

STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP)

3

3.1	The Bouygues group's corporate social responsibility policy	68	3.4	Social information	129
3.1.1	Group CSR policy	68	3.4.1	Responsible practices	130
3.1.2	CSR oversight	71	3.4.2	Product and service quality, safety and comfort	135
3.1.3	CSR reporting methodology	72	3.4.3	Socio-economic impacts worldwide	138
3.1.4	Main components of the SEFP	73	3.4.4	Relations with people and organisations affected by the company's business activity	140
3.2	Human resources: promote each employee's career development	74	3.4.5	Partners, suppliers and subcontractors	147
3.2.1	People, the Group's most important resource	75	3.5	Independent verifier's report	152
3.2.2	Ensuring health, safety and well-being in the workplace	78			
3.2.3	Employment and equal opportunity	84			
3.2.4	Development of careers and employability	93			
3.3	Environmental information	97			
3.3.1	General environmental policy	97			
3.3.2	Taking part in the fight against climate change	103			
3.3.3	Minimising the environmental impact of business activities	111			
3.3.4	Drawing inspiration from the principles of the circular economy	112			
3.3.5	Protecting biodiversity	126			

3.1 THE BOUYGUES GROUP'S CORPORATE SOCIAL RESPONSIBILITY POLICY

Chapter 3 of this document contains the Bouygues group's key CSR indicators and related information. Further information is available at bouygues.com or in the CSR reports of the Group's business segments, downloadable from their respective websites^a.

3.1.1 Group CSR policy

Delivering state-of-the-art, innovative solutions for meeting sustainable development challenges, and therefore to foster progress for society as a whole, is a major avenue of growth for Bouygues. Corporate social responsibility, or CSR, at the Bouygues group also means limiting and, wherever possible, reducing the negative impacts from its activities on the environment and society by cushioning the direct and indirect impacts on ecosystems and taking the expectations of stakeholders into account.

Correspondingly, CSR is central to strategy at the Group, which is adapting its business models so that customers can be offered solutions that make life better for everyone every day.

The 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 commitment. Initiatives are coordinated with the help of verified indicators that are audited on a regular basis for purposes of compliance and continuous improvement.

The Group has for the third year running complied with the requirements of the Statement on extra-financial performance (SEFP). The SEFP is based on the transposition of the EU CSR Directive. These arrangements have superseded "Grenelle 2" legislation, which had been in force in France since 2012.

Updated in late 2019, the Bouygues group's materiality matrix prioritises its main CSR challenges based on their importance for external and internal stakeholders and their impact on its business operations. This system is also used to collate the core Group CSR challenges addressed by business segment policies, as identified by each one's materiality analysis (see below). This allows internal and external stakeholders to corroborate the importance allotted to the recognised challenges while broadening the

analysis of risks and opportunities to encompass the entire value chain – from environmental, HR and social angles. Challenges are then consolidated and harmonised at Group level. More details about the method for consolidating the materiality matrix is available in the Sustainable development section on bouygues.com.

Bouygues, in its business activities, factors in the United Nations Sustainable Development Goals (SDGs) and pledges to attain them by:

- reducing the negative externalities from its business activities; and
- maximising their positive effects, mainly through internally developed solutions and best practices.

Aware of the impact of its activities on all the highlighted challenges, the Group focuses on SDGs linked to urban environments, infrastructure, climate change and sustainable economic growth, which dovetail with the objectives of its core businesses. In 2021, Bouygues is stepping up initiatives towards achieving SDGs 5, 12 and 16 in addition to 8, 9, 11 and 13 (see table below), which are deemed priorities by its stakeholders according to the results of the materiality analysis. The table cross-references the challenges shown on the matrix with the earlier assessment made of the Group's CSR challenges to highlight the seamless transition in this work.

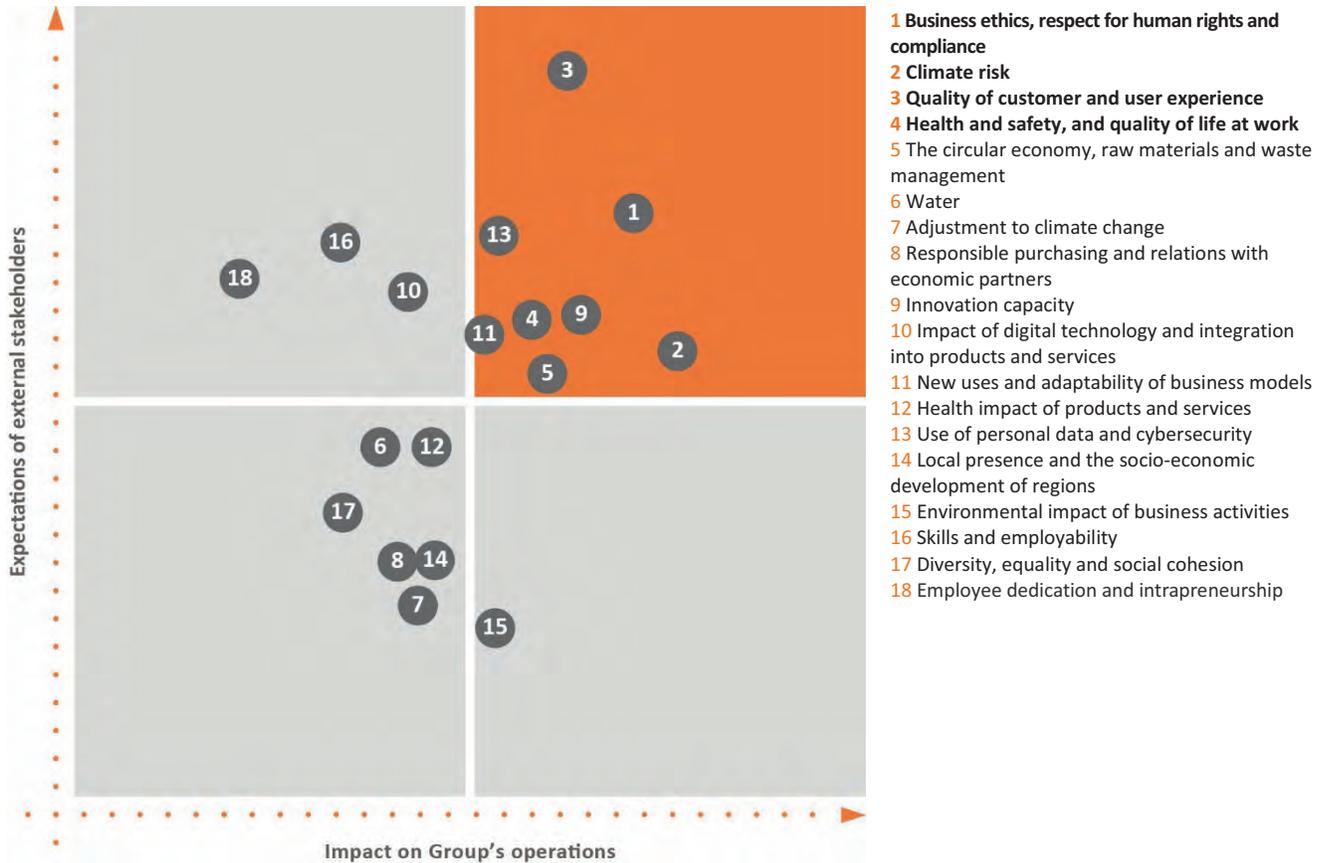
This chapter outlines some of the emblematic initiatives conducted by the Group and its business segments in the fulfilment of SDGs.

The policies and associated indicators relating to these issues are described hereafter. A table correlating the Group's most significant CSR challenges with quantitative indicators is shown in the concordance tables of this document.

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

The challenges marked in bold type below correspond to the priority targets identified in the materiality matrix.

Bouygues group's materiality matrix^a



3

(a) System used to identify and prioritise CSR challenges in line with stakeholder expectations and impacts on the Group's business segments.

3 STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP)

The Bouygues group's corporate social responsibility policy

	Themes suggested by the matrix	Group CSR challenges arising from earlier assessments	SDG
Governance challenges Section 3.4	Business ethics, respect for human rights and compliance (1) Section 3.4.1	Managing business relations transparently and responsibly. Ensuring that human rights and international conventions are upheld in all decisions and relations with business partners	
	Use of personal data and cybersecurity (13) Section 3.4.1	Safeguarding business data and customer/user privacy	
	Responsible purchasing and relations with economic partners (8) Section 3.4.5	Blending CSR issues into the procurement policies of French and non-French entities	
Environmental challenges Section 3.3	Climate/energy risk (2) Section 3.3.2	Rolling out a comprehensive strategy for reducing greenhouse gas emissions and energy usage, in line with public policies	
	Adjustment to climate change (7) Section 3.3.1	Implementing a strategy of adjusting business models and products and services to climate change	
	The circular economy, raw materials and waste management (5) Section 3.3.4	Making the circular economy a driver for transforming building and communications methods	
	Water (6) Paragraph 3.3.4.5	Taking the challenge of protecting fresh-water resources into consideration	
	Environmental impact of business activities (15) Section 3.3.3	Helping customers and end-users save energy and make sustainable use of resources	
	Prospecting-related challenges Sections 3.3 and 3.4	Innovation capacity (9) Paragraphs 3.3.2.6, 3.4.4.3 and 3.4.5.2	Encouraging business-wide innovation through action plans
	New uses and adaptability of business models (11) Section 3.3.2	Taking a forward-looking approach to societal changes that could affect the Group's activities to ensure agile adaptation	
	Impact of digital technology and integration into products and services (10) Paragraphs 3.3.1.3 and 3.4.2.3	Supporting customers and end-users in their digital transition while containing the impacts of these changes	
Stakeholder-related challenges Section 3.4	Quality of customer and user experience (3) Section 3.4.2 and paragraph 3.4.4.1	Targeting operational excellence and full satisfaction for customers and product end-users	
	Health impact of products and services (12) Section 3.4.2	Ensuring the welfare and well-being of customers and product end-users	
	Local presence and the socio-economic development of regions (14) Section 3.4.3 and paragraph 3.4.4.1	Boosting the local foothold of projects and creating sustainable value and sharing it with stakeholders	
	Human resources challenges Section 3.2	Health and safety, and quality of life at work (4) Section 3.1.2	Ensuring health, safety and well-being in the workplace
	Skills and employability (16) Section 3.1.4	Supporting employees throughout their careers by addressing changes in occupational roles and skill-sets early on	
	Diversity, equality and social cohesion (17) Section 3.1.3	Attracting, recruiting and integrating employees while fighting all forms of discrimination through high-quality labour relations	
	Employee dedication and intrapreneurship (18) Section 3.1.3 and paragraph 3.4.5.2	Instigating initiatives to ensure employee buy-in within the Group and fostering a climate favourable to intrapreneurship.	

The summary above shows the extra-financial risks and opportunities across the Group's diverse array of businesses, from construction, to media, to telecommunications, as identified by the latest analysis in 2019.

3.1.2 CSR oversight

Within the Bouygues group, HR, environmental and social issues are handled separately by the subsidiaries, which are closer to the specific challenges pertaining to their operations.

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

- Set up in 2001, the Ethics, CSR and Patronage Committee meets several times annually to review these three themes on behalf of the Board of Directors. The committee is currently chaired by Anne-Marie Idrac.
- The Sustainable Development and CSR Committee, chaired by Olivier Roussat (CEO of the Bouygues group), has the Sustainable Development directors of the Group's five business segments as its members. It coordinates intra-Group policies and investigates ways in which underlying sustainable development trends can reshape business models and support innovation.
- Comprising representatives from the five business segments, the Extra-Financial and CSR Reporting Committee assists in the preparation of the Bouygues Universal Registration Document by identifying major Group-wide challenges relating to CSR, creating appropriate extra-financial indicators and collecting the relevant information. It also oversees and ensures the reliability of the data collection and consolidation process.
- In January 2020, a Group Climate Strategy committee was set up, also chaired by Olivier Roussat and comprising the Sustainable Development and CSR departments of the five business segments. The purpose of this committee is to monitor progress on action plans and track achievements in reducing greenhouse gas emissions.
- Finally, at each Bouygues group Annual General Meeting, Martin Bouygues presents the most significant sustainable development targets, actions and indicators of the previous year.

The Group Sustainable Development-Quality Safety Environment (QSE) department oversees general policy, in conjunction with support departments, and disseminates information about best practices. The above-mentioned Group-wide committees, as well as the seminars and conferences organised by this department, provide opportunities for rolling out practices able to meet sustainable development challenges.

Olivier Roussat is responsible for Group-wide sustainable development initiatives. The Group Sustainable Development-Quality Safety Environment (QSE) department works in close cooperation with all other Group departments.

Finally, all Group-wide thematic committees systematically consider sustainable development challenges in the context of their own business activities. This includes sharing industry best practices and taking into consideration the economic challenges linked to sustainable development. It can therefore be said that CSR strategy is factored in at all governance levels within the Group.

Within the Bouygues group's five business segments, coordination of CSR themes is handled in conjunction with the Human Resources and

Sustainable Development/Environment departments of the business segments themselves. These departments report to:

- the Digital transformation, IT systems, Innovation and Sustainable development department (Bouygues Construction);
- the Engineering and Transformation department (Bouygues Immobilier);
- the Responsible Development and Innovation department (Colas);
- the HR and CSR department (TF1); and
- the corporate department, overseeing public relations, communications and CSR (Bouygues Telecom).

Each business segment coordinates a network of liaison officers that, for example, sit on company-wide committees. Every two years, Colas holds awareness-raising seminars for its network of Environment officers in France and abroad. In addition to the use of social networks, meetings in the field are used to share experience and implement and monitor action plans.

In the field, 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. Each Group business segment implements its own strategy and monitors its CSR policy.

In 2020, Bouygues Immobilier released its CSR strategy, "Positive Impact", covering the 2020-2025 period. This roadmap aims to meet the major CSR challenges by minimising negative impacts on the environment (climate change, biodiversity and natural resources) and maximising positive impacts in the places where it operates through renewed business practices. The five key commitments of Bouygues Immobilier's CSR strategy enshrine the corporate policy to oversee long-term transformation of the company's business activities (see section 2.1.3 in Chapter 2 of this document).

In December 2020, at the customary winter meeting of executives from all its national markets, Colas initiated a new corporate project that places CSR at the heart of its strategy, presenting eight stakeholder commitments – notably in the areas of commercial activity, climate and biodiversity, the circular economy, interpersonal skills, procurement and business ethics.

In 2018, Bouygues Construction published its CSR roadmap, which includes clearly defined targets^a, entitled "Responsible and committed", which is integrated into its strategy and in which it refocused in 2020 its goals around 12 priorities (health & safety; exemplarity of operations; ethics; energy and carbon; biodiversity; the circular economy; responsible sourcing; fundamental human rights; diversity and quality of life at work; employability and local foothold; social responsibility; openness to society).

In 2020, Bouygues Telecom strengthened its governance of environmental matters by involving all departments in drafting a Climate strategy and an associated action plan.

(a) See also <https://www.bouygues-construction.com/en/responsible-et-engage>

3.1.3 CSR reporting methodology

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

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

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. Updated annually in consultation with each business segment, it incorporates the findings of the work carried out by the committees.

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.

Coverage rates of HR reporting indicators in 2020

To factor in the various challenges faced by the business segments as well as local constraints, human resources reporting currently has four different types of scope:

- **Global(1)**, which covers 100% of the workforce. In 2020, 33.3% of indicators had this scope;
- **France (2)**, which covers 51% of the workforce. In 2020, 53.3% of indicators had this scope^a;
- **Non-France companies with over 300 employees (3)**, comprising 59 firms representing 42% of the Group headcount and 86.3% of the international workforce. In 2020, 6.7% of indicators had this scope; and
- **France companies and non-France companies with over 300 employees (4)**, comprising 93% of the workforce. In 2020, 6.7% of indicators had this scope.

The number of reporting scopes was reduced relative to 2019. All companies acquired in 2019 were able to report their indicators. Companies acquired in 2020 provided only basic indicators.

Social and environmental reporting in 2020

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

- indicators for which information is consolidated 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 a business segment or to a line of business therein.

Indicator coverage rate for Bouygues Construction

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. In 2020, the coverage rate of Bouygues Construction's reporting is 96%. The remaining 4% is due to the following exemptions:

- companies in which the equity interest is below 50% and companies accounted for by the equity method (except for the projects of Bouygues Travaux Publics where it has formed a cooperation structure such as a construction project company in which its stake is higher than 30% – in this case Bouygues Travaux Publics is consolidated in the extra-financial reporting according to the amount of its equity interest);
- companies acquired or created during the year under review;
- companies subject to specific rules defined for certain entities, such as:
 - Bouygues Bâtiment International: at the operating unit level, structures where the headcount is less than 10 and/or without a production activity are not included in the extra-financial reporting; consortium/construction project company/joint venture projects and contracts where Bouygues Bâtiment International is not the lead firm and operating and maintenance contracts are not included in the extra-financial reporting;
 - Bouygues Bâtiment France Europe: for consortium/construction project company/JV contracts with outside companies for which Bouygues Bâtiment France Europe is the lead firm, information is reported according to the stake held by the operating unit (OU). Information is not reported if Bouygues Bâtiment France Europe is not the lead firm for such projects;
 - At 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 excluded structures exceeds 5% of the total sales figure at Bouygues Energies & Services;
 - Bouygues Travaux Publics: projects meeting the following criteria are excluded: those lasting strictly less than six months, those that have been active for less than six months, those that are more than 90%-completed by October of the previous year and those construction project company/consortium projects in which the stake is less than 30%; and
 - The Concessions division (to be consistent with financial reporting).

CSR coverage for Bouygues Construction was close to its 2018 level (98%). Kraftanlagen and InTec reported information for 2020 after not participating in 2019. Specific support was offered to include these recently acquired entities in the reporting campaign.

(a) The France scope includes French overseas territories (French Polynesia, Saint Barthélemy, Saint Martin, Saint-Pierre-et-Miquelon, and Wallis and Futuna), mainland France and the 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.

Indicator coverage rate for Colas

Concerning the social, environmental and hazardous chemical areas, Colas indicators use a global scope that includes companies and joint ventures indiscriminately, even in cases where Colas only holds a minority stake (except for TPCO, listed on the Bangkok stock exchange). This scope also includes materials production companies with sales below €2 million even though they are not included in the financial consolidation. Data from some of the joint ventures in which Colas is the minority partner could not be included in the extra-financial reporting without this having a material impact on the published indicators.

Indicator coverage rate for Bouygues Immobilier

Environmental and social indicators cover the full scope of Bouygues Immobilier in France and abroad. In 2020, at Bouygues Immobilier, the reporting coverage rate as a proportion of sales is 95.1% when overseas

subsidiaries (Belgium, Spain and Poland) are excluded. This rate drops to 88.2% when the French subsidiaries (Loticis, Wojo, Patrignani, SLC and Urbis) are also excluded.

Indicator coverage rate for TF1

Environmental indicators at TF1 do not include Newen and Unify, which represent around 38 of the employees in the TF1 group of companies.

Indicator coverage rate for Bouygues Telecom

By default, environmental and social indicators refer to the "Bouygues Telecom group" scope according to the consolidation rules. In the case of exceptions, the "Bouygues Telecom SA" scope corresponds to Bouygues Telecom without its subsidiaries.

3.1.4 Main components of the SEFP

SEFP Bouygues SA has been obliged to publish a Statement on extra-financial performance since the 2018 financial year. Colas and TF1 – though not subject to this obligation – have decided to publish their own SEFPs to provide a more detailed view of the specific profiles pertaining to their operations. This current statement outlines and ratifies the Group's entire CSR policy in keeping with the new legislation, which has four pillars (each indicated by a SEFP pictogram outside of this chapter).

- a presentation of the business model (see section 1.1 of Chapter 1);
- a summary table of the key CSR challenges for the Group's diversified business activities (see section 3.1.1);
- a presentation of policies (see sections 3.2 to 3.4 below); and
- a presentation of performance indicators (see sections 3.2 to 3.4 below).

3.2 HUMAN RESOURCES: PROMOTE EACH EMPLOYEE'S CAREER DEVELOPMENT

"At Bouygues, people are our most important resource. Since their motivation and competence are key to our success and progress, the quality of human interaction is fundamental..." (Extract from the Group's Human Resources Charter).

More so than ever in 2020, ensuring employees' physical and emotional well-being was a fundamental priority for the Bouygues group, which for many years has been actively cultivating a global health and safety culture. Amid the pandemic, business continuity and the success of the Bouygues group's operations were underpinned by the creativity of its teams and an ability to reinvent itself. Their dedication is therefore what drives our performance. The Group encourages this dedication by supporting career development and valuing the contribution of all staff, regardless of

background, education or profession. "Promoting the career development of all employees" is the first of four pledges made by the Group in 2019 aimed at better meeting the challenges of the future.

In 2020, Bouygues obtained Top Employer certification jointly as a parent company and on behalf of Bouygues Construction, Bouygues Immobilier, Colas, TF1 and Bouygues Telecom. Bouygues is the only French group to obtain this certification for all its business segments nationwide for three years running.

The Bouygues group operates in over 80 countries. At end-December 2020, it employed 129,018 people, spanning a wide range of business activities and expertise.

Headcount by region at 31 December 2020

Scope ^a : Global	Bouygues SA ^b and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
France	456	21,832	1,584	29,835	3,297	9,113	66,117	66,648
Europe (excl. France)	20	14,076	111	9,912	300	404	24,823	24,802
Africa and the Middle East	101	5,478	0	6,140	13	30	11,762	12,959
North America	0	1,059	0	7,266	72	3	8,400	8,834
Central and South America	90	470	0	676	4	0	1,240	1,436
Asia Pacific	49	15,794	0	822	11	0	16,676	15,771
International	260	36,877	111	24,816	400	437	62,901	63,802
France + International	716	58,709	1,695	54,651	3,697	9,550	129,018	130,450

(a) Coverage rate: 100% of the Group's headcount (Scope 1)

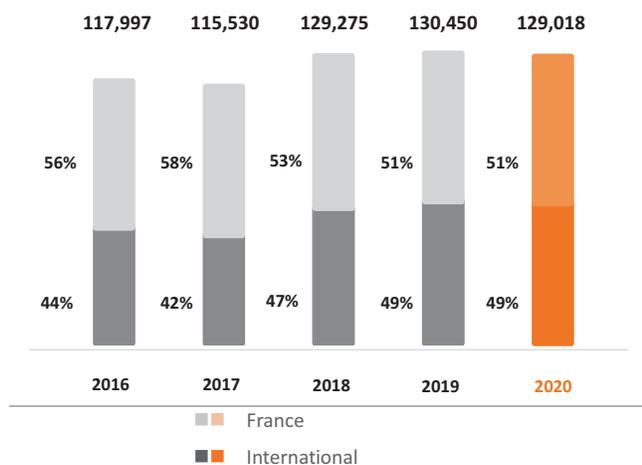
(b) O/w Holding company: 196

Indicators available at 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)

The headcount dropped in 2020 because of low employee intake. Group wide, the number was 1% lower than in 2019, resulting mainly from a drop in headcount at **Colas** (down 4%). The decline was especially sharp in non-French operations, with headcount decreasing in all geographical areas except Central/South America, which sustained the uptrend seen in 2019, in conjunction with Colvias starting operations in Peru and the acquisition of Asfalcura in Chile.

Bouygues Construction saw a small rise in headcount (up 1%), driven by the Asia - Pacific region – specifically Myanmar, where headcount doubled relative to 2019.

Headcount was also higher at **Bouygues Telecom** (up 6.9%), within the Network, Information Systems and Digital divisions, in tandem with the roll-out and marketing of fibre, and of 5G coverage.

International headcount: trending upwards**3.2.1 People, the Group's most important resource****3.2.1.1 Basing labour relations on constant and constructive dialogue**

The two priorities of the Bouygues group with respect to labour relations are ensuring high-quality exchanges with labour representatives and coordinating dialogue with employees.

Ensuring high-quality dialogue between labour and management

Trade unions and other employee representative bodies are essential for progressive labour relations within the Group. Holding constant dialogue with these bodies lays the groundwork for constructive ties. High-quality labour relations is a particularly strong point for Bouygues' business segments in their various sectors of activity.

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 subsidiaries are supplemented by the Group Council in France (30 representatives from various works councils and ESC around the Group) and the European Works Council (28 representatives from 14 countries). As privileged forums for meetings between union representatives and Group executives, they provide an opportunity for forthright discussions about the Group's business and financial prospects and about developments relating to jobs, HR policy, health and safety.

With such vast representation of its employees (4,014 elected representatives and 354 bodies), the Group sees high turnouts at workplace elections (84.2% in 2019 - no new elections in 2020) – far higher than in France on a nationwide level (42.76% in 2017 according to France's National Council on Labour Relations).

The Group offers a unique resource allowing employee representatives to access data in the e-library of economic and HR-related information relevant to their scope.

Because each of its businesses is so different, collective bargaining within the Group has naturally evolved by business segment so that agreements stay as close as possible to each one's requirements and limitations.

In 2020, **159** agreements were signed or renewed, underlining the dynamic labour relations within the Group. In total, **8%** of these agreements governed labour relations, **43%** remuneration, **18%** worktime arrangements, **15%** quality of life at work and diversity/gender balance, and **16%** other issues.

