with business practices that do not comply with its ethical principles and values. Each subsidiary also organises

training courses tailored to the different levels of management. They transmit the Group's ethical principles and values in practical ways, addressing the specific issues and risks associated with the subsidiary's business.

"A commitment to business ethics and compliance in relation to our customers and business partners" is one of the 12 pillars of **Bouygues Construction's** Attitudes sustainable development policy.

Bouygues Construction continues to implement an ethics policy designed to raise managers' awareness of compliance issues. All existing training programmes for sales staff and future managers include an ethics and compliance module. An entire ethics and compliance training course is available. The programme is implemented within each Bouygues Construction entity through training modules targeting specific categories of employees. In addition, an ethics component has been added to training for young and seasoned managers viewed as high potential. Furthermore, legal training is taken by buyers that have been in their posts for less than a year. Altogether, more than 50 training modules relating to business ethics are delivered every year.

At **Bouygues Immobilier**, presentation of the Code of Ethics is an integral part of the induction process. A training module on "Business ethics and fighting anti-competitive practices in property development" has been provided since 2011. In addition, twice yearly, an Ethics and Sponsorship Committee meets to control and approve the terms for conducting sponsoring actions carried out by Bouygues Immobilier and its subsidiaries. The Code of Ethics is reviewed annually at one of these committee meetings.

Colas has long had rules to promote compliance with business ethics and standards of integrity, contained in a code of conduct and a brochure on management principles, in connection with the Bouygues group Code of Ethics. Given the group's decentralised structure and the large number of employees in a position to enter into contracts, particularly with public sector customers, risks associated with business ethics cannot be eradicated with complete certainty. That is why training and refresher courses, including in audit and reporting, are regularly provided in programmes that aim to cover all subsidiaries. The main initiatives include:

- seminars organised by the Legal Affairs department as part of a multiyear programme that aims to cover the entire Colas group. This is supplemented by training programmes provided by the subsidiaries themselves. Regular refresher courses about the issue are given in all meetings of subsidiaries, executive management committees and senior management teams and at Colas group level;
- at US subsidiaries, implementation of a special communication and training programme on ethical issues in connection with compliance with the Federal False Claims Act. Staff can call an anonymous hotline to raise the alarm on ethical issues: 23 such alerts were handled in the US last year. An online training course on ethics has been set up, available to all staff that possess an email address;
- in Canada, the position of Ethics and Compliance Officer was created on 24 July 2013. A circular was sent to all staff in Canada restating the undertakings of Colas group in the areas of ethics and compliance, along with its zero-tolerance policy in these matters. Two training courses were delivered in 2013 to all managers of the subsidiary Sintra, in Quebec, on the risks inherent in operations within this province. Lastly, a hotline was set up for the reporting of all cases of proven or suspected misconduct in this area (see Chapter 4 "Risk Factors").

These initiatives will be maintained and expanded in 2014.

In 2013, **TF1** opted for its own Code of Ethics, so that the specific nature of its business can be better taken into account. A whistleblowing procedure will also be put in place. The Code of Ethics, which is currently being drafted, will be supplemented by four compliance programmes on major issues: anti-corruption, conflicts of interest, competition and stock-market affairs. Three charters will be appended to the code to deal with more specific themes relating to certain types of operation: a corporate relations charter, an editorial charter and a responsible purchasing charter. The work is being spearheaded by the Corporate Secretary of TF1 group, who also oversees business ethics, with help from legal, financial, human resources, editorial and CSR departments. The Code of Ethics will be available in 2014.

Bouygues Telecom's approach to business ethics aims to help staff navigate through the issues inherent in its operations, especially in terms of respect for customers, protection of their personal data and free competition. The policy is conveyed to all staff using various media and resources, i.e. through the Code of Conduct (which is available on the internet), a business ethics guide (to be revised in depth in 2014) and an e-learning module. A structure for implementation of these rules is planned for 2014.

3.4.4.2 MEASURES TO PROTECT CONSUMER HEALTH AND SAFETY

Respect for customers is a core value at the **Bouygues**; this obviously includes their health and safety.

