

HUMAN RESOURCES, ENVIRONMENTAL AND SOCIAL INFORMATION

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3.1 The Bouygues group's Corporate Social Responsibility policy

Chapter 3 of this Registration Document contains the Bouygues group's key CSR indicators and related information. Further information is available by visiting the Group's corporate website at www.bouygues.com. In addition, CSR reports by the Group's business segments can be downloaded from their respective websites^a.

3.1.1 Group CSR policy

Delivering high-performance, innovative solutions in order to meet sustainable development challenges is a major avenue of growth for the Group's five business segments. Corporate social responsibility, or CSR, at Bouygues also means limiting and, wherever possible, reducing the impacts from its activities on the environment and society by cushioning effects on ecosystems, better explaining its operations and taking the expectations of stakeholders into account. Correspondingly, CSR is central to the Group's strategy. Its influence can be seen in the way in which business models are changing so that customers can be offered sustainably designed and produced solutions that create value in alternative ways.

The best practices applied by each of the Bouygues group's business segments in the human resources, environmental and social spheres are more tangible proof of this strategy. All initiatives are implemented with the help of reliable indicators that are audited on a regular basis for purposes of compliance and continuous improvement.

In 2015, the Group for the first time defined its CSR policy, which expands on the major challenges pinpointed by the materiality assessment^b conducted in late 2013. By officially laying down performance targets, the Group's CSR policy has advanced to a new level.

This document sets forth the principles upon which the business segments will draw to pursue actions or improve those already undertaken, and to define related performance targets out to 2020. The Group's three main areas of commitment are:

- **promoting the fulfilment of its employees**, whilst maintaining their physical well-being, ensuring equal opportunities and fighting against all forms of discrimination;
- **strengthening Bouygues' position as a benchmark player in innovative solutions for infrastructures and urban environments**, by responding to societal expectations as well as to the interrelated crises affecting natural resources, climate and biodiversity;
- **acting as a socially responsible company** in terms of ethics, purchasing practices, risk management and respect for stakeholders.

3.1.1.1 Responsibility to our employees

The three main priority areas regarding our employees revealed by the Group materiality assessment are:

- reducing the number and severity of workplace accidents, and improving employee health;
- developing employees' skills;
- compliance with and promotion of International Labour Organisation (ILO) conventions.

In 2015, as business conditions outside France were comparatively better, the proportion of non-France employees rose during the year. This shift was accompanied by the creation of new training programmes.

Other initiatives in 2015 included the digitisation of recruitment, training and workplace elections. Working from home and coworking centres were also trialled as ways of enhancing quality of life for employees.

3.1.1.2 Responsibility to the environment

The three main priority areas regarding the environment revealed by the Group materiality assessment are:

- managing and recycling waste;
- cutting greenhouse gas emissions;
- reducing energy consumption.

The major event of 2015 was the preparation for COP21, the 21st Conference of the Parties to the United Nations Framework Convention on Climate Change, which took place in Paris last December. Keen to support this game-changing event, the Bouygues group's five business segments showcased their most innovative solutions for controlling energy consumption, reducing greenhouse gases and safeguarding natural resources. The Group was active in several ways, from theme-based seminars available online to the hosting of a stand at COP 21-certified

(a) www.bouygues-construction.com, www.bouygues-immobilier-corporate.com, www.colas.com, www.groupe-tf1.fr, www.corporate.bouyguestelecom.fr

(b) *Materiality assessment: research designed to pinpoint priority CSR areas for a company, taking into account expectations of stakeholders and the requirements of its business activities.*

events (Word Efficiency and La Galerie des Solutions). Additionally, Bouygues Construction, Bouygues Immobilier, Colas and TF1 took part in the "Trophées des Solutions Climat" climate solutions awards ceremony. Two projects were singled out by the jury for its special prize for major groups (*Coups de cœur Grand Groupe*) in the "Reduction" and "Adaptation" categories: Wattway, a solar road surface developed by Colas, and Hikari, France's first positive-energy mixed-use development by Bouygues Immobilier.

3.1.2 CSR oversight

Within the Bouygues group, human resources, environmental and social matters are handled separately by each business segment because they are closest to their own operations.

Monitoring and overall coordination of initiatives is provided at parent-company level (Bouygues SA) by the Ethics, CSR and Patronage Committee and the Group Sustainable Development-Quality Safety Environment (QSE) department.

Set up in 2001, the Ethics, CSR and Patronage Committee (CSR became part of its remit in 2014) meets several times annually to review these three themes. In 2015, it gave a favourable opinion on the launch or continuation of some 40 patronage initiatives of a humanitarian, medical, social or cultural nature. It also oversaw the enactment of the four compliance programmes adopted in 2014 to define and develop the prevention of non-compliant practices in the spheres of competition, anti-corruption, financial information and securities trading, and conflicts of interest.

The Group Sustainable Development-Quality Safety Environment (QSE) department oversees overall policy, in conjunction with support departments, and circulates information about best practices. The Group-wide committees, seminars and conferences organised by this department are useful opportunities for developing practices able to meet sustainable development issues. Olivier Bouygues, Deputy CEO of the Bouygues group, is responsible for Group-wide sustainable development initiatives.

3.1.3 CSR reporting methodology

CSR reporting is one of the preferred ways in which the Group monitors and coordinates its CSR policies.

Just as roll-out of these policies is itself delegated to the individual business segments so that they can deal with the distinctive issues they face, the Group's reporting policy is also built on decentralisation and accountability when being implemented by each business segment.

3.1.1.3 Responsibility to society

The three main priority areas regarding society revealed by the Group materiality assessment are:

- maintaining strong business ethics and fighting corruption;
- making sure suppliers and subcontractors take CSR issues into account;
- contributing to local job availability.

In 2015, the Group circulated to each business segment the four compliance programmes published in 2014 (entitled "Competition", "Anti-corruption", "Financial information and securities trading", "Conflicts of interest") and updated its CSR Charter for suppliers and subcontractors in order to boost its vigilance in terms of societal risks and improve its response to current ethical issues.

At business segment level, coordination of CSR themes is handled in conjunction with the Human Resources and Sustainable development/Environment departments. At Bouygues Construction, these departments report to the Innovation and Sustainable Development department, and to the Communication, Marketing and Sustainable Development department at Bouygues Immobilier. At Colas they report to senior management, at TF1 to the finance department and at Bouygues Telecom to the Innovation department.

Each business segment furthermore coordinates a network of liaison officers that, for example, sit on company-wide committees, such as Bouygues Construction's Sustainable Development committee, comprising representatives from operating units and support services.

On the ground, HR and QSE teams as well as the whole network of operational liaison officers from the Sustainable development teams of each business segment, spearhead the Group's CSR policies, with a focus on keeping risks under control. Sales teams are also encouraged to factor in sustainable development solutions. At Bouygues Construction, for example, a module on sustainable construction is included in the Campus Commerce training course, and a network of sustainable construction sales advisory staff has existed since 2013.

So that key Group-wide indicators can be published annually, Bouygues SA each year carries out three reporting campaigns amongst the five business segments (the human resources, environmental, and social campaigns).

The first is managed by the Group Human Resources department while the other two are the responsibility of the Group Sustainable Development-Quality Safety Environment (QSE) department.

3.1.3.1 Selecting and defining indicators

Bouygues is a diversified industrial group. Extra-financial indicators are chosen and defined by consensus between the various players involved in reporting 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 annual review of CSR reporting, along with any changes affecting environmental and social indicators. Sustainable development officers from each business segment and a representative of the HRIS (Human Resources Information System) committee, with more 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 segments, determines reporting priorities (e.g. constructive labour relations and health & safety) and draws up a map of indicators likely to illustrate them, in keeping with the specific features of each business segment. It reviews each data collection exercise with a view to continuous improvement in terms of processes, 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 and so forth.

As these committees are decentralised, members communicate with each other using ByLink Network, the Bouygues group's collaborative platform.

3.1.3.2 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 segment payroll systems in France;
- **data transmitted by each business segment** 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 segments, for which all, or the majority of, business segments provide their own quantitative data;

- **indicators specific to each business segment**, which are indicators that apply solely to a business segment or to a line of business therein.

3.1.3.3 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. It is updated annually in consultation with each business segment.

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

The Bouygues group reporting protocol is circulated in French and English to liaison officers in each business segment. It is also available from the Group's collaborative platform (ByLink Network).

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 segment are carried out using a reporting software package that includes a workflow process.

3.1.3.4 Consolidation rules

Human resources reporting

SCOPE

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%, otherwise they are excluded;
- 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 the following indicators, the scope is global: headcount by region, breakdown by gender, external recruitment by job category, headcount by job category, workplace accident frequency and severity rates, and number of fatal accidents.

Added to the above are the following international (i.e. global excluding France) indicators: Women managers (international), and departures (international), Existence of an employee representative body (international), social protection (international) and existence of a formal training plan (international).

In 2015, for the first time, four new indicators were published for the global activities: Existence of remuneration monitoring (international),

Existence of absenteeism monitoring (international), Existence of worktime monitoring (international) and Existence of a formal diversity policy (international).

These indicators are compiled using data from 53 non-France companies that have more than 300 employees^a, accounting for 87% of the headcount of all internationally-based companies. The coverage rate has increased 15 points versus 2014.

For all other indicators, Bouygues can only use the France headcount at the moment because information systems are decentralised and different reporting systems are used outside France. The geographical scope of France – besides France itself – comprises French overseas territories (French Polynesia, Saint Barthélemy, Saint-Martin, Saint-Pierre-et-Miquelon, and Wallis and Futuna) and French overseas departments (Guadeloupe, French Guiana, Martinique, Mayotte and Reunion Island). Clipperton Island, the French Southern and Antarctic Lands and New Caledonia are therefore excluded.

The following indicators are therefore reported for France alone, representing 57% of Group headcount as at 31 December 2015: headcount by age range, women managers in the workforce, number of dismissals, average annual salary by job category, worktime schedule, absenteeism, turnout in elections for employee representatives, collective agreements negotiated, recognised occupational illnesses, percentage of payroll spent on training, average number of days' training per employee per year, number of apprenticeship contracts, number of professional training contracts, number of disabled employees, number of disabled employees hired during the year and sales with sheltered workshops and disability-friendly companies.

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 segments 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. However, workers will continue to be monitored under headcount and trend indicators.

Colas has grown internationally through successive acquisitions. This strategy relies on a high degree of decentralisation, whereby local structures have a relatively free hand in terms of HR data resource management systems. In all countries where Colas is active, reporting is carried out using the management tools of that country, in accordance with local legislation.

As part of its multi-annual programme, the Bouygues group has continued broadening the scope of and improving global HR reporting.

In 2015, Bouygues Construction and Colas began deploying two HR information systems (HRIS), covering both France and international activities.

Bouygues Construction launched the Global HR programme, comprising two phases.

- Project Chorus (2015-2017): roll-out of a system for consolidating key headcount and HR indicators. This will increase the accuracy

of headcount/headcount trend indicators through a HR reference framework shared by all long-standing entities with more than 300 employees (80% of Bouygues Construction's non-France headcount). A key milestone will be reached in Q1 2016 when UK and Asia will be integrated into Chorus.

- roll-out (2016-2019) of comprehensive HR solution for managing, coordinating and consolidating the three key HR processes (remuneration, appraisals and talent management).

This ambitious project will align HR processes, systems and campaigns at Bouygues Construction. In due course, the company will have a complete overview of pay reviews, performance appraisals and talent management. The main scopes (UK, Switzerland and Asia) will all be covered by 2018.

Colas is rolling out a harmonised, secure information system encompassing HR and employment data. It will ultimately be accessible to managers and non-management employees alike. This HRIS will be rolled out in stages, starting in 2016 with Europe and Africa.

Roll-out of these new information systems at Bouygues group level will yield the following advances:

- it will improve the accuracy of consolidated indicators concerning recruitment and departures;
- business segment-related indicators on remuneration and training/talent management will be gradually deployed by region.

An inter-business segment group, formed from members of the Human Resources Reporting Improvement committee, will be set up in 2016 to determine the method for rolling out these new indicators outside France. This work will be based on the results of these new international indicators and on dialogue with subsidiaries in various countries. The aim will be to identify those areas most in need of attention and designate appropriate remedial action.

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 contract) between them.

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

Environmental and social reporting

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

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

Colas expresses coverage of several of its indicators as a percentage of sales before intercompany eliminations (which corresponds to sales plus intragroup transfers or disposals). This figure factors in Colas' upstream activity (chiefly building materials), whereas vertical integration would result in more than 50% of materials production being eliminated.

(a) At 30 September 2015

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.

CONSOLIDATION RULES SPECIFIC TO BOUYGUES CONSTRUCTION

All subsidiaries of Bouygues Construction have to report environmental and social information. Companies that are fully consolidated and those in which the equity interest is 50% or more are consolidated on a 100% basis in the extra-financial reporting.

The coverage rate of Bouygues Construction's reporting is 87%. The remaining 13% is due to the following exemptions:

- companies in which the equity interest is below 50%;
- companies accounted for by the equity method;
- 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

Environmental and social indicators are calculated and consolidated by Colas on the basis of a larger scope relative to the financial scope of consolidation to reflect the extent of its risks and responsibilities.

It therefore includes:

- concerning materials production, companies owned alongside outside partners 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);

- materials production companies, even when their consolidated sales are lower than the 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.

Consolidation rules for environmental and social data are as follows:

- companies that are fully consolidated for financial purposes (level of control between 50% and 100%) are integrated and consolidated at a rate of 100%;
- companies that are proportionately consolidated for financial purposes are integrated in proportion to the level of control;
- companies accounted for by the equity method are integrated in proportion to the level of ownership;

CONSOLIDATION RULES SPECIFIC TO BOUYGUES IMMOBILIER

Environment and social indicators cover the full scope of Bouygues Immobilier France and international activities.

At Bouygues Immobilier, the reporting coverage rate as a proportion of sales is 95.9% when subsidiaries and other branches in Europe (Poland, Morocco and Belgium) are excluded. This rate drops to 90.3% after the French subsidiaries (SLC, Urbis, Ossabois and Urbiparc) have also been excluded.

3.1.3.5 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 2015 to 31 December 2015.

Environmental and social reporting

Since 2013, the annual closing date for environment and social indicators has been set at 30 September to allow for precise consolidation and analysis, given the time required for gathering and processing this type of data. The Group's 2015 reporting period for environmental and social indicators therefore ran from 1 October 2014 to 30 September 2015.

3.2 Human resources information

3.2.1 The workforce

3.2.1.1 General trend in the Group's workforce

Headcount by region at 31 December 2015^a

Scope: global	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
France	325	20,425	1,799	34,098	2,844	7,945	67,436	71,791
Europe (excluding France)	25	7,597	82	9,314	39		17,057	17,540
Africa and Middle East	111	8,368	8	6,889	2		15,378	17,434
North America	2	708		4,762	2	2	5,476	5,903
Central/South America	45	605		388			1,038	829
Asia-Pacific	45	12,374		1,450			13,869	13,973
International	228	29,652	90	22,803	43	2	52,818	55,679
France + International	553^b	50,077	1,889	56,901	2,887	7,947	120,254	127,470

(a) Registered workforce, i.e. permanent and fixed-term.

(b) O/w holding company: 173

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).

Headcount declined at **Bouygues Construction's** French operations, owing partly to lower order intake and project completions. Unsupportive business conditions resulted in a 5% drop in hiring over the year.

There continued to be strong momentum in the international activities, although there was a slight decline in the headcount resulting from a fall in business activity within the Africa and Middle East area, as workers were discharged upon completion of work projects, for instance after the handover of the Qatar Petroleum District, or at the end of earthworks projects in Burkina Faso, Gabon and Cameroon.

The global workforce at **Colas**, at 31 December 2015, was down 4.7% relative to 31 December 2014, consistent with the drop in business activity. In France, where the economic environment was challenging, the workforce was down 5.4%. It fell by 5.8% at road construction subsidiaries in mainland France (66% of the workforce), resulting from a further decline in business activity. It was down 9.7% in French overseas departments, tied to a drop-off in business activity (with the exception of the New coastal road project on Reunion Island) and postponements of worksites. Lastly, it dropped by 3% at Smac, Aximum and Spac, due in particular to a sluggish construction market.

Outside France, the workforce decreased by 3.5%, with variations that reflect the trend in business activity in each region. It fell by 4.7% in Europe, following completion of major projects in Central Europe. The workforce was up by 3.8% in the Indian Ocean/Africa/Middle East region as a consequence of stronger business activity in West Africa (Benin and Ivory Coast). It dropped by 8.3% in North America, as a result of changes in the scope of consolidation (disposals, acquisitions and business restructuring) in the US, and by 21% in Asia/Pacific, after disposal of the Wasco subsidiary in Indonesia. The workforce surged by 97% in South America, related in particular to the rail construction projects in Venezuela and Chile.

Headcount relating to property development was stable in France, and in keeping with its international growth strategy, **Bouygues Immobilier** increased its presence in Poland and Morocco.

In June 2014 **Bouygues Telecom** initiated a plan to transform its organisation and reposition the company, with a view to restoring competitiveness through a simplification of the organisational structure, processes and customer offers. A total of 1,362 job losses are included in the terms of this plan.

This downsizing was achieved through internal mobility within the Group and voluntary redundancy arrangements that treated people with respect and were carried out in full compliance with Bouygues group values and in proper consultation with employee representatives.

Bouygues Telecom decided to end the downsizing plan on 27 January 2015, at the end of the voluntary acceptance period, without the need for compulsory redundancies. Employees at Bouygues Telecom concerned by redundancy subsequent to the transformation plan remained in the company's headcount until the end of their contractual notice period, or their redeployment leave, for those choosing this option. Consequently, most were counted as leaving the company in 2015 from a contractual standpoint.

Breakdown by gender^a

Scope: global	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Percentage of women, France	36.0%	18.3%	47.4%	8.7%	51.1%	43.8%	18.7%	18.9%
Managerial (women)	37.1%	23.8%	39.5%	14.4%	49.1%	33.5%	26.4%	26.2%
Clerical, technical & supervisory (women)	33.0%	29.9%	69.0%	23.1%	57.9%	50.8%	33.7%	34.7%
Site workers (women)		0.7%	15.1%	0.6%			0.7%	0.7%
Percentage of women managers, France^b	24.7%	10.8%	26.1%	7.6%	37.3%	23.9%	15.9%	13.7%
Percentage of women, international		19.2%	55.6%	11.5%	30.8%		15.8%	15.1%
Women staff		23.9%	55.6%	25.0%	30.8%		24.5%	24.9%
Women workers		15.4%		2.7%			9.5%	8.44%
Percentage of women managers, global^c		11.6%		12.8%			12.41%	11.8%

(a) Registered workforce, i.e. permanent and fixed-term.

(b) As a proportion of employees in department head and more senior grades in France.

(c) Indicator applying to international companies with more than 300 employees and management structures of local companies. Coverage: 87% of the international headcount.

The proportion of women amongst managers of the **Bouygues group** rose in France and internationally, reflecting the impact of its diversity policy and the recruitment of women managers, especially in France.

Gender equality advanced at every level of **Bouygues Immobilier**, continuing a trend that has been under way for several years. The company even bettered the targets established in conjunction with employee representatives, with women representing nearly 40% of employees in executive roles, while the proportion of female managers continued rising.

Workforce by age range^a

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Under 25	2.8%	5.3%	6.9%	4.4%	6.7%	9.6%	5.4%	6.0%
25-34	30.4%	30.7%	29.3%	22.0%	24.0%	39.1%	27.0%	28.0%
35-44	27.7%	27.2%	32.3%	27.1%	31.2%	36.7%	28.6%	28.6%
45-54	23.4%	26.1%	22.4%	31.7%	28.5%	12.5%	27.3%	26.2%
55 and over	15.7%	10.7%	9.1%	14.8%	9.6%	2.1%	11.7%	11.2%

(a) Permanent and fixed-term staff. Coverage: 57% of the Group's headcount.

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

The decrease in recruitment at **Bouygues Construction** affected the under-35 bracket, which dropped from 38.2% of total headcount in 2014 to 36% in 2015.

With strong generational diversity and over 10% of employees aged over 55, Bouygues Construction pays close attention to age management and the different cycles of employees' working lives. Transferral of knowledge is a valued principle and one seen as vital given that 6% of employees have been with the company for 30 years or longer. This is carried out in several ways, from internal training courses led by experienced employees to mentoring to help orientate young newcomers and provide guidance on assignments.

Information meetings on the subject of retirement, open to employees aged 55 and over, have been up and running since 2010. So far, 1,400 such employees have been informed about the legal and administrative aspects of retirement, end-of-career choices and the persons to contact for personalised support, where necessary.

Bouygues Telecom has a low proportion of employees aged above 55 because it is a relatively new company.

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	2015 Group total	2014 Group total
France^a	44	831	165	1,718	500	694	3,952	4,665
Managerial	32	449	121	185	260	206	1,253	1,176
Clerical, technical & supervisory	12	265	43	185	240	488	1,233	1,553
Site workers		117	1	1,348			1,466	1,936
International^b		12,184	29	14,369			26,582	30,249
Staff		3,225	29	2,447			5,701	5,270
Workers		8,959		11,922			20,881	24,979
France + International	44	13,015	194	16,087	500	694	30,534	34,914

(a) Permanent contracts.

(b) All contract types.

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

In France, tough business conditions, especially in the construction industry, led to a 15% drop in hiring.

As over half of **Bouygues Construction's** sales are generated outside France, international recruitment remained at a high level for the purpose of staffing key projects, e.g. in Hong Kong or the UK. In France, recruitment was steady though weaker than two or three years ago in view of the difficult economic backdrop.

Recruitment levels at **Colas** remained high, with an increase of 6%. In France, due to the decline in business activity, hires were down 22%, falling by 42% at road construction subsidiaries in mainland France, by 6% in French overseas departments and by 31% at the specialised activities.

Outside France, permanent and seasonal hires remained at a high level, rising 11% over the year. Traditionally, in certain countries where Colas operates in North America, Africa and Asia, hiring levels (especially for workers) are affected by the seasonal nature of business activities. In the United States, for example, there were 3,602 new hires, including 3,119 site workers.

Hiring levels were high in Africa, driven by strong business activity in West Africa (Benin and Ivory Coast). In Morocco, recent hires have mainly been aimed at renewing skills in production, purchasing, sales and works supervision.

In Europe, hiring efforts reflected the development of business activities, including an acquisition by Colas UK. In the railways business, the number of new hires rose to meet the needs of specific projects, especially outside France.

Bouygues Immobilier opted to safeguard jobs, diversify activities and expand internationally.

In 2015, **TF1** continued to hire selectively, focusing on the acquisition of expertise – especially in the digital arena, for the benefit of e-TF1.

Conditions did not improve for **Bouygues Telecom** in 2015, culminating in the loss of some 1,400 employees. Recruitment was therefore kept to a minimum, limited to the expansion of the 4G and fixed networks, B2B operations, customer relations and stores. None of these operations were concerned by the 2014 voluntary redundancy plan.

Number of departures (permanent employees)

	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Number of dismissals, France (permanent employees)	10	1,093	36	1,913	77	322	3,451	3,365 ^a
Number of departures, global (all types of contract)		14,046	12	14,937			28,995	29,532

(a) At Colas, the figure for 2014, which did not include the special case of redundancies at the time of project completion when an employee was rehired to a worksite on a long-term contract in the same year, has been adjusted for comparability with the 2015 number.

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

The number of dismissals was stable at **Bouygues Construction** in France. In its international activities, this new indicator should be viewed in light of the high number of recruitments. The project structure of business activities accounts for the intensive use of locally sourced, temporary labour, with contracts running for short times and expiring upon completion of construction cycles or projects. The completion of several projects in Africa (particularly in Mozambique and Rwanda) accounts for the high level of departures.

At **Colas**, the number of dismissals in France increased in 2014, and included 1,103 terminations due to the completion of worksites. As part of the reconfiguration of the plant operated by Société de la Raffinerie de Dunkerque (a refocusing on bitumen production alone), a plan carried out in 2015 included 15 compulsory redundancies and 37 voluntary departures. In some countries outside France, the number of departures remained high due to the seasonal nature of business activities.

3.2.1.3 Recruitment policy

Digitisation of the recruitment process

Within all **Bouygues group** companies, communication of the employer brand has focused on digitisation through the operation of e-career sites together with pages on various social networks such as LinkedIn, Viadeo, Facebook, Jobteaser and Twitter. In 2016, a recruitment website containing all the job offers from the Group will be made available.

The **Bouygues Construction** careers website gives visitors a comprehensive view of its business lines and locations. In 2015, 1,275 vacancies were posted. In the same year, 312,839 visits were recorded. Nearly 45% of external job applications came directly from the careers website.

The Campus Bouygues Construction Facebook page was kept up to date with graduate recruitment news. The number of people liking and thus following the page exceeded 2,000. Content on the LinkedIn careers page was expanded, with four pages created for students and recent graduates, international candidates, seasoned professionals and marketing/property development specialists. Since the pages came online in January 2015, the audience has almost doubled to upwards of 43,000 followers.