At Group level, four collective bargaining agreements were signed with the unanimous agreement of the trade unions, covering: emergency HR measures during Covid-19; emergency changes to the meeting schedule and operational procedures of the Group Council in 2020; amendment No. 9 to the Group savings scheme (Perco); and the creation of a retirement savings plan covering the Bouygues group.

In France, all Group subsidiaries during the second half of 2020 relied on various measures to deal with the pandemic and the resulting restrictions on public life. These included teleworking whenever feasible, encouraging employees to take paid leave during the lockdown, and sensible use of the furloughing arrangements. In some cases the company topped up salaries.

Decisions were guided by a desire to strike the right balance between the issues at hand: from safeguarding jobs and company finances to limiting the impacts on employees' purchasing power and avoiding placing too heavy a burden on the public purse.

Bouygues Construction in February 2020 signed an agreement to align the personal risk coverage (death, disability and incapacity) of site workers with the scheme covering clerical, technical & supervisory staff and managers. Under its terms, Bouygues Construction, in conjunction with Pro BTP^a, is leading the profession in this field thanks to the merits of this fair, coherent

(a) A French organisation providing complementary employee benefits for companies, craftspeople, employees, apprentices and pensioners in the construction sector.

3 STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP) Human resources: promote each employee's career development

and socially responsible system. Both employers and site workers pushed for this agreement, underpinned by high-quality labour relations.

Colas decided to implement a new organisational structure for its Roads division, merging all operations into a single company, Colas France.

The aim is to create a single legal status – from 1 January 2021 – within Colas France, formed from the amalgamation of six regional companies of Colas. Attention will also be paid to guaranteeing the competitiveness of each profit centre and the company as a whole. The agreement, still being finalised, will cover some 20,000 employees and will principally tackle the status of site workers (annualisation, working conditions, etc.) while also enhancing the position of superintendents, who are an essential cog in Colas' organisational wheel.

An agreement was signed on 6 August 2020 to pave the way for mutually agreed voluntary redundancies. This negotiated settlement is more advantageous than ordinary law provisions (i.e. statute and collective bargaining agreements). Employees had until the final quarter of 2020 to sign up to the deal. Some 460 job positions are concerned.

Coordinating dialogue with employees

The Yammer Bouygues collaborative network, available to all Bouygues group employees with a professional email address, gives them access to an open and transparent discussion forum. It can be used to stay up to date on Group news or share professional best practice within theme-based on-line communities.

The group's senior management uses this technology to communicate *en masse* with employees (see The Group's newsroom).

The five business segments also have their own collaborative networks. Because these networks all use Microsoft's Yammer software solution, adoption of this new work resource was easier for all concerned. At all the Group's locations throughout the world, widely-distributed interactive communication channels exist to facilitate dialogue (e.g. corporate social media and chat applications). Throughout the year, various events are held within each business segment, offering opportunities to meet and dialogue more often.

In 2020, as the pandemic was spreading, these digital communication resources were heavily used at Group level and within the subsidiaries. All types of meetings – more vital than ever – were moved on-line, in some ways affording extra opportunities.

Group companies rolled out several HR processes and communication tools as soon as the lockdown was announced in France and many other countries. Employees were kept informed about the pandemic and the measures needed to safeguard every team on production sites and in offices.

- Communications and HR departments used emails, text messages and social media to disseminate memos, short films and 'Covid-19' updates, with the aim of staying in contact with employees during the crisis and preparing for operations to resume.
- Subsidiaries published handbooks and notices to assist with implementing the Covid-19 measures applicable in France and further afield. The handbooks contained stricter health measures than those laid down by the French government and industry bodies. For example, mask wearing became mandatory on all Colas worksites as early as 11 April 2020. Employee representatives were consulted prior to implementation of the various measures.
- HR departments established rules for handling leave, other absences and remuneration by setting up schedules, procedures and payment arrangements adapted to conditions. They made sure the measures

adopted were properly communicated, explaining what each meant for the workforce, the company and the community.

- Purchasing departments started buying in masks, hand sanitiser, wet-wipes and protective equipment as early as March 2020.
- Foremen, employee representatives and managers implemented these measures at every construction location, in particular.

3.2.1.2 Complying with ILO conventions

The Bouygues group promotes the fundamental conventions of the ILO (International Labour Organisation) 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.

When coming on board, every employee is asked to familiarise themselves with the Code of Ethics and the Human Resources Charter, available in-house or by visiting bouygues.com. In sometimes complex circumstances, operational managers have a duty to prevent any infringement of human rights in areas relating to their activity. The whistleblowing facility set up under the Group's Code of Ethics can be used to report serious violations of human rights and fundamental freedoms. The Bouygues group also requires its suppliers and subcontractors to respect ILO conventions (see section on Purchasing in chapter 3 below and on Duty of vigilance in Chapter 4 of this document).

Regarding compliance with ILO conventions, all Bouygues Construction entities perform identity checks at their construction sites, including of subcontractors' employees. The TopSite internal labelling scheme (see section 3.3) requires construction sites to implement checks to make sure that none of the Group's or its subcontractors' employees are in a situation of forced, undeclared or child labour. Bouygues Construction also uses *Attestation Légale*, a platform for collecting administrative documents (some of which concern the prevention of illegal labour), to make sure that its subcontractors comply with their French legal obligations.

Due to its many locations worldwide, Bouygues Construction has to ensure that it complies with local labour law not only as regards its employees, through local Human Resources managers in its entities, but also as regards stakeholders where local law requires checks to be performed by the contractor.

Bouygues Construction defines the standards for worksite living quarters on international construction sites, in line with ILO recommendations. Regular inspections are carried out and compliance with these standards is a mandatory criterion for obtaining the TopSite label. Bouygues Construction's "Living quarters guidelines" do not allow identity papers to be confiscated.

Freedom of association and the right to collective bargaining

In countries where ILO conventions governing trade-union rights and freedoms have not been ratified, all subsidiaries aim to implement arrangements that give employees a voice. This is because the Group strongly believes that high-grade dialogue between labour and management is the cornerstone of harmonious relations in the workplace. Of the international subsidiaries that have more than 300 employees, over 70% have an employee consultation body.

At international entities, particularly in Europe and Africa, employee representation at three-quarters of **Colas'** companies employing over 300 people was at a similar level to operations in France.

In Mauritius, a 12-member Welfare Committee, set up two years ago, organises regular meetings with employees. The committee ensures that the subsidiary participates in various social and environmental initiatives, for example helping those in need and organising blood donations.

Labour relations, guided by employee representative bodies, are satisfactory in all countries of the northern and central Europe region. In Slovakia, discussions are focusing on the ongoing restructuring.

At Colas UK, employee representatives are invited to attend twice-yearly briefings. Other informal events (such as charity events, religious festivals and barbecues) are organised to encourage employees to socialise.

In northern and western Africa, especially in Benin, Ivory Coast and Gabon, dialogue is conducted through employee representatives. More direct methods for communicating with employees such as notices, memos, emails and meetings are also used.

In southern Africa, the Covid-19 health crisis, compounded by pre-existing economic conditions, complicated dialogue with employees, which usually takes the form of several meetings of Affirmative Action committees each year.

In North America, both in the US and Canada, labour relations are managed with the help of trade unions and industry bodies. Unions are the preferred channel for employee dialogue. However, Colas encourages all employees,

whether union members or otherwise, to keep open communication channels with their managers. In the US, a helpline is available for discussing business ethics issues.

The subsidiaries also hold staff information meetings to increase cohesion among the various stakeholders in the company and broach issues such as safety and business ethics. In view of Covid-19 health crisis, wage agreements were simply rolled over. Negotiations were postponed until 2021 because of the complications in organising them at that time.

In long-established southern hemisphere operations (Madagascar and western and central Africa), Colas takes a proactive stance on healthcare, especially in dealing with AIDS and malaria, through a policy covering employees, their families and local populations. In Madagascar and the Comoros, local labour rules comply with the basic principles enshrined in these countries' constitutions as well as with international labour standards such as those laid down in ILO conventions and declarations.

In the US, several bodies of legislation, at federal, state or local level (such as the Fair Labor Standards Act (FLSC), the Occupational Safety and Health Act (OSHA) and the Family Medical Leave Act (FMLA)), ban all discrimination based on race, colour, religion, gender or age. These laws also provide a framework for employment conditions (minimum wage and safety).

In Canada, a similar system to the US, based on federal and provincial legislation (Employment Labour Code, Employment Standards Act, AODA, etc.) sets the standard for human rights, equality in the workplace and fair treatment.

In the UK, anti-slavery legislation requires companies to publish an annual modern slavery statement to highlight the measures they are taking to combat human trafficking and present-day enslavement. Within the framework of this legislation, the UK subsidiary of Colas Rail has undertaken to operate in a business environment free from slavery and people trafficking. In Ireland, Colas' firms must uphold a 1996 law on the protection of young people, focusing on the health of younger workers and guaranteeing that working while at school does not harm their education.

In South Africa and Namibia, labour inspectors work to ensure that policies comply with national and ILO standards.

Existence of employee representative bodies in the international activities^a

Scope ^b : International, outside France (companies with over 300 employees)	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
Existence of employee representative bodies in the international activities		56%		74%			64%	70%

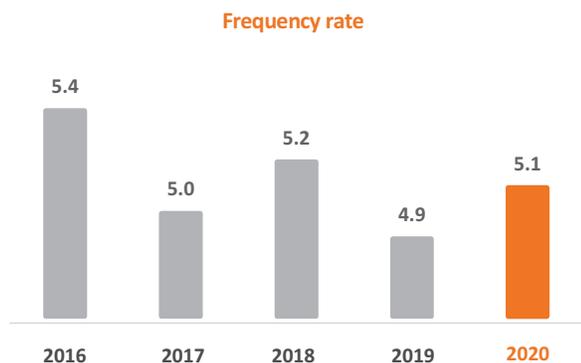
(a) Bouygues SA and other, Bouygues Immobilier and TF1 are not covered by this indicator on account of its scope. Only companies employing over 300 people operating outside France are concerned.

(b) Coverage rate: 42% of the Group's headcount (Scope 3)

3.2.2 Ensuring health, safety and well-being in the workplace

The Bouygues group aims to reduce the frequency and severity of occupational accidents to which it is highly exposed through its operations. In addition to the measures taken to ensure the safety of employees, the business segments also operate policies to improve employee health.

Workplace accidents



3.2.2.1 Boosting safety in the workplace

The Group's construction businesses work extremely hard in the area of health and safety (safety equipment, training, detection and monitoring of near-accidents). In France, health, safety and working-conditions policies are implemented in consultation with employee representative bodies. Implementation of a safety management system, part of which may have Iso 45001 certification, is the organisational bedrock at Bouygues' operating units in the construction sector.

Group entities are actively working to improve the safety of all persons working on their sites. As personal physical integrity is at stake, Bouygues group entities require their suppliers and subcontractors to be vigilant in terms of work safety requirements when operating on Group sites. In that regard, it is each supplier's responsibility to bring any identified anomaly to the attention of the manager of the Bouygues group site where it is working (extract from the Group's CSR Charter for Suppliers and Subcontractors, which is appended to procurement contracts).

To implement this policy in the construction businesses, senior managers at subsidiaries have for many years drawn on a global network of health & safety officers as well as a broad range of safety resources, including training on safety, eco-driving techniques, first aid training and 15-minute "starter" sessions on safety basics. Other resources include awareness-raising initiatives, accident analysis, best-practice sharing, cross-subsidiary challenges and half-yearly rankings.

In 2018, **Bouygues Construction** launched an initiative to better coordinate health and safety policy. Last year, as part of this drive, it provided all its entities with a universal multi-business resource for managing health & safety, under the name of Cority, to be operational as of 1 January 2021.

This resource represents a paradigm shift as it considers health & safety from the angles of project, worksite, business or department. Because it is operated by decision-makers in the field rather than simply by Health & Safety, as under previous arrangements, Cority can harvest and store field data that can then be extracted, analysed and put to use. Cority has a management interface, available at all levels of the organisation, through which it will be possible to obtain coded or reprocessed indicators and information that can then be used to make proactive, agile management decisions to improve operational performance.

Initiated in 2018, the TopSite label continued to be rolled out to all of Bouygues Construction's operations (see section 3.3, "Environmental information"). One element of TopSite is workplace health and safety.

Safety culture audits were carried out on the sites of most Bouygues Construction's operating entities, in conjunction with the French industrial safety culture institute (ICSI). The aim of these audits is to split the notion of safety into technical, organisational, people-related and behavioural components so that the right action can be taken. This novel approach seeks to drive a significant improvement in mindsets as well as fostering shared values and encouraging engagement from all people in the field. In 2020, all the entities were able to deploy this new safety-at-work arrangement, accompanied by leadership indicators. These can be used to measure how effectively best practice and worksite incidents analysis are being relayed, thereby gauging management's dedication to understanding issues, finding causes and proposing remedial measures.

In 2020, Bouygues Construction continued reviewing safety performance across all operations, drawing on the efforts of its managers and network of health & safety officers. By this means, it has been possible to clarify duties and expectations as well as marshal resources for checking compliance with Bouygues Construction's standards, which were strengthened in 2020 (the 12 fundamentals). As part of its corporate strategy called "Beyond - On the Road to 2023", launched in 2019, Bouygues Bâtiment International is focusing its health & safety efforts on controlling major risks, with the objective of achieving zero high-potential accidents by 2023, through #Safety Act, a set of health & safety guidelines applicable to the whole of Bouygues Bâtiment International.

Bouygues Construction continued to implement its policy of removing ladders, stepladders and step stools across all its operations, as well as withdrawing the 125mm angle grinder, for which it lists alternatives. Where this is not possible, an ad hoc procedure consisting of prior risk analysis and suitable protective measures must be followed.

With the aim of ensuring continuous feedback from high-risk activities, Bouygues Construction continued introducing systematic in-depth investigations and cause-finding analysis subsequent to every accident, near-accident or any other event deemed to be "Serious" or "High Potential" (HiPo).

Bouygues Construction's Health & Safety department continues to map its requirements and skill sets with the aim of scaling and training up its teams so that they can provide increasingly effective expertise and support for operational personnel.

STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP)

Human resources: promote each employee's career development

Bouygues Construction's Equipment division continues to bring its machine-tools up to standard across all its depots. It is also improving health & safety signage for workstations and finalising "Go no Go", a policy promoting safety at the beginning of each working day.

Health and safety policy at **Colas** is built around four priorities: respect for rules, training and information, a safety-first approach to project and process design, and follow-up of action plans.

Significant actions in 2020 included the following:

- OneSafety in conjunction with DSS (DuPont Sustainable Solutions), launched in 2019 at Colas Centre-Ouest. All managers, from the Managing Director France and heads of subsidiaries all the way down to team leaders, were coached in key management skills and how to approach safety collaboratively with their teams. All regions covered by Colas France had launched the initiative by the end of 2020. Roll-out is set to continue until 2023. Colas Rail and GTOI (the subsidiary on Reunion Island) also have plans to launch OneSafety.
- Launch of the Group Safety Rules by Frédéric Gardès^a, CEO of Colas, at the 2020 Safety Week, consisting of five Rules of life and ten Life-saving rules. Roll-out is planned all the way to the next Safety Week in June 2021. These new rules are designed to foster a group-wide safety culture and forestall major risks. They will be widely disseminated and serve as the basis for audits.
- The continued deployment in North America (Canada and US), in conjunction with Caterpillar Safety Services, of "Living Goal Zero", a process which is also part of the safety culture.
- Continuation of hazard-avoidance projects, including a project with Volvo Construction Equipment whereby operators are alerted if a pedestrian enters a danger area close to machinery, while the pedestrian also receives an audible warning. This system uses artificial intelligence to recognise when people are present. This innovation is vital because this particular risk represents the most hazardous scenario in the working environment.

Road safety

In France, the road safety action and accident prevention scheme, implemented across the Colas group, relies on the day-to-day commitment of its subsidiaries and local units, which take active steps under the guidance of general management.

This scheme, which is being rolled out by over 500 road safety officers, takes the SCOPE programme as its inspiration. SCOPE is about making drivers aware about how to drive safely and organise their travel. It also covers vehicle fleets (purchase and maintenance, active and passive safety features) and the environment (road infrastructure, traffic schemes, etc.).

The programme is disseminated using multimedia content, driving audits, post-accident analysis (and remedial measures) and statistical tools for monitoring and analysing accidents at company and national level.

More than 30,000 employees have undergone SCOPE training since its launch in 1997, and over 15,000 driving audits have been conducted, either by the road safety team or at specialist training centres.

Other methods are also used to raise road safety awareness among the workforce, such as the design and distribution of communication media (posters, comic strips, short films, etc.), while safety 'starters' offer reminders of the highway code (including the rules on mobile phone use). Training is also provided using simulation software.

Each time, the preventability of accidents is highlighted, using case studies.

These arrangements are supplemented by a system of in-house competitions to encourage subsidiaries and units to 'buy in' and show creativity. For example "Challenge Sécurité France", which recognises those Colas entities performing best in the safety arena, also forms part of the road safety policy.

In Madagascar, a contract was signed with a geolocation solution provider. This offers new possibilities in terms of on-board information, thus having a positive influence on driver behaviour.

Latest trends in accidents and vehicle fleets

Colas sets targets for reducing accidents across all its subsidiaries. For example, between 2004 and 2019 it cut the road accident rate by 45% worldwide. Between 2018 and 2019, the road accident rate was stable worldwide.

On-board data collection devices are also being progressively implemented, in full compliance with the laws and regulations of each country (through CNIL in France, with GDPR in the European Union). Positive results (e.g. significant reduction in speeds) have already been secured at Colas Rail Ltd (UK) after discussions with the drivers concerned about the dangers of excessive speed, substantiated by hard data.

3

(a) Chairman and CEO since 17 February 2021.

Workplace accidents

Scope ^a : Global	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
Frequency rate ^b of workplace accidents among staff	1.35	4.41	1.18	6.12	1.94	5.68	5.11	4.88
Severity rate ^c of workplace accidents among staff	0	0.27	0.03	0.44	0.07	0.34	0.34	0.32
Number of fatal accidents among staff ^d	0	3	0	5	0	0	8	3

(a) Coverage rate: 100% of the Group's headcount (Scope 1)

(b) Number of accidents involving time off work x 1,000,000/number of hours worked. The auditor states that it has obtained reasonable assurance for the 2020 indicator

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

(d) The auditor states that it has obtained reasonable assurance for the 2020 indicator.

The work accident frequency rate edged up by 0.23 relative to 2019. At **Bouygues Construction** this was due to the consolidation last year of Bouygues E&S Intec and Kraftanlagen, which are currently implementing Bouygues Construction's safety rules to bring themselves up to the group's standards. Within **Bouygues Telecom**, Tisséo Services grew strongly in 2020 but recorded a correspondingly large number of workplace accidents, unfortunately. **Colas** reported a lower rate relative to 2019, down from 6.19 to 6.12.

It was decided that the methodology applied in 2019 would also be used to calculate the 2020 workplace accident frequency rate, despite the health crisis. As such, furloughing within the business segments was not taken into account except for **Colas**, which continued to deduct this from the number of hours worked by the entire workforce. However, if the methodology had been altered, the group frequency rate would have been 5.14, i.e. 0.03 higher.

Colas reported five fatal accidents, mainly as a result of impacts with heavy plant machinery. **Bouygues Construction** reported three fatal accidents.

3.2.2.2 Working with temporary employment agencies and subcontractors

Bouygues Construction works in collaboration with temporary employment agencies and subcontractors to ensure that its health & safety standards are followed to the letter.

Some entities in France assist these agencies by issuing a business report and round-ups during the year so that results can be evaluated and they can participate fully in health & safety policy.

On French worksites, Bouygues Construction uses temporary workers with PASI (temporary worker safety passport) training. PASI trains workers in safety basics on construction sites. It is promoted and overseen by the Federation of French construction and civil works companies (EGF-BTP). It is applied universally. It is also an obligation for temporary employment agencies. Training is practical and is dispensed over two days by training organisations approved by the PASI steering committee. Participants must take an assessment to validate what they have learnt. Topics follow a set schedule, determined in accordance with the requirements of each construction company in collaboration with the OPPBTP (the professional body for the prevention of occupational hazards in the construction and civil works sectors) and the companies' own safety coordinators.

In addition to PASI, the civil works division of Bouygues Construction is even more stringent, requiring temporary employment agencies to contribute and commit to action plans targeting workplace accidents deemed "high potential" (HiPo). Through this work, it has been possible to draw up a harmonised list of high-risk temporary worker posts. In 2020 Bouygues Construction instigated publication of a twice-yearly health &

safety bulletin detailing accident rates and the implementation of PASI training.

Bouygues Construction continues its policy of setting out the safety commitments required from business partners and subcontractors in their contracts, and regularly monitors their performance. For example, Bouygues Bâtiment France Europe continued its "Partner support" initiative to enhance the safety culture among subcontractors on all its worksites, in both the structural works and fit-out phases. A large number of health & safety days were held for service providers and subcontractors during 2020 to bring practices into line.

Bouygues Construction entities help subcontractors enact the action plan relating to cordless power tools.

At Colas, several initiatives were being implemented in 2020:

- Harmonising safety induction sessions with the help of "Accueil" software and distribution of an induction document for site managers.
- Introducing a new system for identifying posts at risk of specific hazards and adding extra training in these cases.
- Working with Routes de France and FNTP^a for the launch of PASI in 2021. Colas will then require PASI training from all its temporary employment agencies.
- Implementing a software application for managing temporary staff (Pixid), which allows for improved monitoring of these workers from the time the order is placed to arrival on site.

(a) French National Public Works Federation.

Safety of temporary workers

Scope ^a : France	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total
Number of temporary workers (FTE)	3	3,148	8	2,916	3	18	6,096
Number of temporary worker accidents	0	174	0	126	0	0	300
Number of temporary worker fatal accidents	0	0	0	0	0	0	0

(a) Coverage rate: 51% of the Group's headcount (Scope 2)

Indicators on the number of workplace accidents and fatal accidents among temporary workers are new.

3.2.2.3 Protecting health in the workplace

Employee benefits

The Bouygues group endeavours to provide its employees with benefits, both in France and in other countries.

In France, all employees benefit from personal risk coverage (long-term incapacity and death) and healthcare insurance. Entitlements are far superior to the legal minima (especially state-approved complementary healthcare policies) and contractual arrangements. In addition to employee healthcare coverage, the Group also contributes towards covering family members' healthcare costs.

The Group Personal risks scheme covers the employees of Bouygues Construction, Bouygues Immobilier, Bouygues Telecom and Bouygues SA.

Ensuring a common core of employee benefits outside France

A review of employee benefits, healthcare coverage, personal risk cover, retirement benefits and parental entitlements for employees of international units was conducted in 2018. This found that 73% of employees abroad enjoyed additional cover (relative to legal obligations) in terms of healthcare costs. For personal risk cover, the proportion was 67%.

In 2019, the Group launched a new programme called BYCare. This programme aims to ensure a common core of employee benefits for the whole Group that go further than the requirements of the local legislation in each country. Its aim is to make sure, in each country where Bouygues operates, that its best practices are at least on the same level as a panel of benchmark companies operating there. The first stage has focused on all-causes death insurance, paying an additional lump sum higher than the mandatory minimum – equal to at least one and a half times the employee's gross annual salary – from 2021 onwards.

At Colas, in addition to the BYCare scheme, local initiatives are carried out to promote employee health. In Madagascar, an infirmary was set up and two doctors hired to provide basic care for common ailments and conduct the regular mandatory medical check-ups. In western Africa, e.g. in Ivory Coast, each location has an occupational doctor and an infirmary (staffed with nurses).

The Covid-19 pandemic

Covid-19 intensified dialogue between labour and management (see section 3.2.1.1 on labour relations). In this context, Bouygues group companies scrupulously adapted health protection measures applicable to employees and on-site service providers throughout the period, in

accordance with government recommendations. Businesses continuing to operate during the lockdowns put in place specific measures for protecting the health of employees. In March 2020, Colas implemented a full set of Covid-19 procedures, allowing for business to resume gradually from mid-April.

In France, as soon as the first lockdown was lifted, the Group's business segments steadily rolled out PCR tests to employees.

During the Covid-19 health crisis, special health & safety plans for worksites specified the conditions for in-house or off-site operations as well as providing rules on dealings with subcontractors, temporary employment agencies and service providers. At locations under the responsibility of Bouygues Construction, these arrangements were supplemented by the purchasing and distribution of consumables for personal protection (masks, hand sanitiser, gloves, disinfectants, etc.) or group protection (e.g. plexiglass workstation dividers).

At Colas, protective measures mainly concerned France (mainland and overseas departments) and served as a template for other countries. The regulations and legal provisions in each country prevented implementation of a standardised procedure.

In Canada, remote psychological support and care programmes have been set up for employees and their families during lockdown.

In southern Africa, the services of ICAS^a were made available to all employees wanting to receive support in the event of psychological problems, and provided information about Covid-19. Other topics covered by this service include teleworking, resilience and employee engagement.

At TF1, precautions were taken during lockdown to safeguard the health and safety of employees whose on-site presence was essential for producing and broadcasting linear channel content (TF1 Group News & Information division, Technology department, TF1's medical office, Corporate Services and Security, etc.).

News teams were formed into alternating pairs and housed in apartments provided by TF1 to lower the risk of passing the virus on to their families. A room has been set up for disinfecting reporting equipment. Microphones are covered with single-use protective films. Wherever possible, meetings and interviews are conducted using videoconferencing. During the lockdown, TF1 communicated daily with teleworkers to combat isolation and maintain links with colleagues. Where required, employees working from home were referred to the counselling helpline set up in 2019 in conjunction with PSYA.