Bouygues Construction has conducted several campaigns to measure air quality in its buildings over the past three years and has been working on solutions to lower the levels of primary pollutants. Several initiatives have arisen from this work. For example, Bouygues Entreprises France-Europe has published a guide on the "radon hazard". Furthermore, in partnership with Saint-Gobain, an R&D project is under way to quantify pollution resulting from construction materials and products. An in-house database of eco-friendly products (Polygreen) is also being developed so that the volumes of products' VOC⁽¹⁾ emissions can be included in it. Lastly, the Bouygues Bâtiment Ile-de-France – Habitat Social operating unit has been offering "habitat and safety" to customers for the past two years. With a focus on indoor air quality, this scheme uses eco-friendly alternatives for internal fixtures and fittings.

Bouygues Immobilier has been working for several years to improve the air quality in its buildings, harnessing the work of OQAI (a think tank on indoor air quality) and the Grenelle environment summit.

To ensure a healthy air quality inside its buildings, Bouygues Immobilier employs various levers:

- reducing pollutants at source to curb VOC emissions. Since 1 January 2012, mandatory labelling of building and decorative materials has provided consumers with information about their VOC emissions,

with ratings ranging from A+ (minimum level) to C. Bouygues Immobilier has factored the issue of pollution into its responsible purchasing policy and only lists products in direct contact with indoor air whose health labelling corresponds to the A+ level;

- optimising ventilation and filtration systems and equipment to ensure sufficient renewal of indoor air to manage internal pollution sources (activities, furniture, cleaning, occasional crowding, etc.);
- conducting campaigns for measuring indoor air quality to assess pollutant levels and the proper functioning of ventilation.

Colas' end-customers are users of the infrastructure that it builds or maintains. The company has little leeway to modify its products and structures, because alternatives to the baseline solution described in public calls for tender are not permitted in most countries where it operates. It is possible to propose variants in France and some other European countries, but the scope is often limited and only applies to certain contracts. With the exception of safety issues, transport infrastructure does not have a direct effect on users' health. Colas carries out R&D in several areas to meet road safety challenges, including:

- the designing of high-performance road surfaces that give better grip, using rough and pervious products to improve skid resistance in wet weather;
- improved visibility (visibility of road markings in cold or wet weather and at night);
- the manufacturing of road safety equipment by Aximum, a subsidiary making safety and signalling equipment.

TF1 is active in the fight against obesity, chiefly by steadily increasing the number of programmes on the subject, in application of the nutritional charter that it has signed. On 22 November 2013 a new charter (which entered into force in January 2014 for a period of five years) was signed. Under this new charter, 12 to 17 hours of programming annually must be given over to nutrition and healthcare. These same programmes must be available as catch-up services. Furthermore, it stipulates reasonable pricing for collective campaigns promoting healthy foods and for health briefings by INPES (the French national institute for prevention and health education).

In order to inform its existing and potential customers, **Bouygues Telecom** continued to distribute the French Telecoms Federation's information leaflet, entitled *Mon mobile et ma santé* (My mobile phone and my health). It has checked existing information and expanded the range of advice given in stores, on websites and in brochures, in particular with regard to the specific absorption rates (SAR) of handsets and with regard to recommendations promoting the use of the hands-free kits that come with the phones. Systematic checks are carried out on the phones sold by Bouygues Telecom and have been stepped up on own-branded products. Bouygues Telecom continued its own scientific research on exposure to radiofrequencies, in addition to government-led research, to which the company also contributes. In 2013, Radiation Protection Dosimetry, an international scientific journal, reported on a scientific publication concerning the "Dasmètre", an innovative piece of equipment that has been patented by Bouygues Telecom measuring the power level emitted by any type of telephone in real time. The company has furthermore adopted a proactive stance on protecting children and teenagers against

(1) VOC: Volatile Organic Compounds.

inappropriate content on the web. Parental screening solutions are offered free of charge on mobile phone, computers and TV. Bouygues Telecom also supports customers by providing advice on safe browsing for the youngest members of households. Bouygues Telecom guarantees network security for the provision of reliable services. The company and its staff pledge to respect the principles and rules applicable for the protection of customer data and ensure the same from service providers and other business partners.

3.4.4.3 OTHER ACTION IN FAVOUR OF HUMAN RIGHTS IN ADDITION TO SOCIAL COMMITMENTS

The following information supplements that provided elsewhere in this document under the headings 3.2.4.1 “Workplace health and safety conditions”, 3.2.4.3 “Workplace accidents”, 3.2.6 “Equal opportunities”, 3.2.6.1 “Measures to promote gender equality” and 3.2.7 “Compliance with International Labour Organisation (ILO) conventions”.