Colas launched a new website at colas.com, including a social wall pulling in content from Facebook, LinkedIn and Twitter, making it easier for candidates to submit job applications. This tool complements the Colas Hub and the Colas careers site, which was expanded in 2015 to include a live chat feature, plus “Happy at Work” and “Happy Trainees” videos and widgets to share reviews and comments by new hires and interns about their experiences.

Bouygues Immobilier’s e-careers site again garnered attention in 2015, obtaining 17th place in the Potential Park ranking in the careers-website category by gaining 14 places in the space of a year.

Bouygues Telecom has redefined its employer credentials in keeping with the new brand identity, to be manifested in 2016 by a new, responsively designed careers website and a digital roadmap. All HR operational staff dealing have been trained in how to use social media to improve sourcing expertise.

Graduate recruitment

All Group companies maintain active ties with the world of education as they seek to enhance their attractiveness to students and graduates. Three of the Bouygues group’s business segments were recognised in the French “Happy Trainees” ranking, which rates those companies most preferred by interns: Colas came 7th, Bouygues Immobilier 11th, and Bouygues Construction 14th.

Premium higher education partnerships were forged at **Bouygues group** level with Centrale/Supélec and HEC Paris to capitalise on the image of Bouygues amongst students and offer them professional opportunities in its various activities(see section 3.4.2.3).

In 2015, a mobile exhibition stand, representing the Group, was created to allow for joint representation at higher-education events

Bouygues Construction again invested heavily in graduate recruitment during 2015. Bouygues Construction’s “Le Défi” competition was one such highlight, with 70 students presenting their “Neighbourhood of the Future” projects to a panel of senior Bouygues Construction executives.

It also developed various schemes outside France for students and recent graduates as a way of harnessing their talents and building their loyalty.

At head-office level, the International Programme, in its second year, was extremely popular. This select scheme promotes opportunities for standard internships and the international business internship programme (VIE), for those wanting to experience other cultures. This year, 431 applications were received in the space of a week, and 13 candidates were selected for assignments in ten different countries.

Dragages Hong Kong runs three Graduate Programmes. One is dedicated to apprentices while the other two help recent graduates from the region, training them in specific skills, namely by mentoring and rotating them through various projects with a view to obtaining certification in construction and civil engineering (four years) or the skills needed to become a quantity surveyor (two years).

In the UK, Bouygues Energies & Services and Bouygues UK offer two-year Graduate Programmes. Annually, approximately 40 recent graduates join these schemes to gain a theoretical and practical knowledge of several professions while benefiting from personal coaching.

To meet the brisk demand for new hires, VSL put in place a Recruitment Day for engineers. The French edition abided by a job dating format. Approximately 100 candidates prospected for jobs and around 10 were hired. A similar event took place in India and another is scheduled in Canada for 2016.

As part of its approach to graduate recruitment, **Colas** is sponsoring ESTP’s 2018 graduating class and signed a new partnership agreement with Insa Toulouse.

In 2015, Colas continued to expand its internship opportunities and hire its most promising interns on a permanent basis. Colas was rated the best company in France to start a career, according to the “Happy at Work” survey, run by meilleuresentreprises.com, in the starter category. It also one of the first companies in France to conduct a satisfaction survey among all its young management-level hires (Universum). Internationally,

management-level recruiting follows the French model, i.e. it is mainly conducted through educational partnerships and internships.

Partnerships for promoting Open Innovation and building gateways between **Bouygues Telecom** and engineering or web-design students materialised in the form of challenge-oriented weekend events (e.g. Hackathon) held in conjunction with Web School Factory and Ionis (see section 3.4.2.3).

Internal job mobility

Besides the recognised benefits for the **Bouygues group**, such as passing on corporate values and expertise as well as enhancing careers, internal job mobility is key to maintaining employment in challenging times. It was put to particular good use during Bouygues Telecom's restructuring programme. In addition to the extensive arrangements within the business segments, each of which has specific teams and mechanisms for this purpose, the Group draws on the services of the parent company's Internal Job Mobility department. The Internal Job Mobility department can be consulted by Human Resources departments and, in the strictest

confidence, by employees of subsidiaries. It also coordinates national and regional internal job mobility committees, and manages an extranet on which job vacancies are posted.

Internal job mobility is a core value at **Bouygues Construction**. Nearly 2,000 employees changed either their job or location in 2015.

As part of its existing jobs and skills plan, **Bouygues Immobilier** introduced "mobility packages" to finance training for employees changing profession. In 2015, such employees represented 45% of internal job mobility during the year.

In order to protect jobs, priority was given at **Colas** to internal hires, thus encouraging mobility between entities. For example, Colas Sud-Ouest distributes regularly updated listings of jobs offered by Colas in the region where it operates, and offers employee training where necessary.

TF1 kept hiring to a minimum in its traditional television activities (broadcasting, news operations and audiovisual technology) and support services, and decided to focus on internal job mobility instead, for which a dedicated team exists. There were over 130 such internal transfers in 2015.

3.2.1.4 Compensation

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

Scope: France ^a €	Holding company and other	Bouygues Construction	Bouygues Immobilier ^b	Colas	TF1 ^c	Bouygues Telecom ^d
Managerial ^e	82,162	59,414	63,618	61,250	70,954	59,967
Change vs. 2014	3%	-0.3%	-2%	-1%	2%	-1%
Clerical, technical & supervisory	32,804	32,165	29,668	35,935	40,461	26,303
Change vs. 2014	-2%	-0.1%	1%	0.3%	0.7%	-0.5%
Site workers		27,309	19,327	25,862		
Change vs. 2014		0.7%	0.5%	2%		

(a) As the information systems of international activities are not integrated into those of French operations, full consolidation is not possible.

(b) Excluding sales staff.

(c) Including journalists.

(d) Including customer relations advisers.

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

Coverage: 57% of the Group's 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 2015 in respect of 2014) and Percentage of employees promoted (France).

For all Group entities operating in France, the year was marked by a challenging economic context and no inflation. Consequently, wage policies continued to show restraint.

At **Bouygues Construction**, for clerical, technical and supervisory staff in France, lower profits resulted in a drop in variable remuneration and bonus payments, leading to lower annual remuneration. Having said that, special attention was paid to ensuring remuneration was not eroded in the lowest pay brackets, especially for site workers.

Total payroll at **Colas** in France was deliberately maintained flat.

Compensation policy at **TF1** in 2015 aimed to reward staff accomplishments in keeping with business results, with managers bearing the brunt of wage restraint. Importantly, employees on maternity leave in 2015 received a negotiated average pay increase.

At **Bouygues Telecom**, 5,288 employees not awarded an annual bonus received a gross premium of €500 as a reward for their participation in the company's transformation. Since the company did not return a profit in 2014, it was not in a position to assign funds to staff profit-sharing in 2015 with reference to the preceding calendar year.

3.2.1.5 Group compensation policy

Compensation policy at the **Bouygues group** aims to reward merit and promote certain categories of employees such as young people and women. 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. In France, several business segments provide each employee with a personalised document summarising all these benefits to give them an overview of their total compensation. Also in France, employee-savings incentives (e.g. employee savings and collective retirement savings schemes) are regularly supplemented by capital increases reserved for employees, such as the Bouygues Confiance 7 operation concerning 2015 and 2016.

Virtually all (94.3%) international subsidiaries with more than 300 employees have a remuneration monitoring policy, with documentation detailing the processes involved and indicating the consequences of such monitoring (score card, summary report, indicator, etc.).

At **Bouygues Construction**, social protection arrangements (including complementary health and personal-risk insurance) and pension provisions that are part of employee benefits in France are gaining ground internationally.

Outside France, supplementary remuneration arrangements are also in place. Profit-sharing has existed since 2011 at Losinger Marazzi,

in Switzerland, where a collective bonus is paid to employees, determined on the basis of financial and safety-related criteria. Since 2006, employees at Bouygues UK and Bouygues Energies & Services UK are able to join shareBY, a tax-exempt employee savings scheme investing in Bouygues shares. For two years, special share-ownership operations, with fully matching contributions from the employer, have been offered to employees of the Bymaro (Morocco) and Dragages Hong Kong subsidiaries. Take-up has been relatively good (e.g. 62% at Dragages Hong Kong).

In France, 2,100 employees, or nearly 10% of the workforce, received a promotion in 2015. The Minorange Guild honours site workers who are exemplary in their work and attitude. There are 16 guilds totalling slightly over 1,000 members on a global basis.

Close to 2,000 employees are currently being monitored by French or European/Asian subsidiaries as key or high-potential persons. Approximately 100 locally-employed female employees of Bouygues Bâtiment International are being monitored in this way, representing close to 25% of the entity's key people.

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, which aim to foster loyalty to the company.

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	2015 Group total	2014 Group total
Hourly	43.1%	53.9%	36.5%	82.3%	30.1%	60.3%	67.4%	67.2%
Annual (incl. senior executives)	56.9%	46.1%	63.5%	17.7%	69.9%	39.7%	32.6%	32.8%

The indicator is specific to France and thus excludes international data. Coverage: 57% of the Group's headcount. Indicator available at www.bouygues.com: Average number of part-time workers (France).

At **Bouygues Construction**, the flat hourly rate is predominant despite a slight drop in the past three years reflecting a contraction in site-worker headcount in France to less than one-third of the total.

The breakdown in working-time systems at **Bouygues Immobilier** has shifted marginally towards a fixed-day basis, resulting from a drop in site-worker headcount at Ossabois, a subsidiary manufacturing timber frames, owing to a downturn in business.

Existence of individual or collective rules relating to worktime organisation^a in international activities

Scope: outside France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total
Existence of rules relating to worktime organisation in international activities		80.8%		100%			90.6%

(a) New indicator for 2015. Holding company and other, Bouygues Immobilier, TF1 and Bouygues Telecom are not covered by this indicator on account of its scope. Only companies employing more than 300 people operating outside France are concerned. Coverage: 87% of international headcount.

With the exception of five Bouygues Construction companies in Asia, international subsidiaries with more than 300 employees have rules determining the duration of work.

Worktime organisation within **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. All business segments have introduced time savings accounts so that employees can manage their worktime more flexibly.

At **Bouygues Construction's** French operations, the overhaul of worktime arrangements under way since 2014 has resulted in harmonisation of practices and simplification of rules governing timesheets and overtime compensation, with the aim of enhancing the intelligibility of processes and operations. Test entities will use the new interface in 2016 before it is rolled out to the others during the second half of the year. Outside France, efforts to harmonise expatriation conditions and the terms governing secondments led to approval of a shared process common to all entities, with the aim of ensuring that the transferred employee and his or her family are treated fairly.

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 site workers and some clerical, technical and supervisory staff, means that work can be organised according to the seasonality of the business, while rewarding overtime. The method of a fixed number of days worked, which applies to managers, is being extended to clerical, technical and supervisory staff. In 2015, a new system for managing worktime and rest days for employees working on a fixed-day basis was submitted to the subsidiaries' Health and Safety committees for consultation. It will be implemented on a gradual basis.

At **Bouygues Telecom**, monitoring workloads was a concern throughout the year as more and more employees accepting voluntary redundancy left the company. A specific procedure was implemented, including the appointment of a liaison officer in each department. Every month, this individual had to assess the workload on the basis of four criteria, assigning a score of 1 to 3: presence of expertise, ability to conduct tasks, clarity of roles, and atmosphere. Remedial actions were defined where appropriate, assigned to a specific person for monitoring and checked regularly. A comprehensive report was issued to senior management and employee representatives.

Adopting new forms of work organisation

Wherever possible, the Group encourages a limited amount of working from home, which can increase employee satisfaction while yielding gains for the company by improving productivity and freeing up office space.

New procedures and collaborative practices were developed by **Bouygues Construction**, including the opening of a social network and the introduction of coworking spaces in local or regional subsidiaries. At Challenger, Bouygues Construction's headquarters, a special relaxation area attracts more than 6,000 visits each year. Additionally, working-from-home arrangements were formulated as a common process. Agreements are applicable to all clerical, technical and supervisory staff who wish to work from home and whose jobs allow them to do so.

To expand the dialogue around improving the work/life balance and satisfy the expectations of the younger generation, Bouygues Bâtiment France is implementing an initiative called "Harmonies". Highlights are training and awareness-raising programmes for all levels of management (e.g. the "Harmonie et Performance" training programme) and the introduction of a "Harmonies" charter for new projects, to define jointly the best practices to follow for the duration of worksites, covering team organisation, meetings, email usage and congeniality.

"Lean" procedures are also enacted on several worksites to optimise task scheduling and plan proactively, specify each party's role and enhance efficiency.

Bouygues Immobilier is rethinking work spaces for its customers and its own teams in accordance with the new digital paradigm. One such invention is a pilot site called "La Ruche", located at Bouygues Immobilier's headquarters, comprising comfortable work spaces in a relaxed atmosphere. The whole concept has been thought out to ensure a healthy balance between fixed office and collaborative spaces, creative rooms and relaxation spaces, offering a connected whole in which workstations are adapted to their respective purposes.

This new office space also served as an incubator for the new shared offices and third spaces offered by Bouygues Immobilier under the Nextdoor brand, the first site of which opened in June 2015, offering coworking spaces to start-ups and established companies alike (see special focus on Nextdoor in section 3.4.5.2).

At the same time, Bouygues Immobilier is offering employees flexibility in their choice of work location, which besides the office may involve a third place, mobile working or working from home.

TF1 began trialling working from home in September 2014, initially for a period of nine months (1 September to 31 May 2015). This was extended to 31 December 2015. Last year, 73 employees worked one day per week from home.

All of **Bouygues Telecom's** employees in the Paris region have been brought together in a single location offering optimum working conditions and scheduling, from home working, flex-office and collaborative

communities to company-wide social networks, system-based digital office solutions, universal Wifi coverage and relaxation rooms. A variety of catering options are offered along with sports facilities and a concierge

service. This unique office space, with its high-quality, productive working environment, is providing substantial help in unlocking synergy and time savings while enhancing productivity and relations between employees.

3.2.2.2 Absenteeism

Absenteeism (permanent staff)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Absenteeism	3.1%	3.7%	2.1%	5.1%	2.9%	5.0%	4.5%	4%

Coverage: 57% of the Group's headcount. Absenteeism is defined as the number of calendar days absent as a result of workplace accidents, commuting accidents, occupational diseases and other illnesses versus [average number of permanent staff x 365].

The rate of absenteeism was 0.5 percentage points higher than in 2014, at 4.5%, close to the national private-sector benchmark of 4.6% in 2014, which was 7.4% higher than in 2013 (according to a survey by Alma Consulting Group 2015).

Almost all international subsidiaries (98.1%) with over 300 employees officially monitor absenteeism.

3.2.3 Labour relations

3.2.3.1 Relations with employee representatives, summary of collective agreements

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 segment, were determined at Group level by a 2005 agreement. Employee representative bodies in the different business segments are supplemented by the Group Council in France (30 representatives from various works councils around the Group) and the European Works Council (24 representatives from eight 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 and health & 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, which was much higher (82.1% in 2015) than the nationwide average (42.8% in 2013 according to 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, personal-risk insurance schemes within the business segments are managed jointly with trade unions. In 2015, site workers were invited to join the supervisory board. Since 2014, a library of economic and HR-related information has been made available to employee representatives, and works councils are consulted on strategy.

For the first time at **Bouygues Construction**, workplace elections were fully electronic in two of its subsidiaries as regards all the electoral colleges. Levels of turnout exceeded 80%.

Employee representatives were consulted on changes to medical coverage and personal-risk insurance schemes. For instance, the period of transferability of the earned personal-risks entitlement for site workers and clerical/technical/supervisory staff was extended to 36 months. Further changes to these schemes are planned for 2016 with the inclusion of all Bouygues Energies & Services employees in the Bouygues group's medical coverage plan, leading to a single social protection scheme common to all entities within Bouygues Construction.

Some of the major agreements concerned areas such as paid leave donations, remuneration for employee inventions and various aspects of working from home. Profit-sharing agreements were renewed by nine entities for a three-year period.

In connection with compulsory annual negotiations, employee representatives at **Bouygues Immobilier** created a solution supplementing statutory arrangements whereby employees can take leave to look after a seriously ill child, spouse or parent. Paid leave donation is now possible as a way of helping colleagues within the same company.

At **Colas** in France, management-labour dialogue took place in a challenging economic context in 2015 within 321 local and group-wide works councils.

The implementation of standardisation agreements continues across subsidiaries. Spac and Segec both signed a standardisation and substitution agreement relating to staff employment status during the year, effective as of 1 January 2016. Negotiations are currently underway at the quarry entities of Colas Est and, at Colas Île-de-France Normandie, while Cosson has signed a standardisation agreement.

Agreements relating to equal opportunity and fair pay for women and men have been signed at Colas Midi-Méditerranée, Colas Rhône-Alpes Auvergne, Colas Sud-Ouest, Colas Rail, Aximum, Smac, and the subsidiaries in the West Indies. Several pre-election agreements were also signed in connection with workplace elections.

At **TF1**, despite stressed economic conditions, marked by uncertainty over the future of TV channel LCI, management-labour dialogue did not diminish in 2015, leading in fact to key agreements in the form of annual wage negotiations and an amendment to the profit-sharing agreement. From a standpoint of mutual accommodation, collective bargaining also resulted in the revision of the agreement governing time savings accounts, to which all trade unions were signatories. Additionally, TF1 renewed its commitment to the principle of diversity through the renegotiation of agreements on ethnic diversity and gender equality.

3.2.3.2 Coordinating labour relations

In 2015, the **Bouygues group** made the collaborative ByLink Network extranet platform available to all employees, giving them access to a discussion forum and a space for public and private work groups. Each business segment has supplemented these Group-wide capabilities with their own collaborative networks, restricted to their respective employees. Because these networks all use Microsoft's Yammer solution, adoption of this new work resource was easier.

At **Bouygues Construction**, internal seminars and briefings are held periodically, with the development of collaborative or interactive channels enabling employees to put questions to their managers or other executives on stage. This interactive resource has been up and running for two years on the "Com.unity" intranet, involving surveys and forums discussing various themes.

Satisfaction surveys are regularly undertaken within each entity, with site workers included in the process. Response rates are generally good, in the 60-70% range or higher. In 2015, Bymaro (Morocco), Dragages Hong Kong and Bouygues Entreprises France-Europe conducted surveys. Findings were analysed and remedial action decided upon.

During the "Solid'R" corporate community action day held on 18 September 2015, the costs of which were fully covered by **Bouygues Immobilier** and its corporate foundation, 82% of employees helped charities by means of approximately 40 local projects in partnership with Unis-Cité.

Employees were encouraged to take part in **TF1's** first ever participation in France's heritage days. The general public were invited to TF1's head office to visit television studios and meet well-known figures from the company. With assistance from the charity B.A.ba solidarité, which encourages literacy and basic skills in the workplace, 40 TF1 employees coached some employees of the cleaning company that services the site.

Through the employee perception survey in September 2015, employees at **Bouygues Telecom** underlined their attachment to the company, with 88% saying that they are proud to work there (+2 points higher than in the previous survey in 2013). A full 93% of employees stated that they want to give their very best to help the company succeed (+4 points higher than previously).



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

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Turnout in the most recent works council elections	89%	86%	73%	83%	80%	69%	82%	82%

The indicator is specific to France and thus excludes international data. Coverage: 57% of the Group's headcount. Indicators available on www.bouygues.com: Percentage of employees covered by a satisfaction survey (France), Percentage of employees receiving a formal annual appraisal (France).

Turnout was high at **Bouygues Construction** in a year when many employee representative bodies were renewed, with nine entities conducting elections.

At **Colas**, renewal of employee representatives took place at the parent company Colas SA, Colas Nord-Picardie and Colas Île-de-France Normandie (selected locations).

3.2.3.3 Summary of collective agreements

Collective agreements negotiated

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Number of collective agreements negotiated, including mandatory annual negotiations	4	139	6	106	20	9	284	248

Coverage: 57% of the Group's headcount.

3.2.4 Health and safety

3.2.4.1 Safety

The **Bouygues group** aims to reduce the frequency and severity of occupational accidents to which it is highly exposed through its operations, and works towards better employee health. All business segments aim to enhance road safety and forestall psychosocial risks (through surveys, early warnings and management training in best practices).

However, it is on worksites where there is an inherent risk of danger, where the need for accident prevention is crucial. The Group's construction businesses are therefore working extremely hard in the area of health and safety (safety equipment, training, detection and monitoring of near-accidents), and their results surpass industry standards. To improve on this record even further, Bouygues Construction and Colas have rolled out training programmes on health & safety issues, including the fight against addiction. In France, health, safety and working-conditions policies are implemented in consultation with Health & Safety committees. 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.

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 safety resources, including training on safety, eco-driving techniques, first aid, 15-minute sessions on safety basics, awareness-raising initiatives, accident analysis, best-practice sharing, cross-subsidiary challenges and half-yearly rankings.

Commitment to health and safety is the core value within **Bouygues Construction's** charter of values, revised and updated in April 2015. It is also included and assessed during all employees' annual appraisals from 2015.

As part of the "Permis de Construire 2" training module, all employees at Bouygues Entreprises France-Europe underwent a refresher course on the principles and rules contained in the safety policy. This included a digital module plunging employees into a 3D environment modelled from an actual worksite. This technique can be used to simulate hazardous situations and improve conduct. More than 100 site workers have already followed this new training programme; more will be follow in 2016.

For the past nine years safety indicators have been factored into profit-sharing agreements. As a result, all employees are incentivised by the safety policy. A safety-reporting procedure was rolled out in France during 2015; it will be rolled out to international subsidiaries starting from 2016.

Among initiatives at **Colas** in France, "starter" safety talks were held at all worksites. It also held safety coaching launched for all new business unit managers and rolled out "Lara", a chemical risk assessment tool, at all French subsidiaries. Colas made changes to Ergomat, which now provides manufacturers of site plant and trucks with user feedback on possible improvements to equipment, and even on designs for new models.

3.2.4.2 Health & safety in the international operations

Health and safety policies at **Bouygues Construction's** international operations were broadened in scope and gained structure. Safety-awareness weeks were held in all entities. In 2015, a scorecard allowed each unit and major project to assess itself on five key themes in the Safety Act, with an increased weighting assigned to the worksite equipment and methods criterion, which is crucial to safety. These audits have notably led to the creation of full-time safety manager positions in Nigeria, Cuba and Myanmar.

Over one-third of training dispensed concerns workplace health and safety initiatives. Five training centres (Hong Kong, Singapore, Turkmenistan, Poland and Cuba) train locally hired site workers through sessions geared towards actual work situations (e.g. relating to portable tools, formwork, working at heights and personal protective equipment). Two more centres are planned in Myanmar and Thailand.

These resolute policies have been recognised through safety awards and local/international certifications (e.g. Rospa Safety Award). Several projects in Hong Kong, Singapore, Canada and the UK have received this type of accolade for their dedication to health and safety issues.

At **Colas**, the third edition of Safety Week took place between 15 and 19 June, with each country and each subsidiary developing its own safety-related activities. Outside France, Colas Inc. in the US ran a project in conjunction with Caterpillar Safety Services that involved managers and employees in order to give real meaning to safety culture.

3.2.4.3 Health

Safety in the workplace is a key part of **Bouygues Construction's** health and safety policies, both in France and abroad.

Warm-up exercises on worksites at the start of each day have been commonplace at the French construction activities for many years. Constant efforts are being made, in conjunction with ergonomists and technical and equipment departments, to reduce manual handling and heavy lifting. At Challenger, Bouygues Construction's headquarters, two weeks of raising awareness of ergonomic principles and the postures to adopt at workstations were held in October 2015 for head-office employees, in association with the occupational healthcare department.

Efforts to combat addiction, targeting alcohol and drugs, were stepped up in 2015. This has been policy for more than five years and includes campaigns to raise awareness of this issue among managers and head-office and worksite employees alike. A ban on the availability and consumption of alcohol on all workplaces operated by Bouygues Construction came into effect. A counselling programme is being introduced, based on the system used by Bouygues Entreprises France-Europe, in conjunction with internal and external partners (e.g. occupational health experts) to help treat employees affected by addictions.

Colas has implemented mechanisms and actions to reduce employee exposure to bitumen fumes, silica dust and chlorinated solvents

(see section 3.3.3.2 of this chapter and section 4.1.3.6 of chapter 4 "Risk factors"). Thanks to its network of around a hundred safety officers in the field, Colas has raised its employees' awareness and increased their training on these issues.

Innovative projects were carried out in Switzerland, specifically an exoskeleton, which enhances the physical capabilities of the workers wearing it, while reducing arduousness. Another innovation was man-machine facial recognition.

To assist in the integration of new hires, **Bouygues Immobilier** has implemented an e-learning programme, available to all employees, that outlines the main occupational hazards and the procedures to be followed.