(a) A world leader in employee support services and high-risk behaviour management.

3 STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP) Human resources: promote each employee's career development

During the first lockdown between March and May 2020, Bouygues Telecom held conference calls on a variety of subjects, including how to set up an ergonomic workstation at home and the importance of maintaining an exercise programme. Counselling and psychological support services were more widely publicised among staff. The purpose of these measures was to prevent the occurrence of risks arising from psychosocial disorders.

Psychosocial risk prevention campaigns are carried out in all Group businesses, accompanied by surveys, early warnings and management training in best practices. Bouygues Immobilier continued to implement BI WELL, its stress-prevention scheme that was initiated in 2019.

Ergonomics

Ergonomics is an integral part of health & safety actions within Bouygues Construction. It was enshrined in the "2019-2021 Health Plan", which applies to all Bouygues Construction entities.

Occupational therapists have for several years been conducting analysis, the findings of which are now being used to assess workstation constraints and prioritise remedial actions in terms of organisation and equipment. In addition to this analysis, the "Kiz'ergo" application can be used by health & safety officers – after prior training – to carry out ergonomic observations, making it possible to propose immediate solutions on site, report problems to head office and supplement the knowledge base covering the ergonomic risks affecting each profession. By the end of 2020, just over 200 Kiz'ergo diagnostic tests had been carried out.

Production sites are offered standard equipment and tools that comply with Bouygues Construction's requirements, thanks to standardisation based on data provided by ergonomic risk mapping, focusing on those risks identified as most common and requiring priority action. The "ErgoAP" application can be used by each site to find the right solutions for its specific operations and constraints.

Through a partnership with Bouygues Construction's Equipment division and its suppliers, the company's standard equipment is being improved all the time – from floor formwork and form panels to cordless power tools and access points.

In 2020, a compendium of the physical assistance devices (ZeroG arms, tool support systems and special exoskeletons) was created. Tests have been made available for defining the right solution for each environment, and comparative ergonomic analyses have been conducted to quantify the benefits of each solution. A handbook will soon be available for the use of operational staff. Using ergonomic diagnostic tools allows for more accurate analysis. In 2020, an innovative approach to floor formwork was implemented to offset the risks arising from on-site variables (organisation, weather conditions, users, etc.). Real-time monitoring was carried out using the "Captiv" solution, involving a thorough analysis of people's joints in relation to exertion in order to codify the effort of each movement, with the help of video recording. The findings from this ergonomic research were then used to select the three most ergonomic and high-performance items of equipment.

Workstation organisation and the optimisation of movement and storage are being targeted by specific actions adapted to sites and their surroundings, in keeping with Lean Management and "Perform TP" actions. As a result, handling plans have been introduced to reduce movement risks and increase efficiency. This includes identifying weights by colour-coding, making the relevant resources available (mechanisation, management of storage areas as close as possible to the workstations, reducing weights at source, etc.), and optimising stairs and corridors in order to reduce walking distances.

Bouygues Construction's Equipment division is currently colour-coding all its products. Shoring equipment now arrives on site with a sticker indicating whether it can be handled manually or requires mechanical assistance or transportation. So that ergonomics are factored into the equation right from the design phase, Ergo' Training is given to decision-makers and those for whom ergonomics is an issue, whether they be in the methods, equipment, health & safety, or works departments.

The Ergonomics unit runs on-site information campaigns for the benefit of site workers and supervisors. Warm-up exercises mark the start of the working day on every Bouygues Construction worksite.

Streamlining and harmonisation processes are used to select tools (in particular cordless power tools) that guarantee compliance with Bouygues Construction's requirements in terms of protection against wood and silica dust (extraction systems or, failing that, suitable respiratory protection equipment). Awareness-building of this issue is also carried out among teams. At the same time, Bouygues Construction's PPE (Personal Protective Equipment) steering committee references PPE adapted to specific work situations and environments, and offering a level of protection in line with risk analyses.

In addition to the Disability support unit, a reclassification unit comprising the integrated social assistance unit, occupational medicine and HR managers has been set up, aiming to forestall any situation incurring risks of incapacity for vulnerable or disabled employees. To detect anxiety and depressive disorders, an HAD (Hospital Anxiety and Depression) questionnaire is used during medical check-ups to supplement initiatives promoting quality of life at work.

Musculoskeletal disorders are estimated to be the major health risk for civil works professions. Colas has been active in this area for several years, organising PRAP training to prevent risks arising from physical activity. It also provides "ExoPush" exoskeletons to help reduce strain for asphalt paving teams. Close to 100 units are used today in France and internationally. Working in conjunction with engineers, these ExoPushes were designed by site workers and Colas specialists to assist the manual laying of asphalts, leading to improved working conditions. Benefits for site workers include improved posture (by being able to work in a much more upright position) and a lower heart rate.

The highly mechanised nature of public work sites means that employees are exposed to noise. Safety Week in 2019 focused on noise-related hazards and the importance of hearing protection, which must be worn at all times on Colas worksites (construction sites, quarries and plants). Employees were reminded that noise is dangerous above 80 dBA, has harmful effects on the body and that any loss of hearing is irreversible. This Safety Week took place at all Colas operations worldwide, ensuring that the entire workforce could be informed.

The film *Le Bruit*, (Noise), which won a gold award at the Fimbacte festival, in the responsible communication category, was shown at all Colas locations, followed up with video quizzes presented by managers. The campaign also included a booklet for employees as well as specific posters. Hearing protection is a mandatory part of the PPE, as stated under the health & safety rules.

For details about ultraviolet rays, bitumen fumes, dust and solvents, see Chapter 4 Risk factors.

Number of employees with a recognised occupational illness

Scope ^a : France	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
Number of employees with a recognised occupational illness	0	66	0	73	3	0	142	205

(a) Coverage rate: 51% of the Group's headcount (Scope 2)

The indicator is specific to France and thus excludes international data.

The number of employees with a recognised occupational illness fell last year, mainly in the French building activities (outside of Paris region) at Bouygues Construction.

Absenteeism rate^a

Scope ^b : France	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
Absenteeism rate	n.m.	4.5%	1.9%	6.0%	2.8%	4.9%		4.2%

n.m. for non-meaningful: refers to figures below 0.1%.

(a) Permanent staff

(b) Coverage rate: 51% of the Group's headcount (Scope 2)

Absenteeism is defined as the number of calendar days absent as a result of workplace accidents, commuting accidents, occupational illnesses and other illnesses versus [average number of permanent staff x 365]

Absenteeism increased relative to 2019, chiefly because of the pandemic.

3.2.3 Employment and equal opportunity

3.2.3.1 Attracting and recruiting future talent

8,911

new hires in France in 2020

Hiring new employees is a key issue for the Group, enabling it to support business growth. Most of its business segments have set up special talent acquisition units, aiming to support line and HR managers with their ambitious recruitment drives. To help them in this task, they make use of new digital resources to detect both experienced professionals and graduates.

The Bouygues group operates an active policy for recruiting and onboarding tomorrow's talents across its various core businesses.

The Group's business segments make use of employee referrals, digital channels (social media and job boards) and prospecting outside the office (through job fairs, employment forums and after-work events). Each business segment endeavours to develop joint representation on behalf of the others, organising recruitment events by theme. All of the Group's career opportunities can be accessed from bouygues.com, which helps publicise the opportunities on offer from all the Group's business segments. At any given time, over 1,000 job openings are available, both in France and abroad.

Recruitment

The Bouygues Construction careers website offers applicants the opportunity to put questions directly to Group 'internal ambassadors' – employees tasked with offering this service. The purpose of this innovative solution is to encourage spontaneity in the responses given to applicants. The solution developer also offers an AI module, using which Bouygues Construction can leverage past conversations to provide automatic answers to questions that have already been asked.

Amid the Covid-19 pandemic, Bouygues Construction for the first time, in May 2020, held a forum devoted to work/study contracts called *Agis pour ton avenir*. This fully on-line campaign targeted profiles sought for by all the business lines operated by Bouygues Construction. Students had the opportunity to dialogue with recruiters and their future managers via videoconference. The event, which brought together 60 recruiters from various entities, was an overwhelming success. Close to 4,000 applications were received and 700 interviews conducted in the space of four days.

Another initiative, this time worldwide, was launched in November 2020 by Bouygues Construction and its subsidiaries. This first-ever virtual game for students, BIG (Bouygues International Games), connected eight international teams of potential graduate programme candidates. The group is also presented to participants during the game.

Colas has produced #CeuxQuiNousRelient, a series of short films that place value on what employees say outside the group. Using these stories, the campaign highlights the experience of employees on themes about which HR wants to communicate. The aim is to show Colas 'behind the scenes' while fostering a sense of proximity with applicants, revealing its heartbeat as well as its corporate culture and values, and strengthening employees' sense of pride in being part of the group. These clips will be posted on Colas' social media accounts and the upcoming group-wide Careers website, which by leveraging the future HR system ColasWay will offer a consistent recruitment message and simplify procedures for applicants.

Another means of attracting new talents has been the new communication campaign "Campus Stages et Alternance", which includes short video stories by young employees hired on permanent contracts following their internships. For forums held in French overseas departments, a new application, InMind, has been used by recruiters to avoid the need for printed CVs, to digitalise conversations and to circulate applications throughout the group.

Meanwhile Colas UK has continued to focus on apprenticeships. A recruitment campaign for final-year interns was launched in September in the overseas departments-Indian Ocean zone^a. All regions sent in their internship positions, which then shared via the Taleo HR system. The current-year target for this zone is to recruit 21 final-year interns.

In 2020, TF1 recruited nearly 180 work/study trainees, in particular through a talent-dating event held exclusively on-line because of Covid-19. The advantage was that students – from all academic disciplines – could apply from anywhere.

Bouygues Telecom in September 2020 deployed a new platform, in partnership with Basile, to strengthen recruitment via internal mobility and employee referrals. The purpose is to make it easier for employees to apply for a position while maintaining their career progression, or suggest someone from their network for a position, all in a couple of mouse clicks. One month after its launch, two recruitments had been finalised and more than 500 referrals received. The talent acquisition team within the Bouygues Telecom store network, which annually recruits close to 1,000 sales advisers and store managers, has also innovated by permitting video applications instead of CVs in its recruitment campaigns.

Graduate recruitment

Another main factor behind the Bouygues group's appeal as an employer is its close preferential relations with educational establishments and leading academic institutions, both in France and abroad.

Echoing this ambition, the Bouygues group in 2020 joined forces with academic institution HEC Paris^b to found the Smart City and the Common Good academic chair, which has several objectives:

(a) Reunion Island, Caribbean-French Guiana, Mayotte, Madagascar and the Comoros.

(b) Hautes Études commerciales.

STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP)

Human resources: promote each employee's career development

- help convey a people-focused vision of the smart city to future decision-takers;
- draw on academic thinking to make its sustainable city offerings more meaningful;
- raise awareness about the diversity and quality of careers within the Group.

The chair is active in four areas: research, led by the incumbent professor; initiatives to solicit the Group's contribution to the curriculum; recruitment of new talent into the business segments; and joint institutional events.

In 2020 **Colas** continued to partner with École des ponts ParisTech (ENPC), Ensam^a, Centrale Lyon and École supérieure d'ingénieurs des travaux de la construction Paris (ESITC). Graduate recruitment policies, operated by Colas companies in conjunction with universities and other higher-education institutions, give students and graduates access to internships and apprenticeships that enhance their careers, as well as to hiring opportunities.

In addition, the Group's business segments make sure that the young people they recruit are given a proper welcome. Induction days with project presentations, conversations with employees, site visits and mentoring are all designed to help interns, work/study students and graduates become familiar with the world of work.

This policy is yielding results: the business segments Bouygues Construction, Bouygues Immobilier, TF1 and Bouygues Telecom were all listed in the 2020 Happy Trainees rankings of companies where interns and those on work/study contracts are the most satisfied – for the second year running.

Colas hosted some 900 interns in the year to 30 September 2020, around 15% of whom were subsequently hired.

In the ninth annual survey^b of companies most popular with students and graduates, **TF1** was last year ranked second (Media category) among students and graduates from the elite business schools.

Recruitment and departures

External recruitment by job category

Scope ^a : Global	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
France	78	2,808	243	2,679	754	2,349	8,911	10,636
Managerial	58	1,089	130	447	443	737	2,904	2,935
Clerical, technical & supervisory	20	1,204	113	650	311	1,612	3,910	4,773
Site workers		515		1,582			2,097	2,928
International	25	16,204	13	15,202	78	256	31,778	34,711
Staff ^b	25	3,846	13	2,536	78	256	6,754	7,590
Workers ^c		12,358		12,666			25,024	27,121
France + International	103	19,012	256	17,881	832	2,605	40,689	45,347

(a) Coverage rate: 100% of the Group's headcount (Scope 1)

(b) Supervisory, managerial and technical employees

(c) Site workers

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

Bouygues group intake remained high despite the pandemic, although recruitment was down 20% at Colas relative to 2019. Worst affected was France, where recruitment plunged by 30%. All job categories were affected in roughly the same proportions. Outside France the downswing was not as sharp and primarily affected site workers (down by around 16%). Recruitment actually increased at Bouygues Construction (up 2%), driven by the non-French operations.

Number of departures

Scope ^a : Global	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
Number of departures (all types of contract)	126	16,291	446	19,964	850	2,157	39,834	40,154

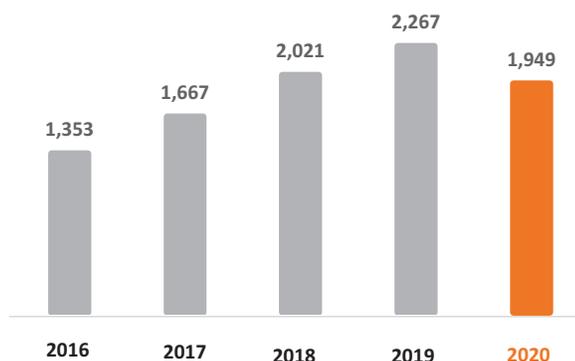
(a) Coverage rate: 100% of the Group's headcount (Scope 1)

Indicators available at bouygues.com: Reason for departure (France), Voluntary turnover (France)

(a) Arts et Métiers ParisTech.

(b) *Le Figaro Étudiant*, in partnership with Epoka/Harris Interactive.

People on work/study contracts



Scope ^a : France	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
Number of apprenticeship contracts during the year	9	510	62	477	133	178	1,369	1,220
Number of professional training contracts during the year	1	120	14	142	99	204	580	1,047
TOTAL	10	630	76	619	232	382	1,949	2,267

(a) Coverage rate: 51% of the Group's headcount (Scope 2)
The indicator is specific to France and thus excludes international data.

All Group entities promoted apprenticeship contracts, especially in view of the new arrangements from the government. The number of contracts rose by 12% over the previous year – a sign of the Group's dedication to facilitating access to the world of work for young people. By contrast, the number of work/study contracts decreased by 14% overall as a result of the health crisis.

3.2.3.2 Develop a remuneration policy rewarding individual and combined efforts

Bouygues group's remuneration policy, which is tailored to each employee and based on merit, is an integral part of its culture. Because remuneration underpins business development and performance, the Group wants it to be central to operations in all its entities, in every country. This policy is designed to reward employees for meeting or surpassing personal and team targets. It has four major components:

- giving employees a share in the company's profits;
- ensuring fair pay;
- offering a comprehensive system of remuneration; and
- tailoring remuneration policies to professions, specific profiles and geographies.

Giving employees a share in the company's profits

A comprehensive system of remuneration applies to all employees worldwide, comprising a basic salary and, where appropriate, variable bonus payments (determined by country and occupation). These arrangements may be supplemented by other employee benefits such as occupational pensions as well as health and personal risks coverage.

This policy is supplemented in France by mechanisms giving employees a share in the profits of the Group's various entities. In total, 99% of France-based employees are covered by compulsory or voluntary profit-sharing agreements.

The Bouygues group collective bargaining agreement on the retirement savings plan, signed in 2020 with employee representatives, brings the arrangements into line with the Pacte law and formalises the increased employer top-up contribution. For example, the employer top-up contribution is increased to 200% on the employee's first payment, up from 100%.

52,000 employee-shareholders

Encouraging employee share ownership has always been high on the Bouygues group's agenda. As early as 1989, the Group set up a company savings scheme, with the level of its top-up contributions raised on regular occasions. Over the past 20 years or more it has introduced several employee-reserved capital increases. Bouygues is in fact the CAC 40 company with the highest level of employee share ownership. Similar arrangements are on offer in other countries. In the UK, Bouygues Construction has ShareBY and Colas UK has the Colas UK Share Incentive Plan. Switzerland and Hong Kong also offer employee share ownership.

Ensuring fair pay

The Bouygues group took account of the pandemic and the resulting measures in its systems of remuneration in a number of ways:

- a Group-wide "Covid-19" agreement, signed in March 2020, which aimed to limit the wage impact for employees affected by furloughing, in a spirit of fairness;
- adjustments to 2020 variables for Executive Officers, with a reduction in the total remuneration and inclusion of a "Covid" criterion. This assesses management of the crisis in terms of health & safety for employees as well as customers and users, in addition to cash management, organisational readiness, etc. This change was also made for the senior management teams of the business segments;
- a similar adaptation for managers eligible for annual variable remuneration based on business results and type of industry, in each business segment and country.

Tailoring remuneration policies to professions, specific profiles and geographies

The Bouygues group's Compensation & Benefits department with the help of a consultancy drew up a benchmark for graduates, managers and executives.

Each business segment supplemented these findings by providing specific analysis from their respective sectors, in countries where the Group has strong representation.

Bouygues Construction is continuing the roll-out of the Global HR system by integrating new international companies in the remuneration process, including AW Edwards in Australia, VSL in India and the Bouygues Bâtiment International subsidiary in Myanmar.

The annual appraisal deals with two parts of the remuneration process: basic salary and variable bonus.

Salaries are adjusted depending on the local configuration, which considers inflation, the latest salary scales for site workers as well as the results of the business unit (profits, sales and backlog). Bonuses may be granted to employees, depending on their qualifications.

Bouygues Immobilier strives to offer remuneration in line with regional standards to ensure it remains competitive in this respect. Correspondingly, pay review budgets take into account specific situations, such as economic conditions in Poland or wage pressures in specific regional labour markets in France.

This year Bouygues Immobilier simplified and adjusted manager pay to meet the new expectations of the strategic plan. The target-based variable remuneration policy was overhauled in 2020. A remuneration plan is set up for each manager, tailored to their position, and they are remunerated for:

- attaining shared targets that promote cross-disciplinarity and collaboration, and reaching the targets of their business unit with an emphasis on their dedication, their personal performance and that of their team; and
- their contribution to the company's transformation and their management performance, assessed on the basis of interpersonal skills

and adherence to the values of the "BI Spirit" code of conduct such as trust and audacity. In total, nearly 130 eligible employees are concerned.

At Colas, the remuneration paid to the CEO and Chairman has a variable portion indexed to business performance and a selection of CSR indicators focusing on health & safety and the environment.

In the US, to keep pay in line with the local market, Colas uses local pay surveys, given the regional differences between its units in the western states (Alaska, California, Colorado), the central states (Arkansas, South Dakota, Illinois, Missouri, Nebraska, Ohio, Wyoming) and the eastern states (South Carolina, Florida, Georgia, Pennsylvania, New York, Virginia).

Since 2017, the North American subsidiaries have been using the "Pathways" HR information system (now called "Colasway") for more efficient and fairer management of remuneration.

In Canada, Colas bases remuneration on local collective bargaining agreements, particularly in Quebec and Ontario. For unionised employees, pay is set through the collective bargaining arrangements applicable to their businesses. Because of Covid-19, a special bonus was paid to the employees of all subsidiaries in October 2020.

In northern Europe and central Europe, wage policy is also informed by local surveys so that it is correctly calibrated for each market. This helps retain talent, especially in markets facing worker shortages (Hungary, UK, Switzerland).

In Africa, subsidiaries in Ivory Coast, Benin, Gabon, Morocco and Senegal rely on comparative market research from Mercer. Mercer analyses each country to find out the best practices of similarly sized companies operating in the same industry. The remuneration process has as a result been revised to reward performance more accurately and ensure a fair balance internally. This work primarily considered the wage component, i.e. salaries and bonuses. Employee benefits are currently under review. In South Africa and Namibia, salaries are adjusted in accordance with local collective bargaining agreements.

TF1 relies on findings from the General Industry, Media and Executive surveys carried out by Willis Towers Watson, so that its remuneration policy can be reconciled with best market practices. These surveys are also of assistance in helping to attract and retain talent in TF1's highly competitive marketplace, amid the high rotation of personnel in these professions.

The data is in addition used to set up remuneration management tools such as salary scales (including starting salaries) and plans for targeting high-demand professions.

TF1 also signed a new voluntary profit-sharing agreement for its group of companies, covering the financial years 2020 to 2022. The purpose of this new agreement is to reward staff efforts on the social and environmental themes that the group champions, in particular, its commitment to a sustainable society – encouraging the respectful and fair management of resources. This includes reducing the carbon footprint. CSR criteria have accordingly been integrated into the profit-sharing agreement, with scope to enhance the total budget available.

Bouygues Telecom this year commissioned Willis Towers Watson to conduct High Tech and General Industry surveys to ensure that all employees of Bouygues Telecom and its store network (RCBT) were paid in line with the market. These surveys can be used by HR managers to assess the market value of each employee, thus assisting with decisions during annual salary reviews.

Average annual gross salary in France by job category and trend^a

Scope ^b : France in euros	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier ^c	Colas	TF1 ^d	Bouygues Telecom ^e
Managerial	78,350	60,951	68,238	63,778	69,424	61,786
Change vs 2019 ^f	-6.1%	0.7%	-4.2%	0.7%	1.1%	0.0%
Clerical, technical & supervisory	35,400	33,499	25,352	38,914	40,840	27,219
Change vs 2019 ^f	-18.1%	0.7%	-25.6%	1.1%	3.9%	0.0%
Site workers		29,166		28,399		
Change vs 2019 ^f		1.6%		2.5%		

(a) Permanent staff

(b) Coverage rate: 51% of the Group's headcount (Scope 2)

(c) Excluding sales staff

(d) Including journalists

(e) Including customer relations advisers. Change calculated on the basis of average wages in the previous year

(f) Indicators available at bouygues.com: Total gross top-up contribution by employer to the company savings scheme (France), Total gross top-up contribution by employer to the collective retirement savings scheme (France), Total amount of profit-sharing (paid in 2020 in respect of 2019) and Percentage of employees promoted (France).

At **Bouygues Immobilier**, the decrease in average gross annual salary was due to lower sales and earnings impacted negatively by the health crisis, which reduced the variable portion.

Benefits granted to employees

in millions of euros	2020	2019	2018 Restated ^a
Net profit	770	1,320	1,450
Costs of employee benefits excluding dividends	180	203	203
Profit before costs associated with employee benefits	950	1,523	1,653
Costs of employee benefits including dividends	(270)	(284)	(280)
Dividends payable to non-employee shareholders for the year	(647)	(606)	(633)
Appropriation to reserves	33	633	740

(a) Restated for the impact of the application of IFRS 16

The net residual balance of 2020 profits after employee benefits and distribution to shareholders represents an amount of €33 million, which was allocated to reserves.

3.2.3.3 Promoting gender balance

Workforce by gender

Scope ^a : Global	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
Women	26.3%	19.0%	51.3%	11.3%	56.3%	39.3%	18.8%	18.7%
Men	73.7%	81.0%	48.7%	88.7%	43.7%	60.7%	81.2%	81.3%

(a) Coverage rate: 100% of the Group's headcount (Scope 1)

The proportion of women working at Bouygues was stable. Gender balance is chiefly an issue at **Bouygues Construction** and **Colas**.



As with its customers and society at large, Bouygues firmly believes that its success depends on its ability to get the best from the women and men in its business segments. Gender balance fosters creativity and cohesion, thereby significantly improving performance and accelerating the Group's transformation. However, given the predominance of its construction businesses, the Group's workforce has traditionally counted more men than women – which is why it operates a proactive gender balance policy.

In 2017 Bouygues launched a "Group gender balance" plan, setting targets to be achieved by 2020, including quantitative targets in terms of recruitment, promotions and career development.

Results for 2020 show that progress has been made across all these areas but there is still some way to go. A second action plan, covering the 2021-2023 period, is being launched in early 2021, establishing a new set of quantitative targets and a development programme for high potential women.

Since March 2019, the Group has been appointing officers to combat sexual harassment and sexist behaviour across all its business segments in France, as is required by law.

In January 2020, Bouygues Construction finalised its awareness-raising campaign on the issue of diversity. This was then run in France and internationally using the self-assessment tool #meandyou too BYCN. All Group employees are requested to self-evaluate how well they can identify and take action against everyday sexism and sexual harassment.

Recruitment

The Group reached a rate of 18.8% female employees in 2020, below the target set for 2020 (21%), although the proportion of women has been increasing since 2017. Some business segments are more appealing to women than others, and the Group wants to redress this imbalance. Men are more represented in the construction businesses whereas at Bouygues Immobilier, TF1 and Bouygues Telecom, the gender split is close to even.