In this respect, action in favour of human rights is interpreted in a very broad sense. For example, this may include initiatives improving the access of disabled people to television programmes or involvement in schemes for coverage of blind spots.

Bouygues Construction has been a signatory of the UN Global Compact since 2006 and endeavours to implement its guidelines in all its business activities through the Code of Ethics, compliance policy and the Supplier CSR Charter. Bouygues Construction entities operating in emerging countries take action in a number of spheres, such as enabling local staff to benefit from Bouygues Construction’s occupational health and safety standards, which are stricter than local requirements in many countries; providing decent working conditions and accommodation while respecting different cultures and communities; and introducing controls to ensure that subcontractors and suppliers do not use forced or child labour. Bouygues Construction also has strict procedures in place to combat illegal labour, including systematic checks of identity documents and work permits in liaison with the authorities, and personalised worksite-access passes.

With operations spanning 50 countries on 5 continents, **Colas** focuses on permanent operating units that employ local staff. As such, Colas does not employ many expatriate workers, namely 307 from a total of 24,000 staff outside France. The employment of local personnel and a respectful approach to staff both aid in furthering human rights.

Both in France and internationally, the Colas group pledges to comply with laws and regulations, including the Universal Declaration of Human Rights. Through the work of its audit department, it ensures that it is not complicit in human rights abuses. There is no indication that Colas is highly exposed to such issues. Colas is primarily active in OECD countries, which account for 90% of its business. Moreover, its vertical-integration policy automatically shields it from systematically using external sourcing and subcontracting.

Colas is in a special position because the nature of its activity does not allow for outsourcing. The end result is that purchasing policy in high-risk countries is carried out by Colas teams themselves, located directly in the countries. This, along with the management systems that Colas has put in place, reduces the risk of doing business with suppliers that violate human rights.

The audit department at Colas has precise instructions to issue an alert in the event that a problem of this kind is detected during one of its assignments, even if no actual complaint is lodged. In 2010, an external audit for rating purposes by BMJ, a CSR agency, did not reveal any weak points with regard to these issues.

Public trust is a core issue for **TF1**. The quality of the information broadcast by its channels and its websites, and the compliance of its programmes with its commitment to the community are therefore key issues in its societal impact. Combating stereotypes is at the forefront of its concerns, especially through the main TF1 TV channel, with all parties involved in these issues. All staff involved in programme production follow diversity training. As a major mainstream television broadcaster, TF1 is duty bound to ensure that its programmes are accessible to everyone, especially people with impaired hearing or vision. In 2013, all TF1 programmes were subtitled, and 86 programmes using audio description were broadcast.

Bouygues Telecom, in partnership with other operators, plays an active part in network-sharing programmes. By pooling existing infrastructure, such programmes aim to reduce the digital divide while keeping environmental impacts to a minimum. The company provides 2G coverage of blind spots and is bringing 3G high-speed mobile services to areas with a low population density. Since 2005, the company has been working hard to improve accessibility to electronic communication services for people with disabilities. It provides information on choosing a handset for different types of disability, available as a leaflet in stores, or on the website. Its customer service is accessible to people with total or partial hearing loss. In addition, in partnership with HandiCaPZéro, it offers the free installation of software for customers with impaired vision, along with suitable documentation. Lastly, Bouygues Telecom is part of the “Bea” electronic bracelet independence project, an innovative telecare service for the elderly and their families.

3.5 Independent verifier's report on the consolidated human resources, environmental and social information presented in the Registration document (Year ended 31 December 2013)

This is a free translation into English of the original report issued in the French language and it 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 standards applicable in France.

To the shareholders,

In our quality as an independent verifier of which the admissibility of the application for accreditation has been accepted by the Cofrac, under the number n° 3-1050, and as a member of the network of one of the statutory auditors of the company Bouygues, we present our report on the consolidated human resources, environmental and social information established for the year ended on the 31 December 2013, presented in chapter 3 of the Registration document, hereafter referred to as the "CSR Information," pursuant to the provisions of the article L.225-102-1 of the French Commercial Code (*Code de commerce*).