At **TF1**, the Corporate Services and Security Department regularly deals with issues relating to health, safety and working conditions, most notably regarding the layout of premises and workstation ergonomics.

Priority was assigned last year at **Bouygues Telecom** to supporting staff through the company's transformation. Workplace counsellors were a source of support to employees soliciting their services. Special training was given to managers to help provide support to employees facing difficulties. Systematic, regular monitoring of workloads in regard to all departments was undertaken at all levels of the company. Every employee joining a Club Bouygues Telecom store follows an e-learning module on safety, covering areas such as robberies, theft by deception and impolite customers, and attends a one-day session on emotional management techniques. A permanent helpline is available so that employees can report a hazard or an injury and receive immediate assistance. Whenever they feel traumatised, employees are systematically referred to a workplace counsellor.

Workplace accidents

Scope: global	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Frequency rate ^a of workplace accidents among staff		4.6	7.8	6.8	2.7	4.3	5.6	6.0
Severity rate ^b of workplace accidents among staff		0.27	0.20	0.52	0.24	0.16	0.38	0.37
Number of fatal accidents		4		5			9	10

(a) Number of accidents involving time off work x 1,000,000/number of hours worked. In France, these are accidents leading to more than one day off work, reported to and recognised by healthcare authorities. Outside France, for 2014, Colas counted accidents that are reported and recognised by the relevant health authorities.

Bouygues Construction counted accidents leading to at least one day off work. For 2015, all entities counted accidents from the first day of certified absence from work.

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

At **Bouygues Construction**, after several years of steady improvements, safety indicators were slightly worse. Broadly speaking, the French construction entities posted stable or improved results. However, the frequency rate rose marginally at certain sites and major international projects, where business activity had been strong in 2015. Four fatal accidents regrettably occurred, including an employee collapsing during working hours and a commuting accident. The other two accidents concerned site workers at work.

At **Colas**, the number of workplace accidents involving time off work fell by 12%. The frequency rate improved from 7.66 to 6.84, as did the severity rate (0.52 compared with 0.53 in 2014).

These results reflect the high level of commitment by managers, especially internationally. There were sadly five fatal workplace accidents. Two occurred in France (at Colas Centre-Ouest and at Colas Sud-Ouest), while the other three took place in Madagascar, Ivory Coast and Gabon.

Social protection outside France^a

Scope: outside France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Social protection outside France		92%		100%			96%	94%

(a) Percentage of companies employing more than 300 people, operating outside France, providing social protection to employees. Coverage: 87% of the international headcount.

Social protection schemes are a key priority in the local HR policies of **Bouygues Construction** and are steadily being introduced to new sites. This is shown by the sharp increase in the percentage of coverage last year, from 86% to 92%. The goal is still that each employee will be covered for personal risks (death and incapacity at the very least). At **Colas**, the 100% rate reflects the existence of a company-wide policy.

Occupational illnesses

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Recognised occupational illnesses	0	72	2	148	0	0	222	193

The indicator is specific to France and thus excludes international data. Coverage: 57% of the Group's headcount.

Though showing an increase, the figure for 2015 was low, conveying the positive impact of the health & safety policy, ergonomics initiatives and the constant efforts to improve worksite equipment, which reduces arduousness.

3.2.5 Development of talent

3.2.5.1 Development of expertise and employability

The **Bouygues group** enhances the expertise of its staff by organising technical training courses within each business segment and – at all corporate levels – training on management practices, through the Bouygues Management Institute (IMB) and corporate universities. Each year, a large number of employees receive safety training. 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).

At **Bouygues Construction**, 68% of employees in France followed at least one training module. Over 380,000 hours of training were delivered in total.

Health and safety is a major concern, accounting for 39% of all training hours dispensed to employees. For example, Bouygues Entreprises France-Europe developed a training module that provides a virtual visit to a worksite, pinpointing approximately 40 dangerous situations.

Additionally, as job descriptions are changing all the time, employees require continual technical skills development in order to remain competitive and to ensure their employability. This type of job-related, technical training accounted for 42% of all training hours dispensed to employees. In 2014, Bouygues Bâtiment Ile-de-France began updating its training curriculum in line with technical developments in the industry. In 2015, training modules on BIM (Building Information Modelling) began to be designed. BIM is a new technology that is going to revolutionise business processes and professions at every stage of the building project (see section 3.3.3.1).

Another key area for training is business ethics and the compliance of commercial practices. An e-learning programme called Fair Deal was introduced in late 2015 to raise awareness among and train 30,000 clerical, technical and supervisory staff, in France and internationally.

Since coming into being in 2008, the Bouygues Construction University has significantly expanded its training curriculum, which now contains close to 80 modules and courses of study. More than 1,000 training events are held by the university annually.

The "Philae" project, which began in 2015, aims to design a common training programme for all Bouygues Construction's activities in France and internationally, based around four modules, which are integration,

fundamentals, professionalisation, and development and expertise. The project will take three years to complete.

Bouygues Immobilier again placed a strong emphasis on training in 2015 to ensure the long-term development of talent. One manifestation, for example, was project-based job training; another was the start of partnerships with higher education establishments (with Business School Solvay, Sciences Po Paris, etc.) to help employees accede to higher management positions and to develop more collaborative styles of leadership.

Bouygues Immobilier already offered blended learning but last year stepped up its digitisation of training options by acquiring a LMS, or Learning Management System, platform. This platform is accompanying three flagship projects in 2016: implementation of "Opéra" (a new system for operational management), the launch of the BI U school of marketing and the new version of the BI Quest induction programme.

In mainland France, **Colas** invested to offer 33,965 training initiatives and 563,693 training hours, up 4.8% compared with the previous year. Training on health and safety issues made up 40.5% of total training hours. Of these training hours, 51% were delivered to site workers, 27% to clerical, technical and supervisory staff and 21% to managers. Campus Colas held a total of 444 training sessions during the year across France, with 4,091 employees attending. Campus Colas delivers training programmes based on a common curriculum applied across Colas, facilitating the career development of site workers, clerical, technical and supervisory staff, and managers. Among these programmes, the four Colas University courses have supported the career development of 304 managers.

TF1 focused on supporting transformations through adaptation to new technologies. Two training highlights were the design of a specific programme for 40 executives, including a trip abroad, and the creation of TF1 University, an aim of which is to develop ways of learning and sharing that promote open-mindedness and collective thinking.

At **Bouygues Telecom**, 2015 was the year when technical progress was consolidated and the company's in-depth transformation and steps towards digitisation were accelerated.

Inspired by two leitmotifs, which are employability and shared collaborative moments, the company's training policy took a multifaceted approach.

A multimodal programme supporting the company’s 500 leading managers called “Réussir la transformation” was made possible by expanding the e-campus offering to include specific content usable by participants to support and motivate their teams. A new talent-building programme, including immersion in start-ups, was also launched, while Bouygues Telecom’s technical experts club (network, innovation and IT) received a new intake.

Thanks to changes in vocational training, a diploma course accrediting work experience was run for the first time, for team leaders at call centres.

Additionally, the Clubs Bouygues Telecom network of stores also offers a school of marketing, in conjunction with IGS, where approximately 20 young employees each year prepare for the two-year BTS diploma in business-unit management.

3.2.5.2 Integrating young people

The Gustave Eiffel apprentice training centre (CFA), which is supported by the **Bouygues group**, prepares 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. Bouygues remains highly committed to this apprentice training centre, based on three main avenues: streamlining of training programmes in accordance with the Group’s business needs; expansion of continuing vocational training; and development of induction support skills.

Work/study programmes at **Bouygues Construction** are one of the ways that it trains young people in its professions, and they also represent a large recruitment pool. Each year, vacancies are advertised through the distribution of work/study guides in specifically identified schools. In 2015, a digital guide containing close to 100 vacancies was made available to potential candidates on the careers website.

Bouygues Immobilier places considerable importance on internships and work/study arrangements, all the while ensuring diversity in intake. For several years, the BI Campus day has provided an opportunity for the

company to assert the fundamental values of its HR policy with interns and apprentices through high-quality interactions with over 20 seasoned employees. The purpose of this day is for young people to build networks within Bouygues Immobilier.

At **Colas**, training policy focuses on safety management training for works supervisors as its top priority. Emphasis is also placed on mastering technical fundamentals and team management. Orientation programmes and business-specific training for all new hires are strengthened by mentoring initiatives, benefiting an intake of 558 hired under work/training contracts.

3.2.5.3 Training, a strategic driver of international growth

Bouygues Construction entities invest substantially in training their locally hired employees. After the UK, Asia and Turkmenistan, Bouygues Bâtiment International opened a new training centre in Morocco, in 2014.

Bouygues Energies & Services UK has expanded its management-training proposition by designing a module dedicated to middle management, aiming to develop a corporate culture shared by all business lines, retaining talent and promoting staff career development.

Dragages Hong Kong launched an original initiative, an internal forum, for promoting a culture of learning and knowledge-sharing. Five knowledge-sharing sessions were held, bringing together 200 participants across all sites.

Outside France, the programmes in place at **Colas** mainly focus on developing core competencies and safety training.

This is the case both in the US, where Colas Inc. has put in place an organisation to ensure a common approach to core competency training at all US subsidiaries, and in Canada, where contractual training was emphasised in 2015. In Europe, Colas Danmark put in place training for managers, Colas Belgium technical and administrative training, and subsidiaries in Ireland and Austria safety training.

Work/study training contracts

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Number of apprenticeship contracts		195	27	251	26	68	567	731
Number of professional training contracts	1	84	67	170	123	100	545	747
TOTAL	1	279	94	421	149	168	1,112	1,478

Coverage: 57% of the Group’s headcount.

Recruitment of students on work/study contracts by the **Bouygues group** adapted to the business slowdown in France, accounting for the 25% decline relative to the previous year. Monitoring and quality of assignments offered remain a priority in anticipation of possible permanent recruitment subsequently.

Training (permanent staff)^a

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2014 Group total	2013 Group total
Percentage of payroll spent on training	2.4%	4.1%	3.6%	4.0%	3.0%	3.2%	3.8%	3.9%
Average number of days training per employee per year	2.40	2.46	2.48	2.48	2.62	2.21	2.45	2.48

(a) Data on training refers to the Group training audit published in 2015 in respect of 2014. Information concerning 2015 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: 57% of the Group's headcount.

Despite the challenging economic context in France, the Group continued to offer two to three days of training per employee on average. Investment on training continues to remain above statutory obligations.

Existence of a formal training plan in the international activities^a

Scope: outside France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Existence of a formal training plan in the international activities		81%		96%			89%	88%

(a) Holding company and other, Bouygues Immobilier, TF1 and Bouygues Telecom are not covered by this indicator on account of its scope. Only companies employing more than 300 people operating outside France are concerned.

Coverage: 87% of international headcount.

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

3.2.6 Equal opportunity

3.2.6.1 Promotion of diversity and equal opportunities

"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." (Bouygues group Human Resources Charter, drafted in 2008).

Bouygues group business segments have a diversity officer and have continued pursuing initiatives to encourage diversity and equal opportunity, with a particular focus on gender equality, disability and occupational integration. At Group level, the Diversity-Equal Opportunity committee brings together several times a year specialists from the different business segments to encourage implementation of best practices. TF1 and Bouygues Telecom have held the Diversity label since December 2010 and June 2011, respectively.

Six units in **Bouygues Construction** are signatories of the Diversity Charter. Diversity policy applies to all operations belonging to these units, both in France and abroad. Bouygues Bâtiment International's Diversity label (Afnor certification) has been renewed and several of its subsidiaries took tangible steps in this sphere.

With more than 1 million hours of occupational integration in 2015, Bouygues Construction is exemplary in local sourcing of employment and welfare-to-work schemes (see section 3.4.1 "Socio-economic impacts

worldwide"). Bouygues Construction's aim is that social, cultural and ethnic diversity is reflected in its workforce, at every level of the company.

To raise awareness among employees and spread best practices in favour of inter-cultural diversity, several means of communication have been adopted, including a newsletter and a specific section on the intranet (part of which is reserved for HR). A handbook specifying Bouygues Construction's stance on religion in the workplace is available from and publicised by HR managers within each entity.

Bouygues Construction University has created an "Equal opportunities" module, which has raised awareness of the issue among more than 500 HR employees and managers.

Outside France, Dragages Hong Kong has a total of 28 nationalities on staff. As a multicultural company, assimilation and cohesion are deemed vital to improving quality of life at work. The Cultural Diversity Festival run by Dragages Hong Kong aims to strengthen ties within the company by raising awareness of the traditions of the five most represented nationalities, from China (64%), Nepal (16%), France (9%), Great Britain (4%) and the Philippines (2%). For five weeks in 2014, 1,500 employees at Dragages Hong Kong took part in 22 cultural events. Daily newsletters also opened a window on various countries.

At **Colas** in France, non-discrimination as a principle has been clearly reaffirmed in many company-signed agreements, from diversity and gender equality charters to the *contrat de génération*. Initiatives to raise awareness of non-discrimination are regularly carried out at Colas University.

US subsidiaries are bound by federal laws prohibiting job discrimination in hiring, employee treatment and compensation. Initiatives are many and include the clear communication of this commitment and the sharing of job offers with placement agencies specialising in the employment of minorities.

At **Bouygues Immobilier** in 2015, a new training module called “Respect et Performance – Manager la diversité” was implemented for all of the company’s experienced managers, aiming to assist them in developing intra-team cooperation, understanding the diversity of each person and finding the keys for making diversity a factor in promoting performance and employees’ personal development.

HR procedures were revised – especially in the area of recruitment and promotion – and traceability guaranteed to assist in compliance with the exacting requirements of the “Diversité” equal-treatment label, which was obtained by **TF1** in 2010. An audit took place in 2012 and the renewal request is still outstanding. A total of 1,200 employees (managers, journalists, HR, employee representatives, etc.) have been trained in fighting discrimination over the last three years. In 2014, Allodiscrim’, a network of lawyers specialising in discrimination-related issues, was appointed to provide a clinic for employees who feel that they are victims of discrimination. In October 2015, the TF1 group signed a charter underlining its commitment to fighting discrimination based on sexual orientation and identity.

A partnership between **Bouygues Telecom** and Mozaic RH was signed to promote the sourcing of young employees or work/study students from underprivileged neighbourhoods.

Existence of a formal diversity policy in international activities^a

Scope: outside France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total
Existence of a formal diversity policy in international activities		46.1%		66.7%			56.6%

(a) New indicator for 2015. Holding company and other, Bouygues Immobilier, TF1 and Bouygues Telecom are not covered by this indicator on account of its scope. Only companies employing more than 300 people operating outside France are concerned. Coverage: 87% of the international headcount.

Outside France, subsidiaries in the US and European countries, for example, are actively fighting discrimination in the workplace, including sexism, in accordance with local legislation.

3.2.6.2 Gender equality

The promotion of gender equality is a goal shared by all **Bouygues group** subsidiaries. In 2015, the Bouygues group invited 12 female employees working in various business segments to take part in the 11th Women’s Forum for Economy & Society with a view to drawing inspiration from current trends and best practices enacted by companies and stakeholders around the globe.

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. In order to do this, 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.

In France, the proportion of women managers has been rising steadily for years. Across all business segments, equal pay between men and women is monitored and a budget is assigned to harmonisation where this is necessary.

Since 2012, **Bouygues Construction** has been operating a programme promoting diversity, involving the entire HR function. This includes awareness-raising modules as part of managers’ training, recruitment commitments, a special scorecard, HR training and an intranet communication plan.

In late 2014, Bouygues Construction supported an initiative by *Le Moniteur*, a trade journal, and the French building federation to create the first ever awards recognising women employed in the construction

industry, highlighting female contributions in spheres ranging from works and architecture to property development and taking over businesses.

Welink, the women’s network at Bouygues Construction, in June 2015 invited its members and other stakeholders to its debut evening event devoted to exchanging views and sharing experiences on the place of women in the construction industry. Close to 300 responded to the invitation, taking part in the various talks.

Local Welink bodies were created last year, chief among which at Losinger (Switzerland) and at Bouygues UK. Within Bouygues UK, approximately 100 employees got together on 21 April 2015 to exchange views on what the UK entity needs in order to promote diversity in its teams. Other international entities continued to develop initiatives on the subject of gender equality, especially Bymaro, which is strongly promoting the recruitment of women, and Dragages Hong Kong, which published its first ever report on gender diversity.

Colas launched an action plan in 2015 drawing on the proposals made by a working group that met in 2014. Some of these training and awareness-raising initiatives have already taken place, including the production of four short films (including one shot in conjunction with a sheltered-sector company) and amendments to framework agreements with employment agencies. Manager training and the creation of a network of diversity ambassadors are under way. Internal communication campaigns on diversity took place and mentoring was introduced in late 2015; these initiatives will continue in 2016. With respect to equal opportunity, the implementation of negotiated collective bargaining agreements at the subsidiaries is monitored through a report on the comparative situation of male and female employees.

In 2013, **Bouygues Immobilier** pledged to increase the proportion of women active in operational positions to 26% after three years, especially in management positions within business units.

By 31 December 2015, the target had been exceeded, with a rate of 30%.

The priority aim of **TF1** is to increase the proportion of women managers, which rose from 28% to 29% in the Management Committee, which comprises the 150 leading executives of the TF1 group. In 2015, an action plan called “Mixité et Performance” was approved by the Senior Management Committee.

The main points of this plan are a diversity network called “Fifty Fifty” sponsored by Catherine Nayl, Executive VP of News & Information at the TF1 group; a scorecard for tracking gender equality performance indicators; and HR staff training to raise awareness about stereotyping. The number of people attending the “Leadership au féminin” course last year was doubled.

The “Femmes et Management” programme made further achievements in promoting women, encouraging solidarity and developing women’s opportunities at **Bouygues Telecom**.

One initiative was the promotion of cross-mentoring, in which 35 men and women from Bouygues Telecom, TF1 and Cisco took part, benefiting from preparatory and follow-up sessions to help understand the key factors to ensure success, such as posture, best practices, feedback and sharing, as mentors and mentees.

In addition to the annual training plan, workshops and conferences are offered through the Bouygt’Elles women’s network, which also proposes a space for deliberating and sharing experience on topics such as personal marketing, networking, assertiveness and businesswomen in the digital marketplace.

This network also promoted technical and engineering professions amongst young women from secondary schools as part of Women@Tec, which was one of the highlights of 2015. In addition, the company continued giving its annual Bouygues Telecom award for the best Woman Digital Entrepreneur, for the fourth time in 2015.

3.2.6.3 Hiring people with disabilities

A structured disability policy is firmly established in all the **Bouygues group’s** business segments 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.

The Group’s disabilities policy has four priorities: recruiting through specialist forums, joining disability associations and using specialist recruitment agencies; keeping the disabled in employment by improving access, adapting workstations and appliances; raising awareness and helping employees and managers to see disabilities in a more positive way; and subcontracting to the sheltered and disability-friendly sectors. Enlisting the services of specialist firms (sheltered workshops and disability-friendly companies) is a mainstay of the Bouygues group’s disabilities policy, although the indicator is down due to a decline in activity in certain regions and departments.

Amid the challenging economic conditions, **Bouygues Construction’s** disabilities policy focused chiefly on adapting working conditions and keeping disabled people in employment rather than on recruitment.

Several arrangements were implemented to protect the careers and ensure the safety of employees with disabilities, such as improvements to accessibility, fire evacuation procedures, and workstation and equipment adaptations.

More HandiTour roadshows took place. In late 2014, Bouygues Travaux Publics held two events, with 250 people visiting the worksite of the Nîmes-Montpellier railway bypass. A further 110 people visited a worksite in the Paris region. In early 2015, Bouygues Bâtiment Ile-de-France met with site workers at structural work projects to raise awareness about disabilities, with the help of video materials.

Through the Bouygues Construction corporate foundation, Terre Plurielle, financial support has been provided to several disability charities for two years, such as the “Phares” programme (promoting disabled students in higher education) run by the French disabled students’ federation since 2011.

Colas subsidiaries that have signed agreements with the French government agency Agefiph, which promotes the employment of people with disabilities, continued their initiatives in 2015. This included 15-minute disability talks (two per year), awareness-raising and training, distribution of a handbook aimed at interns, action plans to promote purchases from the sheltered sector and help staff with disabilities remain in employment.

At **Bouygues Immobilier**, actions aimed at raising awareness among staff, recruiting, retaining the disabled in employment and increasing subcontracting to the sheltered sector have paid off, with the proportion of disabled employees doubling to close to 3%. For the second consecutive year, Bouygues Immobilier – in association with Cap Emploi du 75 and TF1 – held a special recruitment drive for work/study positions within support and operational teams.

To make a lasting difference, disability officers and operational managers identified services that can be outsourced to the sheltered sector, which have a direct link to the property development activity, thus providing support to teams on the ground.

At the beginning of 2014, **TF1** group signed an ambitious three-year agreement with trade unions governing the recruitment of disabled persons on permanent contracts and fixed-term contracts of more than six months (24 in three years, of which 18 on work/study contracts), with an emphasis on work/study contracts. These arrangements train disabled employees, placing their talents at the company’s disposal for the future. The agreement also stipulates an increase in sales assigned to the sheltered and disability-friendly sector. In 2015, 43% of disabled persons benefited from adapted working conditions.

In 2015, **Bouygues Telecom** signed its fourth consecutive agreement on the occupational integration and retention of disabled employees in the workplace. The proportion of disabled workers was shielded from the voluntary redundancy plan in 2014. The move to the Technopôle site in Meudon included direct support for disabled employees. Assigned disability officers, some of whom are management level, apply the disabilities policy on a daily basis throughout the Bouygues Telecom store network.

Disabled workers (permanent and fixed-term)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Number of disabled workers	3	555	33	942	68	261	1,862	1,869
Number of disabled workers hired		7	4	6	9	16	42	61
Sales with sheltered workshops and disability-friendly companies	€2,326	€2,248,985	€393,490	€1,383,472	€370,700	€451,956	€4,850,929	€4,409,622

International consolidation has not yet been carried out. Coverage: 57% of the Group's headcount.

Sourcing from the sheltered sector rose sharply within the **Bouygues group** thanks to the work of purchasing managers and disability liaison officers within each entity.

3.2.6.4 Anti-discrimination policy

See section 3.2.6 "Equal opportunity"

3.2.7 Compliance with International Labour Organisation (ILO) conventions

The **Bouygues group** promotes the Fundamental Conventions of the ILO as well as human rights in the countries where it operates. Signed in 2006, the UN Global Compact 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 at 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. It should be noted that, outside France, an employee consultation body exists in more than two-thirds of major subsidiaries.

Concerning those working on sites run by **Bouygues Construction** outside France, the working accommodation standards – which for over two years have provided a common framework for the structuring of

worksite living quarters – were in 2015 applied systematically to all new Bouygues Bâtiment International worksites. This framework, which takes the ILO conventions as its starting point, is due to be expanded in tandem with the development of family worksite living arrangements (most notably in Asia), which frequently include play areas, a school transport system and literacy campaigns.

Literacy and schooling programmes are being implemented to assist in the integration of workers' families and the education of their children. Internal audits are conducted annually, taking place in Qatar, Myanmar and Morocco in 2015. All audits give rise to recommendations and improvement plans.

Since **Colas** mainly operates in OECD countries, it has few operations in countries where there are substantial risks in terms of freedom of association, forced or compulsory labour, child labour or discrimination. Colas works with a limited number of subcontractors.

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	2015 Group total	2014 Group total
Existence of employee representative bodies in international activities		58%		74%			66%	69%

(a) Holding company and other, Bouygues Immobilier, TF1 and Bouygues Telecom are not covered by this indicator on account of its scope. Only companies employing more than 300 people operating outside France are concerned. Coverage: 87% of the international headcount.

The decline in this indicator at **Bouygues Construction** is due to the application of the 300 employee cut-off point, and does not reflect the proactive policy in this area. Relative to 2014, one more entity reported the existence of employee representation. The decrease in the percentage was due to the fact that several companies without employee representative bodies crossed the 300-employee mark in 2015, e.g. VSL (China) and VSL (Thailand).

Outside France, **Bouygues Construction** entities are developing a labour relations policy inspired by the Group's corporate culture, which is particularly ambitious in this sphere. Employee representative bodies are active in each entity, even when not stipulated by national legislation. For example, a labour-management committee was established in Turkmenistan last year, comprising four employee representatives and four managers. It meets on a monthly basis, dealing with matters relating to working conditions, as relayed by the employee representatives. This kind of representation also applies in sub-Saharan Africa and Morocco.

Bouygues Construction ensures that its HR policies are implemented in full respect of local cultures and traditions. The implementation of a "committee of wise men" in Ivory Coast (at the Tongon mine) is a case in point. This representative body brings together not only managers and employee representatives but also village elders, recognised by all parties for their experience and wisdom.

The labour relations climate is one of the key locally audited themes of Bouygues Bâtiment International's human resources development indicator.