Recruitment is also being targeted so that it contributes to better gender balance in construction, design, finance as well as in communications and human resources. The Group is also working to encourage young women to take up technical professions. Bouygues Construction, Colas and Bouygues Telecom have signed agreements with the non-profit organisation Elles Bougent to make the Group's activities more visible to women throughout France.

Bouygues Construction held its second "Girls on the Move" event, in conjunction with Elles Bougent. This global initiative, taking place in connection with International Women's Day, puts women in the spotlight for a whole week. It promotes the place of women in the construction sector, honours the careers of Group's female technical personnel and engineers, and encourages other women to consider this kind of career. Altogether, 15 different events were held in eight countries where Group entities operate. A total of 75 women mentors joined in the event to give tours of construction sites to 300 female school and university students, in various places around the world.

In Myanmar Bouygues Construction took part in Career Talk, held in universities. In 2020 this concerned Yangon Technological University and Thanlyin Technological University. Seasoned female employees of the Burmese subsidiary were selected to share their knowledge, experience and career goals. The purpose of this programme is to show that women engineers are active in this subsidiary and fulfil varied roles, while promoting different ongoing and completed projects and attracting young talents to the Group.

AW Edwards, the Australian subsidiary, is a member of the National Association of Women in Construction (NAWIC). The goals of this trade body are to encourage women to pursue, establish and maintain successful careers in construction by offering a forum for exchanging information, ideas and solutions. Currently, its main objective is to achieve better gender equality in the sector. One of the events held was an evening shining the spotlight on women working in the construction industry and what they have achieved.

Dragages Hong-Kong supports the "Women in Science" programme, initiated by the French International School of Hong Kong with the aim of promoting scientific professions and informing pupils about the existence and importance of women in science. Its target audience are girls of secondary school age. The programme includes an exhibition on the unacknowledged scientific contributions of women, plus lectures and coaching sessions with various business partners, and site visits, debates and round tables.

Within Colas, all subsidiaries in southern Africa work hard to promote gender equality, based on an equality scheme containing specific targets for the employment of women. In Morocco, meetings were held between Colas engineers and students to highlight and encourage unconventional career paths for women working in scientific disciplines.

Gender equality is a top HR policy at Colas UK. Various initiatives are undertaken, such as visits to girls' schools or workshops to encourage core suppliers to adopt principles of diversity, fairness and inclusion.

TF1 has introduced – for both external and internal recruitment – the rule that at least one woman must be included in final shortlists for recruiting managers and journalists.

Promotion and equal pay

Bouygues is intent on promoting equal access to career advancement and internal promotion. Each Group business segment had set targets to be reached by 2020 for increasing the number of women in management positions worldwide. In France, the Bouygues group's target was achieved in 2020, with 20.7% of employees occupying the grade of department head or higher female. Concerning executive body representation, the Group was targeting 23% by 2020 in France. The proportion of women on executive bodies in 2020 was 21.1%, an increase of 2.8 percentage points over three years. The Bouygues group is aiming to achieve equal pay in all its business segments. Where there are gaps, specific amounts can be allocated. The business segments take care to ensure that male and female employees receive pay rises in equal proportions.

At TF1, special attention is paid to the issues of equal pay and women's promotions during annual pay reviews, especially for positions of department head or higher.

At Colas' operations in Mayotte (a French overseas department), an equal opportunities scheme is currently in force, covering recruitment, training, skills development and promotion. This subject is systematically discussed during annual negotiations. On Reunion Island, the equal rights agreement signed 2017, supported by actual metrics, continues to exert positive effects and has resulted in a more representative proportion of women. In addition, welcoming young people from all backgrounds and levels of qualification remains a policy.

In Mauritius, even though women do not traditionally go into paid employment, a higher proportion of women has been seen on worksites in the post-Covid period, as exemplified by the hiring of the first two women site workers.

19.5%

In three years, the proportion of women managers has risen 2.5 percentage points (17% in 2017)

The percentage of women on the TF1 Management Committee (150 top group managers, including Newen and Unify) has risen from 29% in 2014 to 45% in 2020.

TF1 sits in 22nd place in the 2019 Ethics and Boards ranking – and first amongst media companies - for the level of female representation in the executive bodies of SBF 120 companies.

Bouygues Telecom made it a rule that as many women as men should be promoted to department head or higher roles in 2020. Thanks to this measure, 30.2% of employees holding this grade were women compared with a target of 29% set for the end of 2021.

In France, of the 44 Group companies with over 250 employees, 31 have a gender-equality score equal to or above 75%. Only eight were unable to calculate the index because some sample groups did not contain a sufficient number of women. Five achieved a score below 75.

Career development

Support initiatives are offered in various forms within the Bouygues group to improve women's career prospects.

The annual Group-wide mentoring scheme for women (mentored by either a man or a woman) was run for a third time in 2020. A total of 148 women have been mentored through this scheme since it began.

Mentoring schemes are also operated individually by Bouygues Construction, Colas, TF1 and Bouygues Telecom. TF1 and Bouygues Telecom have extended their programmes in conjunction with Cisco and Ciena. Training courses in leadership for women are offered by TF1 and Colas.

Almost 800 female employees of the Group have completed the mentoring programme in France since 2014.

Colas offered 52 female employees either a leadership development training course (*Leadership au Féminin*) or a year of mentoring with a Colas

or Bouygues SA manager, depending on their grade and professional needs.

In January the first international leadership event was held, based on the earlier French event but specifically adapted to female employees working in units outside France. Two streams were held simultaneously, one in French and the other in English, so that the 24 participants would have a chance to meet and converse outside the sessions.

The week-long programme also gave them the opportunity to visit the head office and meet with their operational sector heads.

At **TF1**, the cohort for the "One's" training scheme for high-potential employees was 54% female in the 2019/2020 season.

Women's and mixed networks

Bouygues Construction, Colas, TF1 and Bouygues Telecom all run women's and mixed networks offering a wide range of activities, from conferences and mentoring workshops on how to market oneself, to informal chats. In the year under review, Bouygues SA launched its mixed network under the name Bytogether.

The aims of these networks are to raise awareness amongst employees about gender balance, to fight harmful stereotypes and to contribute to the career advancement of women inside the company.

In early October 2020, the WeLink, Bouygt'elles and Bytogether networks participated in the Odyssea charity run to help raise money for breast cancer research. A total of 300 Group employees in France took part, each running in their own locality.

On 10 October the We network at Colas took part in the "SineQuaNon Run", held to draw attention to the issues of gender equality and sexism. Altogether, 271 Group employees from 15 different countries took part in this charity run.

In connection with the Group's partnership with the Women's Forum for Economy & Society, a delegation of 80 employees from all its businesses, both in France and abroad, attended the first fully on-line forum, on 18 and 19 November 2020.

Breakout rooms by theme (Inclusion, Artificial Intelligence and Tech, Health, Business and climate) were set up to enable participants to get the most out of the event. After the event, a presentation was made to the Group Human Resources Committee and then to the Group's CEO, Olivier Roussat.

Proportion of women in the Group

Scope ^a : Global	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
Women of Staff status ^b	26.3%	26.5%	51.3%	22.1%	56.3%	39.3%	28.8%	28.9%
o/w women with Manager status ^c	19.2%	16.5%	27.1%	9.6%	47.6%	29.6%	19.5%	19.2%
Women with Worker status ^d		9.4%		2.9%			5.9%	5.8%

(a) Coverage rate: 100% of the Group's headcount (Scope 1)

(b) Supervisory, managerial and technical employees

(c) In France, managers are employees who are department heads or higher; internationally, they are employees who are part of a management body

(d) Site workers

3.2.3.4 Hiring people with disabilities

The Bouygues group's policy is that everyone should be actively involved in supporting people with disabilities.

A structured disability management policy is now in place in all business segments of the Bouygues group, coordinated by specific officers. With this in mind, Martin Bouygues signed the national Manifesto for the occupational integration of people with disabilities in 2019. This charter of operational commitments aims to ensure that people with disabilities are better catered for in the world of work. Its four main sections frame the Group's actions:

Recruitment

Recruiting takes place through forums as well as membership of organisations or use of specialist recruitment agencies.

In the year under review, the business segments made a concerted effort to recruit persons with disabilities despite the challenging health context. Using the digital resources at their disposal, employees at Bouygues Telecom participated in the Hello Handicap recruitment forum, while employees from Bouygues Immobilier took part in the Open Forum, organised by ESSEC^a, meeting with students and recent graduates.

TF1 set up partnerships with charities and higher education institutes such as GEM^b (which offers a certificate in enrolling persons with Asperger's syndrome into data-oriented roles) and Jaris Canda (a charity assisting in the occupational integration of people with disabilities). In 2020, TF1 signed its fifth Disability agreement in continuation of its proactive policy in recruitment and job retention, awareness and training, and collaboration with the disability-friendly sector. Under the terms of this agreement, 24 people with disabilities will be hired on a fixed-term or permanent basis (at least six on permanent contracts) and a further 12 higher-education interns will be hosted over three years.

Keeping the disabled in employment

Keeping the disabled in employment is made possible by improving access via the adaptation of workstations and equipment as well as promoting career development through core expertise training.

Since 2019 training on how to keep employees at risk of incapacity in the workplace was held for all the HR departments of the Group's business segments. The objectives of this training were finding solutions for employees who are regularly off work and knowing how to anticipate possible occurrences of incapacity. **Bouygues Immobilier** signed its fourth agreement on the occupational integration and ongoing employment of

disabled people. This agreement was approved by DIRECCTE^c. TF1 granted extra days of leave to parents of disabled children or carers of disabled family members, dividable into half-days.

Raising awareness and communicating

The aim is to encourage employees and managers to change their view of disability.

The Disability Task Force at Bouygues Telecom visited a number of customer relations centres in France. The objective is to dispel common myths surrounding disabilities and explain its role, through presentations, discussions and information sessions. Bouygues Construction offers the "Me And You Too" application to all employees, enabling them to test their knowledge about disabilities in the workplace. It also took part in "Duo Day", a government initiative for companies to host disabled people and give them a close-up tour of their business, so that they could find out about various professions and forge ties.

Colas trained some 270 HR managers on the issue of risk of incapacity, showing how to prevent it, especially among site workers. In addition, a communication campaign was launched to combat preconceived ideas (and prejudices) about disabilities. Four posters aimed at debunking preconceived ideas about disabilities were displayed and disseminated on the Yammer network at the rate of one per week.

In Mayotte, regular morning events were held on the topic of disabilities in conjunction with Colas HR officers.

In the UK, disability-awareness actions have earned Colas Ltd model-employer status since 2017, in particular thanks to the Be Fair certification that it has been awarded. The company was also asked to present its initiatives at the Highways England industry event.

Outsourcing to the sheltered and disability-friendly sector

The Group's companies subcontract to sheltered workshops and disability-friendly companies. **Bouygues Immobilier** signed a partnership with GESAT, which supports employees as well as purchasing staff when they tender contracts to the sheltered sector. In addition, co-contracting agreements, relying on service providers using the sheltered sector's services, were also signed to enable disabled workers to work at Bouygues Immobilier's head office and for print work. Employees at **Bouygues Telecom's** Purchasing department received further training from Handeco on working with the sheltered and disability-friendly sector.

Initiatives are also conducted outside France. For example, since 2018, **Bouygues UK** has been certified a "Disability Confident Employer", in recognition of its initiatives to support workers with disabilities.

(a) A business school.

(b) Grenoble École de Management.

(c) The French regional government agency with responsibility for labour matters.

Employees with disabilities

Scope ^a : France	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
Number of employees with disabilities ^a	5	632	35	865	90	300	1,927	1,860
Number of employees with disabilities hired during the year ^a	0	29	2	14	14	12	71	61
Sales with sheltered workshops and disability-friendly companies during the year (in thousands of euros)	0	1,089	253	1,224	658	258	3,482	4,455

(a) Coverage rate: 51% of the Group's headcount (Scope 2)

The indicator is specific to France and thus excludes international data.

The number of employees with disabilities rose by 3.6% relative to 2019. Sales with sheltered workshops and disability-friendly companies were impacted by the pandemic.

3.2.3.5 Encouraging diversity

The Bouygues group's Code of Ethics states that *"The Group seeks to apply a fair policy of human resources that complies with the law. The Group will refrain from, in particular, all discrimination on unlawful grounds."* Fair treatment for all and equal opportunity are among 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.

"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." (Taken from the Bouygues group Human Resources Charter, published in 2008).

Bouygues aims to promote diversity in terms of professional experience and qualifications, at the hiring stage and thereafter. Equally important, occupational integration is managed through a variety of channels, such as direct hiring, outsourcing to occupational integration companies or to temporary employment agencies specialising in occupational integration. In addition, the Group ensures that its commitments in this domain are respected by subcontractors and Chantiers Ecoles, and integrated into its training programmes (for more information on occupational integration see section 3.4.1 of this document).

Bouygues Immobilier is a founding member and director of the E2C school, near Paris, which aims to give a second chance to young adults who are estranged from the job market. E2C takes in young people without qualifications, aged between 18 and 25, who are aware that they have not acquired a sufficient academic level to hold down a job but are ready and willing to engage in a process of occupational integration.

Managers are seen as pivotal in modelling inclusive behaviour. Signalling its commitment to fostering diversity and inclusiveness at every level of the organisation, the Group in 2020 launched a new training module entitled "Inclusive management and performance" for 450 senior managers and members of the Group Management Meeting.

This diversity policy is promoted by the Diversity committee, which met four times in 2020 with business-line specialists to share best practices and define joint actions.

Awareness-raising and training to fight discrimination in all its forms

In response to a new legal obligation to provide training in non-discrimination, specific modules have been introduced in each business segment.

In 2020, **Bouygues Construction** held a nationwide diversity-themed tour around France. The objective was twofold. The first was to make employees aware of the diversity actions, resources and experts active within the Group. The second was to inform employees and raise awareness through informal conversational sessions. Bouygues Construction's commitment to fighting discrimination covers a wide range of domains: disability, background, diversity, academic achievements, sexism, religion, sexual orientation and occupational integration. Bouygues Construction encourages employees to take hold of what diversity means in all its forms. It does this through a combination of fun activities, quizzes, leaflets, freebies and the work of Terres Plurielles, its corporate foundation. It also promotes working with disability-friendly companies.

Bouygues UK continues to promote diversity and inclusiveness. Its Be Yourself Committee, composed of the women's network "Welink UK", the LGBT+ Encompass - LGBTQ network, the Disability Network and the employee support network "WellBYES", meets on a regular basis to discuss best practice and hear about the various initiatives carried out by these networks.

At UK entities, 3 March 2020 was Diversity and Inclusion Day, bringing together more than 200 employees to promote the work of the Welink UK, Encompass - LGBTQ, Disability Network and Kaleidoscope - BAME networks among Bouygues companies in the UK. It also marked the signing of a charter of fairness, inclusion and respect by the various UK entities. This aims to ensure fair pay, promotion and equal recognition, uphold respect for diversity and enact discrimination-free recruitment. It also seeks to safeguard work-life balances and prevent hostile or harassing behaviour.

In November 2019 **Colas** launched a compulsory on-line training course for managers in France (more than 1,200 people) to supplement the non-discrimination training dispensed to recruiters. Entitled "Living together in diversity", this module tackles seven discrimination-related themes: gender, age, background, disabilities, religious beliefs, trade union membership and sexual orientation. Additional sessions were held in 2020 as part of continuing efforts to combat discrimination in all its forms, even when unintentional.

In the UK, Colas Ltd, which is certified Be Fair, is very active in the implementation of its diversity policy. It works to ensure the occupational integration of specific categories of individuals, most notably veterans, people with disabilities and the long-term unemployed. In recent months, a programme for helping former offenders develop their interview skills was started.

In Canada, where harassment is considered a form of discrimination, a range of policies have been put in place, such as the Harassment Awareness Policy, to fight discrimination and guarantee employees a welcoming working environment. Members of the WE Canada network have

developed action plans based on strategic pillars such as training, mentoring, induction films and use of indicators.

In the US, a helpline is available nationwide to report cases of discrimination. In addition, the twofold initiative implemented in 2019 was built upon. This involves:

- coordinating the We USA women's network, to strengthen dialogue and networking;
- participating in a forum for women engineers, to facilitate recruitment from within this category.

TF1 ran a 'serious game' with the title "Recruit without discrimination", aimed at raising awareness among HR teams active in the recruitment process.

Bouygues Telecom has launched "Diversi'talks", which aim to illustrate how diversity contributes to its corporate mission of bringing people closer together. The first two such events were led by Joseph Schovanec, the autistic author of the book *Voyages en Autistan*, and Virginie Delalande, France's first deaf lawyer.

Workforce by age range

Scope ^a : Global	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
Under 25	5%	8.8%	10.2%	6%	9.1%	11%	7.8%	8.1%
25-34	25.7%	28.8%	30.4%	20.4%	30.3%	33.7%	25.7%	25.5%
35-44	28.5%	27.4%	30.3%	26.6%	26.3%	31%	27.3%	27.3%
45-54	26.3%	22.2%	21.7%	27.9%	24%	20.3%	24.5%	24.9%
55 and over	14.5%	12.8%	7.4%	19.1%	10.3%	4%	14.7%	14.2%

(a) Coverage rate: 100% of the Group's headcount (Scope 1)

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

3.2.4 Development of careers and employability

To help its employees advance in their careers, the Bouygues group endeavours to create an environment in which they can develop their employability and enhance their job skills through support and training programmes.

Inducting, training and advancing careers are the three main ways in which this policy is implemented.

3.2.4.1 Inducting new employees

1,949

people on work/study contracts in the Group

Work/study contracts, end-of-study internships, international business internship programmes, mentoring, and Group and segment-specific induction days are all ways used by the Bouygues group to onboard new recruits successfully. For example, the training of young people through work/study contracts helps form a large recruitment pool for the Group's

(a) Massive Open Online Courses.

business segments – covering all levels of qualifications, from vocational high-school to postgraduate level. This resulted in 138 talented young people being recruited into international business internship programmes by Bouygues Construction and Colas in 2020. Graduate programmes run by Bouygues Construction, Bouygues Immobilier and Colas, together with digital induction processes (including serious games and MOOC^a) also help settle younger employees in.

In 2020, **Bouygues Construction** started rolling out ByWelcome, its digital induction platform, which can be used by new employees to complete paperwork and sign their employment contract on-line. It also provides useful information such as a presentation of the Group and its business segments, HR policy and ethics guidelines. In addition, e-learning modules will shortly be offered on the platform.

Bouygues Immobilier has developed its own induction process, BI Quest, for all its new hires. Since 2019, the emphasis has been placed on the new corporate strategy and related CSR targets.

Some young junior managers at **Colas** in France follow an induction process in the field. For example, a site engineer can train alongside teams on construction sites before gradually being given responsibilities. Induction takes place in various locations in France in different subsidiaries. Trainees may alternatively work within a single region for one subsidiary. In 2020, 30 positions for this nationwide induction scheme were filled.

3 STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP) Human resources: promote each employee's career development

Consideration is being given to whether some stages could be completed outside mainland France.

New managers then attend their first Colas University seminar. The aim is to develop self-reliance, responsibility, teamwork, knowledge of the Colas group and cross-disciplinarity. The budding engineers then can quickly take on management responsibilities in the various lines of business.

In addition to its induction process for new employees, TF1 is developing specific schemes for its work/study students and interns. These include a series of on-line informal chats, beginning in 2020, thanks to which they can converse with employees and gain a deeper understanding of the group's business environment, activities and challenges.

Bouygues Telecom annually recruits over 500 conventional and work/study interns, hoping that many will go on to fill junior positions that become available at the company.

3.2.4.2 Promoting career advancement within the Group

Encouraging mobility

Internal job mobility is positive for Bouygues group employees' careers and their employability. Teams and mechanisms in each business segment assist in the dissemination of job offers, promote diversity in Group-based opportunities and support employees seeking internal mobility opportunities.

The Group's Internal Job Mobility unit supports HR departments in the business segments to help promote employee mobility. An enhanced version of the Mobylic digital job portal now offers the following services:

- job board covering all the business segments, with the possibility of applying on-line;
- vacancies tailored to employees' personal profiles, based on skills analysis by "CV Catcher", an AI resource implemented in 2020 to improve the experience for internal applicants and support employees in assessing their career options;
- arranging on-line career workshops discussing mobility-related issues such as highlighting applicants' CVs and skillsets and boosting their profiles.

In France, the Group's mobility staff are guided by quarterly Group mobility committees as well as regional mobility committees, together with the Group redeployment committee.

Talent incentives

Identifying, retaining and developing talent is the key consideration at the heart of the mechanisms put in place by the Group's business segments. They promote performance and enhance commitment from individual employees. These mechanisms encourage innovation through diversified career paths and access to the Group's management-training courses.

- Career committees are active within each business segment. Policies for retaining talent are operated by business-segment HR departments so that the specific development needs of their employees and operations can be taken into account.
- Group-wide committees bringing together HR staff and managers from every business segment have been meeting, resulting in broader career options for HR and IT personnel since 2017 and for Legal Affairs personnel since 2019.

The Group also strives to reward professional conduct and mindset among its best site workers through the Minorange Guild⁵. Bouygues Construction and Colas have 16 such site worker guilds, active in the Group's main locations. Bouygues Telecom recognises competence and customer service acumen through the Customer Advisors Club. Similarly, the expertise of its engineers is recognised by co-option to the Bouygues Telecom Experts Club.

In 2020, **Bouygues Construction** instituted new rules governing internal job mobility, launching the Smart Moov'in platform to publicise opportunities. It also houses a full range of resources and information materials on the subject such as the mobility charter, the expat handbook, country info guides and a mobility simulator. Bouygues Construction has also continued with its talent-sourcing initiatives, for example launching meet-ups in France and abroad as well a new career-projection platform. It is also attentive to the hopes and dreams of the young people that it meets. Lastly, succession plans are used to plan ahead. In 2020, the "World Club" continued to develop its network of global high-flyers. This second year of the programme brought together 33 people across all lines of business, from 15 countries. In 2020, 18 high-flyers from all entities and professions were able to talk one-on-one with members of the Management Committee as part of the Chance to Meet programme.

To support its transformation and the changing nature of its business, **Bouygues Immobilier** concluded a collective performance agreement focusing on internal job mobility, with reassessments of the mechanisms available to each employee. Every year approximately 200 Bouygues Immobilier employees switch job or location.

The job mobility policy pursued by **Colas** has long been a key element in its approach to career development. It aims to facilitate mobility between different jobs and/or regions within the group, to fulfil employees' aspirations and to cover its own needs. The "One Colas" project embodies Colas' policy of adding an international dimension to its already gifted workforce.

In 2020, it created the first-ever worldwide reference base for job positions, covering every business sector and highlighting key positions and the accompanying skillsets. The system, used for remote annual appraisals, helps trace a clearer career path for employees, especially in connection with internal job mobility. More broadly, it is part of a new career management policy, pinpointing development initiatives that employees should undertake. For now it has been rolled out to France but it will gradually become available in all of Colas' national markets.

In 2020, over 80 **TF1** employees attended career workshops. All in all, 31 sessions were held, either face-to-face or remotely. In addition, more than 90 individual interviews were held to give employees personalised feedback.

Bouygues Telecom has since September 2020 offered a new forum for internal job mobility and employee referrals. To encourage mobility, it has instigated the 3/6/9 rule whereby employees change role every 3, 6 or 9 years, depending on their experience. The rule has been added to managers' targets, with the aim of having 70% of careers fulfilling this mobility-related objective.

3.2.4.3 Developing skills by offering a varied range of training courses

The Training and Corporate University departments in the five business segments aim to develop – through grassroots initiatives – the technical and managerial skills of employees in the short and longer terms, at every level of the organisation. The Bouygues Management Institute (IMB) provides information and training for the Group's 500 leading managers, bringing them together around a range of shared values, assisting their personal development and facilitating the creation of inter-disciplinary networks.

All business segments have introduced digital training platforms.

Supporting career development

Group employees have access to an increasing number of certificate and diploma courses to boost their employability. Arrangements are also in place, both in France and elsewhere, to provide refresher training to employees who so wish (e.g. literacy and numeracy).

The Gustave Eiffel apprentice training centre (specialising in construction-related jobs), in which the Group has been heavily involved, has for several years offered in-service training as well as providing expertise in inducting and training people on work/study or occupational-integration contracts. In 2020, it hosted 460 people on work/study contracts, up 15% relative to 2019, and achieved an exam pass rate of 95%. In total 35% of this grouping was able to join Bouygues Construction or Colas.

In September 2020, the Gustave Eiffel apprentice training centre (CFA) began offering an electrical engineering vocational qualification. Several apprentices from Bouygues Energies & Services enrolled for this course after completing their vocational "bac professionnel" last year. A second cohort of people on professional training contracts with Bouygues Construction were able to attend a course leading to a postgraduate qualification in project management.

Transforming learning and training methods

All five of the Bouygues group's business segments have on-line training platforms: Bouygues Construction (Byle@rn), Bouygues Immobilier (BY Learn), Colas (Colas Campus), TF1 and Bouygues Telecom (e-campus). As a general rule the pandemic and teleworking accelerated the shift to on-line training, concurrent with the development of new sources and formats (virtual classes, chats, conferences, and e-learning modules).

Each business segment introduced specially tailored content. Managers were also trained in remote team management. Practical guides and support tools were used in support of training activities at some group entities.