RESPONSIBILITY OF THE COMPANY

It is the responsibility of the Board of Directors to establish a Registration document including CSR Information referred to in article R. 225-105-1 of the French Commercial Code (*Code de commerce*), in accordance with the guidelines used by the company, comprised of the Bouygues group human resources, environmental and social reporting protocol, in its version dated September 2013, supplemented by the reporting protocols of its subsidiaries (hereafter referred to as the "Guidelines"), and of which a summary is included in introduction of section 3.1.2 of the Registration document "CSR Reporting methodology" and which are available on request at the company's headquarters.

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by regulatory requirements, the Code of Ethics of our profession as well as the provisions in article L. 822-11 of the French Commercial Code (*Code de commerce*). In addition, we have implemented a quality control system, including documented policies and procedures to ensure compliance with ethical standards, professional standards and applicable laws and regulations.

RESPONSIBILITY OF THE INDEPENDENT VERIFIER

It is our role, based on our work:

- to attest whether the required CSR Information is present in the Registration document or, in the case of its omission, that an appropriate explanation has been provided, in accordance with the third paragraph of R. 225-105 of the French Commercial Code (*Code de commerce*) (Attestation of presence of CSR Information);
- to express a limited assurance conclusion, that the CSR Information, overall, is fairly presented, in all material aspects, in accordance with the Guidelines.

Our verification work was undertaken by a team of nine people between July 2013 and February 2014 for an estimated duration of twenty weeks.

We conducted the work described below in accordance with the professional standards applicable in France and the Order of 13 May 2013 determining the conditions under which an independent third-party verifier conducts its mission, and in relation to the opinion of fairness, in accordance with the international standard ISAE 3000 ⁽¹⁾.

(1) ISAE 3000 – Assurance engagements other than audits or reviews of historical information.

1. Attestation of presence of CSR Information

- We obtained an understanding of the company's CSR issues, based on interviews with the management of relevant departments, a presentation of the company's strategy on sustainable development based on the human resources and environmental consequences linked to the activities of the company and its social commitments, as well as, where appropriate, resulting actions or programmes.
- We have compared the information presented in the Registration document with the list as provided for in the Article R. 225-105-1 of the French Commercial Code (*Code de commerce*).
- In the absence of certain consolidated information, we have verified that the explanations were provided in accordance with the provisions in Article R. 225-105-1, paragraph 3, of the French Commercial Code (*Code de commerce*).

- We verified that the information covers the consolidated scope, namely the entity and its subsidiaries, as aligned with the meaning of the Article L.233-1, and the entities which it controls, as aligned with the meaning of the Article L.233-3 of the French Commercial Code (*Code de commerce*), with the limitations specified in section 3.1.2 of the Registration document "CSR Reporting methodology", notably the publication of most of the human resources information relating to the France scope, which represents 58% of the consolidated headcount.

Based on this work, and given the limitations mentioned above, we confirm the presence in the Registration document of the required CSR information.

3

2. Limited assurance on CSR Information

NATURE AND SCOPE OF THE WORK

We undertook fifty interviews with more than sixty persons responsible for the preparation of the CSR Information in the different departments of the parent company and its five subsidiaries, in charge of the data collection process and, if applicable, the people responsible for internal control processes and risk management, in order to:

- assess the suitability of the Guidelines for reporting, in relation to their relevance, completeness, reliability, neutrality, and understandability, taking into consideration, if relevant, industry standards;
- verify the implementation of the process for the collection, compilation, processing and control for completeness and consistency of the CSR Information and identify the procedures for internal control and risk management related to the preparation of the CSR Information.

We determined the nature and extent of our tests and inspections based on the nature and importance of the CSR Information, in relation to the characteristics of the company, its human resources and environmental issues, its strategy in relation to sustainable development and industry best practices.

For the CSR Information which we considered the most important ⁽¹⁾:

- at the consolidated entity and its five subsidiaries (Bouygues Construction, Bouygues Immobilier, Colas, TF1, Bouygues Telecom), we consulted documentary sources and conducted interviews to

corroborate the qualitative information (organisation, policies, actions, etc.), we implemented analytical procedures on the quantitative information and verified, on a test basis, the calculations and the compilation of the information, and also verified their coherence and consistency with the other information presented in the Registration document;

- at the two subsidiaries contributing the most to the environmental and human resources impacts (Colas and Bouygues Construction, representing 89% of the workforce and 93% of consolidated greenhouse gas emissions - scope 1, 2 and 3), we defined a representative selection of entities that we selected ⁽²⁾, based on their activity, their contribution to the consolidated indicators, their location and a risk analysis. We undertook interviews to verify the correct application of the procedures and undertook detailed tests on the basis of samples, consisting in verifying the calculations made and linking them with supporting documentation. The sample selected represented on average 13% of the sales and 9% of the total workforce of the two subsidiaries.
- at the three other subsidiaries (Bouygues Immobilier, TF1, and Bouygues Telecom), the supporting documents available at the head offices covered nearly all of the activities.