At **Colas**, most companies outside France have employee representation. This applies to European subsidiaries, with the exception of the UK and Switzerland, and Africa, except for Morocco. In North America, employee consultation takes place with trade unions when present in local entities.

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 one of the principles of the Human Resources Charter and apply to all aspects of the employee's career, from recruitment and training to promotion, information and communication.

3.2.7.3 Elimination of forced or compulsory labour

Respect for fundamental values and principles of human rights is enshrined in the Bouygues group's Code of Ethics and Human Resources Charter. The Supplier CSR Charter forbids all use of forced or compulsory labour.

3.2.7.4 The effective abolition of child labour

Further to strict compliance with ILO recommendations on child labour, companies within the Bouygues group work to ensure that rules are also complied with by business partners through the Supplier CSR Charter (see section 3.4.3 "Partners, suppliers and subcontractors").

Furthermore, **Bouygues Construction** has made commitments to NGOs to develop schooling for children in several countries. Over the past two years, for example, Terre Plurielle has supported nine projects to found or renovate schools – mainly in Asia and Africa.

3.3 Environmental information

Further information can be found by visiting www.bouygues.com or consulting the CSR reports of the individual business segments which are downloadable from their respective websites.

3.3.1 General environmental policy

3.3.1.1 Environmental policy

Environmental issues are considered strategic by Bouygues as it aims to rank among the leading solution providers in regard to the planet-wide challenges of climate change and resource scarcity. Sustainable construction and smart urban planning are two such solutions. The Group is also enacting indicator-driven initiatives to limit and then reduce the environmental impact of its operations.

The environmental policies of the Group's business segments cover the various aspects of their operations.

- **In the design phase**, all factor environmental issues into their product and service offers. For Bouygues Construction and Bouygues Immobilier, this is manifested in environmental certifications of their products (BREEAM®, LEED®, HQE™, H&E, BBC-effinergie®, Minergie®^a, and so forth).

3

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Proportion of R&D budget spent on sustainable construction	Global	100% of Bouygues Construction's consolidated sales	48%	50%	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, new technologies, etc.).
Proportion of buildings with environmental labelling or certification in the order intake where Bouygues Construction acts as the purchasing advisor	Construction activities Global	56% of Bouygues Construction's consolidated sales	72%	81%	Whenever Bouygues Construction acts a designer/builder, over two-thirds of its building-related order intake includes environmental certification commitments which are superior than applicable regulations. The small decline relative to 2014 was due to differing expectations from customers, who tended to choose special as opposed to broad certifications. This was particularly noticeable in northern, eastern and south-eastern France.

Bouygues Immobilier

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Sales with a commitment to environmental labelling or certification schemes (H&E, BBC-effinergie® for residential property or HQE™ for commercial property)	France	90.3% of Bouygues Immobilier's consolidated sales	98%	93%	For 2015, the proportion of residential-property sales certified H&E and BBC was 100%. This is indicative of Bouygues Immobilier's commitment that all building permits filed after 1 July 2010 have low-energy certification (BBC label or better), two years before it became mandatory. In the commercial property arena, 96.4% of sales had HQE™ certification compared with 72.7% in 2014.

(a) Minergie® and Minergie-eco® are pan-European performance labels originating from Switzerland. They are mainly prescribed by Losinger Marazzi, Bouygues Construction's Swiss subsidiary.

Sustainable construction is a key focus of innovation at Bouygues Construction and Bouygues Immobilier. For example, Bouygues Immobilier has developed a positive-energy office range (Green Office®), a procedure for renovating existing buildings (Rehagreen®) and an eco-neighbourhood service (UrbanEra®). In 2015, two new large-scale projects were started: Green Office® Batignolles, a timber-framed office building that will generate more energy than it uses, and Nanterre Cœur de Quartier, the first mixed-use project under the “Grand Paris” major infrastructure programme (70,000 m²). Bouygues Construction expanded its offering of sustainable, smart eco-neighbourhoods, deployed on international projects. For example, the sustainable Erlenmatt West neighbourhood in Basel, handed over in 2015, became the first site to be awarded the “2,000 watts site” label by NGO Cité de l'énergie. Carrying Minergie® certification^a, the neighbourhood is powered solely by renewable energies.

A large proportion of R&D expenditure at Bouygues Construction and Colas is devoted to environmental issues and sustainable construction.

After five years of R&D, in 2015 Colas launched Wattway, a road surface that uses embedded photovoltaic cells to generate power. Additionally, laboratories at Colas are working on eco-design procedures, specifically researching how to optimise eco-friendly binders by applying the principles of “green chemistry”.

The design of the Bbox Miami TV box, launched by Bouygues Telecom in 2015, contains criteria for a reduced environmental footprint. Its volume was 80% less compared with the previous generation, leading to a reduction in CO₂ emission connected with product packaging and logistics.

■ **Concerning Group operations** (chiefly worksites and fixed locations such as workshops and production sites), management of environmental impacts chiefly relies on the use of ISO 14001 as well as certifications (HQE™, LEED®, BREEAM®).

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Sales covered by an ISO 14001-certified EMS ^a	Global	87% of Bouygues Construction's consolidated sales	90%	91%	Management of environmental impacts in Bouygues Construction's operations is enhanced by a prevention policy based on an ISO 14001-certified environmental management system. This is widely used, given that 90% of Bouygues Construction's business was certified as such in 2015.

(a) EMS: Environment Management System

Besides these capabilities, the construction businesses have developed their own environmental protection procedures that tie in with their specific operations, namely Bouygues Construction's Ecosite, Bouygues Immobilier's Clean Worksite Charter^b and Colas' self-assessment checklists.

■ **As part of its internal processes**, the Group implements a certification policy governing the construction and operation of its own buildings (headquarters of Bouygues SA, Bouygues Construction, Bouygues Immobilier, and Bouygues Telecom's Technopôle^c).

Other actions aim to reduce environmental impacts arising in the course of business through the Group's internal processes. For example, Bouygues Construction and Bouygues Immobilier have modernised their vehicle fleets to reduce pollutants. In choosing the new vehicles, Bouygues Construction took into account the costs relating to CO₂

emissions (taxes) and fuel consumption while excluding certain vehicles with high emissions. Consequently, the average level of CO₂ emissions in its passenger vehicle fleet fell further to 105 g CO₂/100 km in October 2015, representing a steady reduction since 2011, when the average level was 123 g CO₂/100 km.

■ **Given the type of product or service offered by the Group**, environmental-performance policies applied when structures are in operation are crucially important. Bouygues Construction and Bouygues Immobilier support customers in managing and limiting their final energy consumption. Their offers include performance commitments, most notably in the form of Energy Performance Contracts (EPC) applying to office and residential property. In 2015, 19% of order intake for Bouygues Construction include an EPC (Bouygues Energies & Services operations).

(a) Concerning residential premises.

(b) The Clean Worksite charter applies to all of Bouygues Immobilier's commercial property developments (16% of its sales) and for residential developments that are HQE™ certified. “Habitat & Environnement” certification hitherto covered part of Bouygues Immobilier's residential operations. This certification includes low-disturbance worksites as one of its seven environmental themes. From 2016, NF Habitat HQE™ will supersede H&E and HQE™, the aim being that it will cover 25% of Bouygues Immobilier's residential output. This new certification contains more in-depth guidelines on worksite design in order to minimise disturbance.

(c) ISO 50001 certification.

Lastly, environmental certifications (HQE™, LEED®, BREEAM®) prescribed by the business segments carry requirements in energy and resources management under operations-maintenance.

Ecoprod – working towards eliminating carbon from audiovisual and film production – an initiative supported by TF1

In France, the audiovisual sector emits approximately the equivalent of 1 million tonnes of CO₂ into the atmosphere each year, approximately a quarter of which is directly connected to film-making according to a report on the sector in 2011.

So that environmental considerations are better taken into account when producing radio and television programmes, six industry stakeholders (Ademe, Audiens, Commission du Film d'Île-de-France, Dirrecte IDF, France Télévisions and TF1) in 2009 launched Ecoprod.

Ecoprod has developed a resource centre aimed at reducing the environmental footprint of their operations. These resources, available free of charge, include help-sheets, feedback and production monitoring templates.

In 2010, Ecoprod developed and implemented Carbon'Clap®, an online carbon audit calculator designed specifically for the audiovisual sector. In 2014, an environmental charter, supplemented with training, was developed and offered to small and mid-sized firms in the broadcasting industry. In 2015, a partnership with the World Bank's Film4Climate initiative led to these resources being offered to industry stakeholders all across Europe.

3.3.1.2 Environmental risk prevention

Environmental risk prevention prescribes early-stage analysis that maps and then assesses the risks connected with production sites or business-related sites.

Bouygues Telecom has produced an annually updated mapping of environmental risks correlated with the company's guide on environmental and CSR reporting obligations. Where required, remedial action plans are implemented.

Bouygues Immobilier systematically retains the services of an environmental consultancy firm as soon as it becomes interested in a plot of land. If the report raises question marks, the firm is then asked to perform a more detailed analysis and, where required, soil, subsoil and groundwater rehabilitation measures so that the plot is compatible with the future assignment of the land. Furthermore, the NF Habitat label (formerly NF Logement Démarche HQE™), assigned to

Bouygues Immobilier's new residential developments since 2010, relies on a sustainable environmental-management system. From 2016, NF Habitat will supersede H&E and HQE™, with the aim that it will cover 25% of Bouygues Immobilier's residential output.

An integral part of CSR policy at Bouygues, implementation of an environmental management system is also one of the four principles that the business segments pledge to enact to improve the Group's environmental performance.

To reduce environmental hazards on sites operated by Colas and Bouygues Construction, both companies rely on conventional, ISO 14001-type environmental management systems. ISO 14001 stipulates that the environmental management system should incorporate a prior risk assessment, providing a basis for procedures by which units can address the environmental issues relating to their particular activity. At Colas, ISO 14001 is applied to its fixed locations.

Colas

Indicator	Scope	Coverage	2015	2014	Remarks
Environmental certification of materials production sites % of sales before inter-company eliminations	Global	100% of sales (before inter-company eliminations) generated by materials production activities	60%	60%	The Environmental certification of materials production sites indicator remains constant and at a satisfactory level, given the range of contexts around the world where Colas operates and the non-controlling interests held by Colas in many of these businesses.
Rate of environmental self-assessment using Colas checklists^{a&b} % of sales before inter-company eliminations	Global	100% of sales (before inter-company eliminations) of materials production activities for which checklists are applicable	89%	84%	The indicator on environmental self-assessment using checklists gained five points in 2015. The movement in this indicator is tied to greater participation in Canada, Central Europe and mainland France. It should be noted that this indicator has risen 14% since 2013. Checklist assessments are the cornerstone of the policy put into practice by Colas to address environmental risk.
Percentage of materials production activities that use a tool to manage environmental impact (environmental certification and/or Colas checklists)^b % of sales before inter-company eliminations	Global	100% of sales (before inter-company eliminations) generated by materials production activities	81%	82%	The percentage of materials production activities that use a tool to manage environmental impacts remains high. The target is to reach 100%. This is an ambitious target given that other shareholders in subsidiaries might be involved, some of which are majority owners, preventing Colas from ensuring complete oversight. This percentage is lower than that for environmental self-assessment using Colas checklists due to a larger scope of consolidation.

(a) Activities to which the checklist applies: fixed quarries; fixed gravel pits; borrow pits; hot-mix plants; cold-mix plants; oil and bitumen refineries; asphalt plants; plants making binder, emulsions and/or fixed modified binders; ready-mix concrete plants; fixed prefabrication plants; fixed recycling plants; bituminous membrane facilities; various fixed installations; fixed bituminous binder storage facilities. This excludes some highly specific industrial activities for which volume is derisory (e.g. production of steel structural framing) or which are too complex for establishing a checklist, even for substantial operations (SRD site).

(b) 2014 data for these two indicators have been restated relative to the 2014 Bouygues group Registration Document.

So that the environmental risks pertaining specifically to their type of activities are better taken into account, the Group's business segments have implemented environmental-management systems, supplementing the risk mapping and assessments and the environmental certifications.

- The Ecosite label is used to curb environmental risks and pollution on Bouygues Construction's worksites.

Ecosite label: reducing the environmental footprint of Bouygues Construction worksites

Ecosite, which was created in 2010, ensures compliance with Bouygues Construction's own environmental policies and with standards derived from the most stringent regulations on issues ranging from managing waste and protecting biodiversity to minimising disturbances for local residents.

It is applicable to all Bouygues Construction entities and is based on three main strands: worksite environmental standards, which summarises recommendations for safeguarding the environment and examples of best practices and suggested eco-equipment; an evaluation grid assessing implementation of recommendations; and a worksite environmental label issued on the basis of an assessment.

Ecosite stipulates a specific analysis of environmental risks before the start-up of a worksite. The actions to be carried out are then broken down into several themes, many of which relate to major risks and potential pollution: waste, hazardous materials, noise pollution, air, aquatic environment, biodiversity and consumption. Ecosite also includes a component on managing environmental emergencies.

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Percentage of worksites carrying the Ecosite^a label	Global	87% of Bouygues Construction's consolidated sales	65%	71%	Bouygues Construction's Ecosite is an efficient, all-encompassing method for tackling the environmental issues arising from its worksites and reducing the environmental impact thereof. For the fifth year since Ecosite was launched, two-thirds of worksites in operation received the label in 2015.

(a) The percentage of worksites carrying the Ecosite label is calculated by dividing the number of eligible certified worksites by the number of those eligible (whether certified or otherwise). Eligibility criteria refer to duration, activity and worksite progress thresholds, which depend on each particular entity.

- Bouygues Immobilier applies the Clean Worksite Charter to all commercial property developments (corresponding to 16% of sales). It uses Habitat & Environnement certification and the NF Habitat label on residential property. The Charter involves the appointment of an environmental coordinator before work begins, at the contractor's expense. These coordinators are present throughout projects in order to limit environmental risks. Their role 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 then the coordinator's contact person.
- Finally, the checklists used by Colas constitute a concrete benchmark for assessing the environmental performance of its main fixed facilities. Standardised checklists have been developed for each type of fixed installation: R&D laboratories, works centre depots, workshops, hot and cold-mix plants, emulsion and binder plants, bitumen depots, quarries, gravel pits, recycling platforms, ready-mix concrete plants and prefabrication plants. This represents around 2,000 production units all over the world. Lastly, the annual cross-audits of subsidiaries in Belgium, mainland France and Switzerland also serve to evaluate facilities and reinforce environmental hazard prevention. Audits are carried out at an average of one hundred ISO 14001-certified sites per year, representing around 15% of sites in that geographical area, by in-house teams.

3.3.1.3 Training and raising awareness to help protect the environment

The Bouygues group implements various programmes to train and raise awareness in-house about environmental protection – providing general training at Group-wide level and modules with a greater focus on operational issues at the subsidiary level.

The Group's Sustainable Development department in 2014 created a series of lectures called *Explore*, which aim to equip managers to meet the sustainable development challenges enshrined in its business models. The Group also provides continuous improvement training to the management committees of its five business segments through a programme of lectures and workshops, with 13 sessions having taken place since the programme began in 2014.

Concurrently, the Group holds self-assessment and benchmarking seminars, using the internally developed Abby software application. The aim is to enable subsidiaries' management 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 its launch in 2007, more than 1,000 managers have been trained in this way. The "Construire l'avenir" (Building the future) training module, aimed at senior executives within the Group's five business segments, tackles the major challenges relating to societal shifts and the associated changes in business models. In 2015, 55 managers took part in six sessions. Additionally, the Communications department in 2014 launched a self-assessment resource for events, Resp'event, to assist in-house event organisers in eco-design. Approximately 55 employees have been trained on this system. Resp'event was trialled in the context of the 2014 Campus Innovation (Bouygues Construction) and the 2015 summer tour (TF1), as well as at COP21, specifically the World Efficiency and La Galerie des Solutions events (Bouygues group).

Lastly, ByLink Network, the Bouygues group's collaborative extranet site launched in 2014, aims to satisfy the demand to unlock Group-wide synergies, enabling employees to discuss practices, pool expertise and influence their functions and project committees with a view to enhancing the collective knowledge base. ByLink Network hosts several business-related work groups and expert communities dealing with sustainable-development issues. It also assists in dialogue between subsidiaries and obtaining grass-roots feedback.

In conjunction with these Group-wide initiatives, the five business segments run training and awareness-raising exercises so that the specific challenges relating to their respective activities are taken into account. For example, at Bouygues Construction, Bouygues Immobilier and Colas, training programmes contain modules that are partially or wholly devoted to sustainable development.

On Bouygues Construction worksites, teams are systematically briefed by means of 15-minute QSE training sessions, thereby raising awareness among site workers concerning the quality-related, safety and environmental issues specific to the work in progress. Environmental education focuses on waste and pollution hazards.

Lastly, each business segment is working to raise awareness among staff about eco-friendly behaviour. In 2015, Bouygues Immobilier launched the "Agences Responsables" campaign to honour the best practices of branches in reducing their environmental footprint, which concerns spheres such as mobility, energy consumption, waste management and community action initiatives. Four branches had already received the award in December 2015. Sustainable Development Week and Mobility Week are high points for internal communications at Bouygues Construction, Bouygues Immobilier and Bouygues Telecom.

The Group also works to raise awareness among external stakeholders on matters of environmental protection and climate change. For example, the Energy Performance Contracts (CPE) prescribed by the business segments comprise information on how to reduce energy consumption within buildings.

In the run-up to COP21, the Ushuaïa TV channel, which belongs to the TF1 group, devoted close to 400 hours of airtime to topics relating to climate change in 2015. Over 800 items on sustainable development themes were also broadcast during news bulletins on TF1 and LCI.

3.3.1.4 Provisions and guarantees set aside for environmental risks

In the normal course of its business, Bouygues Construction is exposed to direct pollution risks, which are both limited in nature and strictly controlled. Risks are carefully assessed based on a full analysis of operations. As a result, the company does not disclose a material amount of provisions.

Pollution risk is included in Bouygues Immobilier's major-risk map. Land-purchasing procedures include preliminary soil testing. Obtaining a report certifying the absence of any soil or subsoil 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. In this specific case, cost overruns from decontamination, assessed on a case-by-case basis, are folded into the total cost of the transaction, prior to signature of the land-purchase contract. Because the related financial data is confidential, it is not possible to disclose an order of magnitude for the amount provisioned.

Colas makes provisions for clean-up expenses on contaminated land when the amounts have been determined based on an assessment by an independent firm and when a date for site rehabilitation has been set (by the competent authority, for example) or is otherwise known (upon lease termination, for example).

With regard to financial guarantees and provisions for rehabilitation, a large number of quarries and other sites worldwide are subject to specific requirements when they are no longer operated and require provisions to cover environmental risks during operation. This entails a wide variety of guarantees and practices (such as performance bonds, insurance, escrow

accounts and provisions) that depend on national laws. Colas' provisions on site rehabilitation commitments totalled €161 million at 31 December 2015. As of this date there is nothing that indicates that these measures were insufficient, neither during internal or external audits nor during the investigation of insurance claims.

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

3.3.2 Pollution and waste management

Construction-related waste may be the chief issue in view of the volumes involved and the environmental impacts. However, other types of waste arising in the course of the Group's operations are also tightly managed.

All the Group's business segments produce waste electrical and electronic equipment, or WEEE (CPUs, laptops, screens, printers and servers), which are collected and then re-used or recycled. Processing WEEE is therefore an issue common to the whole Group, and, in France, this has been entrusted to ATF Gaia, a disability-friendly company, since 2010. Since the start of the contract, this initiative has collected 79,667 items of equipment (of which 10,943 between October 2014 and September 2015).

In total, 31% of the 677 tonnes of collected waste equipment was destroyed and 69% re-used. In 2015, the Group brought in a second provider for this task in order to provide better nationwide coverage.

All the Group's business segments are enacting further measures, relative to those already contained in head-office and site certifications, for promoting the responsible management of office-related waste. TF1 has been following a waste-management procedure since 2013. Waste is sorted and then recycled (65% of total waste) or put to use through incineration to recover its energy. Bouygues Immobilier partners with Terracycle, Elise and other local organisations for the collection and recycling of office-related waste at all its locations.

Bouygues Telecom gives mobile handsets a new lease of life to reduce their environmental impact

As early as 2005, Bouygues Telecom was the first operator in France to offer a service for collecting and recycling mobile handsets. This began in its own stores and was subsequently extended to encompass all distribution channels, operators and makes. Since 2011, this service has been supplemented by a page on the Bouygues Telecom website devoted to the sale of pre-owned handsets, made possible by its partnership with Recommerce Solutions.

Recommerce Solutions is a market leader in collecting and reselling used products. Handsets are sorted, wiped of data, dismantled and reconditioned by entities in the sheltered sector selected by the company. To date, 35 social enterprise jobs have been created.

Additionally, twice yearly, Bouygues Telecom doubles the buy-back price to raise awareness among customers of the environmental and economic value of used handsets. Handsets not in working order are recycled by approved specialists. The rest are reconditioned and resold. In 2015, Bouygues Telecom collected 135,671 mobile handsets, including 111,634 directly from its customers.

The RCube label, which was launched in 2015 by la Fédération des acteurs de la Réduction, du Réemploi et de la Réutilisation (the French recycling and re-use trade federation), offers an additional warranty to users of reconditioned handsets

Bouygues Telecom

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Handsets collected for recycling or re-use <i>number of handsets</i>	France	100% of Bouygues Telecom's consolidated sales	135,671	162,444	The decline was chiefly due to a drop in sales and, hence, collection opportunities.
<ul style="list-style-type: none"> from customers (Club Bouygues Telecom stores, general public and business customers on the internet, employees) 			111,634	143,908	2014 data for this indicator was restated following a change to the calculation method. For greater accuracy, only those mobiles that are actually received are counted. Send-back forms completed on the website had previously been counted as well.
<ul style="list-style-type: none"> through the after-sales service 			24,037	18,536	

3.3.2.1 Managing construction activity waste

The business segments of the Bouygues group limit the production of waste arising from construction activities and promote recycling. Eco-design is being more widely used. This entails incorporating environmental safeguards into the design stage to reduce impacts of a product's lifecycle, from extraction of the raw materials and production to distribution, utilisation and disposal.

As waste sorting becomes more reliable, there are more and more possibilities for reusing and recycling materials, both by the Group for its own activities or by outside parties, through collection of waste. This is a vital consideration for Colas, whose dedication to recycling is mainly seen in the recovery and reprocessing of asphalt pavement from roadway deconstruction. As the following table illustrates, two indicators track this process: the ratio of recycled materials to total aggregates produced and the percentage of reclaimed asphalt pavement with bitumen recovery.

Colas

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Recycled materials in relation to the volume of aggregates produced	Global	Asphalt mix and aggregate production activities, and railway worksites	10%	10%	In 2015, Colas recycled and recovered almost 7.2 million tonnes of materials. This represents 10% of its total aggregate production, and worldwide savings equivalent to the average production of 16 Colas quarries. The level of this indicator remained constant, even though recycled material tonnage and aggregate production decreased by 15% and 9%, respectively.
Percentage of asphalt pavement recycled in order to reclaim the bitumen	Global	Materials production activities	14%	14%	The percentage of reclaimed asphalt pavement was steady in 2015. The amount of reclaimed asphalt pavement and asphalt mix production remained at the levels reached in 2014.
Surface area of road pavement recycled in-place <i>million m²</i>	Global	Worksites activities	2.4	4.2	The surface area of road pavement recycled in place by Colas subsidiaries fell 43% in 2015 relative to 2014. This reflected several trends: <ul style="list-style-type: none"> the slump in the local market (in terms of both quantity and price) for a Canadian subsidiary and a US subsidiary, accounting for a drop in the surface area of road recycled in place that was higher than the decline recorded for Colas worldwide; the contraction in the roadbuilding activity in OECD countries, in tandem with the market, which declined as a result of the overall slump in public finances and, especially, due to the repeated willingness in many countries to make cuts to road maintenance budgets in order to shore up public deficits. Contrary to expectations, the attempts to deal with public deficits by the public authorities do not necessarily result in an increase in recycling activities. At most, Colas' in-place road recycling activity remains resilient.

Recycling: of fundamental importance to Colas

As a major producer and consumer of construction materials, Colas believes that recycling is of fundamental importance and that it plays a key role in responsible development.

Colas uses specific measures to process waste arising from its construction materials activities. Recycling reduces the need to extract aggregates from the earth (thereby reducing the need for new quarries and gravel pits) while reducing the amount of material that needs to be disposed of. In 2015, Colas recycled and recovered almost 7.2 million tonnes of materials. This represents 10% of its total aggregate production and worldwide savings equivalent to the average production of 16 Colas quarries.

Reclaiming asphalt pavement from the milling or deconstruction of roadway makes it possible to recover bitumen. Asphalt mix, which is used in most road networks throughout the world, consists of a mixture of about 5% bitumen with aggregates. Recycling asphalt mix when repaving a road offers three advantages:

- lower power consumption and a reduction in greenhouse gas emissions;
- reductions in wastage by recycling a non-renewable raw material, and re-use 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.