BYLearn, **Bouygues Construction's** training platform, offers employees the chance to share expertise on an everyday basis, through the "Connect your Knowledge" service, thereby giving employees an active role to play in training each other and encouraging them to impart their expertise. During the lockdown, BYLearn and external training resources were made available on this platform. Some business lines have also offered on-line awareness sessions open to everyone, for example focusing on Bouygues Construction's carbon strategy.

In early 2020, Bouygues Construction University completed its roadshow presenting its digital learning ecosystem, ending its tour in Asia and

Australia after visiting France, Switzerland and the UK. More than 1,500 employees have been trained using this module.

In addition, close to 1,600 employees earned their "Digital Passport", an initiative started in 2018 to encourage digital literacy. New modules were added to the programme in early September 2020, focusing on new technologies.

Bouygues Immobilier is keen to develop its employees' skillsets in the context of its corporate transformation. Tailor-made occupational training has been introduced for a wide range of professions. At the height of the pandemic, Bouygues Immobilier ran a series of virtual classes called "Just in time", which lasted between 90 minutes and 2 hours and provided an opportunity to discuss topics such as getting back to work after the lockdown and the Mode project. Bouygues Immobilier also used its on-line training platform to host an increasing number of training modules. As a self-service system, these modules can be accessed remotely so that each employee can train at the pace they want, according to their needs. This is in addition to classroom-based sessions.

Colas invests in training for each of its subsidiaries through skills development plans, which are officially up and running in 99% of its locations. These plans apply the training policies decided on by Colas' HR division, focusing on health & safety and accident prevention, which accounts for the largest share of investment in training. In addition to the opportunities available Colas-wide, each subsidiary offers training according to its particular business needs.

The Colas training department is also increasing its global reach using its digital platform, under the impetus of plans to create a worldwide training service. This will give all employees the same high-quality opportunities to develop their skills in line with their expectations. The One Colas Excellence tutorials have been rolled out to more than 30,000 employees, with the aim of driving operational excellence by ensuring that key techniques and stages on worksites have been properly understood.

Face-to-face training is also being rolled out worldwide. For instance, the first international class for the "Leadership au Féminin" course brought together 15 female managers from a wide range of backgrounds.

In addition, Colas will soon be implementing its new English-speaking university programme for non-French-speaking managers, which was postponed because of the pandemic.

In health & safety, the One Safety project continued, in conjunction with Dupont. Reflecting the pandemic, the end-2020 results were lower than expected. Some 2,000 employees had been trained. The target for end-2021 is 9,000.

In 2019, the four Colas University courses had 380 participants, guiding them through the key stages of their career development. Of these, 88 came from international subsidiaries.

International

The main training projects outside France are as follows:

- **French overseas departments/Indian Ocean zone:** In Guadeloupe, a two-year training course with the CFCTP in Egletons was launched in 2019, targeting superintendents and team leaders. On Reunion Island, a special course on mastering industry fundamentals and achieving operational excellence was offered to superintendents (construction, civil engineering and public works).

3 STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP)

Human resources: promote each employee's career development

- In the **US**, a specific training programme for disseminating safety culture was introduced at Branscome, in conjunction with Caterpillar. A section on business ethics and compliance was added to the PathWays training platform. Despite the pandemic, a comprehensive offer of more than 4,000 on-line training modules was made available to employees at US subsidiaries.
- In **Canada**, in addition to the extensive range of long-standing training offered by Colas Canada Training, various training academies were set up within companies, such as the McAsphalt Institute of Training and the Miller Institute of Excellence.
- In the **British Isles, Middle East and Asia region**, the Middle Eastern unit of Colas hosted a module on "management and leadership in a world of change", which took place in Dubai during October 2019. It also ran skills assessment training in connection with the skills review initiated in that zone.
- In **Ireland**, training was dispensed on driving a spreader for applying road surface treatments to the standards set by Colas Ireland and the national authorities.
- In **southern and eastern Africa**, training courses on new technologies and techniques that impact Colas' businesses (basic road techniques, asphalt and safety) have been developed.
- In **Europe**, Colas Poland ran a new workshop on energy management and efficiency. In Denmark, Colas ran its first asphalt training scheme in collaboration with the trade organisation Asphalt, a leading Danish trade union (3F) and the main Danish companies in the sector.

In addition, a new class of APIL University (set up in 2017 for senior managers) brought together a panel of employees from various Colas national markets, particularly from central Europe, Africa and the Middle East.

In April 2020, TF1 University offered a new remote masterclass format, "1 hour with...", during the lockdown. During this live meeting, specialists from inside and outside the company broached topics linked with its ecosystem as well as working methods and shifts in society. The format became bimonthly once the lockdown was lifted.

Bouygues Telecom continued to offer a range of diploma courses, concentrating on project leadership and management. During lockdowns, Bouygues Telecom made 30% of its usual training modules available on-line and boosted access to digital training with help from on-line universities.

Training

Scope ^a : France - International (companies with more than 300 employees)	Bouygues SA and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
Number of trained employees	208	32,234	1,230	37,937	1,199	7,357	80,165	83,612
Number of training days	800	89,303	1,350	111,426	3,084	39,697	245,660	232,681
Average number of training days per trained employee	4	3	1	3	3	5	3	

(a) Coverage rate: 93% of the Group's headcount (Scope 4)

Indicator available at bouygues.com: Training by type in France

3.3 ENVIRONMENTAL INFORMATION

Further information can be found by visiting bouygues.com or consulting the CSR documentation of the individual business segments available on their respective websites.

3.3.1 General environmental policy

3.3.1.1 Environmental policy

Environmental issues are considered strategic by the Bouygues group as it stakes its claim as a leading provider of solutions for the planet-wide challenges of climate change and resource scarcity. Sustainable construction and urban planning are two such solutions. Consistent with this policy, the Group is also enacting indicator-driven initiatives to limit then reduce the environmental impact of its operations.

The environmental policies of the Group's business segments cover the various phases of their activities.

In the design phase, all business segments factor environmental issues into a part of their products and services. At the construction businesses, this is embodied by:

- environmental labels and certifications for their products (BREEAM®, LEED®, HQE™, BBC-effinergie®, BiodiverCity®, Minergie®^a, E+C-^b, BBCA^c, etc.);
- promotion of the circular economy by helping create the BBCA label, which recognises circular economy criteria, such as selective deconstruction methods, throughout a building's lifecycle;
- optimising and maximising recycling on worksites; and
- lifecycle assessments and the provision of eco-friendly alternatives (via Seve^d software, for example).

Sustainable construction and research into environmental solutions are a key focus of innovation at the business segments Bouygues Construction, Bouygues Immobilier and Colas.

Bouygues Construction indicators

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
R&D budget spent on CSR	Global	96% of Bouygues Construction's consolidated sales	32%	34%	<p>R&D at Bouygues Construction continued to work in the eight research areas identified in 2017, knowing that these dovetail with corporate strategy.</p> <p>In 2020, the proportion of CSR-related R&D expenditure was stable, on a par with R&D expenditure on customer products and services. The focal points of CSR research in the year under review were materials and structures, energy efficiency and connected buildings.</p> <p>Materials remained pivotal to research efforts, including low-carbon concrete. Formulations were trialled in partnership with Hoffmann Green Cement Technologies (since 2019). In energy efficiency, Bouygues Construction R&D designed a project encompassing all the stages of energy renovations.</p> <p>The R&D unit researching connected buildings expanded as a result of the BOS (Building Operating System) project, a solution amalgamating all of a building's incoming and outgoing data so that any type of software service platform can be interfaced with its facilities.</p>

(a) Minergie® is a pan-European performance label originating from Switzerland. It is mainly prescribed by Losinger Marazzi, Bouygues Construction's Swiss subsidiary.
 (b) The E+C- (Energy + Carbon -/Positive-energy building and Carbon Reduction) label is a regulatory pilot label that is a forerunner of future energy rules. The government broadly consulted with stakeholders in designing the methodology, which resulted in the publication of guidelines and a technical reference base, criteria of which are incorporated into the BBCA and Effinergie 2017 labels.
 (c) The BBCA low-carbon building label certifies that a building has an exemplary carbon footprint.
 (d) A system for assessing eco-friendly alternatives.

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Buildings in the annual order intake with a commitment to environmental labelling or certification prescribed by Bouygues Construction	Global Construction activities of Bouygues Construction's consolidated sales	46%	63%	58%	Whenever Bouygues Construction acts as a designer/builder, it endeavours – wherever possible – to include environmental certification and/or labelling commitments that exceed applicable regulations. This percentage increased thanks to a stronger performance by Bouygues Bâtiment International, which in line with its strategy aims to take on a greater proportion of design/build responsibility in order to promote use of certifications. This resulted in a higher percentage in the year under review (24% to 50%). At Bouygues Bâtiment France Europe, this indicator edged down (81% to 78%) due to exceptionally higher order intake in 2019 by business units pledging commitments in the vast majority of their projects. Bouygues Bâtiment France Europe intends to make inroads into design/build roles so that it can promote solutions that surpass current regulations.

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

In addition to these tools, the Bouygues group's construction businesses have developed their own methods for assessing environmental performance that factor in the specific features of their respective activities:

- Bouygues Construction's TopSite label (see paragraph 3.3.1.2); and/or
- Aa Colas, environmental self-assessment checklists (covering 86% of Colas sales) and Unicom^a environmental charters covering extractive industries.

As part of its internal processes, the Bouygues group implements an environmental certification policy governing the construction and operation of its own buildings. The headquarters of Bouygues SA, Bouygues Construction, Bouygues Immobilier and Colas as well as Bouygues Telecom's Technopôle (near Paris), Printania (one of its customer relations centres) and data centre sites carry this certification.

Given the type of products and services offered by the Group, environmental-performance policies and initiatives applied when structures are in the operating phase are crucially important. For example, Bouygues Construction and Bouygues Immobilier support customers in managing and limiting their final energy consumption. Their offers include performance commitments in the form of Energy Performance Contracts (EPC) for commercial and residential properties (see paragraph 3.3.4.2).

Environmental certifications relating to the operation of buildings (HQE™ Exploitation, LEED®, BREEAM® in use) prescribed by the business segments, carry requirements in energy and resource management in the area of operations and maintenance.

3.3.1.2 Environmental risk prevention

Risk analysis

In general, environmental risk prevention requires early-stage analysis that maps or assesses the risks connected with production sites or fixed business-related locations.

The main environmental risks are identified in chapter 4 of this document, in sections 4.1 Risk factors and 4.3 Vigilance plan.

Environmental management systems

As an integral part of CSR policy at Bouygues, implementation of an environmental management system is one of the four actions that the business segments pledge to improve the Group's environmental performance. Standards (ISO 14001, ISO 50001 and ISO 9001) and the environmental certifications (HQE™, LEED®, BREEAM®) enacted in Group operations provide a framework for environmental management.

To reduce environmental hazards on Bouygues Construction worksites and at locations operated by Colas, both business segments rely on environmental management systems largely based upon ISO 14001.

These management systems incorporate a risk assessment and procedures by which entities can address the environmental issues relating to their particular activity.

(a) France's national association of quarry and construction materials industries.

Bouygues Construction indicator

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Sales covered by an ISO 14001-certified EMS ^a	Global	96% of Bouygues Construction's consolidated sales	94%	94%	<p>Management of environmental impacts in Bouygues Construction's operations is enhanced by a risk prevention policy based on an ISO 14001-certified environmental management system that is used almost universally.</p> <p>As a result, in 2020, 94% of Bouygues Construction's sales were covered by an ISO 14001-certified EMS, unchanged from the previous year. Firms recently acquired by Bouygues Energies & Services (excluding Hamburg and Ebling) are also covered by this certification, thus keeping this indicator at a high level.</p>

(a) Environmental Management System.

At Colas, ISO 14001 environmental certification is rolled out to cover over half of the sales of fixed locations, especially materials production sites. Annual cross-audits of subsidiaries in Belgium, mainland France and Switzerland, conducted by specially trained internal auditors, serve to evaluate facilities and reinforce environmental hazard prevention. This procedure will be introduced to other geographies starting in 2021.

Internal procedures

The Bouygues group's business segments have implemented their own internal environmental management systems and labels so that the environmental risks pertaining specifically to their type of activities can be better managed.

- Environmental checklists, used by Colas in France and internationally for over 15 years, target ten different types of permanent facilities: mixing plants, extraction sites, binder plants, bitumen deposits, concrete batching plants, recycling platforms, waste storage installations, workshops, storage facilities and laboratories. All such units conduct an annual self-assessment, using the checklist specific to their operations. More than 100 environmental imperatives determined by Colas are contained in each checklist, split into five broad areas: administrative management, site organisation and storage, management and

monitoring, impact and risk management, and dialogue with local communities. In 2020, 72% of facilities undertook this self-assessment, representing 2,274 checklists completed compared with 3,175 permanent facilities. The findings from the checklists are used to:

- determine the level of environmental safeguarding for operations;
- pinpoint areas of non-compliance that could impact the environment.

Actions are then defined to improve environmental management for these operations.

Chloé is a new digital platform for managing these checklists, launched in 2019. It aims to:

- facilitate their full roll-out to all Colas locations;
- centralise data to produce score cards.
- Bouygues Construction continued rolling out its own TopSite label, which covers environmental, social and HR-related issues as well as innovation. Certification is steadily being incorporated into processes and managed more consistently, as can be seen from the fact that the percentage of certified sites increased, even though the number of eligible worksites also rose in the reporting period.

3

Continued roll-out of the TopSite label at Bouygues Construction worksites

TopSite was created by Bouygues Construction to ensure that CSR standards are properly complied with in the over 60 countries where its entities operate. Roll-out began in June 2018. It covers environmental, health & safety and quality standards, which were already covered by the now-superseded Ecosite and “Chantier Bleu” labels. However, TopSite goes further because it also imposes social and community-related standards on production sites, for example in terms of fighting illegal labour, customer satisfaction and the worksite's contribution to the local economy.

The scorecard applies both to building-related activities and to infrastructure, energy and services. All themes are weighted equally. Earning the TopSite label reflects a determination to deliver excellence in every aspect of CSR. Group worksites lasting longer than six months and with sales of over €3 million are eligible for consideration. The worksite in question must meet 16 criteria on the scorecard, and earn two bonus Innovation & Best Practices points (all themes combined), to obtain the TopSite label or five bonus points (at least one in each theme) to obtain the TopSite Innovation label.

Two years after launch, TopSite is being rolled out on Bouygues Construction’s worksites:

- Bouygues Construction undertakes to act as a responsible corporate citizen wherever it operates, with the aim that all eligible worksites will in due course earn the TopSite label. To date 45.6% have been assessed. Each continent has at least one TopSite. In Turkmenistan, the five projects signed in 2018 by Bouygues Bâtiment International have all been granted the TopSite label, including two with TopSite Innovation. A sixth project is awaiting validation. A total of 24.4% of Bouygues Construction’s worksites had the TopSite label in 2020, bearing in mind that a number of exceptional events such as the cyberattack and Covid-19 impacted the assessment process.
- TopSite is being implemented across the entire scope of Bouygues Bâtiment France Europe. It is playing an active part in achieving the 30% target for TopSite audits, thanks especially to the dedication of its non-France business units (central Europe and Switzerland);
- In Africa, the project by Bouygues Travaux Publics to upgrade the Bouaké-Ferké road link between the centre and north of Ivory Coast was awarded the TopSite Innovation label. This project was praised for its environmental credentials, such as using vinasse^a to dowse road surfaces instead of water, and efforts to improve conditions in worksite living quarters by installing a relaxation room, gym and a swimming pool, and by introducing self-service bikes;
- Bouygues Energies & Services received the TopSite Innovation label (the first for the western-Atlantic region) for the Landes Center Parcs project in south-west France. Work ranged from the provision and installation of high-voltage/low-voltage networks and the installation of street lighting to the construction of gas networks and a drinking water supply.

Colas indicators

Indicator	Scope	Coverage	2020	2019	Remarks
Environmental certification of materials production sites as a % of sales before inter-company eliminations	Global	100% of sales before inter-company eliminations of the materials production sites	61%	65%	The level of environmental certification of materials production sites was four percentage points lower than in 2019. This was due to a lower level in Canada, especially fewer certifications at Canadian Road Builders Inc. (down 100 pts) and at McAsphalt (down 48 pts).
Rate of environmental self-assessment using Colas checklists^a as a % of sales before sales before inter-company eliminations.	Global	100% of sales (before inter-company eliminations) of materials production activities for which checklists are applicable	72%	71%	The indicator tracking environmental self-assessment using checklists was stable relative to 2019.
Materials production activities that use a tool to manage environmental impacts (environmental certification and/or Colas checklists) as a % of sales before sales before inter-company eliminations	Global	100% of sales before inter-company eliminations of the materials production sites	83%	89%	This was five percentage points lower than in 2019 across the Colas group, due mainly to a 20-point decline in Canada.

(a) Activities to which the checklist applies: fixed quarries; fixed gravel pits; borrow pits; hot-mix plants; cold-mix plants; asphalt plants; plants making binder, emulsions and/or fixed modified binders; concrete batching plants; fixed prefabrication plants; fixed recycling plants; fixed bituminous binder storage facilities. This excludes some highly specific, low-volume production activities (e.g. steel framing)

(a) Residue from the Bouaké sugar cane distillery; vinasses can also used as a soil fertilizer in cases of rain leaching.

3.3.1.3 Training and raising awareness to help protect the environment

The Bouygues group runs a wide range of training and awareness-raising programmes for employees and externals on the importance of protecting the environment.

Training and awareness-raising at Group level

The Group Sustainable Development-QSE department holds seminars to train Group managers to self-assess their own practices and situate themselves in relation to best practice as defined by the EFQM (European Foundation for Quality Management) model and ISO 26000. The seminar programme – called Abby – has organised 93 sessions up to 2020 (with an average of around 12 participants per session) since beginning in 2006.

Additionally, the Bouygues Management Institute (IMB) training module, Towards the contributive company, aimed at senior executives from the five business segments, tackles the major challenges relating to the societal shifts that are driving changes in the Group's business models.

Lastly, since its launch in 2015, the collaborative intranet network, Yammer Bouygues, has driven synergies across the Group. The major sustainable development challenges (energy-carbon, circular economy, sustainable urban environments, CSR reporting, etc.) are currently managed through this network.

Initiatives by individual business segments

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

- On Bouygues Construction and Colas worksites, teams regularly participate in 15-minute "QSE starter" meetings, thereby raising awareness about the quality, safety and environmental issues specific to the work in progress. One area of focus can be waste and pollution hazards.
- In 2020, Colas launched its first-ever on-line environmental training, in connection with activities on its worksites. This project was initiated by the network of Environment officers at Colas to meet employees' training needs in this area. The first topics were waste management, water and soil pollution, and public acceptance of worksites. In 30 minutes, employees can broaden their knowledge and learn the key messages for safeguarding the environment on their worksites. In 2020 Colas worked with the French Biodiversity Research Foundation to produce the short film, L'aigle et le bousier, on the issue of rapidly retreating biodiversity around the world. Lasting approximately ten minutes, it illustrates five factors that are causing biodiversity to retreat and how Colas interacts with the ecosystems that are portrayed. The short film will be used to inform employees about this issue during meetings, training sessions or awareness-building campaigns. Additionally, it earned two gold awards, in the biodiversity protection category, at the Deauville Green Awards festival and another in the societal issues category at the Fimbacte festival, dedicated to changes in living environment.
- "European Sustainable Development Week" (ESDW) and/or "Mobility Week" are other highlights in the internal communications calendar. Bouygues Immobilier raised awareness among employees about the importance of low-carbon materials through a new on-line training campaign. Open to all staff, it reviews climate and energy fundamentals before suggesting which solutions can be applied when designing its

property developments. Meanwhile Bouygues Bâtiment France Europe and Bouygues Bâtiment International held fun and informative workshops ("La Fresque du Climat") for close to 500 employees in eight countries about the mechanisms behind climate change. In 2020, Bouygues Telecom conducted several initiatives, including articles and newsletters, to raise customer awareness about eco-responsible digital technology and related issues. A guide to this subject was also created and distributed internally.

228,494

handsets collected for recycling or re-use

Coverage: 100% of Bouygues Telecom's consolidated sales (France)

- Bouygues Bâtiment France Europe held its own carbon summit, within Bouygues Construction's overall carbon strategy. This summit comprised virtual roundtable discussions, designed to raise employees' awareness of the carbon-related challenges facing the building activities and exploring solutions that could usher in a low-carbon world. Seven thematic workshops, open to all employees and accessible on-line, were held to discuss carbon solutions adapted to the building and civil works sector.

Raising awareness among the general public

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

TF1 raises awareness among viewers year round about the vital importance of safeguarding the environment in many of the programmes shown by its channels and digital platforms, including weather bulletins, and news items and programmes on Ushuaïa TV, a theme channel which celebrated its 15th anniversary in the year under review. It also ran children's awareness-raising campaigns in connection with "European Sustainable Development Week" and "World Oceans Day". Other initiatives included "My Green Letter" by AUFEMININ's My Little Paris lifestyle brand, the new "Positive Impact" section devoted to positive solutions and ventures, and the new "Live Ecology" section, encompassing all kinds of subjects in connection with the environment. Unify's digital service also informs its audience via its various platforms throughout the year.

In June 2019, TF1 Pub (the group's advertising sales unit) brought together advertising industry stakeholders for a major event at La Seine Musicale venue near Paris on the theme of responsible consumption. Following up on this event, TF1 Pub created the Eco Respons'ad service, specially tailored to companies whose products carry a label promoted by Ademe (the French environment and energy management agency), as a means of encouraging them to adopt especially responsible communication. TF1 Pub is also the first multi-media advertising sales unit to team up with Goodeed. Since August 2020, TF1 Pub has been marketing this socially responsible advertising format whereby brands donate part of their ad budgets to charities, thus giving web users the opportunity to make a difference.

TF1 is a co-founder of the Ecoprod platform, through which it trains broadcasting industry personnel in environmentally friendly production techniques.

At Colas, grass-roots dialogue with local residents, which includes information about environmental issues (including biodiversity), has led to higher acceptance of materials production activities. It has also produced a four-minute film in which an actor gave a humorous take on CSR as part of an exercise to set sustainability targets.

In 2020 Bouygues Immobilier's corporate foundation forged a new partnership with VoisinMalin (smart neighbour), a charity that has been working in underprivileged areas since 2011. It does this by recruiting and training local residents who are keen to help others. Its permanent staff, the original 'smart neighbours', provide useful information door-to-door to their neighbours, in partnership with local stakeholders such as social landlords and local authorities. The purpose of this information is to help people improve their daily lives and reconnect with officialdom in everyday matters, from housing and living conditions to fuel poverty and healthcare.

It is currently becoming the practice within the business units of Bouygues Bâtiment France Europe to meet the customer's team at the beginning of projects to present the CSR issues involved. This also helps strengthen dialogue for the subsequent phases.

Furthermore, Bouygues takes part in international events to promote its initiatives and innovations for making urban environments more sustainable and making progress become reality. The pandemic and the

government measures meant that the two trade fairs in 2020 in which Bouygues was due to take part (Viva Technology and Pollutec) could not go ahead. As it was unable to present its innovative environmental and social solutions at these events, the Bouygues group produced a digital campaign, "Making progress become reality", to highlight achievements through the use of videos and articles.

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. Potential hazards are carefully assessed based on a full analysis of operations. As a result, the company does not have to set aside 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 are 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 regulatory 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 for on-site rehabilitation commitments totalled €207 million in 2020. To date, there is nothing to indicate that these comprehensive measures are insufficient, either during internal or external audits, or 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 Taking part in the fight against climate change

In late 2020, the Bouygues group was rated A- in the CDP Climate Change List (unchanged from 2019), marking the fifth consecutive year it achieved an A or A- rating. This global list draws attention to those companies most active in the fight against climate change. Additionally, these results were announced before publication of the Group's Climate strategy, unveiled officially on 16 December 2020.

Still towards the end of the 2020, Bouygues officially affirmed its support for TCFD (Task Force on Climate-related Financial Disclosures) principles by signing up to the eponymous platform. Of the four pillars covered by these recommendations, Governance (responsibility for assessing and managing climate change-related risks and opportunities) and Metrics and Targets (as used to manage climate-related risks and opportunities) were already incorporated. Recommendations on Strategy and Risk Management were worked on throughout 2020 as part of the Group's formulation of its Climate roadmap.

In 2017, the Bouygues group – alongside 80 companies and around 40 eminent people – signed the manifesto promoted by The Shift Project. The manifesto, containing nine proposals to decarbonise Europe, calls on European countries to act now and propose policies to achieve a level of greenhouse gas emissions as close to zero as possible by 2050. It was issued in the wake of the Paris climate accord (2015) and aims to encourage Europe to reinvent its economy, most notably by limiting dependency on transport, construction and fossil fuel-related industrial activities. In this context, the Bouygues group has pledged to implement coherent and tangible actions able to meet the challenges of climate change and the need to preserve natural resources.

The Climate strategy was presented to the 400 Group top managers at the Group Management Meeting^a in September 2020. On 20 February 2020, Bouygues pledged that it would publish a Climate strategy compatible with the requirements of the Paris Agreement before the end of the year, including measurable and quantifiable targets. The concerted efforts made

by the five business segments since that date enabled the Group to honour its commitment despite the health crisis.