For the other consolidated CSR information, we assessed their consistency in relation to our knowledge of the company.

Finally, we assessed the relevance of the explanations provided, if appropriate, in the partial or total absence of certain information.

(1) **Human resources information:** the workforce (total headcount), absenteeism (absenteeism rate in France), workplace accidents (frequency and severity rates of workplace accidents among staff), as well as occupational illnesses (number of recognised occupational illnesses in France), training policies (average number of days training per employee per year);

Environmental and social information: general environmental policy, corporate structures, environmental assessment and certification procedures (rate of environmental certification of materials production sites for Colas, overall environmental certification rate for Colas, share of Bouygues Construction sales covered by an ISO 14001-certified environmental management system, buildings with environmental labelling or certification in the order intake for the year, share of eligible Bouygues Construction worksites with the Ecosite label, share of Bouygues Immobilier sales with a commitment to environmental labelling or certification schemes), waste preventing, recycling and elimination measures (recycled materials in relation to the volume of aggregates produced by Colas, recycling rate of asphalt mixes for Colas in order to recover bitumen, waste oil recovery rate for Colas, percentage of Bouygues Construction non-hazardous waste recycled, Bouygues Telecom handsets collected for recycling), energy consumption and measures to improve energy efficiency (energy used per tonne of asphalt mix produced for Colas, percentage of warm asphalt mixes produced in hot-asphalt plants for Colas), greenhouse gas emissions, use of raw materials, measures taken to protect biodiversity (rate of aggregate production sites working to promote biodiversity for Colas); impact on local residents and population (share of production sites covered by a local dialogue structure for Colas, share of Bouygues Construction worksites covered by consultation exercises, communication campaigns or local resident satisfaction survey), relations with subcontractors and suppliers, business ethics, initiatives in place to guard against corruption, measures to protect consumer health and safety (radiofrequencies and protection of young audiences).

(2) The Colas Rhône-Alpes Auvergne, Colas Réunion Mayotte and Barret Industries Corporation (United States) entities, the Bouygues Construction entities Dragages Hong-Kong, Brézillon (Bouygues Bâtiment Ile-de-France) and the "Direction Régionale ouest Infrastructures de réseau TP" (Bouygues Energies & Services).

We consider that the sample methods and sizes of the samples that we considered by exercising our professional judgment allow us to express a limited assurance conclusion; an assurance of a higher level would have required more extensive verification work. Due to the necessary use of sampling techniques and other limitations inherent in the functioning of any information and internal control system, the risk of non-detection of a significant anomaly in the CSR Information cannot be entirely eliminated.

CONCLUSION

Based on our work, we have not identified any significant misstatement that causes us to believe that the CSR Information, overall, has not been fairly presented, in compliance with the Criteria.

OBSERVATIONS

Without qualifying our conclusion above, we draw your attention to the following points:

- The comparability of human resources information and some of the environmental and social information between fiscal years 2012 and 2013 is affected by changes in scope, definition or reporting arrangements made by the Bouygues group and its subsidiaries. Most affected indicators could not be restated and presented pro-forma. Comments on the comparability of data have been made in the relevant chapters.
- Given the diversity of businesses of the subsidiaries, most environmental and human resources indicators are specific to each subsidiary, which limits the presentation of data in a consolidated form.
- For environmental or social indicators measuring the implementation of actions (e.g. biodiversity, dialogue with local residents), the level of formalisation of actions varies from one business and one entity to another. If applicable, a comment specifies uncertainties related to their consolidation in the relevant chapters.

Paris-La Défense, the 25 February 2014

French original signed by:

Éric Mugnier
Partner, Sustainable Development

Independent Verifier
ERNST & YOUNG et Associés

Bruno Perrin
Partner