Programmes for reducing and recycling waste on construction sites, especially for Bouygues Construction's civil works activities, have been implemented. Excavated materials are recovered for use as backfill or for the environmental rehabilitation of sites.

Bouygues Construction^a

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Proportion of non-hazardous waste that is recycled (not disposed of in landfill)	Global excluding earthworks and Energies & Services activities	73% of Bouygues Construction's consolidated sales	50%	80%	The drop observed in 2015 is chiefly due to Bouygues Travaux Publics. The difference is due to the amount of inert waste collected in the reporting <i>period</i> at the RD30 project by TP-Région Parisienne (158,000 tonnes), and at the Marseille L2 bypass (402,000 tonnes) and Nice tramway (98,000 tonnes) projects by TP-Grands Travaux France. Amounts were far higher than in the preceding period. At each of these projects, virtually all the inert waste collected was used to fill in a quarry. NB: in 2015, the DTP and Bouygues Energies & Services entities were not included in the indicator's scope as their operations differ from those of other operating units (and hence the waste is different).
Rate of recycling of excavated material	Global earthworks activities (DTP subsidiary)	3% of Bouygues Construction's consolidated sales	95%		Since 2015 Bouygues Construction's earthworks subsidiary has used an indicator tracking its waste recycling, specifically the recycling of excavated inert waste (which is the main category of waste generated or managed by DTP). The indicator's result of 95% for 2015 underlines the company's ability to dispatch virtually all of the inert waste to technical landfill centres, where it is re-used <i>in situ</i> .

(a) Procedures for managing and recycling waste undergo continuous improvement at Bouygues Construction, especially within the framework of the circular economy. Indicators are based on work in progress.

Bouygues Immobilier is part of the nationwide "Democlès" project, which brings together several stakeholders for the purposes of defining the operational and legal framework for the circular economy in the building sector. Specifically, this project aims to accelerate the re-use and recycling of waste arising from finishing work. A collective depositary is being trialled, to be shared by several worksites.

Environmental management systems (ISO 14001 or similar), as well as internal standards (Ecosite label, Clean Worksite Charter and checklists) also make provision for responsible waste management.

One of Bouygues Construction's Ecosite standards includes metrics on the sorting, storage, collection, transportation and the treatment of waste, as well as specific treatment of hazardous materials, namely pollutants or waste with properties endangering the environment or human beings. Bouygues Immobilier's Clean Worksite Charter^a makes waste recycling mandatory, notably via a waste management plan.

Used hydraulic and motor lubrication oil, the main hazardous waste item generated by Colas in the course of its operations, is intended for disposal by a certified channel or recovered for energy purposes.

(a) The Clean Worksite Charter applies to all of Bouygues Immobilier's commercial property developments and to residential developments that are HQE™ certified.

Colas

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Waste oil recovery rate	Global	All activities	64%	56%	The general consensus is that the optimum waste oil recovery rate is around 80%, taking into account the oil that is consumed and burned by vehicles and plant. In 2015, Colas achieved a 64% recovery rate, up 14 points versus 2014. This trend was mainly observed at subsidiaries in North America as well as in West and Central Africa.

3.3.2.2 Preventing and rectifying pollution

Pollution arising from the Group’s business activities is diverse and varied (air, water or soil pollution etc.). It is mainly generated by the Group’s construction worksites or operations at fixed locations. It takes the form of dust, water pollution and fumes from plants.

On the Group’s worksites and fixed locations, external certifications (ISO 14001) and in-house standards (the Bouygues Construction Ecosite label and the Colas checklist) are the main resources available to operating units for limiting the environmental impacts of their activities and preventing pollution.

Bouygues Construction handles these issues through the “hazardous materials”, “air” and “bodies of water” standards that are part of its Ecosite policy. 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.

At **Colas**, all environmentally certified sites prepare an environmental analysis, dashboards and action plans for reducing pollution in cases where this is deemed significant. In addition to these measures, checklists cover such aspects as site organisation, storage, environmental management, and environmental impact and risk management (water and air pollution, waste, natural and technological risks, noise and vibration).

The environmental certifications used by Bouygues Construction and Bouygues Immobilier also contain points to watch during the construction phase. For example, an HQE® worksite must work to keep all kinds of pollution (air, water and soil) to a minimum.

Bouygues Immobilier has developed the Clean Worksite Charter, which aims to prevent and reduce air, water and soil pollution.

The Group’s business segments also undertake other targeted initiatives to reduce the impact of disturbance arising from their activities. Closed-loop water recycling and the watering of roads to limit the emission of dust are examples of actions by Colas.

Lastly, in building design, the quality benchmarks (HQE™, BREEAM®, LEED®) promoted by Bouygues Construction and Bouygues Immobilier help reduce air, water and soil pollution.

Air, water and soil pollution arising from the activities of Bouygues Telecom and TF1 are very low and marginal on the scale of the entire Bouygues group.

3.3.2.3 Measures taken to reduce other forms of pollution

The other forms of disturbances to which the Group’s activities may give rise are mainly exposure to noise (either day or night-time), odours, night-time lighting or vibrations. The media and telecoms activities pay attention to the issues of exposure to electromagnetic waves.

Acceptance of production sites and worksites by local residents are sensitive questions for the Group’s business segments. In addition to the measures set forth in the ISO 14001 environmental certification, disturbances suffered by local residents are among the points monitored in internal standards (Ecosite, Clean Worksite Charter, checklists).

One of the standards of Bouygues Construction’s Ecosite initiative addresses the issue of noise and the management of noise pollution in consultation with project stakeholders. “Cleanliness and tidiness” and “communication” are similarly focus points. Furthermore, Bouygues Construction provides a noise barrier for local residents, developed by its “acoustics and vibrations” skills centre, which is formed by experts from its various operating units.

Bouygues Immobilier checks noise levels on sites covered by the Clean Worksite charter. Where necessary, remedial measures can be taken to reduce disturbances resulting from excessive noise or vibrations.

Bouygues Telecom and TF1 pay close attention to issues of exposure to waves emanating from their masts.

TF1 takes measurements in the vicinity of broadcast antenna installed on the roof of its main building. Measurements are taken by Apave (a risk-management specialist) and Emitech (which specialises in environmental equipment testing). These measurements prove that authorised limits are not exceeded. In addition, no anomalies have been detected with regard to mobile masts.

Bouygues Telecom’s technical facilities comply with radiofrequency regulations. For example, a safety perimeter is set up for radioelectric stations, ensuring compliance beyond the perimeter with the exposure limits defined by the decree of 3 May 2002, in all freely accessible areas. Any access inside the perimeter is only granted once the signals have been turned off.

Research conducted to reduce disturbances arising from use of the Group’s products is yielding innovations, leading to the marketing of more effective solutions.



For example, Colas is developing products that reduce traffic noise, such as fractal-technology noise barriers, and most significantly noise-reducing asphalt mixes, which can reduce traffic noise by as much as

9 dB (Nanosoft®, Rugosoft® and similar). This range of products is the result of Colas' efforts in the field of R&D over many years.

3.3.3 Using resources sustainably

Resources such as energy, raw materials (timber, aggregates, etc.), water and soil are vital to the Bouygues group's construction businesses.

3.3.3.1 Selecting and managing raw materials

Given the scale of its construction businesses, the Group is a major user of raw materials. Setting quantifiable targets for reducing materials intake, combined with minimising, re-using or recycling waste through certified eco-design procedures, is one of the four principles that the business segments commit to for the improvement of the Bouygues group's

environmental performance. This commitment, which is laid down in the Group's CSR policy, also covers support for circular-economy initiatives, in accordance with trade practices.

To meet the challenge, those business segments concerned have pinpointed two major avenues. The first is giving priority to sustainably sourced resources (e.g. certified products). The second is optimising resource utilisation (through eco-design and recycling).

The Group also interacts with customers to ensure that secondary raw materials, i.e. those derived from recycling, are used as much as possible in the construction of a building or structure.

Colas

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Volume of recycled materials <i>millions of tonnes</i>	Global	Asphalt mix and aggregate production activities, and railway worksites	7	9	The lower production of recycled materials followed the lower-magnitude downturn in the production of aggregates, resulting in a stable recycling ratio (see ratio of recycled materials/volume of aggregates produced).
Volume of aggregates from recycled pavement <i>millions of tonnes</i>	Global	Materials production activities	5	5	The number of tonnes of reclaimed asphalt pavement remained virtually unchanged between 2014 and 2015, alongside stable levels of total asphalt mix production (see recycling rate of asphalt mixes to reclaim bitumen).

When new materials have to be obtained, the Group works to make sure its supply chains are reliable and responsible.

Bouygues Construction is looking at alternative construction methods and has developed its expertise in the use of timber in its constructions methods: 140 timber constructions projects (new or rehabilitated) have been completed in France, Switzerland and the UK. In 2015, Bouygues Construction renewed its membership of the

WWF's Global Forest & Trade Network, which aims to eradicate the trade in illegal timber and to improve forestry management.

Bouygues Construction has also developed a database of eco-products, Polygreen®, which allows employees to select construction products according to technical, economic, health and environmental criteria; it also specifies production sites and labels. It currently lists 5,500 items.

Colas and Bouygues Construction spearheading the promotion of eco-friendly alternatives

Colas and Bouygues Construction offer eco-friendly alternatives to customers for lessening the impact on the environment.

Colas has led the way in offering its customers low-carbon alternatives (eco-friendly designs that require fewer materials) and in developing "eco-comparison tools" for assessing these alternatives. In France, these efforts have culminated in the Seve® eco-comparison tool, which measures companies' results in increasing the environmental performance of their projects on the basis of greenhouse gas emissions, re-use of materials, water conservation, protection of biodiversity and reduction of disturbances for nearby residents.

In today's challenging economic climate, the market is becoming less open to alternatives every year. Colas is taking an active part in the efforts made to promote the use of low-carbon alternatives.

Bouygues Construction's DTP entity teamed up with the French earthworks trade federation (SPTF) to implement the Seve® tool.

To reduce the need for raw materials, which draw on the ecosystem, the Group's business segments are conducting research or using a variety of techniques for the eco-design of products.

Bouygues Construction has been working on eco-design since 2007 and on lifecycle analysis (LCA) since 2009, in partnership with the CSTB, the French building technology research centre. As part of "Projet Oxygène", initiated in 2013, Bouygues Immobilier has designed and deployed a process allowing for gains and optimisation in design and purchasing spheres. It is promoted by the company's Strategy Committee and aims to generate €100 million in savings over three years, with benefits flowing to customers. Ossabois, a Bouygues Immobilier subsidiary, is encouraging use of low-carbon materials through its modular timber constructions.

Bouygues Telecom reduced the environmental footprint of the Bbox Miami TV box, which was released in 2015. It is 80% smaller than the previous

box, which means less packaging. In addition to its optimised dimensions, the packaging for the Bbox Miami TV box was produced using a single standard material. The user guide is directly printed on it in monochrome.

Bouygues Construction and Bouygues Immobilier have adopted new design procedures by which the amount of materials required is calculated to extremely accurate levels. One notable example is BIM (Building Information Modelling), based on digital technologies. Bouygues Construction has been working on BIM since 2007. The Jim Pattison Outpatient Care & Surgery Centre in Surrey (Vancouver), completed in 2009, was designed and built with the help of this technique. As digital technology is applied to all Bouygues Construction's operations, BIM is being deployed to all projects, at every one of their phases.

Tour D² in Paris-La Défense: a benchmark for Bouygues Immobilier in eco-design and energy performance

Handed over in 2015 by **Bouygues Immobilier**, Tour D², in the Paris business district of La Défense, lies at the cutting edge of innovation and energy efficiency. Its metallic frame uses 30% less materials than conventional frames. A composite floor system containing steel joists and participating decking supporting concrete^a (which optimises adhesion between the steel sheet and the concrete) reduces total building weight by 30%. This also helps reduce the carbon impact of the building materials.

The tower comes with innovations that improve energy efficiency, such as:

- air handling units with energy recovery that lower the carbon impact of the energy mix while improving end-user comfort;
- a light harvesting system that automatically adjusts artificial lighting to natural light and occupancy levels.

The development carries HQE™ and BREEAM® Very Good certifications.



3.3.3.2 Energy efficiency

The Bouygues group takes part in the energy transition through its expertise in active and passive energy efficiency in buildings and the operation of buildings with performance guarantees.

Promoting effective energy-saving solutions

The environmental certifications that the Group promotes for adoption systematically include energy-saving targets. Energy Performance Contracts (EPC) give occupiers guarantees on the energy consumption of their premises, for the duration of the contract. More and more residential properties and offices are being handed over with EPCs. For example, **Bouygues Immobilier** offers an EPC with each of its Green Office® developments.

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Percentage of projects in the order intake where energy performance commitments are included in the contract	Energy and Services activities	12% of Bouygues Construction's consolidated sales	19%	11%	Factoring in energy-related issues is not limited to the design and build phases. Bouygues Construction increasingly supports its customers in managing and limiting their final energy consumption. To accomplish this, the group commits to proposing offers that include performance commitments, particularly in the form of Energy Performance Contracts (EPC), recently introduced for both residential and office developments. In 2015, close to 20% of orders booked by Bouygues Energies & Services made provision for contractual commitments on energy performance.

(a) This technology aids "collaboration" between the two materials chosen for the floor to handle heavy loads. Mechanical adhesion between the two components is obtained using notches worked into the sloping sides of the galvanised steel profile. By itself, chemical adhesion is not sufficient to guarantee linkage that effectively makes the composite flooring function as a hybrid structure.

Lastly, the Bouygues group's business segments offer customers innovative but competitively priced services for optimising energy consumption.

To local authorities and businesses alike, Bouygues Energies & Services offers electric vehicle charge points (Alizé[®]) that use a real-time smart management solution.

Bouygues has grown expertise in the design of positive-energy buildings, passive-energy buildings, rehabilitation and energy performance management.

■ **Positive-energy certification:** in anticipation of 2020 "Bâtiment Responsable" regulations, the goal is to design buildings whose net energy consumption is positive. In the commercial property segment, the Green Office[®] brand – launched in 2007 – enshrines Bouygues Immobilier's strategy for positive-energy office complexes that use renewable energy and bioclimatic design. Bouygues Immobilier had pledged that 20% of the surface area of its ongoing or handed over commercial property projects in the 2012-2015 period would be Green Office[®]. Finally, it achieved a rate of 23%^a.

In 2015, Bouygues Immobilier inaugurated a Green Office[®] in Rueil-Malmaison, near Paris. This is France's largest positive-energy commercial property project (35,000 m²). In residential property, Bouygues Immobilier handed over "L'Odyssee", located in Anglet, south-west France, a programme of 27 positive-energy housing units carrying the BBC-effinergie[®] label. It also handed over 40 positive-energy housing units in Lyon as part of Hikari, the first positive-energy mixed-use development in France.

Bouygues Bâtiment Sud-Est (formerly GFC Construction), part of Bouygues Construction, handed over the first-ever positive-energy school complex in Montpellier, ChengDu. This structure was awarded

the 2015 "Clés d'Or" by the EGF-BTP^b for the Languedoc-Roussillon region.

■ **Passive-energy buildings:** Bouygues Immobilier has developed expertise in the design of passive-energy buildings (which consume less than 15 kWh/m² per year for their indoor heating). In 2015, Bouygues Immobilier developed the "Osmoz", a passive-energy residence located in Orvault, western France, comprising 41 apartments and three houses, all under the Passivhaus label. It also initiated construction of "Tempo", an 84-unit, passive-energy residential development in Carquefou, western France, accompanying the 35 passive-energy houses of Les Lodges, which are in handover phase.

■ **Rehabilitation:** in 2009, Bouygues Immobilier launched the Rehagreen[®] service for commercial property, which aims to improve environmental performance, especially as regards energy. Bouygues Immobilier pledged that 30% of the surface area of its commercial rehabilitation projects in the 2012-2015 period would be Rehagreen[®]. The total for the 2012-2015 period was 35%^c.

A key Rehagreen[®] project is the Campus Sanofi Val de Bièvre, in Gentilly (near Paris), which comprises a photovoltaic power plant, thermal solar panels and a rainwater harvesting system for watering gardens and rooftop plants. Certification against the BREEAM[®] Very Good and HQE[®] Passeport Exceptionnel standards is pending.

Bouygues Entreprises France-Europe, a Bouygues Construction entity, launched Reavenir^d, an initiative for rehabilitating residential property, in 2012. Reavenir has three commitments: respecting the environment, guaranteeing performance (i.e. reduced energy bills) and engaging with the future (developing social responsibility and an energy-saving culture among residents). Properties transformed through Reavenir include the 168-unit Tour Sarah Bernhard in Rennes, which was awarded the BBC-effinergie[®] Rénovation label.

Bouygues Immobilier

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Surface area of Green Office [®] commercial property developments in operation during the reporting period m ²	France and subsidiaries	95.9% of Bouygues Immobilier's consolidated sales	93,915	82,789	In 2015, the 11,126 m ² of Green Office [®] CPI CEAPC-Bordeaux on which building started in January 2015, combined with the 35,200 m ² of Green Office [®] Spring in Nanterre, the 4,052 m ² of Green Office [®] Chatenay, the 35,000 m ² of Green Office [®] Rueil and the commercial component of Hikari (8,537 m ²), for which work was still ongoing in 2015, brought the total Green Office [®] surface area under construction to 93,915 m ² . The target of 20% of commercial property surface area represented by Green Office [®] , overall since 2012, was reached with a score of 23%.
Number of passive/positive-energy homes being built or handed over in the full year	Global	100% of Bouygues Immobilier's consolidated sales	230	133	Three passive residential developments, Osmoz in Orvault, Tempo in Carquefou and Les Lodges in Chanteloup-en-Brie, were under construction in 2015. Residential units total 163. The category also included L'Odyssee in Anglet, the residential component of Hikari in Lyon, which together offer a total of 67 positive-energy units. That brings the total number of passive/positive-energy residential units to 230 in 2015, an increase of 107%.

■ **Managing energy efficiency:** Bouygues Energies & Services (with Hypervision[®]) and Bouygues Immobilier (with Si@go[®]), have developed and marketed tools for measuring and managing energy performance for their customers.

The Group's business segments also offer energy-performance solutions for sustainable urban environments. For example, **Bouygues Immobilier**

is leading the IssyGrid[®] project, France's first district smart grid, in Issy-les-Moulineaux near Paris.

Bouygues Energies & Services has developed smart street lighting via Citybox[®]. This solution optimises a street lighting network by improving energy performance, managing consumption in real time and connecting new services to the system, including Wifi, CCTV, festive sound and

(a) Since 2012, 93,915 m² of Green Office[®] surface area out of a total commercial property surface area of 409,482 m².

(b) EFG-BTP: Federation of French construction and civil works companies.

(c) As a total since 2012, 141,365 m² of Rehagreen[®] floor area versus 409,482 m² total floor area in commercial property.

(d) For more info (in French): <http://www.reavenir.fr>

lighting, and electric vehicle charge points. The system has been rolled out over some 8,500 street lamps, in several French municipalities including Sèvres, Boulogne-Billancourt, Thiais, Longjumeau, Niort and Tulle.

Bouygues Telecom is one of the first French operators to roll out a network designed for connected objects based on LoRa (or Long Range) technology, which is slated to become a global standard. This network, launched in 2015, offers a range of applications for reducing environmental footprints of urban environments, through connected street furniture and smart parking facilities, for example. Objenious, a Bouygues Telecom subsidiary founded in 2015, will start marketing the offer to businesses in 2016.

Reducing the energy consumption of business activities

At the same time, the Group's business segments are implementing programmes to help limit or reduce energy consumption arising from their operations.

On Bouygues Construction's worksites, energy consumption is covered by an Ecosite standard.

At Colas, the cLEANergie programme is one of the ways that the company is using to cut energy usage across all its operations. It works by tracking energy consumption, then suggesting remedial actions for saving on energy. It has been observed that, in addition to low-carbon alternatives, the following help achieve indirect energy savings:

- warm asphalt mixes, which require about 15% less energy to produce than hot mixes;
- recycled materials, and especially reclaimed asphalt pavement (planed materials from old road pavement), which saves bitumen and aggregates and reduces production and transport costs;
- in-place road recycling also saves energy by reducing the need for materials and transport.

For its own transport requirements, **Colas** also uses rail and inland waterways as an alternative to road haulage. The quantity of materials transported by rail or waterway is equivalent to nearly 3,500 freight trains (with each train containing 40 freight wagons), which avoids using around 330,000 30-tonne trucks.



Colas

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Energy used per tonne of asphalt mix produced <i>(KWh per tonne)</i>	Global	Asphalt mix production activities	80	79	Colas systematically and carefully measures and monitors the fuel consumption of asphalt plant burners at more than 500 plants. The indicator deteriorated 1% in 2015 due to the decrease in average tonnage per asphalt mix plant in most countries, automatically reducing their energy efficiency.
Percentage of warm-and low-temperature asphalt mixes	Global	Asphalt mix production activities	21%	18%	Warm asphalt mixes made by Colas accounted for 21% of total output in 2015, up 3 points versus 2014, equating to an increase of 17%. The most substantial advances were made by certain subsidiaries in the US and mainland France.
Total energy costs <i>(in millions of euros)</i>	Global	All activities	430		The Colas group's total energy costs are estimated at about €430 million, with an uncertainty of 2%, due to differing tax treatments applied by the subsidiaries, as taxes on energy supplies are particularly complex in many countries, including France.

cLEANergie programme at Colas

The cLEANergie (Colas Lean in energy) programme was launched in 2012 to provide Colas with a measuring and monitoring tool aimed at reducing the energy used by operations, from construction and production sites to buildings and logistics. Impact analysis of 40 construction, production or quarry sites and actions to empower managers were implemented, and a steering committee was set up.

Some one hundred best practices and opportunities were identified and fed back to management. This work revealed most notably that the energy consumed by asphalt plant burners and vehicles and construction machines together accounted for three-quarters of Colas' direct energy consumption in almost equal proportions.

In 2013, as part of its cLEANergie programme, Colas set about transforming its data collection systems into an information network to obtain more accurate data on its energy consumption at all its locations worldwide.

The amounts at stake in terms of energy savings can be expressed in several tens of millions of euros. The programme also covers safety in the workplace and on the road. By itself, it encapsulates all the challenges relating to sustainable development, namely to be more economical, enhance safety and safeguard the environment.

For example, as part of the cLEANergie programme, Colas has started installing a system for optimising the energy consumption of its truck and site vehicle fleets, based on an on-board data-collection device. When supplemented by driver training and vehicle refits, it can save as much as 20% on diesel consumption.

Lastly, Bouygues Telecom has implemented energy management systems, with three sites certified against ISO 50001 (energy management system), including one data centre.

Bouygues Telecom

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Total electricity consumption <i>in GWh</i>	France (excluding branches)	100% of Bouygues Telecom's consolidated sales	519	499	The 4% increase corresponds to a broadened scope for this indicator, now including the stores run by the RCBT subsidiary. Using the same scope as for 2014 (e.g. excluding RCBT), consumption rose by 1%. This is chiefly accounted for by a rise in consumption by the largest item (the network) following the exponential increase in 4G usage, despite lower consumption by <i>data centres</i> (through a streamlining of office machines) and administrative sites (with all employees in Paris region regrouped at the Technopôle site).

Use of renewable energy sources

As far as possible, the Bouygues group's business segments use renewable energy sources as a way of reducing the energy footprints of their activities and the products they use. The solar road developed by Colas is a case in point (see section 3.3.4.3).

In addition, Challenger, the headquarters of Bouygues Construction, which was transformed into a positive-energy building during its renovation between 2010 and 2014, uses geothermal systems for heating and cooling all the buildings in the complex. All in all, the 25,000 m² of photovoltaic solar panels have the capacity to generate over 2,500 MWh per year. These technologies are helping slash energy consumption. The site, which prior to its renovation consumed 310 kWhpe/m²/year, is now certified positive energy, with a net gain of 17 kWhpe/m²/year in its energy consumption.

Lastly, in 2013, TF1 group took out a contract with power utility EDF to be supplied with electricity certified "kWh Équilibre" for 2015 and 2016. This means that each kWh used by TF1 commits EDF to generating the same wattage from installations drawing on renewable energy sources.

3.3.3.3 Land use

The Group's construction businesses may have an impact on land, through the extraction of materials, pollution, occupation and loss of greenfield sites, in a context of increasing urbanisation.

Bouygues Construction's earthworks and civil works activities are those most concerned by land management and use. The group is working on the widespread application of soil decontamination procedures to construction projects, which would not only reduce waste but also avoid the use of new replacement materials. Additionally, the recycling of polluted land through in-place soil decontamination is being researched by Brézillon, a Bouygues Bâtiment Ile-de-France entity.