3.3.2.1 Measuring greenhouse gas emissions in order to assess the material 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. To keep in step with regulatory changes and identify major sources of greenhouse gas emissions, particularly those generated by the use of its business segments' products and services, the Bouygues group annually takes steps to expand its carbon reporting to include scope 3b where appropriate and meaningful. Various methods are used in carbon accounting. Colas bases its figures on the reporting of energy consumption within scopes 1 and 2 as well as ratios tracking CO₂ emissions per unit of sales, by type of business, for scope 3a.



As part of this work, the criteria selected for classifying an emissions source as significant (or not) are as follows: coverage^b, relevance^c and feasibility^d. Emission sources that do not meet one or more of these criteria are considered to be not meaningful.

For example, the criteria of feasibility, relevance and coverage cannot be applied to Colas for the two emissions sources: "Use of products and services sold" and "End-of-life of products sold". Extending scope 3b to these two emissions sources in relation to transport infrastructure (either road or rail) is not feasible because of the complexity of calculating the CO₂ footprint with regard to the following:

- accounting for infrastructure usage;
- the lack of means to reduce or control this footprint;
- the low proportion of sales from the construction of new infrastructure; and
- and the complex rules for allocating emissions in relation to usage and infrastructure end-of-life.

These two emissions sources are therefore left out of the carbon footprint calculation for Colas.

(a) A meeting of the Group's top managers.

(b) The ability to collect reliable information.

(c) The reported information concerns the five sources with the highest emissions and/or that cover at least 80% of the emissions.

(d) Sources exhibit existing potential for improvement and the company has some control over them.



Bouygues group greenhouse gas emissions

	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total
Scope activity or region	Global	France (exc. Subsidiaries)	Global	France	France	
Coverage as a percentage of sales	100%	88%	100%	85%	100%	94.6%
Scope 1	1.3%	n.m.	10.4%	n.m.	n.m.	11.8%
Scope 2	0.8%	n.m.	0.9%	n.m.	0.2%	1.9%
Scope 3a	13.6%	3.5%	63.7%	1.4%	4.2%	86.3%
Total Scope 1 to 3a	15.7%	3.5%	75%	1.4%	4.4%	100%
Total Scope 1 to 3a (Mt CO ₂ eq.)	2.5	0.5	12.0	0.2	0.7	15.9
Scope 3b (Mt CO ₂ eq.)	6.0	0.6	n.c.	n.c.	0.1	n.c.

n.m. = non-meaningful: indicates all figures below 0.05% or 0.05.

n.c. = not calculated: indicates any item that is not yet calculated.

The carbon audit is useful in providing ideas of scale and identifying areas for improvement but cannot be considered a reliable performance indicator because of the inherent uncertainties. Additionally, this exercise is tightly correlated with yearly sales volumes, which can limit the use of this analysis on its own. Instead, it produces orders of magnitude and pinpoints areas in which action can be taken.

Because of business-disrupting events at **Bouygues Construction** (i.e. cyber-attack and the pandemic), the annual carbon reporting was conducted using data from 2019. A change in methodology resulted in a reclassification of the emissions related to the operation of mines for which Bouygues Construction is a service-provider. As a result of this change, the related energy consumption was moved from scope 1 and 2 (9% of the total scope 1 and 2 in 2020), where it has been included up to now, to scope 3b (1% of scope 3 in 2020), since this was more in line with operational realities.

Colas reported a 5% decline relative to 2019, resulting from lower direct energy consumption as a result of Covid-19. An increase can be seen under scope 2 in 2019, partly owing to a correction of some of the EFs that were wrong. Scope 3 was 7% lower relative to 2019. This resulted from a sales decrease directly proportional to scope 3.

Bouygues Immobilier – in preparation for the 2020 environmental regulations, which will require a lifecycle assessment (LCA) and a carbon audit for each property development programme from 2021 onwards – updated carbon reporting as of this year by structuring it around emissions calculated at the operational level. The new method will lead to more precise and frequent oversight of the company's emissions. The expansion of carbon reporting to encompass scope 3b accounts for the 90% increase in Bouygues Immobilier's GHG emissions.

At **TF1**, the method for calculating emissions from the "Purchases of goods and services" source, under scope 3a, was thoroughly revised, with the focus now placed on physical data rather than their equivalent monetary value. This concerned especially the carbon impact of programme purchases, which represent 72% of the total for the TF1 group. The impact is now estimated on the basis of hours of programmes purchased and emission factors linked to the type of programme. Additionally, the increased use of physical data in the carbon audit incorporated 117 different emissions factors, taken from the Ademe database version 18.1 (September 2020), compared with 36 last year. These changes in methodology as well as lower spending on programmes as a result of the pandemic and the temporary halt to filming partly account for the 30% decrease in the TF1 group carbon footprint relative to 2019.

Bouygues Telecom's carbon footprint was stable. This reduction was driven by the 12% decrease in scopes 1 and 2 (and the part of scope 3 which now integrates upstream energy emissions, for the purpose of presenting methodologically comparable data), given that scope 3 has not been updated since 2018.

Generally speaking, the Group's business segments continue to work hard to develop the most accurate forms of carbon accounting possible, taking a broad-based approach. Offering low-carbon solutions to customers is a priority for the Group. This includes timber constructions, the use of lower-emission materials (such as low-carbon concrete) and consideration of usage behaviour as well as maximising energy efficiency, implementing circular-economy initiatives and pooling certain telecoms infrastructure. Furthermore, Bouygues Construction and Bouygues Immobilier have detailed reduction targets in this field.

Greenhouse gas emissions by source

Simplified sources Bouygues group	Scope	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total
Energy consumption (on-site combustion)	Scope 1	1.3%	n. m.	10.4%	n. m.	n. m.	11.8%
Direct emissions excluding energy	Scope 1	n.m.	n. m.	n. m.	n. m.	n.m.	n.m.
Consumption of electricity, steam, heat or refrigeration	Scope 2	0.8%	n. m.	0.9%	n. m.	0.2%	1.9%
Upstream Energy ^a	Scope 3a	n. m.	n. m.	1.3%	n. m.	n. m.	1.3%
Purchases of goods (raw materials, construction materials, etc.) and of services	Scope 3a	11.7%	3.5%	48.8%	1.3%	1.4%	66.7%
Waste generated by operations	Scope 3a	0.3%	n. m.	2.4%	n. m.	n. m.	2.7%
Upstream and downstream freight transport	Scope 3a	0.9%	n. m.	6.2%	n. m.	n. m.	7.2%
Investments, fixed assets and leasing	Scope 3a	n. m.	n. m.	3.7%	n. m.	2.4%	6.2%
Travel of employees (business trips and commuting), visitors and customers	Scope 3a	0.6%	n. m.	1.3%	n. m.	0.3%	2.2%
Total Scope 1 to 3a		15.7%	3.5%	75.0%	1.4%	4.4%	100%

(a) This corresponds to emissions related to the production of the fuel used (mainly extraction and refining of gas and petroleum products); combustion of these products is counted under scope 1. This corresponds to source 8 in the Ademe methodology.

n.m. = non-meaningful: indicates all figures below 0.05% or 0.05.

n.c. = not calculated: indicates any item that is not yet calculated.

Scope 3b

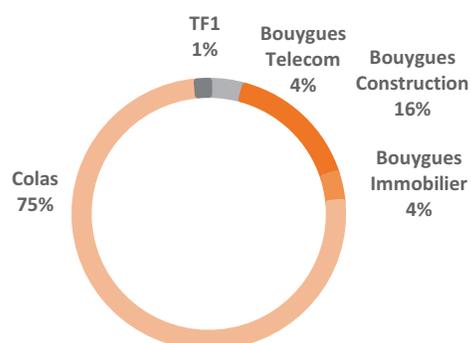
Mt CO₂ eq.

Use of products and services sold	Scope 3b	6	0.6	n.c.	n.c.	0.1	6.7
End of life of products sold	Scope 3b	n.m.	n.m.	n.c.	n.c.	n.m.	n.c.
Total Scope 3b		6	0.6	n.c.	n.c.	0.1	6.7

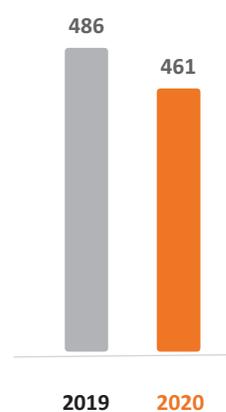
n.m. = non-meaningful: indicates figures below 0.05% or 0.05.

n.c. = not calculated: indicates any item that is not yet calculated.

GHG emissions by business segment (scopes 1, 2 and 3a)

Carbon intensity of the Group (scopes 1, 2 and 3a)^a

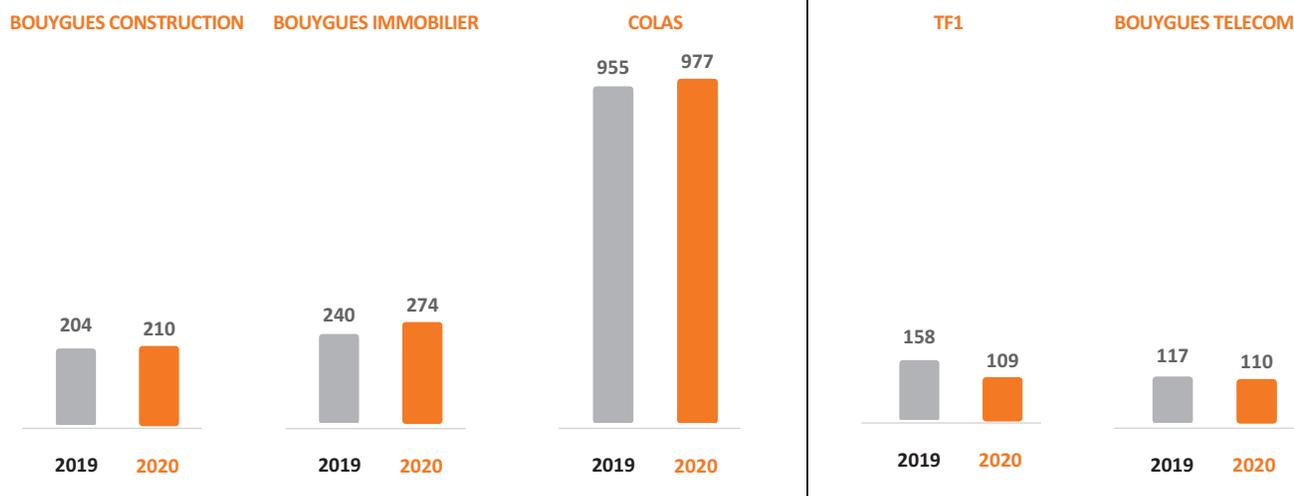
in tonnes of CO₂ equivalent per € million of sales



(a) The Group's carbon intensity declined 4% from 486 tonnes of CO₂ equivalent per million € of sales in 2019 to 461 tonnes of CO₂ equivalent per million € of sales in 2020.

Carbon intensity by business segment (scopes 1, 2 and 3a)

in tonnes of CO₂ equivalent per € million of sales



3.3.2.2 Setting measurable and quantifiable targets in line with the Paris Agreement

At the end of 2020, Bouygues crossed another milestone in its Climate strategy by pledging to cut its own greenhouse gas emissions. Bouygues believes it has an important part to play in decarbonising the construction sector, responsible for around 30% of global greenhouse gas emissions. Bouygues' construction businesses alone account for 95% of the Group's greenhouse gas emissions. Bouygues has therefore set itself four objectives:

- Respond to the climate emergency by contributing to the target of global carbon neutrality (2015 Paris Agreement).
- Respond to the growing expectations of its stakeholders (customers, employees, the financial community, suppliers and subcontractors, civil society, etc.).
- Transform climate-related constraints into business opportunities and create differentiating factors.
- Boost its positioning as a socially responsible company.

The nature and diversity of Bouygues' activities mean that the consolidation of a Group-wide Climate target is not appropriate. Nonetheless, all the business segments have used the same methodology to frame their Climate strategy. This shared methodology has eight pillars:

- Defining a forward-looking scenario-based analysis.
- Adapting business models to climate change.
- Setting reduction targets for greenhouse gas emissions in relation to controllable scopes (1, 2 and 3a) with a target of limiting the rise to 1.5°C by 2030.
- Designing policies for helping customers (BtoB and BtoBtoC) to reduce greenhouse gas emissions under scope 3b.

- Stepping up development of "low-carbon" commercial solutions as well as solutions for adapting to climate change.
- Rolling out in-house initiatives to reduce the Group's carbon footprint.
- Starting to list and assess the financial and human resources required for the implementation of the Climate strategy.
- Fleshing out the governance structure of the Climate strategy.

It was possible to develop part of the above methodology in 2020, in conjunction with Carbone 4, an environmental consultancy, with particular reference to forward-looking scenario-based analysis. In that respect, two types of 1.5°C scenario resulting in a low-carbon company were developed based on research from the IEA^(a):

- The first scenario, focused on technology, postulates that the social and environmental transition will mainly rely on technological innovation capable of maintaining GDP growth while significantly reducing environmental impacts, through a kind of 'decoupling'.
- The second, focused on restraint, postulates that the social and environmental transition will rely on the notions of resilience and societal change through the adoption of new concepts of prosperity and social well-being.

The analysis then sought to predict how the current activities of each business segment would fare in each low-carbon scenario and identify how the new business paradigm arising from each would impact operations, either positively or negatively.

The risks and opportunities pinpointed through this exercise furnish an understanding of the stress resistance of each business segment's strategy against the backdrop of the different decarbonisation trajectories. As a result, each of Bouygues' five business segments has defined:

- the physical and transition risks, the factors which determine the scope of its activities and the markets which could be materially affected by climate change and the low-carbon transition;
- greenhouse gas emission reduction targets for scopes 1, 2, 3a (and 3b for Bouygues Immobilier and Bouygues Telecom).

(a) International Energy Agency.

Greenhouse gas reduction targets for 2030

Scope	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom
Reference year	2019	2020	2019	2019	2020
Scope 1 and 2	-40%	-32%	-30%	-30%	-50%
Scope 3a	-30%	-32%	-30%	-30%	-30%
Scope 3b		-32%			-30%

Those pillars in the above methodology that could not be covered in 2020 will be the subject of future research. The Group intends to use all necessary means to implement its published climate strategies effectively. Next steps will be quantifying the investments needed to roll out and monitor the Climate strategy, then bringing these plans into action and keeping track of implementation using key performance indicators (KPI). This strategy will only be successful if our business partners and suppliers are actively involved, together with employees.

The Climate strategy is managed at several levels. In early 2020, a Climate committee was set up, meeting quarterly with all the Group's business segments. It is chaired by Olivier Roussat, CEO, and brings together Sustainable Development Directors tasked with designing and applying the roadmap. This subject matter is also addressed at Group level by the Ethics, CSR and Patronage Committee, which meets several times annually to review these three themes on behalf of the Board of Directors (see chapter 5 of this document, section 5.3.5). In 2020, this committee monitored implementation of the Group Climate strategy. The Board of Directors is also kept up to date on environmental issues, which are overseen by a director specially appointed to oversee this task. Group executives and top managers are also kept regularly informed through Group Management Meetings targeting specific issues.

The Climate strategy is also administered at business-segment level, tailored to each one's specificities.

More information about the Bouygues group's Climate strategy is available at bouygues.com^a.

3.3.2.3 Providing low-carbon solutions

The recognised expertise of its business segments (construction, media and telecommunications) has enabled the Bouygues group to design a multi-service offer to help urban environments reduce their carbon impacts. For several years, the Group has been innovating to make quantifiable progress in energy and carbon, offering effective solutions in the areas of renovation, low-carbon construction, soft mobility and urban services.

The Group's 2020 Integrated Report^b, published on 18 February 2021, provides more information and examples of the low-carbon solutions that the Bouygues group has developed for its customers.



- **Renovation:** the Group has solutions to deal with the millions of poorly-insulated buildings. Its business segments have developed solutions and recognised expertise in energy renovation for residential property, offices and public amenities. These offers improve the business models of property renovation and save on natural resources, while respecting the architectural heritage of buildings. In this domain, Bouygues Immobilier provides the Rehagreen[®] service package for commercial property (see section 3.3.4.2).
- **Low-carbon buildings** are an economic and environmental profit centre. Bouygues and its business partners market scalable offers, beginning at the design stage and going all the way through to when buildings are up and running, that use:

 - traditional and bio-based construction materials that can be re-used or recycled;
 - smart systems for optimised building management (Bouygues Immobilier's Green Office[®] range of positive-energy buildings);
 - renewable energies production systems combined with storage systems.

Low-carbon construction is a major avenue of innovation and growth for Bouygues Construction and Bouygues Immobilier. Bouygues Energies & Services is part of the European research consortium working on the ELSA^c project. The energy storage solution ELSA recovers second-life batteries from Renault or Nissan electric vehicles and re-uses them in buildings to create energy-storage systems. It was awarded the Solar Impulse Efficient Solution label^d.
- **Eco-neighbourhoods:** Bouygues and its partners offer local authorities integrated solutions combining sustainable construction, energy efficiency, land-use diversity, soft mobility, biodiversity and new technologies adapted to residents' needs. The Bouygues group has several exemplary eco-neighbourhoods to its name, both in France and abroad.

Since 2016, the Group has helped set up two sustainable-city demonstrators in France, under the auspices of the government-backed Institute for Sustainable Towns.

(a) www.bouygues.com.

(b) www.bouygues.com (home page, Publications section).

(c) Energy Local Storage Advanced System.

(d) The Solar Impulse Foundation aims to select 1,000 economically viable solutions that protect the environment and promote them worldwide.

3 STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP)

Environmental information

These two demonstrators, Eureka Confluence (Lyon, France) and Descartes 21 Marne-la-Vallée (Paris region), will serve to test – as part of a special scheme – ground-breaking innovations in all areas of urban life.

The “Charenton-Bercy” project (12 hectares including 3.6 hectares of green spaces), by Bouygues Immobilier (UrbanEra®), was selected following the consultation phase of the call for tenders "Invent the Grand Paris Metropolitan Area", organised by the Grand Paris metropolitan authority, the Île-de-France regional authority and Société du Grand Paris. The project aims to re-use or recycle materials on site, build using low-carbon materials and protect biodiversity. All buildings will be highly energy-efficient (NF Habitat HQE™, LEED® or WELL certifications) while a geothermal network will provide environmentally friendly heating and cooling for the entire neighbourhood. A resilience strategy will be put into place to guard against climate contingencies such as flooding and the urban heat island effect.

- As part of an Energy Performance Contract entered into with Bouygues Energies & Services in 2018, the municipality of Beausoleil (south-eastern France) is upgrading its street lighting network to make it 100% LED (1,098 street lamps). Bouygues Energies & Services has furthermore undertaken to reduce the electricity bill by 72.4% by 2022. The 10.4% target set for the first year in operation (2019) was easily surpassed (32.8%). Bouygues Energies & Services is also in charge of the maintenance and management of the street lighting network as well as electric mobility, the development of the public Wi-Fi system and an app which allows residents to report any malfunctions.
- **Soft mobility and urban services:** Bouygues helps local authorities introduce sustainable mobility solutions. It develops transport infrastructure (tram lines, cycle paths, etc.) and designs soft mobility solutions for its eco-neighbourhoods. This includes links to public transport networks, vehicle sharing, electric vehicle charge points, shared parking spaces and e-bikes. The Bouygues group offers local authorities innovative urban services based on IoT-driven embedded sensors as well as augmented transportation solutions.

Colas is developing a broad portfolio of tangible solutions to climate-related challenges by:

- producing warm, semi-warm and cold asphalt mixes;
- making fuller use of recycled materials and developing methods for reclaiming asphalt pavement in-place;
- using plant-based and low-carbon binders;
- producing and using low-carbon concrete.

Colas also implements solutions for countering the problematic issue of urban heat islands by drawing on expertise from environmental engineering.

In this setting, Colas is developing and offering practical and powerful digital solutions for meeting new usage patterns and mobility requirements:

- **Wattway** is the world’s first photovoltaic road-surfacing solution that generates electricity from clean and renewable solar energy. After its launch in 2015 and real-life trials from 2016, the Wattway Pack was marketed for the first time in 2019 (see section 3.3.4.2).
- **Flowell**, developed by Colas R&D in conjunction with CEA Tech, is a dynamic road-marking system that, thanks to improved visibility, increases the safety of pedestrians and cyclists when crossing hazardous junctions. By allocating areas to specific users at specific times of the day, it also shares out the public space more equitably. Several pilot sites have been set up to test the solution in real-life conditions. Use showed calmer driving, greater awareness of risks, and thus enhanced safety for pedestrians.
- **Anais** is a made-to-measure solution intended for the authorities of relatively large areas. It enables them to anticipate maintenance needs for their road networks and reduce infrastructure costs (see section 3.4.2.1).
- **Qievo** optimises traffic flows around worksites by limiting disturbances for local residents and road users alike. It guides trucks to follow specific routes as a means of reducing traffic congestion.
- **Moov’hub**, a digital solution for managing parking spaces, is currently being developed on the Paris-Saclay campus.

Mission accomplished for Mobility by Colas in coordinating worksites at La Part-Dieu, Lyon

At the end of 2019, Mobility by Colas rolled out its Qievo solution for client SPL Lyon Part-Dieu. Qievo uses a central digital platform for observing, planning and regulating logistics flows in a specific zone, supported by a logistics team made up of centralised coordinators and on-site traffic stewards. Infrastructure is also adapted thanks to implementation of dynamic routing and regulation zones.

One year in, the results have been positive. (In Lyon, the service has been named Réguly.) The 25 worksites in progress in the La Part-Dieu district in Lyon, comprising 326 project owners and contractors, use this digital service to optimise traffic flows. Over 80% of trucks are connected to the system and transit via regulation zones to relieve congestion in the city centre and reduce the carbon impact.

Follow-up indicators (greenhouse gas reductions, fuel savings and time spent parked in the regulation zones) have been put in place to measure how well the system is performing. It is also possible to generate a carbon audit of the entire operation. Results have shown that the fall in greenhouse gas emissions in the district is proportional to the increase in the time the trucks spend in the regulation zones. This represents 214 fewer hours of city-centre truck traffic avoided every month, or a 3.3 tonne reduction in CO₂ emissions. The 2024 target is to cut CO₂ emissions by over 160 tonnes through truck parking in regulation zones.

In response to the partnership agreement relating to self-driving vehicles and the road of the future signed in 2017, Utac Ceram^a asked Colas Île-de-France Normandie to build its new test centre, Teqmo. It opened in June 2019. Located within the Linas-Montlhéry vehicle test circuit, just south of Paris, Teqmo has 12 km of track for self-driving, connected vehicles, testing environmental, safety and durability features.

3.3.2.4 Promoting solutions adapted to climate change

Climate change is impacting the environment in the following ways:

- rising sea levels;
- increased frequency of freak weather events (e.g. cyclones, flooding and rapidly rising or falling temperatures); and
- changes to ecosystems.

Coastal areas – which tend to be heavily populated – are at risk from rising sea levels and more extreme weather, accompanied by possible erosion and flooding.

To gain popular support, protective structures in built-up coastal areas must blend in as much as possible. This is leading to the development of innovative concepts at the engineering department of Bouygues Travaux Publics.

One example of what can be implemented to counter the impact of these changes as they affect buildings is Bouygues Construction's ABC concept (Autonomous Building for Citizens). In the context of increasingly scarce resources, ABC's performance in terms of water recycling, insulation, and renewable energy generation, is likely to represent a huge step towards independence from various networks. In 2014, a partnership with the Municipality of Grenoble was signed to develop a demonstrator, involving the construction of an apartment building with some 60 housing units. The demonstrator, inaugurated in 2020, now houses its first tenants. For five years, from the time the residents move in, Bouygues Construction will monitor their level of buy-in of the new ABC services.

Bouygues Immobilier factors bioclimatic architecture into its property developments: research into the best location, bioclimatic research, choice of efficient insulating materials and the use of renewable energy sources. UrbanEra[®] sustainable eco-neighbourhoods add nature to urban environments to reduce urban heat islands and improve water drainage.

Colas launched a programme of academic discussions concerning the formation of urban heat islands to factor in the complex interactions and retroactions characterising this phenomenon, which is a concern for all the world's major urban centres. In November 2020, a first-time in-house seminar raised awareness among specific employees about this complicated issue and the effective solutions available. Concurrently, Colas continues to pursue a rigorous experimental approach to distinguish the thermodynamic properties of building materials and is participating in the full-scale measurement and experimental programmes launched by several municipal authorities.

3.3.2.5 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 of their operations. The Group is pursuing E+C- labelling and actively promoting timber constructions (see section 3.3.3.2).

With more than 150 timber buildings to its name, Bouygues Bâtiment France Europe has launched WeWood, its new programme, based around three main strands:

- reducing carbon emissions by using wood wherever possible;
- leveraging timber as a means of speeding up alternative building methods (prefabricated structures and scaling-up);
- enhancing the experience for customers, employees and local residents;
- occupying a long-term position in the timber construction field through innovation and R&D. The target is that 30% of all projects will be timber-based by 2030.

To reduce the carbon footprints of projects, Bouygues Construction and Colas choose materials using eco-friendly alternatives (Seve[®]) and metrics to track energy savings.