Recycling by Colas in 2015 saved the equivalent of extraction from 16 quarries. Additionally, all quarry and gravel pit sites are restored when they are shut down and many are progressively restored while still being operated.

The Group's operations also imply land occupancy, which implies soil degradation.

Bouygues Immobilier carries out field surveys to determine soil type and ensure that no waste has been dumped. It also ensures that there are no chemical or radioactive substances, nor pollution that could result from current or past operations or from a nearby sensitive site. Finally, it makes sure that no dumped or buried waste, or any substance, could be hazardous or detrimental to human health or to 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.

In 2014, Bouygues Telecom and SFR signed an agreement to share part of their mobile networks outside high population density areas in France, under the terms of which 11,700 base stations are to be shared. Consequently, this limits the impact of telecoms sites on land use.

Lastly, most of Colas' construction work involves the maintenance or redevelopment of areas that are no longer in their natural state. The construction of new infrastructure accounts for a very modest share of sales (estimated at less than 10%), and Colas often has no control over how land is used. Other than that, with its innovative Wattway solution, Colas is paving the way for the construction of solar energy-generating roads, offering access to a sizeable surface area, with the potential to meet most of a country's requirements in terms of solar power.

3.3.3.4 Water consumption in accordance with local conditions

The issue of water consumption varies in importance from one part of the world to another, depending on whether operations are situated in arid or temperate regions. In each business segment, water management is consequently tailored to local contexts.

Bouygues Construction and Colas are those most exposed to water-consumption issues in sensitive areas. In 2014, Bouygues Construction conducted its first-ever comprehensive water-stress analysis. The regional breakdown, updated in 2015, showed that the company generated 69% of sales in countries with low or medium water scarcity (levels 1 and 2), 27% in countries with medium to high water scarcity (level 3), 2% in countries with high water scarcity (level 4) and 3% in countries with extremely high water scarcity (level 5).

In 2015, Colas introduced new indicators^a to measure and limit the pressure exerted on water resources by its operations in regions where water is extremely scarce. For these regions, water consumption by Colas' permanent facilities is estimated at slightly over 1.5 million litres. An initial analysis showed that about 5% of the sales (before inter-company eliminations) of permanent facilities operated by Colas is generated in regions with extremely high water-related risk, whereas the rate of water self-sufficiency for these same activities would be about 23%.

Generally speaking, business segments within the Bouygues group are responsible for taking local water constraints into consideration. How water is managed is one of the criteria of the ISO 14001 standard and is contained in internal standards (Ecosite and checklists).

Bouygues Construction is implementing specific measures to safeguard water resources through the use of special equipment, water re-use, consumption tracking and awareness-raising among staff and business partners. For example, to commemorate World Water Day in 2015,

Bouygues Bâtiment International, for the first time, ran a campaign raising awareness among employees of water usage in several different countries, including Ghana, Turkmenistan, Qatar, Hong Kong, Morocco and Cuba.

In order to limit the pressure exerted by Colas on water resources in dry regions, action plans aim to increase subsistence consumption of water, encourage recycling and reduce waste. These efforts remain limited in scope since most of this consumption is necessary to produce emulsions or concrete, materials for which it is difficult to imagine transporting and for which there are generally few possible substitutes.

During the design phase, Bouygues Construction and Bouygues Immobilier make every effort to promote building environmental certifications (HQE® and H&E, then NF Habitat HQE™ from 2016), which have a section on responsible water management in construction activities, which covers drinking water management, rainwater recovery as well as wastewater and rainwater management.

3.3.4 Climate change

3.3.4.1 Measuring greenhouse gas emissions and impacts of business activities and products on climate change

The Bouygues group's business segments audit their carbon emissions pursuant to Article 75 of the Grenelle II law, and surpass regulations by extending the sphere of Scope 3 to include the measurement of greenhouse gas emissions arising from subcontractors' goods and services. Various methods are used in carbon accounting. Bouygues Construction uses

its own CarbonEco system, while Colas relies on ratios relating CO₂ emissions to sales.

To improve analysis of impacts and designate the best possible remedial measures, Bouygues Immobilier and Bouygues Telecom conduct comprehensive carbon audits that include emissions relating to the operation of delivered projects or use of products. Consumption pinpointed in this context corresponds to energy usage by building occupants and their means of transport, or the energy consumption of telephones and routers.

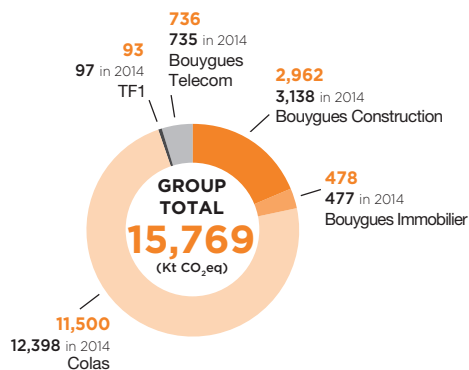
Group greenhouse gas emissions

<i>Kt CO₂ eq</i>	Bouygues Construction		Bouygues Immobilier		Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Scope (activity or region)	Global	France (excluding subsidiaries)	Global	France	Global	France	France		
Coverage % of sales	87	90	100	88	100	100		94	95
Scope 1	190.6	2.8	1,700	1.3	5.2			1,900	2,208
Scope 2	199.5	0.6	100	1.7	48.4			350	511
Scope 3	2,572.4	474.3	9,700	89.9	682.8			13,519	14,127
TOTAL	2,962.5	477.7	11,500	92.9	736.4			15,770	16,845^a

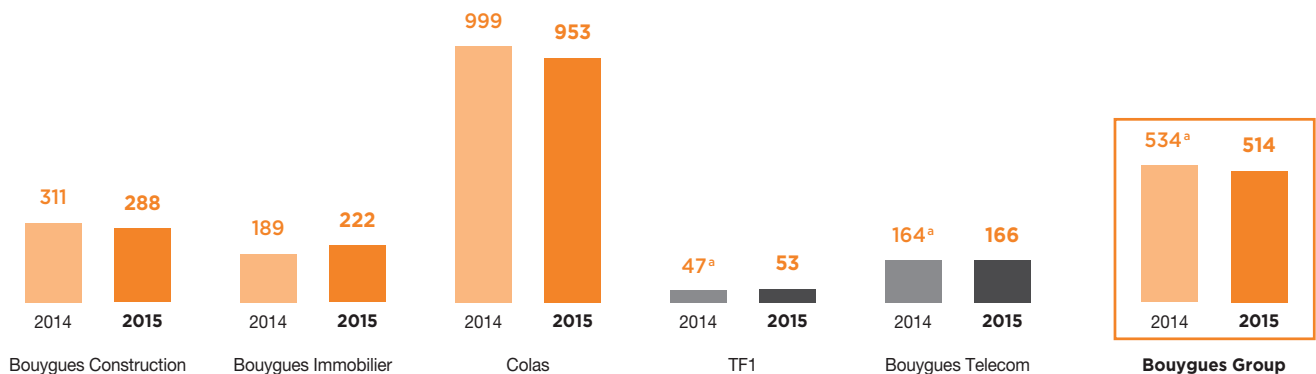
(a) 2014 data concerning TF1 and Bouygues Telecom carbon audits have been restated relative to the 2014 Bouygues group Registration Document.

(a) These indicators will be rendered more reliable in 2016 and 2017. 2015 figures are supplied only for information purposes at this stage.

GREENHOUSE GAS EMISSIONS BY BUSINESS SEGMENT

Kt CO₂ eq

CARBON INTENSITY BY BUSINESS SEGMENT

tonnes of CO₂ equivalent per € million of sales

(a) 2014 data concerning TF1 and Bouygues Telecom carbon audits have been restated relative to the 2014 Bouygues group Registration Document.

Analysis of carbon performance, for the Group's business segments, identifies the main sources of emissions, thereby helping prioritise actions. Carbon audits are a fundamental part of the various energy-carbon strategies in force within the Group.

Colas has a twofold commitment: reducing the amount of energy required for its operations, and lowering the energy and carbon footprints of the products and techniques offered to customer.

Bouygues Construction's strategy is also twofold: providing low-carbon strategies to customers and end-users, and reducing its own carbon footprint.

In 2014, completion of the first full carbon audit by **Bouygues Immobilier**, encompassing the emissions linked to its programmes over a 40-year period, resulted in the drafting and implementation of a scheme for reducing greenhouse gas emissions, proposing ways in which the carbon performance of operations could be improved. It took as its basis the three main sources of emissions over the various lifecycles of programmes: occupant travel, building materials and energy used by occupants.

Bouygues Telecom concentrates on optimising energy consumption at technical sites, both network sites and data centres.

In the context of the Bouygues CSR policy, setting quantifiable targets for reducing energy consumption, energy intensity and CO₂ emissions in relation to business activity, is one of the four principles to which the business segments commit for the improvement of the Bouygues group's environmental performance.

3.3.4.2 Reducing the Group's carbon footprint

Whether on worksites, at headquarters or in regional offices, the Group's business segments work hard to reduce the carbon footprints relating to their operations.

To reduce the carbon footprints of worksites, **Bouygues Construction** and **Colas** choose materials carefully (using the Seve® and Polygreen systems), using eco-friendly alternatives and metrics to track energy savings.

Bouygues Construction is investing in innovation in the sphere of earthworks, researching binders with low CO₂ emissions. Soil improvement during landscaping projects is traditionally done by lime washing and/or by hydraulic binder, which, through their manufacturing process,

generate large amounts of greenhouse gas emissions. In partnership with Carmeuse, DTP is carrying out research adapting or creating new hydraulic binders with low CO₂ emissions (reduced treatment costs, reduced energy consumption and greenhouse gas emissions linked to its manufacturing process), whilst respecting the “zero footprint/zero waste” objective.

Colas implements initiatives to reduce fuel consumption, such as encouraging truck drivers and plant operators to adopt fuel-efficient driving behaviour and switch off engines when idling, and to reduce fuel consumed by asphalt plant burners. Fuel consumption per tonne of asphalt mix produced is monitored worldwide.

Colas

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Greenhouse gas emissions relative to the production of a tonne of asphalt mix <i>Kt CO₂ eq per tonne</i>	Global	Asphalt mix production activities	19	18	This indicator should be read in conjunction with the indicator showing energy used per tonne of asphalt mix produced (page 111).
Greenhouse gas emissions avoided as a result of action taken by Colas <i>in tonnes of CO₂ eq</i>	Global	All activities	105,000	77,000	In 2015, the quantity of greenhouse gas emissions avoided by Colas improved, rising from 77,000 to 105,000 tonnes of CO ₂ equivalent, due to a lower deterioration in the energy efficiency of asphalt plants impacted by their fall in production, an increase in the production of warm asphalt mixes, and the tripling of the use of plant-based fluxing agents. Action specifically involved limiting energy consumption by the group’s activities (plant and vehicle fuel consumption, asphalt plant burners) and reducing the energy and greenhouse gas component of the products and techniques offered to customers (warm asphalt and asphalt mixes, in-place road recycling, recovery of road pavement for use in production of asphalt mixes, Végéroute® products, promotion of Ecologiciel® and Seve® eco-friendly alternatives, Wattway, etc.).



All the Group’s business segments have action plans to limit the impacts of work-related travel. This has entailed revising corporate travel plans, promoting public transport, setting up car-sharing websites, making provision for working from home and “flex office” solutions, and more besides.

Bouygues Immobilier and **TF1** have set targets for reducing carbon emissions relating to their respective operations. Both business segments are signatories to the Paris Climate Plan, which sets quantitative objectives for reducing greenhouse gas emissions and energy consumption. Additionally, Bouygues Immobilier is targeting a 10% decrease in CO₂ emissions associated with its corporate, i.e. back-office, operations between 2012 and 2015. This target was not reached, chiefly as a result of the sharp increase in business travel (owing to the steep rise in cross-disciplinary projects and growth in international activities in 2015), despite the limited renewal of the company vehicle fleet.

3.3.4.3 Low-carbon solutions

In 2015, COP21 provided the Group a platform to showcase solutions that deliver measurable progress in energy savings and carbon performance. They revolve around several themes:

- **Renovation:** the Group has solutions to deal with the millions of existing poorly-insulated buildings. Its business segments have developed expertise in energy renovation for residential property, offices and public amenities. These offers improve the business models of renovated properties and save on natural resources, while respecting the architectural heritage of buildings. In this domain, Bouygues Immobilier operates the Rehagreen® service for commercial property. The renovation of Bouygues Construction’s headquarters between 2010 and 2014, transforming it into a positive-energy building, is a showcase of its technological expertise.

- **Low-carbon buildings** are economic and environmental profit centres. Bouygues and its business partners market scalable offers, beginning at the design stage – all the way through to when buildings are up and running. These offers use traditional and bio-sourced materials that can be re-used or recycled, as well as renewable energy associated with storage systems (Eco2charge from Bouygues Energies & Services). Smart systems have also been developed to ensure optimised building management (Bouygues Immobilier’s Green Office® positive-energy buildings). Sustainable construction is also a major avenue of innovation and growth for Bouygues Construction and Bouygues Immobilier.
- **Eco-neighbourhoods:** Bouygues and its business partners offer local authorities a comprehensive solution encompassing sustainable construction, energy efficiency, functional diversity, biodiversity and new technologies adapted to residents’ needs. The Bouygues group has several such projects to its name, both in France and further afield, for example Ginko in Bordeaux, Greencity in Zurich and Brickell City Centre in Miami.
- **Soft mobility and urban services:** Bouygues supports local authorities in the implementation of solutions promoting sustainable urban environments. Bouygues develops transport infrastructure (e.g. tramways and cycle paths), and designs and operates third places in an effort to reduce commuting times (Nextdoor coworking spaces). Bouygues has been able to change the way roads are made so they actually produce clean energy (Wattway). Furthermore, it offers local authorities innovative urban services in the forms of integrated sensors (via the Internet of Things).

Wattway: Colas invents the first-ever photovoltaic road surfacing in the world

Unveiled in 2015, Wattway is a patented French innovation, the result of five years of R&D in partnership with Ines (France's National Solar Technology institute).

By combining road construction and photovoltaic techniques, the Wattway road surface provides clean, renewable energy in the form of electricity, while allowing for all types of traffic. Wattway contributes to increasing the share of photovoltaic electricity in the energy mix, both in France and worldwide.

At present, roads are only occupied by vehicles 10% of the time^a. This innovation harnesses the solar potential of this surface area, located directly below the sky. Wattway is comprised of panels applied directly on the current pavement, without any need for civil engineering work. A one-kilometre stretch of road paved with Wattway can provide enough electricity to power street lighting for an urban area of 5,000 inhabitants.

Colas also offers customers products and techniques, based on its R&D, to reduce the energy component (e.g. warm asphalt mixes, in-place road recycling, the Végéroute® product range and the recovery of road pavement for use in production of asphalt mixes).

Bouygues group's commitment to COP21

The major event of 2015 was the preparation for COP21, the 21st Conference of the Parties to the United Nations Framework Convention on Climate Change, which took place in France in December. The Bouygues group played an active role in the event by presenting the solutions it has developed in the areas of renovation, low-carbon construction, eco-neighbourhoods, soft mobility and urban services.

This commitment to promoting more responsible solutions was given tangible expression by its presence, in the form of stands and over 15 conferences, at the World Efficiency show & congress of October and at La Galerie des Solutions in December.

Bouygues also took part in the "Trophées des Solutions Climat" (Climate Solutions awards), whose aim is to recognise the best nationwide initiatives that reduce the impact of and/or adapt to the effects of climate change. The Group presented eight projects, of which two projects were singled out by the jury for its special prize for major groups (*Coups de cœur Grand Groupe*) in the "Reduction" and "Adaptation" categories: Wattway, a solar road surface developed by Colas, and Hikari, France's first positive-energy mixed-use development by Bouygues Immobilier.

3.3.4.4 Promoting solutions adapted to climate change

Some of the consequences of climate change include rising sea levels and an increased frequency of freak weather events (e.g. windstorms and rapidly rising or decreasing temperatures). It also affects wildlife diversity and ecosystems.

Bouygues Construction's ABC (Autonomous Building for Citizens) is an example of what the Group will be able to implement to deal with these changes. In a context of increasingly scarce resources, ABC's performance in terms of insulation, renewable energy generation and water recycling are likely to represent a huge step towards independence from heating, power and water networks. This innovation is currently being trialled as a prototype project, consisting of the construction of a residential building, comprised of around 90 housing units, in conjunction with the municipality of Grenoble.

Bouygues Immobilier factors bioclimatic architecture into its large-scale developments: research into the best location, bioclimatic research, choice of efficient insulating materials and the use of renewable energy sources. Urbanera®, an eco-neighbourhood service, offers solutions for reducing the effects of heat islands.

Colas has acquired in-depth knowledge of the particular constraints of designing and building infrastructure in harsh climates, enabling it to

advise customers in dealing with climate change. For example, in 2009 Colas offered one of its customers a low-carbon alternative to the Colclair® binder to better reflect heat while resurfacing a road in Dawson (Yukon, Canada), where the permafrost ground (i.e. which does not thaw for at least two consecutive years) was threatened by increasing temperatures due to climate change. This expertise was once again in demand for work done on Iqaluit Airport under a public-private partnership signed at the end of 2013 in Nunavut (Canada).

Colas has also developed solutions for combating urban heat island effects, including "cool roofs", which make roofing more durable (by limiting temperature variations) and reduce air-conditioning power consumption by up to 20%.

3.3.4.5 Participation in research

To understand the future impacts of climate change on its business activities, the **Bouygues group** has become a partner and active member of The Shift Project (theshiftproject.org), a think-tank working towards a carbon-free economy with the help of a multidisciplinary network of experts and economic agents with acknowledged energy and climate-change expertise. The purpose of this think-tank is to issue economically viable and scientifically sound proposals to policymakers. In 2014, it issued proposals for stepping up the energy renovation of buildings in

(a) Source: Ademe

France, e.g. through legal arrangements prompting owners to renovate their properties and training of renovation industry professionals. These ideas inspired the new bill on energy transition. In 2015, The Shift Project worked through several partnerships with international bodies in its commitment to COP21, most notably by holding and participating in conferences, and helping create the “Trophées des Solutions Climat” (Climate solutions awards).

Bouygues Immobilier is a member of the Low Carbon Building Association (BBCA).

Additionally, the Group and its subsidiaries are advised on strategic carbon-related issues by the Carbone 4 consultancy.

3.3.5 Taking account of biodiversity

The Bouygues group has pinpointed the impacts of its construction businesses on biodiversity. These include noise and light pollution, destruction or fragmentation of habitats and species, and the possible introduction of invasive species. Other effects include soil sterilisation around buildings, worksites, quarries and gravel pits. “Setting targets for improving biodiversity, when justified by business activity” is one of the four principles that the Group’s business segments commit to for the improvement of their environmental performance.

The Group has undertaken measures to limit such impacts and sustain biodiversity in its construction businesses. For example, after analysing its activities’ direct impact on biodiversity, Colas has decided to focus its action on quarries and gravel pits. This action consists in:

- setting up and monitoring a process to promote and facilitate the presence of a protected animal or plant species at sites and the living conditions they require; or
- installing beehives at sites.

Action must be conducted in partnership with local stakeholders, such as beekeepers, naturalists, natural park authorities and NGOs. Some 90 protected species currently live at the Group’s extraction sites, in addition to some 50 sites that are home to beehives. Trials are also under way to have Colas work crews systematically integrate a process for dealing with invasive plants.



Colas

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Aggregates production sites working to promote biodiversity <i>as a percentage of total sales before inter-company eliminations</i>	Global	Permanent aggregates production activities	41%	38%	Some 90 protected species currently live at the group’s extraction sites; in addition some 50 sites are home to beehives. Real progress has been made since this policy was deployed in 2012, on the occasion of Colas’ Environmental Convention. This effort remains varied according to cultural contexts, enjoying strong support in France but less in the United States, for example. This indicator showed an 8% improvement in 2015, driven by the road construction subsidiaries in mainland France and Central Europe.

Furthermore, as party to the creation of the Biositiv structure in 2012, **Bouygues Construction** has an internal cross-disciplinary advisory unit at its disposal. Biositiv is integrated into the Bouygues Travaux Publics subsidiary and helps each business segment develop a biodiversity

strategy. For example, the Nîmes-Montpellier railway bypass project has applied offsetting measures on neighbouring land to restore supportive conditions for almost 150 protected animal and plant species.

Bouygues Construction's biodiversity policy recognised under the National Biodiversity Strategy (SNB)

Bouygues Construction included protection of biodiversity into its product offering in order to give it value added and make it stand out from the competition.

In 2015, its biodiversity policy was recognised by the French Ministry of Ecology, Sustainable Development and Energy under the National Biodiversity Strategy (SNB).

For several years, Bouygues Construction has been running R&D programmes investigating biodiversity in infrastructures (measures to stop invasive species, offsetting mechanisms, etc.) and urban biodiversity (positive biodiversity, biodiversity in property development, etc.).

This commitment has been conveyed by a host of different actions, including:

- the founding of Biositiv,
- the creation of the BiodiverCity label and its inclusion on several projects;
- support of charities that work to protect biodiversity. For example, it has joined the WWF's Global Forest and trade network, with a commitment to incorporate the preservation of biodiversity in timber supply streams. It has also contributed to the Urban Biodiversity database, in conjunction with Natureparif in the Paris region. It has reviewed urban development with the French Bird Protection League (LPO) to find ways of allowing nature to be brought into towns and cities. Finally, Bouygues Construction supports Les Jardins de Noé, a conservation body.

Measures either to protect biodiversity or to reintroduce species were undertaken at the following projects: the Challenger renovation, Eikenøtt eco-neighbourhood, the City of Music on Seguin Island, the Nîmes-Montpellier railway bypass, the Citybox® street lighting system and others besides.

To take proper account of biodiversity in urban development projects, Bouygues Construction has contributed to the creation of a first global label for recognising construction and renovation projects that factor in urban biodiversity. BiodiverCity is currently managed by the IBPC^a, an organisation bringing together builders, developers, users and trade federations.

Through BiodiverCity, Bouygues Construction and Bouygues Immobilier are capable of offering products and services that take biodiversity into

account. They have already used this label with several certified structures. For example, the Neo-C neighbourhood in Créteil (near Paris), an urban transformation project designed by Bouygues Immobilier, incorporates plant material into buildings. It is the first-ever neighbourhood in France with the BiodiverCity sustainability label awarded at the design stage. The label was also awarded to the renovation of Challenger, the headquarters of Bouygues Construction in Saint-Quentin-en-Yvelines. Challenger hosts biodiversity enhanced by the use of phyto-purification through jardins filtrants® ("filter gardens").

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
N° of construction projects in the order book with the BiodiverCity label	Global building activities	56% of Bouygues Construction's consolidated sales	2		The BiodiverCity label, a venture of the International Biodiversity & Property Council (IBPC), promotes the incorporation and preservation of biodiversity in urban environments. Bouygues Construction, a founding member of the IBPC, incorporated BiodiverCity into two operations in 2015: the Roubaix Palissy development by Bouygues Bâtiment Nord-Est and Hotel Playa San Agustín-Cayo Las Brujas (for local company Almest) by Bouygues Bâtiment International in Cuba.

Lastly, the **Group's** business segments have teamed up with partners in their efforts to protect biodiversity. For example, several entities at **Bouygues Construction**, chief among which Bouygues Energies & Services, have signed a commitment with Noé Conservation for the incorporation of biodiversity considerations in their offers. This covers street lighting, infrastructure biodiversity, knowledge-sharing, technician support and outreach to users.

Colas supported the Lengguru 2014 scientific expedition, a patronage initiative carried out by the IRD (the French Institute of Research for Development) in Indonesia's Papua province. This expedition, which brought together 90 European and Indonesian researchers, set out to gain

a better understanding of the processes responsible for the establishment and maintenance of biological diversity in extreme ecosystems. Films about the expedition, which are scheduled to be broadcast on Arte and Ushuaïa TV, are in production. Additionally, a travelling exhibition is visiting the south of France, Paris and Jakarta this year.

In 2015, within the scope of charity projects sponsored by employees and customers, the **Bouygues Telecom Foundation** supported several community science initiatives. These included a campaign for tagging basking sharks (in conjunction with Apecs^b), a travelling exhibition on sea horses (part of the "Hippo-Thau" programme with CPIE^c Bassin de Thau) and data collection for the "En quête d'insectes" campaign (in conjunction with OPIE^d). The Foundation also supported the creation of urban gardens within large housing complexes, in conjunction with the charity Multi'Colors.

(a) International Biodiversity and Property Council.

(b) Association for the study and conservation of elasmobranchs.

(c) Permanent centres for environmental initiatives.

(d) Office for insects and their environment.

3.4 Social information

Further information can be found by visiting www.bouygues.com or consulting the CSR reports of the individual business segments downloadable from their respective websites.

3.4.1 Socio-economic impacts worldwide

The presence of the Group's activities in a given place first and foremost 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, the Group's companies span the entire country.

Bouygues Construction generates 48% of sales in France, where it has over 20,000 employees. Its operations cover the entire country, from building and civil works to energy and related services, concessions and more besides. Bouygues Immobilier operates 46 sites^a (encompassing 1,577 employees, excluding subsidiaries, in its branches, regional offices, business-line headquarters and head offices) as well as a number of subsidiaries. Bouygues Telecom also covers the whole of France through its six directly owned customer relations centres and 550 Club Bouygues Telecom stores. This places the Group at the heart of the local economy and promotes local recruitment.

In France, public procurement contracts include occupational integration clauses. 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.

For example, occupational integration is a key part of the work on the Nîmes-Montpellier railway bypass. Connected to Réseau Ferré de France through a public-private partnership, the Oc'Via consortium (of which Bouygues Construction and Colas are part) has undertaken to help with issues of local employment and development. Approximately 7% of total hours worked are earmarked for occupational integration. Most of these recruitments were conducted through the local job centre, which has set

up a special office at the works depot. More than 400 apprenticeship contracts and permanent job contracts been created on the worksite. Another goal of this project has been entrusting 20% of the construction work to local SMEs and artisans, who were notably called upon to work on archaeological digs, roadworks, networks and delineation of the railway line.

With just over 1 million hours annually, occupational integration features as one of Bouygues Construction's priorities, through partnerships with leading occupational integration bodies. It has signed EGF-BTP's societal and social pact, and partners nationally with Face (Fondation Agir contre l'exclusion), L'Agence du Service Civique and Le Service Militaire Adapté.

Colas has partnered with CNCE-GEIQ (French National Committee for Coordinating and Evaluating Employers that promote Occupational Integration and Vocational Training) to fight discrimination in access to employment, with actions applied locally. This dedication was recognised through the US Embassy in France's 2014 Washburne Award for Innovation in Diversity.

Finally, the initiatives of the TF1 corporate foundation focus on diversity and helping young people find employment. In November 2015, the foundation was awarded the Diversity prize, as part of a competition organised by the consultancy Diversity Conseil RH, acknowledging its innovative recruiting policy aimed at young talent from deprived areas.

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Number of hours devoted to occupational integration and the corresponding FTE equivalent (France)	France	48% of Bouygues Construction's consolidated sales	885,434	1,118,326	The number of hours corresponding to occupational integration dropped sharply after some major projects came to an end. This was only partly offset by new operations such as the Vichy bypass.
Percentage of sales generated by subcontracting to local companies^a	Global	78% of Bouygues Construction's consolidated sales	95		Bouygues Construction works with customers to maximise the value created by its operations in the regions where they take place. This indicator underlines the strong grassroots presence of Bouygues Construction's activities.

(a) The term "local" here means "national".

(a) In 34 physical locations (excluding boutiques and temporary sales offices).

Outside France, the Group endeavours to source site workers and supervisory staff locally. This provides positive results in terms of direct and indirect employment as well as fostering the transfer of expertise and supporting local communities.

For example, Bouygues Building Canada implemented a specific scheme for local Inuit populations as part of its project for redeveloping Iqaluit international airport in the province of Nunavut. Contractual obligations regarding hiring, subcontracting and training have been defined, for the benefit of the local Inuit community, covering both the construction and the 34-year operational phase. Two major ventures have been defined. First, the company works with government, local Inuit organisations and training and recruitment bodies to ensure that contractual obligations are met. Emphasis is placed on integration, through campaigns that raise awareness of Inuit culture, cross-cultural training, and the organisation of and presence at cultural events. Team support is considered pivotal for the project to succeed both now and in the long term.

Colas has a positive impact on employment and regional development where it operates. Its workforce amounts to 57,000, employed in a network of long-standing local units active in businesses in which customer proximity is a key factor, i.e. these jobs cannot be relocated.

The Bouygues group's business activities also have an impact on regional and local development through the construction and maintenance of road and rail transport infrastructure and buildings, and the expansion and operation of a telecommunications network. For example, the roll-out of 4G technology, Bouygues Telecom's investment enabling the sharing of its network with SFR, and the laying of fibre are aiding in local and regional development and the progress of universal digital accessibility, especially in rural areas.

The Group's major construction projects have positive repercussions on society at large, for example by:

- **Facilitating personal travel:** the Henri Konan-Bédié Bridge in Abidjan (Ivory Coast), which began operating in December 2014, has significantly improved inhabitants' quality of life.
- **Protecting populations against major risks:** the Chernobyl confinement shelter, currently under construction, will limit risks connected with this defunct nuclear power station.
- **Helping to access accommodation:** with broad-ranging offers, Bouygues Immobilier endeavours to meet the needs of first-time buyers while at the same time marketing a significant proportion of its developments (30%) to social landlords. Additionally, the company makes financing arrangements available to customers as well as a scheme for shared rental investments.
- **Standing by local communities:** Bouygues Bâtiment International has pledged to develop at least one initiative to help communities in need, in all the areas in which it is based.

The Bouygues Immobilier corporate foundation supports Unis-Cité, a non-profit organisation that has pioneered voluntary community service in France, lending financial support to the Médiaterre programme in eight towns and cities across France. Médiaterre raises awareness among households in underprivileged neighbourhoods of eco-friendly behaviour, leading to savings on water and electricity bills. In 2015, 532 families were supported in this way, resulting in an annual unit savings of around €180. In 2015, Bouygues Immobilier held its second annual "Solid'R" corporate community action day, on which employees volunteered a day of their work time to helping others. Last year, this represented over 9,600 hours of volunteering, with more than 80% of the company's employees taking part.

The Group's business segments encourage all their employees to receive first-aid training, which obviously has a positive impact both inside and outside the workplace.

Bouygues Immobilier

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Number of volunteers in the Médiaterre programme supported by Bouygues Immobilier	France and subsidiaries	95.9% of Bouygues Immobilier's consolidated sales	154	139	The increase in the number of Médiaterre volunteers in 2015 reflects Unis-Cité's dedication to continue its initiatives in the wake of the financial woes that had forced it to curtail its actions in the Paris region.

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

3.4.2.1 Dialogue with stakeholders

Dialogue with stakeholders is conducted at three levels: at Bouygues group level, at business-segment level and at local level.

The Group dialogues with stakeholders, including social and environmental ratings agencies, the financial community, trade unions, government departments and NGOs in an effort to take their expectations ever better into account. For example, Bouygues Construction has participated in a

pilot group that has drafted guidelines encouraging constructive dialogue with stakeholders, on behalf of Comité 21.

Each business segment maps out its respective stakeholders and liaises with them regularly on their own specific issues to identify areas for improvement and the associated relevant actions. An example of this comes from TF1, which maintains a questionnaire online for stakeholders, whom it also meets on a regular basis for discussions.

Customer satisfaction at the forefront of concerns

The business segments place satisfying and listening to customers at the forefront of their concerns. Measuring customer satisfaction is a basic requirement of ISO 9001 (quality management system). Bouygues Construction and Bouygues Immobilier entities systematically conduct surveys at the end of each commercial phase.

Since 2014, Bouygues Telecom has given customers the opportunity to help enhance its offers and services by giving them a say through the 2.0 Customer Committee.

TF1 keeps permanently in touch with its audiences through social media and the TF1&vous page. Audiences can interact about programmes and presenters at any time. The news mediator receives opinions, queries and complaints from the public, which are forwarded by the Viewer Relations department on the TF1 website.

Permanently in touch through social media

External social media are an excellent channel for dialoguing with stakeholders. Several of the Group’s entities run blogs discussing current and future trends on which users can comment: www.bouyguesdd.com, blog.bouygues-construction.com, www.demainlaville.com, www.blog-groupecolas.com.

For example, Bouygues Telecom – in conjunction with the release of the Bbox Miami TV box – set up a blog containing news about the product, tutorials, tests and a page devoted to bugs called “Miami Vices”. Through its community of 250 volunteer in-house experts, known as the “Woobees”, Bouygues Telecom is on hand to answer specific technical questions from its customers, using channels such as Facebook and Twitter.

Colas

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Materials production sites working to promote dialogue with local communities^a <i>as a percentage of total sales before inter-company eliminations</i>	Global	100% of sales (before inter-company eliminations) generated by materials production activities	30	34%	A special indicator was introduced in 2006 to assess the extent of dialogue with local residents and authorities. In 2015, the 11% decline in this indicator reflects mixed trends, namely a steep decrease in Canada, Oceania and in specialised activities, particularly Smac, and to a lesser extent in mainland France.

(a) Activities that can justify (through a specific report) during the reporting period that they have genuinely interacted with local residents, elected officials and government through meetings and proper responses to complaints. Supporting documentation must be kept on file.

3.4.2.2 Patronage and partnerships

Patronage policy is implemented at Bouygues group level, within business segments 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.

Each of the Group’s five business segments also carries out its own patronage initiatives through their own corporate foundations.

The Francis Bouygues Foundation supports deserving students

In the academic domain, the Francis Bouygues Foundation hands out approximately 60 grants each year to young school students lacking the finances to go on to higher education. Since its founding 11 years ago, 660 talented young individuals (of which 222 have already graduated and joined the world of work) have received financial assistance ranging from €1,500 to €10,000 annually along with mentoring from either a Group employee or a previous grant holder who has entered the world of work. The Foundation has pledged to continue supporting education through this channel until 2025, if not for longer.

Group spending on patronage

€ thousands	The Francis Bouygues Foundation	Bouygues SA	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Cash donations	1,261	2,613	2,900	1,211	4,000	4,948	555	17,488	13,934
Donations in kind (value)		7			190 ^a	31,291		31,488	30,621
TOTAL	1,261	2,620	2,900	1,211	4,190	36,239	555	48,976	44,555

(a) The significant decline in donations in kind is related to the completion of the skills-patronage operation by Colas in support of the Palace of Versailles, and the upcoming completion of the one put in place with the Château de Chambord.

Focusing on staff involvement

Several subsidiaries have made arrangements so that employees can take part in community action initiatives during their worktime.

For example, Bouygues Construction's corporate foundation, Terre Plurielle, supports community action projects promoting access to healthcare, education and the occupational integration of people from underprivileged groups, either by using its own funds or through skills patronage, or both. In 2015, it selected 176 such projects, situated in 24 countries. Outside France, all long-term sites are called on to carry out patronage initiatives in local communities.

Under the **Colas** Life programme, employees of the company have the possibility of supporting selected NGOs. Many employees have, through

volunteering, donations and skills patronage, joined efforts to promote access to education, through the "On the road to school" scheme. One highlight of this scheme is the construction of a bioclimatic school building in the Skoura palm grove in Morocco.

The Bouygues Telecom Foundation comprises more than 595 volunteers from within the workforce. By officially becoming a charity volunteer, each staff member can spend 14 hours of their worktime each year on patronage initiatives. Since 2006, the foundation has offered employees an opportunity to propose various charities of their own choice for patronage. Since 2011, this has been possible for customers as well.

Bouygues Immobilier's Médiaterre and Solid'R schemes are also ways of involving employees (for more information, see section 3.4.1).

Bouygues Construction

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Partnerships during the year supporting occupational integration, education and health ^a	Global	87% of Bouygues Construction's consolidated sales	467	325	Bouygues Construction has affirmed its commitment to civil society by maintaining a high number of community-related partnerships while keeping the funds allocated to these projects at a substantial level. The sharp increase in the number of partnerships chiefly reflects the inclusion of UK companies, concerning which virtually all of their operations run initiatives in favour of local communities (with a focus on schools).

(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.

Focusing on skills patronage programmes and donations in kind

Whenever possible, the Group's business segments give concrete expression to their societal commitment by volunteering their knowledge and expertise.

TF1 gives airtime to a broad variety of causes and charitable organisations: "Les Pièces Jaunes", "Les Restos du Cœur", "Sidaction", "ELA" (leukodystrophy research) and the "Laurette Fugain" charity all benefit from regular large-scale support. The TF1 TV channel provides charitable organisations with direct assistance while helping them gain in profile. This includes special prime-time operations, the production and free airing of TV spots as well as donations of game-show winnings and cash donations.

As part of its patronage policy, Bouygues Construction helps rehabilitate schools and build housing in disaster-stricken areas, specifically Thailand and Haiti.

After contributing to the renovation of pathways around the Palace of Versailles (between 2010 and 2014), Colas is assigning its expertise to repairing paths around the Château de Chambord (from 2013 to 2016).

Since 2013, the Bouygues Telecom Foundation has together with the charity Pro Bono Lab organised a special day whereby charities can benefit from expertise offered by volunteer employees, e.g. in marketing, business strategy, finance, web, communications and HR.

Committed to urban planning and urban environments

The priorities of the Bouygues Immobilier corporate foundation are based around 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. Bouygues Immobilier is a partner of la Cité de l'Architecture et du Patrimoine in Paris, the largest architectural centre in the world (22,000 m²), with which it recently agreed to retain its status as exclusive

founding partner in its sector. Furthermore, the corporate foundation supports l'Observatoire de la Ville, an urban think-tank through which it can notably converse with all those who shape today's towns and cities.

In addition to these actions, the business segments occasionally take part in a variety of other remarkable projects and initiatives. For instance, Colas has supported the Lengguru scientific expedition since 2014.

Similarly since 2014, Bouygues Immobilier has taken part in the "Rejoué" toy collection campaign. In 2015, this social initiative led to the collection – at two of the company's locations – of 396 kilos of used games and toys, which were then reconditioned and handed out in the run-up to Christmas.

In the context of cultural patronage, the Bouygues Telecom Foundation organises the Bouygues Telecom Foundation – *Metronews* "Nouveau Talent" prize, through which one up-and-coming author has the opportunity to publish his or her first novel.

The TF1 corporate foundation, alongside production firm PM and the French Equal Opportunities Watchdog (CGET), took part in a special scheme to encourage new works of literature and budding talents. Four young people from underprivileged neighbourhoods were coached on

writing techniques by two published authors. This has led to the production and the current filming of a short pilot film showing the project in action.

3.4.2.3 Academic partnerships

The Bouygues group has set up partnerships with the academic world in an effort to meet major environmental challenges more effectively. For example, Bouygues SA took part in the creation of a specialist masters-level course called "Integrated Urban Systems", in partnership with l'École des Ponts ParisTech and EIVPI^(a) engineering school.

Bouygues Telecom and TF1 have run Open Innovation initiatives (such as Hackathons and student project support) in the context of "Le Spot Bouygues" at Epitech (École de l'Innovation et de l'Expertise Informatique), where 120 m² of space is dedicated to students working on some of the Group's innovative projects.

Bouygues Immobilier, through its support of l'Observatoire de La Ville, has forged partnership ties with the urban-planning department of l'Institut d'Études Politiques in Paris, l'École des Ponts ParisTech, l'École du Design de Nantes and Nantes University.

3

3.4.3 Partners, suppliers and subcontractors

Bouygues' overall performance is intrinsically linked to that of its suppliers and subcontractors. The selection of innovative products and services in technological, environmental and societal terms, is essential to be able to offer the most high-performance and responsible solutions. Application of CSR to Group purchasing is one of the conditions required for promoting this partnership mindset and developing joint value creation for its customers. Lastly, Open Innovation policy at Bouygues can also be seen through its programme supporting start-ups.

3.4.3.1 Integrating CSR criteria into the purchasing policy

For a number of years, the Bouygues group has undertaken to comply with the Corporate Social Responsibility (CSR) principles defined in the UN Global Compact, and to integrate them into the purchasing processes of its subsidiaries both in France and abroad.

In 2015, the Group updated its CSR Charter for suppliers and subcontractors, which affirmed its duty of vigilance with regard to the

CSR risks facing suppliers and subcontractors, as well as its determination to maintain and strengthen trusting relations and the dialogue established with them. This CSR Charter defines the Group's expectations of its suppliers and subcontractors and is systematically appended to purchasing contracts.

The purchasing departments of the Group's business segments are key to implementing this policy, which has two main components: assessment of subcontractors and suppliers, and careful selection of products and materials for their operations.

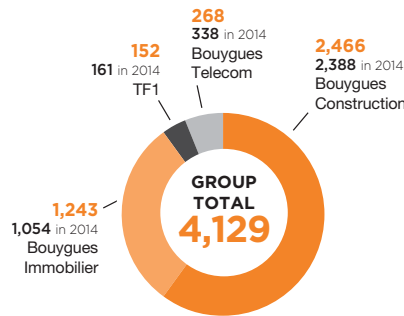
Assessment of subcontractors and suppliers

Bouygues Construction, Bouygues Immobilier, Bouygues Telecom and TF1 use external assessments to evaluate and monitor the social and environmental performance of their suppliers and subcontractors. Assessment are only considered valid if conducted within the past three years. These four business segments have also designed their own questionnaires for assessing their suppliers' CSR policies. All business segments conduct supplier CSR audits.

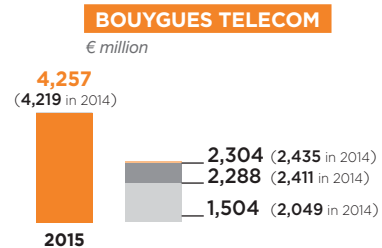
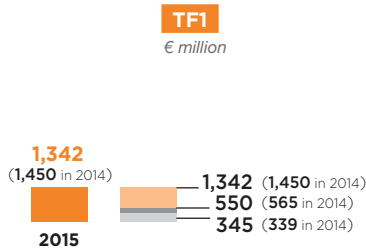
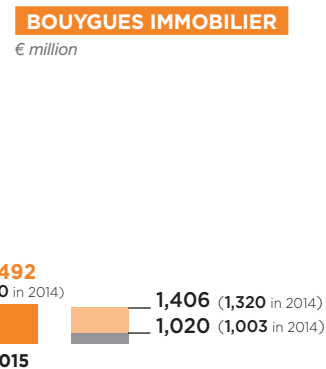
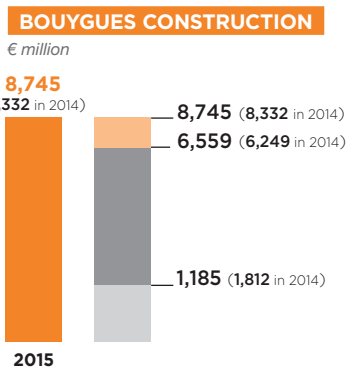
(a) École d'Ingénieurs de la Ville de Paris.

NUMBER OF SUPPLIERS AND/OR SUBCONTRACTORS THAT UNDERWENT A CSR ASSESSMENT

over the past three years



SHARE OF BUSINESS SEGMENT EXPENDITURE TARGETED BY CSR CRITERIA OR COVERED BY CSR ASSESSMENTS



■ Total expenditure
 ■ Expenditure targetable by CSR criteria
 ■ Expenditure targeted by CSR criteria
 ■ Expenditure covered by CSR assessments

The Group indicators provide a snapshot, based on the overall scope of expenditure, of the proportion that is potentially targetable by CSR criteria and that which is actually covered.

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.

Colas’ responsible purchasing approach is designed to be cautious, gradual and targeted, considering the large number of suppliers, service providers and subcontractors as well as the decentralisation of purchasing decisions to subsidiaries. Colas is currently implementing an active policy of professionalising its Purchasing function that will enable it to: identify suppliers, service providers and subcontractors who have made commitments to respect the principles of responsible purchasing; develop a purchasing process that integrates the separation of powers as well as the issue of corporate ethics; lay down guidelines geared to each purchasing category to promote the use of local suppliers and subcontractors and, where possible, companies that employ people with disabilities; and identify major specific risks for non-responsible purchasing within any of the major purchasing categories in use at Colas and in each subsidiary, in the form of a mapping of risks.

Selecting responsibly sourced products and materials

The Bouygues group's business segments are also developing policies for sourcing more responsibly sourced products and materials, based on a risk analysis of various purchasing categories.

For example, Bouygues Construction's commitment to responsible purchasing of all-important timber is reflected in its measures to fight the illegal timber trade, identify and eliminate all sourcing of threatened wood-based products, and increase the proportion of eco-certified timber purchases. This policy is enacted as part of its partnership agreement with the WWF, which was renewed for three years in 2014. Bouygues Construction has also developed a database of eco-products called Polygreen®. Accessible to employees, this database contains more than 5,500 products listed according to technical, economic, health and environmental criteria, with production sites and labels also specified. By consulting Polygreen®, buyers are steered towards those products most respectful of end-users' health and the environment.

In 2014, Colas won several awards for its new work clothes made in accordance with fair trade principles. A sign of the high sustainability credentials of these uniforms, to be worn by 30,000 employees, is that the organic cotton fibre from which they are made is Fairtrade-certified by Max Havelaar. The cloth was produced in European ISO 14001-certified factories, and the dyes used are OEKO TEX® Standard 100-certified.

Bouygues Immobilier, as part of its drive to improve air quality in its buildings and reduce pollutants responsible for VOCs (volatile organic compounds), only selects those products whose health labelling is A+. Labelling has been mandatory since 2012. This concerns materials and products, listed in nationwide catalogues, in direct contact with indoor air.

Use of the sheltered-workshop and disability-friendly sector

The use of companies in the sheltered sector, coupled with an effort to broaden the range of activities outsourced to these workshops, is a key part of the Group's responsible purchasing policy.

TF1's purchasing department lists sheltered workshops and disability-friendly companies by type of service provided (printing, catering, packaging and mail preparation, creation and communications, garden maintenance, cassette recycling, etc.). In 2014, it expanded the range of available services to include passenger transport.

Buyers at Bouygues Telecom question suppliers about their capacity to work on a co-contracting basis with the sheltered and disability-friendly sector, using this as a criterion to choose between them. In 2015, as part of the job regeneration plan, Bouygues Telecom's purchasing department organised professional training for 25 managers of disability-friendly companies and sheltered workshops. The company is also a member of Handeco-Pas@Pas, created on the initiative of CDAF^a and major companies, to promote and facilitate subcontracting to the sheltered workshops, disability-friendly companies and occupational integration programmes.

At Bouygues Immobilier, the Disability Task Force (created in 2011) works hard to promote outsourcing to companies in the sheltered and disability-friendly sector. Disability liaison officers, coordinated by the disability officer, are responsible for implementing subcontracting initiatives with Gesat^b, which markets the services of the sheltered and disability-friendly sector. A second company-wide agreement – dedicated to the employment of people with disabilities – was negotiated in 2014. This latest agreement set forth a target for increasing the amount of sales generated with the sheltered and disability-friendly sector by 5% annually.

Bouygues Immobilier

Indicator	Scope (activity or region)	Coverage	2015	2014	Remarks
Level of purchasing with sheltered workshops and disability-friendly companies <i>€ thousands</i>	France and subsidiaries	95.9% of Bouygues Immobilier's consolidated sales	301	333	With purchasing of services falling as a result of business conditions, there was an unavoidable reduction in the value of purchases from sheltered workshops and disability-friendly companies. Bouygues Immobilier's Disability Task Force is working to curb this contraction in 2016. Specifically, it is stimulating purchases from the disability-friendly and sheltered sector by diversifying the services concerned and by raising awareness among Bouygues Immobilier's employees.

Lastly, the Group's business segments uphold responsible purchasing principles in accordance with the pledges set forth in the Bouygues "Conflicts of interest" compliance programme. This commitment is also enshrined and promoted in codes of ethical conduct followed by buyers at Bouygues Construction, Bouygues Telecom and TF1, and by Bouygues Construction's conclusion of a charter for major accounts and SMEs as well as the SME Charter. Bouygues Telecom is the only telecommunications operator to be awarded the Contractor "Social responsibility" label, which guarantees healthy relations with all outsourced call centre operations in France. Furthermore, in 2014, TF1 was awarded the Responsible Supplier Relations label by the Business Relations Ombudsman Service and the CDAF. This label is given to French

companies that forge durable, fairly-balanced relations with their suppliers. It was renewed for a further 12 months in January 2015 for the TF1 group of companies.

3.4.3.2 Supporting start-ups

Convinced that Open Innovation between start-ups and large firms can yield benefits, in 2015 Bouygues began a Group-wide scheme whereby each business took steps to set up a body allowing for the joint development of projects in conjunction with start-ups. It also makes

(a) French Association of Purchasing Managers and Buyers.
(b) A national disabled employment network.

provision for a structure overseeing and managing investments in start-ups, equipped with a fixed annual budget.

These structures will be coordinated by Bouygues Développement, which is hosted by the parent company. It will be responsible for selecting start-ups in search of seed money and providing innovation in connection with the operational topics identified by the business segments.

In 2015, Bouygues Immobilier founded Bird (Bouygues Immobilier R&D), a subsidiary investing in start-ups focused on the property development sector. TF1 and Paris&Co launched an incubator for media start-ups innovating in products and services. As part of its innovation drive, which comprises 126 partnerships (with companies, universities, start-ups and NGOs), Bouygues Construction founded Construction Venture in 2015, which is a fund that will invest in at least three start-ups per year, supporting them for a period of five years, most notably through mentoring. To breathe life into this scheme in house, Bouygues Construction held its first "Start-up Minute" in 2015, during which ten start-ups were able to

showcase their project and innovative ideas in the form of minute-long presentations to group employees. Furthermore, an internal hub was set up to capitalise on contacts forged with start-ups.