Bouygues Construction and Hoffmann Green Cement Technologies have entered into a contract covering technical and commercial collaboration, aimed at designing and testing concrete mixes incorporating Hoffmann's new production technology, H-EVA. The carbon footprint of the cement manufactured using H-EVA is 70-80% lower than for standard Portland cement. Research by Bouygues Construction's Materials Engineering Unit has proven to be more complex than expected, requiring the partnership to be broadened to include Chryso, a French company making admixtures. Certification is now scheduled for 2021.

As modular construction makes inroads, Bouygues Construction's R&D unit is developing a lighter foam concrete, from recycled materials, to optimise module weights. A production line of this new, entirely natural material is currently at the design stage at Bymaro (Bouygues Construction's Moroccan subsidiary).

Colas has set targets for reducing carbon intensity from its direct emissions, with dedicated programmes for:

- improving machine utilisation rates and reducing idling;
- cutting energy consumption. Colas also has ambitious plans for transitioning its vehicle and machine fleets to biogas, electricity and hydrogen;
- reducing energy consumption at mixing plants;
- innovating with the firing process; and
- replacing high-emission fuels.

The full support of employees will be required to make this a success. Colas continues to encourage drivers and machine operators to reduce fuel consumption by 30% out to 2030 by promoting:

- eco-driving;
- reducing idling; and
- lowering fuel consumption through better monitoring.

(a) Independent privately owned group offering land-based mobility services, from testing and certification to training and auditing.

3 STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP)

Environmental information

There are two interim targets:

- equip 50% of road and plant vehicles with on-board data collection devices by the end of 2024; and
- ensure that equipped vehicles and plant have their engines switched off when idling in at least 80% of cases by the end of 2024.

Energy efficiency is already taken into account when choosing which machines to buy. The target to increase average utilisation by 2% results in the least efficient equipment being automatically removed from the fleet.

Initiatives are also in place to reduce fuel consumed by asphalt plant burners. Fuel consumption per tonne of asphalt mix produced is monitored worldwide.

Colas indicators

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Greenhouse gas emissions relative to the production of a tonne of asphalt mix Kt CO ₂ eq per tonne	Global	Asphalt mix production activities	19	19	Greenhouse gas emissions relative to the production of a tonne of asphalt mix edged down across Colas (-0.5%) relative to 2019. This resulted from the policy to replace high-emission fuels.

Operating fixed and mobile networks is Bouygues Telecom’s largest source of consumption. Even though energy consumption per site has been rising on an absolute basis owing to increased geographical coverage, government-required quality standards and customer usage, it has decreased per terabyte carried and relative to number of customers (which is growing strongly). By installing smart meters, Bouygues Telecom is gradually developing real-time measurement of power consumption at its mobile sites. More than 8,000 of its mobile network sites are now equipped (relative to the 13,000 meters that Bouygues Telecom effectively manages itself). Best practices are also implemented such as optimising equipment installation in technical rooms to manage air flows and prevent hot spots, or placing equipment on standby in some regions when network traffic is sufficiently low. Containment solutions that optimise air-conditioning energy efficiency are becoming more widespread as new equipment is deployed.

3.3.2.6 Building partnerships to search for solutions



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 the decarbonisation of the economy. It comprises a multidisciplinary network of scientists and industry representatives acknowledged for their experience in energy and climate change issues. The purpose of this think-tank is to issue economically viable and scientifically sound proposals to policymakers.

The Bouygues group is also a partner in Ideas Laboratory®, a think-tank bringing together experts, business leaders and researchers to carry out intelligence monitoring on the theme of the city of the future. Hosted by the CEA^a in Grenoble, Ideas Laboratory® works to develop innovative projects meeting the societal challenges of tomorrow. Research includes the "bio-inspired resilient city" project, which aims to reduce urban heat islands through nature-inspired solutions. Fewer heat islands means more comfortable living conditions in the summer and reduced energy needs.

Bouygues Immobilier and Bouygues Bâtiment Ile-de-France, both members of the Low-Carbon Building Association (BBCA), are participating in the development of the BBCE label promoting low-carbon buildings, by submitting candidate projects.

(a) The French Alternative Energies and Atomic Energy Commission.

3.3.3 Minimising the environmental impact of business activities

3.3.3.1 Avoiding waste

Pollution arising from the Group's business activities is diverse and varied, involving air, water and soil. This is mainly generated by the Group's building and civil works sites or related to the industrial activities at certain fixed locations.

On the Group's worksites and fixed locations, external certifications (ISO 14001) and/or in-house standards (Bouygues Construction's TopSite label and Colas' checklists) are the main resources available to operating units for preventing pollution.

Bouygues Construction places these subjects within the criteria to be eligible for the TopSite label (see section 3.3.1.2). 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. Worksites must implement procedures for controlling environmental impacts on local residents.

Initiatives by Colas to prevent, limit and where possible eradicate pollution mainly centre on fixed locations, large worksites and specific ecological engineering projects:

- all environmentally certified sites have as their basic documentation an environmental analysis, dashboards and action plans, most notably for reducing pollution in cases where this is deemed significant. This information is used during management reviews to analyse and limit the impact of operations and improve environmental performance. Colas checklists round out these arrangements, applying to all sites, whether certified or otherwise. Using the checklist, each site can ensure control over water, air, waste and noise pollution. For example, the indicator "Control of aqueous waste" covers a range of checklist requirements to control this type of on-site pollution, from the waterproofing and surfacing of risk areas and the installation and maintenance of a site isolation system to the installation and maintenance of oil-water separators and wastewater analysis;
- as required by the regulations, specific arrangements such as an environmental protection plan are drawn up for major worksites, including the New Coastal Road project on Reunion Island, the Lens BRT^(a) in northern France and resurfacing projects in Madagascar; and
- on environmental engineering sites, Colas participates in tender procedures in areas connected with its core road-building business.

The environmental certifications used by Bouygues Construction and Bouygues Immobilier also contain points to watch during the construction phase. For example, an HQE[™] project must ensure that all kinds of pollution (air, water and soil) are kept to a minimum. The Clean Worksite Charter aims to prevent and reduce air, water and soil pollution. Lastly, the quality benchmarks (HQE[™], BREEAM[®], LEED[®]) promoted by Bouygues Construction and Bouygues Immobilier comprise obligations for the design and operational phases that reduce air, water and soil pollution.

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

3.3.3.2 Reducing other disturbances

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. Its media and telecoms businesses are concerned by the issue of exposure to electromagnetic waves.

Acceptance of production sites and worksites by local residents is a sensitive question for the Group's business segments. In addition to the measures set out in the ISO 14001 environmental certification, disturbances to local residents are among the points monitored by internal standards: TopSite, Clean Worksite Charter and Colas checklists. One of the standards of Bouygues Construction's TopSite initiative addresses the management of noise pollution in consultation with project stakeholders as soon as this is established as a risk stemming from the worksite. Bouygues Construction also markets a noise barrier for local residents living close to worksites. It was developed by its acoustics and vibrations skills centre, which is staffed by experts from its various operating units. For Îlot Laplace in Arcueil near Paris, a TopSite project handed over in late 2020, attention was paid to informing local residents about noise management, as several public amenities were located nearby (a nursery, theatre, hotel and cinema).

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.

Procedures giving priority to the re-use of deconstruction materials are implemented, reducing the need for transportation as well as the related disturbances (see section 3.3.4).

- To address noise pollution, Colas is developing products that reduce traffic noise, including fractal-technology noise barriers and noise-reducing asphalt mixes (Nanosoft[®] and Rugosoft[®]). Nanosoft[®] continued to be optimised in 2020 in a research project sponsored by the Colas Campus for Science and Techniques, aiming to increase mechanical resistance through the use of bio-based additives and, as a result, expand its range of applications. In 2020, the output of this type of asphalt mix surged by nearly 30% to 486,800 tonnes (versus 375,000 tonnes in 2019), coinciding with the third milestone in the French Environmental Noise Prevention Plan^b (PPBE). Additionally, this product range reflects the continuing investment by Colas on R&D over many years, for which it has received a number of industry awards. Colas took part in the LIFE Cool & Low-Noise Asphalt project, sponsored by the Municipality of Paris, aimed at reducing heat emissions and noise throughout the city, as a test case for the whole of Europe.

(a) Bus Rapid Transit route.

(b) Regulatory non-binding document established by EU Directive 2002/49/EC of 25 June 2002 relating to the assessment and management of environmental noise.

3 STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP)

Environmental information

- Bouygues Travaux Publics has undertaken to reduce noise from worksites across all its projects. It does this by installing sound barriers in sensitive areas and carrying out acoustic simulations, which are then used to create a 3D image with colours representing noise intensity and range based on data collected by sound level meters in the specific areas. Using information from these models, specific measures and risk mitigation plans are implemented, concerning the plant or the entire organisation. Bouygues Bâtiment France Europe is particularly attentive to managing noise when renovating maintained-occupancy sites.

Com'in, a start-up launched by Bouygues in 2016 (out of its "Innovate like a Start-up" programme) and currently funded jointly by Bouygues Construction and Colas, is a decision-support resource that helps site managers to be more responsive and efficient in managing disturbances related to construction sites.

The back-office part of Com'in, NuisAlgo, analyses the real-time data collected using smart sensors installed around the worksite. Site managers then receive a text alert if any of the authorised levels are exceeded. Com'in also has a mobile app which local residents can use to find out about

upcoming potentially disruptive events and plan accordingly. In early 2020, Com'in was awarded a public contract for the Îlot Pasteur project in Monaco and has signed master service agreements with Société du Grand Paris and SNCF Réseau. Com'in is currently being used in around 30 developments. It was awarded the prize for Best digital solutions for construction sites, software category, at the 2020 Construction Awards, organised by SMA BTP and Batiactu.

TF1 and Bouygues Telecom are especially attentive to exposures to waves emanating from their masts (see chapter 4 Risks and risk management). For example, a safety perimeter is set up around all of Bouygues Telecom's radioelectric sites (masts). This ensures compliance, beyond the perimeter, with the exposure limits defined by the decree of 3 May 2002 in regard to all freely accessible areas. Any access inside the perimeter is only granted once mast signals have been deactivated. Bouygues Telecom continued implementing regulations based on the first specific European directive of 26 June 2013 obliging companies to evaluate their employees' exposure to electromagnetic fields, ensuring that all maintenance technicians carry dosimeters.

3.3.4 Drawing inspiration from the principles of the circular economy

The construction industry generates 70% of the 324 million tonnes of waste produced in France every year. French legislation requires that 70% of the waste produced by the construction and public works industry must be recycled. The Bouygues group's business segments have identified several potential environmental and economic benefits in their response to this challenge and are continuing their efforts to develop exemplary practices and operations in each of their activities. Various initiatives are already in place within the Group to take into account the guiding principles of the circular economy and eco-design. These include:

- selecting sustainable materials in design phases;
- using less resources when making products;
- recovering and recycling materials, whereby waste is reintroduced into the production cycle as a secondary raw material; and
- using innovation to lengthen product lifecycles.

Launched in July 2019 by Bouygues Bâtiment France Europe, the zero-waste worksite policy has two foundations:

- acting early, from the design phase, to reduce waste (eco-design); and
- supporting the process afterwards by improving management of residual worksite waste.

Bouygues Bâtiment France Europe's objective is to implement the policy across all its projects, or at the very least have one worksite per operating unit that is implementing the policy. In December 2020, the policy was in operation on 15 worksites across the company's geographic scope, encompassing all types of project – from rehabilitation and new builds to maintained-occupancy sites and urban/suburban worksites.

Bouygues Immobilier, Bouygues Bâtiment France Europe and Linkcity are now partnering with around 30 project owners, having launched – in September 2020 – "Boost re-use", the broadest collective initiative to date for promoting the re-use of materials. There is no shortage of re-usable site materials, but demand channels are disorganised. To allow for mass distribution, the "Re-Users Hub" (an on-line platform) will centralise requirements by using standardised labels for re-usable materials. Identifying what is actually on offer is currently problematic for buyers. Each

signatory must commit five worksites annually to supplying themselves with materials reclaimed from deconstructed buildings.

Other Bouygues group solutions further the aims of the circular economy by making use of contributions from:

- the sharing economy (and mixing the use of space), which leads to optimised use of the goods and services offered, e.g. shared spaces in the eco-neighbourhoods built by Bouygues (car parks, gardens, third places, etc.); and
- scalable building design principles that increase the scope for reversibility, as well as extensions and changes in use over the lifecycle of the building or infrastructure.



Colas is one of the world's top five recyclers across all sectors, recycling over seven million tonnes of materials a year. Colas recycles and repurposes deconstruction materials from its own infrastructure

projects, together with waste from other industries (clinker, glass, porcelain, shoe soles, etc.), to produce gravel, aggregate and asphalt. Through these efforts, it helps to reduce the number of new quarries opened, the amount of construction-site waste disposed of as landfill, and haulage of materials. Because materials are located closer to worksites, it also saves on energy. The next step will be self-sufficiency in materials in each area. With over 450 recycling plants worldwide, Colas recycles wherever it can.

3.3.4.1 Producing less waste: reuse, recycle and repurpose

Recycling and reusing construction-related waste

Environmental management systems (e.g. ISO 14001), as well as internal standards (Top Site label, Clean Worksite Charter and Colas checklists), make provision for responsible waste management. For example, one of the prerequisites for obtaining the Top Site label (which is awarded to Bouygues Construction's worksites) is sorting waste into at least three separate channels (inert waste, non-hazardous waste and hazardous waste) or more where required by local legislation. Bouygues Immobilier applies the Clean Worksite Charter, which makes on-site waste recycling mandatory using a waste management plan.

Bouygues group employees (from Bouygues Travaux Publics and Bouygues Immobilier) helped draft a new instruction booklet, produced by the non-profit Orée, on the deconstruction and repurposing of construction waste. This booklet covers the entire deconstruction process and includes case studies and recommendations for each stakeholder concerned.

The business segments of the Bouygues group limit the production of waste arising from construction activities and promote recycling through several programmes.

Bouygues Immobilier's Rehagreen® renovation operations systematically begin with a gutting phase which includes the sorting of demolition materials. At the Kalifornia project south of Paris, for example, close to 7,500 m³ of concrete will be re-used to construct formations and foundations, made possible by installing a crusher on-site.

Bouygues Construction rolls out programmes for reducing and recycling waste on construction sites, especially for civil works activities. Excavated materials are recovered for use as backfill or for the environmental rehabilitation of sites. Several of Bouygues Construction's operations re-use secondary raw materials directly on-site. At the Pantin Kanal project (a 20,500 m² office development) in the Port de Pantin mixed development zone (north of Paris), Bouygues Bâtiment Ile-de-France Construction Privée is operating a policy to promote the circular economy and reduce the carbon footprint. This comprises several initiatives, including the recovery and re-use of raised-floor slabs, the use of reusable steel posts, algae-based

paint (considered as non-hazardous waste) and composting in the worksite living quarters. Additionally, when rehabilitating the Blomet swimming pool in Paris, Bouygues Bâtiment Ile-de-France Ouvrages Publics re-used 900 m² of polycarbonate glazing panels to erect greenhouses in shared gardens.

Bouygues Construction collaborates with several circular-economy start-ups and SMEs:

- "Hesus" is a networking platform connecting worksites offering spoil with those needing backfill. It can also be used to trade building materials.
- Circouleur recovers opened tins of paint from worksites to make new ones. As a result, these paint products have a carbon footprint that is 12 times smaller. Paint contributes to improved indoor air quality. This solution has been tested on a selection of Bouygues Bâtiment France Europe's zero-waste worksites.
- LeanCo is a start-up for helping to apply lean management to the construction industry, launched in late 2019 by Bouygues Construction.
- It operates an inter-site platform for trading new or re-usable materials with worksites run by other operating units operating nearby.

As part of the Grand Paris major infrastructure programme, nearly 200 kilometres of tunnels will be dug, producing 43 million tonnes of spoil to be removed. To monitor environmental impact and ensure traceability, Société du Grand Paris has set up a special platform as well as a process for managing and recycling waste. This platform, called TrEx, is aimed at firms that produce waste as well as transport firms and storage-site managers. Each digital form contains about 40 fields to fill in, including the quality of the spoil, the transport firm's identification number, the origin and destination of the spoil, etc. The platform has been available since January 2017 and is now required by Société du Grand Paris under the terms of all its civil engineering contracts.

Bouygues Travaux Publics and the BRGM are working on improving the understanding of trace-metal mobility in excavated soil.

For its worksites, Bouygues Travaux Publics has designed a tracing system called Ubysol. This supplementary traceability system is now deployed on packages T2A and T3A of Line 15 on the Grand Paris Express project. It uses vehicle geolocation to track the itinerary of waste plus type of waste, tonnage and place of discharge. This system not only provides productivity gains but also improves and increases the reliability of waste management processes. Ubysol uses the Objenious LoRaWAN™ connected objects network to connect devices with each other (see also the section on Bouygues Telecom in Chapter 2 of this document).

(a) Preventing food waste/the fight against food insecurity/the protection of animal well-being/responsible, fair and equitable nutrition. Given the type of activities operated by the Bouygues group, these themes are not meaningful for its five business segments. Food waste is only an issue for institutional catering. However, it is mentioned specifically in some contracts with the catering providers servicing the Group's main head offices.

Covid-19: Hesus and Ubysol solutions limit spread of the virus

Covid-protection measures had to be in place before workers could return to worksites. The problem was that close interpersonal contact is required when handling spoil.

As a specialist in spoil management, Hesus supplied a digital resource that took the health restrictions into consideration. It used Ubysol (developed by Bouygues Travaux Publics) as its underlying system and proved effective in preventing contact between people during spoil removal operations.

Using Ubysol's connected sensors, the spoil can be traced without physical contact. The system uses near-field communication (NFC), a technology similar to the one used for contactless payment by mobile phone.

It is fitted to the individual truck, where it records all information relating to that particular vehicle and its journeys, using a sensor attached to the dump bed. A clinometer also detects where and when the soil is dumped. The NFC data, which can be read with a smartphone or tablet, can then be consulted by specific sites and configured according to requirements.

16%

of asphalt pavement recycled in order to reclaim bitumen

Coverage: Colas materials production activities worldwide

Recycling^a and the circular economy are of vital importance to Colas, a major producer and user of building materials.

Roadworks account for the bulk of aggregates consumption, and aggregates are the material most widely used by societies after water.

Aware of the responsibility that comes with this, Colas has been developing its recycling techniques. Today, over 450 Colas sites transform used

materials, primarily reclaimed asphalt pavement, to turn them into civil works materials. Here are some figures:

- over seven million tonnes of materials processed, which equates to 9% of Colas' total production from quarries and gravel pits, enabling the group to dispense with 28 medium-sized quarries (250 kt);
- an average 16% of Colas' worldwide asphalt mix production is from recycled pavement;
- over 300,000 tonnes of bitumen reclaimed annually, equating to the annual bitumen production of a medium-sized refinery;
- 9.8 million m² of pavement recycled.

Amongst the products incorporating recycled materials is Ecomac®, a semi-warm emulsion-based asphalt mix developed by Colas itself. Its low-temperature production process reduces energy consumption for the same durability.

(a) Any recovery operation whereby waste, including organic waste, is reprocessed into substances, materials or products to fulfil its original function or another purpose. Waste-to-energy, waste-to-fuel and backfilling operations cannot be classified as recycling, according to the French environmental code.

Colas indicators

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Recycled materials in relation to the volume of aggregates produced ^a	Global	Asphalt mix and aggregate production activities, and railway worksites	9%	10%	Recycled materials declined by a notable 1.4 million tonnes in 2020, which was 16% lower than in 2019. This trend was observable in the following regions: <ul style="list-style-type: none"> • France -22%; • US -9%; • EMEA^b -9%; and • Canada -6%. This resulted from a sharp drop in business volumes owing to Covid-19 in these geographies.
Asphalt pavement recycled in order to reclaim bitumen	Global	Materials production activities	16%	16%	The percentage of recycled asphalt pavement was stable relative to 2019. Although the volume of recycled asphalt dipped by 2%, the percentage was unchanged because total asphalt production edged down at the same rate in 2020.
Surface area of road pavement recycled in-place (million m ²)	Global	Worksites activities	9.8	7.3	The surface area of road pavement recycled in-place rose sharply by 34% relative to 2019 to 9.8 million m ² . Upward trends were visible in the following regions: <ul style="list-style-type: none"> • France +70%; • the Macao zone (North, Central and Western Africa) +500%; • Canada +40% (Miller and McAsphalt); and • Asia-Pacific zone (Chile) +140%;

(a) The industry consensus holds that the maximum recycling ratio achievable for all asphalt mix excavated or planed off the road is between 20% and 25% in OECD countries, with this rate varying locally in accordance with urban density and the technologies employed by project owners.

(b) Europe, Middle East and Africa

Colas Indicator

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Waste oil recovery rate	Global	All activities	84%	68%	The recovery rate for waste oil increased substantially in 2020 to 84%, which was 16 points higher than in 2019. Also important to note is the substantial increase in Canada (+57 points) and within the specialised activities (+27 points).

Bouygues Construction indicators

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Proportion of non-hazardous waste that is recycled (not disposed of in landfill)	Global	96% of Bouygues Construction's consolidated sales	52%	48%	<p>Bouygues Construction is committed to recycling and ensures that traceability solutions are used. This encourages employees to take responsibility for the conditions in which non-hazardous waste is collected, transported and recycled. In 2020, the volume of non-hazardous waste fell by half, for two reasons. One was connected with methodology. To allow for more detailed analysis, spoil from the operations of Bouygues Bâtiment International was given its own indicator. Secondly, the phase shift on a certain number of Bouygues Travaux Publics projects led to a reduction of more than 65% in the volumes collected within this scope.</p> <p>Within Bouygues Bâtiment International, removing spoil (which is easier to recycle) from the indicator calculation led to a lower recycling rate (from 50% to 36%). However, the phase shift on some projects impacted the type of waste produced, which was easier to recycle, leading to a better recycling rate. Recycling was again low in countries lacking the right infrastructure, and this impacted the overall figure.</p>
Percentage of non-hazardous waste recycled	France	38% of Bouygues Construction's consolidated sales	80%	84%	<p>In 2019, the decision was made to limit the scope of this indicator to France alone to allow for more accurate measurement of this indicator in keeping with the target to recycle 70% of construction waste as specified in France's Energy Transition for Green Growth law.</p> <p>In 2020, Bouygues Construction achieved a recycling rate of 80% for France after boosting awareness among employees, most notably concerning the sorting of waste at source. It also worked closely with suppliers and subcontractors etc. to improve the management of waste collected on worksites. Within Bouygues Bâtiment France Europe, a special project was carried out with waste service providers, resulting in higher recycling rates outside the Paris region.</p>
Percentage of spoil recycled	Global civil works activity	21% of Bouygues Construction's consolidated sales	83%	58%	<p>Spoil represents most of the waste produced by Bouygues Travaux Publics through excavation, tunnelling and earthworks. In 2020, spoil produced rose by over 60% as several projects reached their peak periods in 2020, together with inclusion in this indicator of the spoil produced by Bouygues Bâtiment International (some 15% of the total produced by Bouygues Construction).</p> <p>Various recycling initiatives, especially on site, led to improved recycling of spoil.</p>

Soil decontamination

Through its subsidiaries Colas Environnement and Brézillon, the Bouygues group offers soil decontamination solutions. With more than 1,000 completed projects to its name, Colas Environnement has experience in the full range of decontamination techniques. Its operations are known for their transparency. This subsidiary is also renowned for combining conventional techniques with adapted innovative solutions for rehabilitating and re-converting brownfield sites, and for its management of environmental liabilities on behalf of industrial firms. It is the first company to have gained ISO 9001, ISO 14001 and OHSAS 18001 certifications. In addition to this trio

of accreditations obtained in 2001, it has also been MASE 28-compliant since 2010. The Dunkirk refinery decontamination project, marking the first-ever application of BIM 29 to underground works, was awarded the BIM gold award 2018 in France by *Le Moniteur* and *Les Cahiers techniques du bâtiment*. The deconstruction and decontamination of the Dunkirk refinery is a large-scale task, involving a surface area of 95 hectares, 35 km of underground piping and 200 tanks. The award also recognised the quality of the technical developments and the philosophy of collaborative openness that was central to the process.

Brézillon Environnement, a growing decontamination business

Brézillon Environnement is Bouygues Construction's specialist decontamination subsidiary, holding four patents for on-site decontamination and five certifications (ISO 14001, ISO 9001, ISO 45001, MASE, and LNE Polluted sites and soils, areas B and C). Its expertise in decontamination has opened the door to both land and water remediation. Since 2018, Brézillon Environnement has branched into air treatment for industrial clients, using a novel internal process that combines performance and environmental responsibility, thanks to the use of biofilters. After a successful trial in 2018, the company was awarded a four-year master service agreement to install 35 biofilters on industrial sites in the Paris region. These biofilters, installed on the sites of various industrial firms since 2018, have proven to be more than 99% effective.

As well as offering decontamination services, Brézillon Environnement has since 2017 operated a biocentre in Longueil-Sainte-Marie, north of Paris, which sorts, processes and repurposes non-hazardous polluted soil collected from worksites. In 2020, this site processed more than 137,000 tonnes of soil (356,000 tonnes since opening). Of this total, 89% could be reclaimed and re-used. The biocentre is located in a prime position. It is connected to the railway network and has its own riverside quay. Last year these modes of transportation accounted for over 20% of soil transportation, reducing the carbon footprint by preventing the emission of 4,200 tonnes of CO₂ equivalent. Brézillon Environnement is a mainstay in this market space, having cornered a national market share of 10%. It is the fourth-biggest provider of decontamination services in mainland France and the market leader in the Paris region. A second biocentre is due to open in Vitry-sur-Seine (south-east of Paris) during the first quarter of 2021.