Bouygues Immobilier, through its Lyon regional office, today partners with Tuba, a project run by the Lyon Urban Data public-private consortium. Its aim is to support start-ups specialising in urban services, which specifically generate and re-use data for improving quality of life in the city of the future.

For the fifth year running, Bouygues Telecom organised the Bouygues Telecom award for the best Woman Digital Entrepreneur, which provides funding to tech start-ups founded by women.

Bouygues Telecom has supported Open Innovation since 2010

Bouygues Telecom's incubator, Bouygues Telecom Initiatives (BTI), founded in 2009, has reviewed 900 projects, conducted 28 co-development projects between a sponsoring operational division within Bouygues Telecom and a fledgling tech start-up, acquired nine equity stakes (with four of these companies conducting two or more successive funding rounds) and created and coordinated a network of several dozen partner incubators and investment funds.

In particular, Bouygues Telecom Initiatives has supported Studyka (through a 15% equity interest), which innovates in the sphere of crowdsourcing. During the co-development phase of the Bbox Sensation gateway, launched by Bouygues Telecom in June 2012, Studyka used its web-based collaborative-project platform to design and model innovative services for this device. BTI runs its own blog (www.btinitiatives.fr) and is active on social media (LinkedIn, Facebook and Twitter).

3.4.4 Responsible practices

3.4.4.1 Initiatives in place to guard against corruption

At the suggestion of its Ethics, CSR and Patronage committee, the Bouygues Board of Directors approved an Anti-Corruption Compliance Programme at its meeting on 21 January 2014. This document, prefaced by Martin Bouygues, clearly states the Group's zero-tolerance stance on corruption and its position as to the duty of understanding and care that everyone must exercise, along with the resulting responsibilities – especially for executives. This supplements the Code of Ethics, issued in 2006, which states 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 sets forth the Group's stance along with associated duties and responsibilities.

The Compliance Programme summarises the appropriate legislation in force and 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, patronage, sponsorship, use of business intermediaries and lobbying. Lastly, it lays down the measures with regard to information, training and prevention, along with monitoring and sanctions that must be taken within each business segment, on the initiative of the CEO of a given business segment.

Prevention

The Group's Anti-Corruption Compliance Programme specifies that all senior executives who have operational responsibility for a Group entity (subsidiary, branch, division, etc.) must implement appropriate corruption prevention measures. They will be supported in this by the compliance officer and the ethics committee of the business segment.

Summarily, the following preventive measures are provided for by the Compliance Programme:

- implementation by legal departments of training and preventive actions in the area of best business practices, expertise in anti-corruption law, selection of specialist lawyers;

- implementation by finance and accounting departments of financial principles mitigating the Group's exposure to risk, particularly by preventing the use of payment systems for fraudulent or corrupt purposes;
- a clear statement – when delegating authority to employees in charge of an entity, a department or a project, or who are authorised to make financial commitments or who work in a sales or purchasing department – of rules forbidding corrupt behaviour of all kinds; insertion of same clauses by subsidiaries into the employment contracts of persons concerned and/or into the company's rules of procedure;
- review by each business segment of compliance of operations with applicable legislation and the Compliance Programme when launching and completing all major projects or when launching a new business activity;
- the requirement, when a company is being acquired, to pay special attention to the target company's compliance with anti-corruption regulation and, unless otherwise specifically justified, obtain specific warranties from the vendor;
- as part of the annual risk mapping process within each Group subsidiary, analysis of the corruption risks inherent in the business segment's activities.

The Compliance Programme states that senior executives or employees who are aware of a practice that might be considered as corrupt should inform their hierarchy and legal department immediately. It further states that senior executives and employees may also use the whistleblowing facility within each business segment to report corrupt practices.

Training

The Group Anti-Corruption Compliance Programme states that senior executives and employees involved in obtaining and negotiating contracts or purchases for their company must be aware of and understand the broad outlines of the anti-corruption laws and the risks involved in their breach. It specifies that, within one year of their appointment, employees who are given responsibility for a subsidiary or equivalent entity, a sales function, or an assignment within a purchasing department are required to attend an anti-corruption training course run by or validated by the compliance officer of the relevant business segment. The compliance officer will determine the most appropriate training method and make sure that these employees are given regular refresher courses to keep their knowledge and assessment of the risks up to date.

More generally, the Anti-Corruption Compliance Programme requires that each Group entity includes an anti-corruption compliance component in their training modules tailored to the various employee categories concerned. It requires that all business segments must, in line with their training policy, introduce a simple, brief, general training module, accessible at all times through e-learning. Employees should be urged to consult this e-learning programme regularly.

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.

At Bouygues Construction, for example, given the need to make the whole spectrum of management aware of these very important issues, all existing

training programmes for sales staff and future managers incorporate an ethics and compliance module. Following on from initiatives undertaken since 2011, the special ethics and compliance training plan has been implemented within each Bouygues Construction entity through training modules targeting specific categories of employees. In addition, an ethics component has been added to training programmes for young and experienced managers viewed as high potential, as well as to the legal training taken by buyers that have been in their posts for less than a year. Altogether, there are more than 50 training modules relating to business ethics and compliance.

In order to give a more coherent message and improve performance in this area, a single and common set of communications materials will be disseminated to all entities in 2016, although there will be the option of adapting them to different audiences (France, international activities, high potential employees, etc.).

In 2015, based on the sessions that took place in France, 43% of managers, and 29% of employees in works activities, 31% in purchasing and 53% in marketing were trained in business ethics.

In order to expand and improve training performance, a specific e-learning module called Fair Deal was launched in December 2015 for 30,000 employees in France and abroad. The Fair Deal programme is rolled out in four different languages. Employees are shown real-life situations whose themes are corruption, anti-competitive practices, gifts and invitations, as well as patronage and corporate sponsoring actions. Since December 2015, 164 employees have received training. The roll-out will continue by waves of 500 employees every two weeks throughout 2016.

Business at **Colas** is highly decentralised and a large number of staff members are in a position to enter into contracts, particularly with public-sector customers. Training modules, refresher courses and controls are implemented on a regular basis, according to programmes that aim to cover all of the subsidiaries. The main actions carried out relate to:

- training seminars organised by the legal department in the framework of a multi-annual plan that aims to cover all of Colas. In 2015, several training days were held, in various Colas entities in France and abroad, on business ethics and the criminal responsibility of managers. Regular refreshers on this subject are provided at all subsidiary meetings;
- development of a new code of conduct at subsidiaries in the US, introduced to each subsidiary through communication and training;
- the training programme offered by the legal department at Colas, which in 2015 included seminars for subsidiaries located in Djibouti, Morocco, Mauritius, Madagascar, the UK, Switzerland, Belgium and Hungary, and for Colas Rail.

At Bouygues Immobilier, a training module on "Business Ethics and Fighting Anti-Competitive Practices in Property Development" has been dispensed since 2011.

At TF1, arrangements are in place – in the form of special training and awareness-building exercises – to support managers in fully understanding and applying these programmes, as well as with raising awareness within their teams.

Bouygues Telecom's approach to business ethics aims to help employees navigate through the issues inherent in its operations – in particular, corruption – through the code of conduct, a business ethics guide and an e-learning module, accessible to employees through a special intranet section on business ethics. At the same time, since 2014, Bouygues Telecom has issued reminders on the behaviour expected in fighting corruption in delegations or assignments of duties, contracts, due diligence in relation to acquisitions and its purchasing terms and conditions.

For many years, senior managers have been given training in ethics and the Bouygues group's values, dispensed by the Bouygues Management Institute (IMB). 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 was set up in 2002.

Control

The fight against corruption is treated as a specific topic in the Group **Internal Control Reference Manual**. The Compliance Programme specifies that a business segment may add specific provisions to this manual where necessary to make the Compliance Programme more effective. Its effectiveness is monitored annually by means of a self-assessment of the internal control principles implemented in the business segments and their subsidiaries. Should the self-assessment reveal deficiencies in the implementation of the Compliance Programme, an action plan will be drawn up and implemented promptly.

Furthermore, the Compliance Programme indicates that, during their regular or specific **internal audit assignments**, the audit departments, assisted by the compliance officers and, if necessary, external lawyers or other service providers, should periodically make sure that the Group's operations comply with the principles of the Compliance Programme and the Group's and business segment's Internal Control Reference Manual. Everyone is required to cooperate with the internal audit departments. It is specified that the conclusions of the internal audit report will be sent to the business segment's ethics committee. They will also be taken into account where necessary to strengthen the Compliance Programme and any other mechanisms implemented to ensure that it is duly and properly implemented.

3.4.4.2 Accessibility of offers and services

The Bouygues group's objective is to make its products and services accessible to the greatest number of people possible. Its media and telecoms activities also focus on the accessibility of their services and digital technology.

One of the founding values underpinning Bouygues Telecom's market positioning is to make the benefits of digital technology accessible to as many people as possible. This commitment is conveyed by the practising of "affordable" prices, though not at the expense of service quality. An example is its Bbox triple-player offers, which Bouygues Telecom sells

at the best price on the market. Bouygues Telecom also offers solutions enabling people to keep pace with technological progress and own a smartphone, e.g. through flexible payment options and the purchasing of pre-owned handsets.

To help expand telecommunications network accessibility, Bouygues Telecom participates in shared coverage schemes with other operators. The Crozon project, whereby Bouygues Telecom shares some of its base stations with another operator, contributes to reducing the digital divide. Under the terms of this project, the operator provides 2G coverage in "blind spot"^a municipalities, is rolling out high-speed mobile internet (3G), is negotiating sharing arrangements in order to extend coverage, and is rolling out very-high-speed mobile internet (4G) to less dense areas^b.

Furthermore, since 2005, the company has been working hard to help disabled people access electronic communications services. One way has been making customer services accessible to people with total or partial hearing loss. Another is the offer of free installation of software for customers with impaired vision.

TF1 ensures that its programmes are accessible, especially to people with impaired hearing (subtitling or sign language) or vision (audio description).

3.4.4.3 Security of personal data

The protection of personal data^c has become an ever-pressing CSR issue for the Group's media and telecoms operations since 2013.

The websites and applications of e-TF1 comply with the entire range of legal provisions, consultable by visiting the website of the French Data Protection Authority (<http://www.cnil.fr>). The privacy policy governing consumers' personal data can be consulted on the TF1 website and must be agreed to when registering for services. Concerning recommendations relative to cookies and other tracking files covered by Article 32-II of the law of 6 January 1978 (according to the specific resolution on cookies, 2013-378 of 5 December 2013), TF1 regularly checks – chiefly through cookie audits – those files placed during visits to electronic communication services published by e-TF1 (standard and mobile websites, applications) to ensure that they are lawful.

TF1 has made all business partners aware of the liability regime established by the CNIL under Article 3 of the specific resolution as agents placing and reading cookies. Likewise, the group makes it clear in contracts signed with technological, publishing and advertising partners that regulations on the protection of web-user data must be respected.

To guarantee data security on websites and in applications, the TF1 furthermore operates an official policy governing the processing and securing of collected personal data, in compliance with legislation. It is regularly checked and audited.

Bouygues Telecom has devoted part of its code of conduct to privacy and informational issues, according to which Bouygues Telecom undertakes to:

- abide by the principles and rules on data protection, including the use of enabling and personalised access control systems;

(a) *Blind spots are municipalities not covered by any operator with 2G technology.*

(b) *Less Dense Areas refer to intermediate municipalities, between Very Dense Areas (the 32 biggest urban areas of more than 200,000 inhabitants) and blind spots.*

(c) *"Personal data means any information relating to a natural person who is or can be identified, directly or indirectly, by reference to an identification number or to one or more factors specific to them." Article 2 of French Data Protection law 78-17 of 6 January 1978.*

- implement the necessary means to ensure that data protection, data storage, and the treatment and exchange of data complies with its security policy, in particular the General Policy on Data Security.

Consequently, accessibility of customer data must be limited in terms of nature and usage to those persons expressly empowered for the purpose of their jobs. All customer data exchanged externally is encrypted. Furthermore, Bouygues Telecom secures personal customer data by

ensuring that data is only processed for its intended purpose, within the meaning of the 1978 law on the protection of personal data. It uses contract terms to ensure that this commitment is also respected by service providers and business partners to which personal customer data may be transmitted.

Bouygues Telecom's website offers factsheets that advise customers on how to protect their personal data from hackers.

3.4.5 Product quality, safety and comfort

At the Bouygues group, respect for customers and users is a core value common to all its activities. This mindset is especially prominent in the commitments that it upholds for protecting the health and safety of users, as well as the requirement that it imposes on the quality and user comfort of its products.

3.4.5.1 Protecting consumer health and safety

Air quality and chemical risks within buildings

Bouygues Construction and Bouygues Immobilier have been working for several years to improve the air quality of their buildings. They have begun measuring this and are striving to improve it through the use of suitable materials and more efficient ventilation systems that can be regulated in real time using sensors.

Bouygues Construction has conducted several campaigns and is designing solutions to lower the levels of primary pollutants. Additionally, the Polygreen® database encourages buyers to procure goods that have no negative impact on end-users' health. For example, this has led to the use of eco-labelled paints on worksites, and implementation by Bouygues Bâtiment Ile-de-France – Habitat Social of air-quality surveillance as soon it started working on a nursery building (i.e. from the time the worksite is started until end-users occupied the premises). In 2011, Habitat Social launched the "Habitat & Santé" offer, which systematically includes a description of indoor air quality.

Bouygues Construction also leads a think-tank focusing on personal health.

Bouygues Immobilier works to improve the air quality of its buildings, harnessing the work of OQAI (a think-tank investigating indoor air quality) and the Grenelle environment summit. It has also teamed up with specialists to design "Inspir", a scheme promoting indoor air quality. This project, which has the backing of Ademe (the French environment and energy management agency), aims to design a comprehensive and economically viable methodology for measuring indoor air quality, from the design stage until when buildings are up and running, such that this becomes a distinct selling point. Besides materials and ventilation, the place of users in technical procedures, health impacts and acceptability of measures are considerations that will also be researched. Bouygues Immobilier is the lead firm on the project, which brings together seven other partners with complementary IAQ^a expertise:

Azimet Monitoring, BESCIB, CIAT, Gecina, Greenaffair, Medieco and Saint-Gobain.

Within laboratories at Colas, research is being carried out to optimise eco-friendly binders by applying the principles of "green chemistry", notably by introducing bio-sourced components, reducing temperatures and limiting greenhouse gas emissions.

Electromagnetic fields

Bouygues Telecom contributes through the additional flat-rate tax on network operators (IFER)^b to the financing of electromagnetic-field measurement by companies certified by the French Accreditation Committee (Cofrac) – pursuant to new government rules on electromagnetic-field measurement, in force since January 2014. Findings can be consulted by visiting www.cartoradio.fr.

Furthermore, 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 expanded the range of advice given in stores, on websites and in brochures, particularly regarding the specific absorption rates (SAR) of handsets and regarding recommendations promoting the use of the hands-free kits that come with the phones. Lastly, a series of tutorials on issues relating to radio waves and the impacts on health of mobile handsets and base stations have been posted on social media. The "Waves and health" page on Bouygues Telecom's corporate website is devoted to this topic.

Systematic checks are carried out on the phones sold by Bouygues Telecom and have been stepped up on own-branded products. It continued its own scientific research on exposure to radiofrequencies, which supplements government-led funding programmes, to which the company also contributes.

Road safety

Colas carries out R&D in several areas to meet road safety challenges, focusing on:

- producing a range of high-performance surfacing that provides better tyre grip (textured and/or draining products to limit skidding in rainy weather);
- improving visibility (work on road markings in cold or wet weather and at night);

(a) Indoor air quality

(b) Flat-rate tax on network businesses (IFER)

- manufacturing road safety equipment (by Aximum, its safety and signalling subsidiary).

3.4.5.2 Product usage quality

Quality and user comfort is a distinguishing feature in the products and services marketed by the Bouygues group.

For example, the eco-neighbourhoods built by Bouygues Construction and developed by Bouygues Immobilier represent a huge stride forward in improving residents' quality of life, via the provision of convenience services, soft mobility, digital services, urban biodiversity, etc.

For the structures that it builds, **Bouygues Construction** gives comprehensive advance consideration to their usage, employing user surveys to gauge the effectiveness of its products and services. This policy of usage-driven innovation, launched in 2014, aims to centralise and share

feedback on its structures and offers, in reference to competitors' offers, to ascertain their degree of suitability. Investigations are expanded to include analysis of technical considerations (such as energy efficiency and new technologies), urban services and architectural details. Subsequently, the next goal is to involve end-users at the beginning of the innovation process, through brainstorming and concept-testing sessions, for example.

An initial review was conducted by **Bouygues Immobilier** on the Fort d'Issy eco-neighbourhood in Issy-les-Moulineaux, near Paris, two years after it began operating. A survey was designed to measure how residents, retailers and inhabitants of Issy-les-Moulineaux perceive the eco-neighbourhood and their satisfaction with it. It revealed that the majority of residents were satisfied with quality of life in Fort d'Issy: 95% of residents stated that they were proud to live there, 70% that they have saved on their energy bills, 57% that they have changed their travel habits thanks to the proximity of shops, services and public amenities.

Bouygues Immobilier is creating innovative collaborative work spaces to promote a "new approach to working"

Bouygues Immobilier has developed a network of high-quality third places, under the Nextdoor brand, offering private and shared offices.

This innovative offering reflects the shift towards more flexible working methods while ensuring a pleasant working environment, thanks to coworking spaces, a concierge service, gardens and events promoting interaction between different companies.

The first such work space opened its doors in 2015, in Issy-les-Moulineaux, just south of Paris. Plans are to open more Nextdoor work spaces nationwide so that the network comprises 20 locations by 2020. By fleshing out its network, Nextdoor office spaces will become a useful way of reducing emissions from commuting and business-related travel in the areas where they are located.

As part of its transformation plan, Bouygues Telecom began simplifying its offers and customer purchasing experience. The number of offers has

been reduced from 1,300 to 40, and customer support is available through several different channels, encompassing the web, stores and a hotline.

Diversity within TF1's programming

Fighting stereotypes and broadly representing diversity in society in its broadcasts represent a firm commitment of TF1's diversity policy. The awarding of the "Diversité" equal-treatment label in 2010 provided an opportunity for motivating and training employees on diversity. As a result, all those responsible for programme production, including heads of programme units, followed a dedicated training module for the recognition of diversity in all its forms.

To increase overall representation of every kind of diversity in its programmes, awareness of the issue is raised with outside producers with whom TF1 works. For example, for the TV show *The Voice Kids*, Shine Production ran casting sessions nationwide, which included France's overseas territories and departments. It even ran a session in Mauritius.

In 2015, TF1 signed the LGBT (Lesbian, Gays, Bisexual and Transgender) "Charter of Commitment" developed by L'Autre Cercle.

Additionally, the Group's media and telecoms activities endeavour to shield younger viewers from the risks arising from television and the web.

At TF1, for the past ten years, a psychologist systematically views series for teenagers bought or co-produced by the channel, working closely with the creative team. This person can suggest edits and may even qualify episodes as not apt for broadcasting, if these images are deemed inappropriate for younger viewers. These recommendations are always

followed. TF1 also pays particular attention to safe browsing by users on its TFou.fr website for children, by moderating content, protecting children's personal data and taking other measures besides.

Bouygues Telecom has adopted a proactive stance to guarantee the protection of children and teenagers from inappropriate online content. A parental-control solution for mobile, PCs and TVs is available free of charge.

3.5 Independent verifier's report on the consolidated human resources, environmental and social information presented in this Registration document (year ended 31 December 2015)

To the shareholders,

In our quality as an independent verifier accredited by Cofrac^a under the number n° 3-1050, and as a member of the network of one of the statutory auditors of Bouygues, we present our report on the consolidated human resources, environmental and social information established for the year ended on the 31st December 2015, presented in chapter 3 "Human resources, environmental and social information" 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 the article R. 225-105-1 of the French Commercial code (*Code de commerce*), in accordance with the protocols used by the company, composed of Bouygues group's human resources, environmental and social reporting protocol in its version dated 2015, supplemented by the reporting protocols of its five business segments (hereafter referred to as the "Criteria"), and of which a summary is included in introduction to chapter "3.1.3 CSR reporting methodology" of the Registration document and 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 the 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 according with the Criteria;

Our verification work was undertaken by a team of ten people between July 2015 and February 2016 for an estimated duration of eighteen 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 and the reasonable assurance report, in accordance with the international standard ISAE 3000^b.

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(a) Scope available at www.cofrac.fr

(b) 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 social and environmental consequences linked to the activities of the company and its societal 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 perimeter, 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 chapter "3.1.3 CSR reporting methodology" of the Registration document.

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

2. Limited assurance on CSR Information

NATURE AND SCOPE OF THE WORK

We undertook about forty interviews with about sixty people responsible for the preparation of the CSR Information in the different departments of the consolidated company and its five business segments, 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 Criteria 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 social and environmental issues, its strategy in relation to sustainable development and industry best practices.

For the CSR Information that we considered the most important^a:

- At the level of the consolidated entity and its five business segments (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 level of the two most contributing business segments to the environmental and human resources impacts (Colas and Bouygues Construction, representing about 90% of the workforce and consolidated greenhouse gas emissions – scope 1, 2 and 3), we selected a sample of representative entities^b, 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 therefore represents on average 8% of the sales and the total workforce of the two business segments.
- At the level of the three other business segments (Bouygues Immobilier, TF1 and Bouygues Telecom), supporting documents available at headquarters cover almost all 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 taking into account, if relevant, professional best practices.

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

(a) Human resources information:

■ Quantitative information (indicators): workforce (total headcount and trend), share of women managers (France), share of women managers (International), frequency rate of workplace accidents among staff (World), share of companies providing social coverage (International) and share of companies with a training plan (International). The international scope relates to companies with more than 300 employees operating outside of France.

■ Qualitative information: employment, absenteeism, health and safety, occupational illnesses, labour relations, training policies, and anti-discrimination policy.

Environmental and social information:

■ Quantitative information (indicators): percentage of Bouygues Construction's activity covered by an ISO 14001-certified environmental management system, percentage of buildings with environmental labelling or certification in the yearly order intake when Bouygues Construction is the purchasing advisor, percentage of Bouygues Construction's worksites with an Ecosite label, share of Bouygues Immobilier's sales with a commitment to environmental labelling or certification schemes, environmental certification or self-assessment rate of the materials production activities for Colas, recycling percentage of Bouygues Construction's non-hazardous waste (excluding the earthworks and Energies and services activities), the number of Bouygues Telecom handsets collected for recycling or re-use, volumes and ratio of recycled materials in relation to the volume of aggregates produced by Colas, volumes and ratio of recycled asphalt mixes for Colas in order to recover bitumen, surface area of Green Office commercial property developments, the number of positive-energy housing units in construction or handed over during the year for Bouygues Immobilier, energy used per tonne of asphalt mix produced for Colas, share of warm and cold asphalt mixes for Colas, the number of building developments in the annual order book committed to the BiodiverCity certification, Colas aggregates production sites working to promote biodiversity (as a percentage of total sales before inter-company eliminations), Colas materials production sites working to promote dialogue with local communities (as a percentage of total sales before inter-company eliminations).

■ Qualitative information: general environmental policy, evaluation and certification initiatives, energy consumption and measures to improve energy efficiency (for instance cLEANergie program for Colas), raw material consumption, greenhouse gas emissions, relations with subcontractors and suppliers (responsible purchasing policy), business ethics and initiatives in place to guard against corruption (code of ethics and compliance programme), measures to protect consumer health and safety (indoor air quality, radiofrequencies for Bouygues Telecom and protection of personal data).

(b) For Colas, the Colas Île-de-France Normandie, Colas Maroc and HRI Inc. (Colas USA) entities; for Bouygues Construction, the Travaux Publics Régions France, Losinger Marazzi (Switzerland) and Dragages Singapore entities.

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, taken together, has not been fairly presented, in compliance with the Criteria.

OBSERVATIONS

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

- New human resources indicators have been implemented in 2015 at the international level; the treatment of these new topics, and especially those related to “absenteeism”, “work organisation”, and “anti-discrimination policy” is still being refined for this scope.
- The reporting related to recovery of non-hazardous waste from construction sites for Bouygues Construction was specified in 2015. Some reporting difficulties remain, on the one hand, due to the fluctuating quantities of inert waste produced on construction sites, and on the other hand, due to varying legal contexts and understandings of indicators' definitions amongst different countries, which are heterogeneous.

Paris-La Défense, 23 February 2016

Independent Verifier

ERNST & YOUNG et Associés

Eric Mugnier

Partner, Sustainable Development

Bruno Perrin

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