3

Measures for preventing or re-using other types of waste

Although construction-related waste is the chief challenge due to the volumes involved and the environmental impacts, other types of waste arising in the course of the Bouygues group's operations must also be tightly managed.

From their offices, the Group's five business segments produce waste electrical and electronic equipment (WEEE), e.g. CPUs, laptops, screens, printers and servers, which are collected and then re-used or recycled. Processing WEEE is therefore a challenge common to the whole Group. In France, this has been entrusted to ATF Gaia, a disability-friendly company (since 2010), and to Nodixia (since 2015). Since the start of these contracts, this initiative has collected 162,426 items of equipment (of which 25,139 between October 2019 and September 2020). Since the start of the initiative, around 30% of the 1,211 tonnes of waste equipment collected has been destroyed and 70% re-used.

In addition, Bouygues Telecom has taken steps to extend the lifetime of its hardware as much as possible and improve subsequent recycling through a

right of first refusal on telecoms and data centre equipment. Whenever it has to dismantle sites, Bouygues Telecom's first action is to analyse the on-site hardware closely and, where possible, assign it for re-use. The equipment is then tested and sent to a new site where such a requirement has been identified. Hardware that is not re-used is sold on after refurbishment. Items that cannot be sold are recycled by specialists in Europe. In network deployment and maintenance, Bouygues Telecom, whenever possible and appropriate, buys used network equipment to encourage use of the circular economy and reduce waste. In 2019, Bouygues Telecom used over 2,100 items of reconditioned equipment and exercised its pre-emption right over some 9,500 items of equipment for in order to re-use or recycle them. Nearly 92% of the hardware from this dismantling has been re-used or recycled.

Bouygues Telecom routers uphold environmental standards to reduce their footprint. These products are only recycled if they cannot be refurbished and re-used, which extends their useful life.

Mobile telephony: Bouygues Telecom signs up to the circular economy

Bouygues Telecom promotes the circular economy through several channels:

- **Extending the life of customers' handsets:** it offers insurance to cover the cost of repairs wherever possible. Since 2019, Bouygues Telecom has also offered affordable repairs at WeFix points, and in 2020 ran a campaign informing customers about this possibility.
- **Buying back handsets:** the option of selling back handsets has become a normal part of business for Bouygues Telecom stores, after more than a decade partnering with Recommerce, a leading refurbisher of smartphones in France. This is promoted year round through Bouygues Telecom's policy of offering a discount if a customer trades in their used device. More and more 1-for-1 events, whereby used handsets can be traded in for new devices, are being held throughout the year.
- **Selling on refurbished handsets:** after having started by offering this service on its website in 2011, in late 2018 Bouygues Telecom started selling refurbished handsets in store, in response to demand from existing and potential customers. Since then, the range of refurbished handsets has expanded regularly.
- **Recycling handsets:** since 2004, Bouygues Telecom has promoted the recycling of handsets that can no longer be used. To boost this process Bouygues Telecom in late 2019 introduced nearly 900 in-store recycling boxes for collecting used handsets and accessories, thereby offering new and existing customers a simple recycling solution.

Bouygues Telecom indicators

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Handsets collected for recycling or re-use	France	100% of Bouygues Telecom's consolidated sales	228,494	276,280	Volumes collected and handset repurchasing declined following the closure of stores for two months (from 16 March to 11 May 2020) during the first lockdown, compounded by the wider effects of the pandemic.
From customers (Bouygues Telecom stores, general public and corporate websites, employees)	n.a.	n.a.	219,264	253,230	
Through the after-sales service	n.a.	n.a.	9,230	23,050	This metric declined sharply owing to the two-month closure during the first lockdown and the pandemic as a whole.

N/A: not applicable.

3.3.4.2 Using resources sustainably and wisely

Energy, raw materials (such as timber and aggregates) and water are the natural resources that are vital to the Bouygues group's construction businesses.



So that requirements can be calculated precisely and utilisation optimised, digital technology such as BIM and specific Lean Management^(a) procedures are being steadily deployed in Group entities.

Selecting and managing raw materials

To draw less on natural resources, those business segments concerned have pinpointed two major avenues:

- the first is optimising resource utilisation (through eco-design and recycling);
- the second is giving priority to sustainably sourced resources (e.g. certified products).

Additionally, the Group dialogues with customers to ensure that secondary raw materials, i.e. those derived from recycling or re-use, are used as much as possible in buildings and infrastructure.

(a) Methods for optimising the construction process.

Colas indicators

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Volume of recycled materials millions of tonnes	Global	Asphalt mix and aggregate production activities, and railway worksites	8	9	Recycled materials dropped by a notable 1.4 million tonnes in 2020, which was 16% lower than in 2019. The trend was seen in the following regions: <ul style="list-style-type: none"> ▪ France -22% ▪ US -9% ▪ EMEA zone (Europe, Middle East, Africa) -9% ▪ Canada -6% This resulted from a sharp drop in business volumes owing to the Covid-19 pandemic in these geographies.
Volume of aggregates from recycled pavement millions of tonnes	Global	Materials production activities	6	6.2	The volume of recycled asphalt pavement in mixing plants edged down by 2% across the Colas group relative to 2019. This was especially the case for France (down 6%) and the US (down 7%). However there were sharp improvements in the Macao zone (up 260%) and Asia-Pacific (up 100%) in 2020.

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

Bouygues Construction is trialling alternative construction methods and has developed its expertise in the use of timber – the material with the smallest carbon footprint – in its projects. Almost 100 timber construction projects (new or rehabilitated) have been completed in France, Switzerland and the UK since 2005.

For example, the Revaion secondary school in Saint-Priest, a project by Bouygues Bâtiment Sud-Est for the Lyon metropolitan authority in partnership with timber specialist Ossabois, is 90% timber of which 50% is modular. Thanks to modular timber construction, the project was finished sooner, achieved higher quality standards and is more respectful of the environment.

Bouygues Construction is consequently buying more and more timber products for its construction sites. A partnership agreement with WWF France, which was renewed for a further three years in 2017, aims to ensure that timber purchases do not threaten the world's forests, the individuals who depend on these forests and the biodiversity that they shelter. A sustainable-timber buyers' guide, designed with the help of WWF France and Bouygues Construction's Innovation and Sustainable Development department, was published in 2019 to encourage and support employees in sourcing timber that is legally and sustainably grown or recycled.

The main action points from this guide, which are currently being implemented, are as follows:

- gaining a better understanding of the supply chain by improving the quality and quantity of timber-related data;
- vetting higher-risk supply channels;
- ensuring a supply of responsibly sourced timber, even amid increasing volumes; and
- enhancing employee knowledge.

In 2017, Bouygues Immobilier signed an agreement with Karibati, a consultancy that helps companies integrate bio-based materials such as organic concrete, insulating panels and timber into their property development projects. Since the partnership began, 30 projects have been helped to use bio-based materials or to obtain the "Biosourcé" label.

Promoting eco-friendly alternatives to optimise use of raw materials

Bouygues Construction and Colas offer eco-friendly alternatives to customers for lessening the impact on the environment. Eco-friendly alternatives save on materials and have better energy efficiency and lower greenhouse gas emissions than basic solutions.

In addition to the new type of cement with a 70-80% smaller carbon footprint, developed in conjunction with Hoffmann Green Cement Technologies (see section 3.3.2.4), an environmentally friendly organic type of paint produced from Breton seaweed, Algo, is being trialled on selected Bouygues Bâtiment Grand Ouest sites. Considered an important avenue for differentiation in international operations, eco-friendly alternatives are used by Bouygues Bâtiment International in its projects.

Colas helped design Seve®, an eco-comparison tool produced by the construction industry in France. Seve® is a software solution that is used in the tender process to conduct an environmental assessment of the various development and maintenance phases for external works and earthworks projects. It has seven quantitative criteria, including CO₂ emissions. Seve® compares the standard solution with a design variant that can then be proposed to the customer, showing its environmental benefits relative to the standard solution for each criterion.

The number of environmentally friendly alternatives on offer reflects the current state of the market and the difficulty of offering such alternatives. The proportion of greenhouse gas emissions avoided by the Group increased by 17% in the year under review, while the number of environmentally friendly alternatives offered was 4% higher and the number of such alternatives selected increased by 23%. Within the profession, Colas is involved in efforts to reinvigorate eco-friendly alternatives, especially as Seve® (the system used in France) is attracting interest across Europe.

To include carbon emissions levels as a decision-support indicator in its projects, Bouygues Immobilier has introduced a tool for calculating the greenhouse gas emissions of property development projects that is compatible with the E+C- regulatory framework. This helps front-line teams to pre-assess the carbon footprint of their projects, starting from the design phase, and evaluate project compatibility with carbon targets contained in E+C-. Using this tool also has the advantage of raising awareness among operational managers about carbon compatibility, in turn promoting the selection of low-carbon materials and construction methods.

Eco-design

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

Informed by its carbon strategy, eco-design is a core part of Colas' research activities and information monitoring. The main areas of research are:

- cold, in-place recycling of surface courses to limit transport of materials;
- a new generation of bio-based binders;
- development of additives to help the asphalt pavement binder used in asphalt mixes regain its properties;
- feasibility studies investigating the mixing of asphalt pavement treated with hydraulic binders;
- better durability for asphalt mixes with high void ratios, including noise-reducing asphalt mixes, by using bio-sourced materials such as rice crop residues; research into admixtures and binders based on industrial by-products and co-products.

Given the increasingly rapid obsolescence of office buildings, and based on the growing need for housing throughout the country, Linkcity is investigating the idea of resilient urban environments and the concept of building reversibility. To keep up with swift changes in urban environments, Bouygues Construction has developed "Office Switch Home", a concept for easily repurposing buildings.

In Lyon, Bouygues Bâtiment Sud-Est has developed a health and well-being space in the middle of the city. It covers a surface area of 13,000 m² and reflects a new way of designing urban spaces that are smarter and kinder to the environment. Inside this area lies a reversible office building (WORK#1, handed over in 2020), which has been designed to be turned into housing as the neighbourhood's needs evolve. The project is part of Eureka Confluence, which is backed by SPL Lyon Confluence, the Lyon metropolitan authority, Linkcity, Bouygues Immobilier and many other partners.

The EDA project, a low-carbon positive-energy building

EDA^a is a project developed by Bouygues Immobilier located in Paris (15th arrondissement), bordering the River Seine. It will act as a demonstrator building for France's new environmental regulations (RE2020), harnessing the innovations sponsored by the Grand Paris Metropolitan Area.

The structure of the building is 80% timber and is designed in accordance with the positive-energy area concept:

- EDA is a Green Office® building and therefore produces more energy than it consumes. A Climespace system (district cooling) will be installed in the basement to supply the neighbourhood with cool air and mitigate the heat island effect. Photovoltaic panels and rapeseed oil cogeneration will be used to transform and generate heat;
- An energy-storage system using recycled car batteries is also planned, for channelling surplus energy into the building during periods of peak consumption or into the grid.

Reductions in CO₂ emissions will be achieved during the construction phase (thanks to the use of timber) and when the building is in operation (since it produces energy). EDA will be awarded the BBCA label to demonstrate the project's alignment with Bouygues Immobilier's low-carbon strategy.

Promoting effective energy-saving solutions

Bouygues helps drive the energy transition through its expertise in active and passive energy efficiency in buildings and the operation of buildings under performance guarantees.

The environmental certifications that the Group promotes for adoption include energy-saving targets. Energy Performance Contracts (EPC) give occupants 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. Bouygues Immobilier offers clients the possibility of applying EPCs to all its Green Office® developments.

The Bouygues group's business segments offer customers innovative but competitively priced services for optimising energy consumption. In addition to expertise gained in designing passive-energy and positive-energy buildings and carrying out rehabilitation work, Bouygues Construction and Bouygues Immobilier are strongly committed to various initiatives and labels such as BBCA, E+C- and 2,000 Watts.

(a) Stemming from the 'Invent the Grand Paris Metropolitan Area 2' second call for projects.

- **BBCA (low-carbon buildings):** with Sensations, the tallest high-rise apartment building in France that is 100% timber (handed over in 2019), Bouygues Immobilier distinguished itself by achieving an Excellence score under the BBCA label. Specifically, the energy consumption for heating is set not to exceed 15 kWh per square metre of living space. Enjoy was further recognised as the largest timber-frame positive-energy office building in France.
- **E+C-:** the pioneering E+C- label (more Energy, less Carbon) was launched in 2016 to help companies keep pace with future environmental standards under 2020 rules on energy and carbon performance. To get ready, Bouygues Immobilier set up an internal monitoring unit to gauge the performance of 30 developments against E+C- standards, including 16 projects that had received or applied for labels. A project-wide carbon assessment tool was introduced to help operational teams, who were trained in carbon-reduction methods in late 2020. The Saint-Julien-en-Genevois project will host the E+C- Neighbourhood pilot project.
- **2000 Watts:** this Swiss certification recognises urban developments that commit to climate protection and show evidence of using resources sustainably. They are evaluated during all phases, from construction to operations. Losinger Marazzi, a Swiss subsidiary of Bouygues Construction, was the first to obtain this distinction.

Rehabilitation

Bouygues Construction and Bouygues Immobilier have also perfected rehabilitation methods. In 2009, Bouygues Immobilier launched the RehaGreen® service package for commercial property. Based on a comprehensive multi-criteria assessment of the building, covering technical, energy, planning, regulatory, commercial and other aspects, the purpose of the service is to identify and implement the rehabilitation scenario which most precisely meets the owner's enhancement objectives and the demands of the commercial property market, while respecting the building's architectural heritage. If the owner so wishes, the operation can be designed to fulfil the most exacting certification requirements (HQE™, BREEAM® and LEED®).

Bouygues Construction offers "Wizom Réhabilitation", for rehabilitating occupied or empty accommodation. It has three main aims:

- to help build harmonious communities;
- to enhance the value of property, and;
- to heighten the appeal of urban environments.

Ouvrages Publics, a subsidiary of Bouygues Bâtiment Ile-de-France, is being supported by C3E (Centre Efficacité Énergétique) in rehabilitating the La Fontaine du Roy secondary school (Ville d'Avray, near Paris), in which it aims to cut energy consumption by 40%, guarantee pleasant conditions during the summer months and provide high-performance indoor airflow. Existing structures will be re-used where possible. Timber has been selected as the construction material for the staff accommodation because of its many advantages such as its disturbance-limiting properties and durability and the fact that it is organically sourced and quickly put in place. Work will get under way in June 2021, with initial handover scheduled for June 2022.

Managing energy efficiency

In order to reduce consumption, Bouygues Énergies & Services and Bouygues Immobilier have developed and marketed tools for measuring and managing energy performance for their customers (Hypervision®, Flexom and Si@go®). Bouygues Construction's Wizom Connected service offers solutions for reducing a building's carbon footprint when it is already in use. Digital devices (such as smart thermostats), and a best-practice handbook sent to occupants, encourage them to change their behaviour. Wizom Connected provides for more efficient energy use, for example consumption measurement, automatic leak detection and shutdown, and remote management. Since launch in 2016, Wizom Connected has been fitted to all kinds of buildings, from office space and housing to hospitals. There are over 3,000 connected housing units in France to date.

The Group's business segments also offer energy-performance solutions for local authorities. Since trialling the IssyGrid® pilot project, Bouygues Immobilier has been capable of offering smart grids for all large projects. It also designs sustainable neighbourhoods to be smart-grid ready so that full-scale grids can be rolled out. Nanterre Cœur Université, designed by UrbanEra®, is the first eco-neighbourhood in France to have a dual heating and electricity smart grid. Special attention was paid to building design and energy efficiency. In addition to the smart grid, solutions developed in conjunction with EDF Optimal Solutions were also introduced. In total, 60% of the neighbourhood's energy is provided by a warm-water loop harnessing ground-source heat. Other components in the energy mix are bio-fluid cogeneration, photovoltaic panels and grey-water heat recovery. All these solutions combined keep costs low for occupants by harnessing renewable energy.

3

Project PhARRE: from solar power generation to storage in used electric vehicle batteries

In September 2020, power utility SyDEV, in partnership with Bouygues Énergies & Services, kicked off PhARRE, an innovative project for storing solar-generated power in reclaimed electric vehicle batteries. PhARRE stands for photovoltaic energy, auto-consumption, recharging, and electric power networks. It is already being used as a power solution at the SyDEV headquarters in la Roche-sur-Yon, western France, storing energy and managing energy flows in real time within the building. One of the strengths of this local innovative solution is that it stores renewable energy produced by the 200 m² of rooftop solar panels in four second-life battery packs from Renault Kangoo electric vehicles installed in the basement levels. The batteries are discharged and recharged in accordance with the outdoor temperature and the building's energy requirements. They also store energy during off-peak hours and discharge it during peak hours, thereby reducing the energy bill. To carry the project through, Bouygues Énergies & Services and SyDEV liaised with the Renault group (the pioneer and market leader in electric vehicles in Europe) for battery procurement and with BeeBryte, a French start-up that harnesses the potential of artificial intelligence to make buildings smarter and more energy efficient.

Urban services

Bouygues Energies & Services, a subsidiary of Bouygues Construction, has developed a platform enabling local authorities to manage the energy of all their buildings and network infrastructure in order to reduce consumption. Other innovative services, also aiming to make urban environments more sustainable, include the following:

- The Citycharge® solution, which installs electric vehicle charge points on lamp posts, makes it easier to roll out electric mobility solutions.
- Alizé® is a solution offering charge points for electric vehicles aimed at local authorities and businesses. With their smartphone, users can start charging their vehicles, see the location and availability of charge points in real time, and reserve a charge point. They can then receive a text message telling them that their vehicle has finished charging.

- France's first smart city, in Dijon, was inaugurated on 11 April 2019. Bouygues Energies & Services is responsible for the design, building, operation and maintenance of a connected control station that will remotely manage the urban infrastructure of the authority's 23 municipalities for a 12-year period. One of the targets is to save 65% on the energy bill by managing street lighting remotely.

Bouygues Energies & Services is developing SoWATT, an innovative web platform that with a few clicks selects the most suitable LED-based street lighting. SoWATT can be used to choose, quickly and easily, the best configuration for an individual street light, thus adapting lighting to levels of road usage. This is supplemented by environmental performance indicators concentrating on light pollution.

Objenious: IoT solutions for cushioning the environmental impact

Objenious, Bouygues Telecom's Internet of Things service brand, supports companies and local authorities with their digital transformation by offering products and services harnessing LoRaWAN®, 2G, 3G, 4G and soon LTE-M and 5G. Objenious brings together an ecosystem of various partners to provide solutions that save energy, reduce carbon footprints and promote soft mobility. For example:

- Objenious supports Sobre Energie with its IoT projects, especially through its nationwide low-speed network LoRaWAN. In total, 350 new connected sites have been deployed with the aim of harnessing IoT and smart buildings to achieve a 40% energy-saving target by 2030 and carbon neutrality by 2050 at the latest. Companies housed in specially equipped buildings have (depending on the location) achieved savings of 5-10% in their energy consumption – well above the national average.
- Antargaz, an energy supplier, chose Objenious to optimise data transfer from its smart meters, used by 8,000 of business customers equipped with propane gas tanks. This monitors gas consumption and tank levels round the clock and reduces the carbon footprint by limiting transportation, as gas deliveries are optimised.

Reducing the energy consumption of business activities

The Group's business segments are implementing programmes to help limit or reduce energy consumption arising from their operations (most notably TopSite at Bouygues Construction).

Bouygues Construction is testing out sensors measuring energy consumption by source on worksites. It is using Siconia sensors, supplied by Bouygues Energies & Services, to conduct predictive maintenance with an IoT application, and Qualistéo to display and manage energy flows, as a part of the lean energy initiative. The goal is to measure consumption for each type of tool, and then instigate remedial action to reduce energy use, leading at the same time to cost savings. Various steps are taken by Bouygues Travaux Publics to reduce plant energy consumption. This includes preventive maintenance and eco-driving training for mine operatives. Solutions are also developed, harnessing innovation, existing telecommunications networks and digital emission monitoring tools, to measure the energy consumption of its worksites. Some solutions are already past the pilot phase and are now implemented systematically in operations; others are still being trialled.

At Colas, energy consumption comes in a variety of forms, from fuel purchased for machinery to electricity consumption at quarries.

As part of its carbon strategy, Colas is working from several angles to keep energy consumption in check:

- the *My Mix* programme tracks output and energy consumption per mixing plant. Specifically, it can track energy consumption and the temperatures of asphalt mix production in real time, manage internet and text alerts, and generate reports. The software has been fitted to 24% of units, equating to 27% of sales before inter-company eliminations;
- *My Equipment* is a digital solution in roll-out phase. Colas equips its plant and vehicles with this energy consumption monitoring system, which records and analyses the energy drain of some 48,000 of them, across 2,000 materials production units and 800 profit centres; The end-goal is to improve the average utilisation rates, lower idling rates and drive down energy consumption.
- Employee involvement, with on-board and tracking systems being rolled out to monitor consumption of site machinery and vehicles, including training on eco-driving. Using these arrangements, Colas aims to reduce fuel consumption by 20%.

Additionally, it has been observed that, in addition to low-carbon alternatives, the following help achieve indirect energy savings:

- warm asphalt mixes, which save some 15% in production-related energy relative to hot mixes. In 2020, warm asphalt mixes produced by Colas accounted for 20% of total output. All employees are ready to start expanding the use of these products across all areas.
- recycled materials, and especially reclaimed asphalt pavement (planned materials from old road pavement), which save bitumen and aggregates and reduce production and transport costs;

- in-place recycling, which also saves energy by reducing the need for materials and transport.

Colas is planning to extend measures and energy-saving targets to its entire vehicle and plant fleet in subsidiaries worldwide. For its own transport

requirements, Colas also uses rail and inland waterways as an alternative to road haulage. The quantity of materials transported by alternative methods is equivalent to nearly 1,800 freight trains (with each train containing 44 freight wagons), which avoids using some 260,000 thirty-tonne trucks.

Colas indicators

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Energy used per tonne of asphalt mix produced (KWh per tonne)	Global	Asphalt mix production activities	81	79	Energy used per tonne of asphalt mix rose 2kWh relative to 2019. Increases were generally seen across the Colas group. The trend was more noticeable in some regions rather than others, for example in the British Isles, Middle East, and Southern and East Africa zone (up 8%, with Colas UK up 51%). Other regions made progress during the year, for example Asia-Pacific (down 6%).
Warm- and low-temperature asphalt mixes	Global	Asphalt mix production activities	19%	20%	The percentage of warm- and low-temperature asphalt mixes was stable relative to 2019 (down 1%).
Total energy costs € million	Global	All activities	366	450	Total energy costs fell 19% across the Colas group relative to 2019, owing to the Covid-19 pandemic and its effects on business.

Bouygues Telecom has implemented energy management systems and now has three ISO 50001-certified (energy management system) sites: Technopôle, the Printania customer relations centre and the Montigny-le-Bretonneux data centre (near Paris). At the data centre, a self-managing free-cooling system was installed on cooling units. It draws in fresh air from outside whenever the temperature drops below 9°C. Widespread use of cold corridors reduces energy costs by 18% while helping

to manage temperatures within the rooms. Other best practices are also implemented, including regulating the air-conditioning units and shutting some off when weather conditions permit (40% of a data centre's overall power drain is linked to cooling).

Bouygues Telecom indicator

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Total electricity consumption (in GWh)	France	100% of Bouygues Telecom's consolidated sales	630	648	<p>The drop in power consumption resulted from several factors:</p> <ul style="list-style-type: none"> • Fewer staff on site during lockdown and continued efforts to achieve savings in offices; • Store closures due to the lockdown; • A more accurate calculation method used in 2020 concerning energy usage by the ISP network (DSL), based on equipment in service as opposed to invoice data, assuming maximum electricity consumption; • Consumption by server centres was down slightly. <p>However, an increase was seen in two areas:</p> <ul style="list-style-type: none"> • FTTH network consumption shot up as a result of the much faster roll-out of fibre hardware and integration of the public initiative network; • Consumption by mobile sites owing to expansion of installations, network coverage and higher customer traffic.

Promoting 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 of the products they use.

Bouygues Construction and Bouygues Immobilier have made positive-energy structures a major part of their business strategy, in order to prepare for the 2020 *Bâtiment responsable* (responsible building) RBR 2020 regulations. Positive-energy buildings produce more energy – much of which is solar, biomass or geothermal – than they consume. For example, Challenger, the headquarters of Bouygues Construction, was transformed into a positive-energy building during its renovation in 2014. The new Colas head office, Prism', has received Bepos-Effinergie® 2013 certification.

Finally, Bouygues Energies & Services, part of Bouygues Construction, has since 2012 been developing bespoke projects around the globe in renewable power generation, from photovoltaic to thermal and wind power.

A second floating solar farm was handed over in 2020 at Saint-Maurice-la-Clouère (central France), following the inauguration in 2019 of the first power plant of this kind in France by Bouygues Energies & Services in Piolenc (south-east France). This latest floating solar farm will cover the average annual power demand of 1,700 inhabitants (excluding heating) and prevent the emission of 1,000 tonnes of CO₂ in the atmosphere annually. Located on a former quarry (which closed in 2014 and became an artificial lake), it contributes to site rehabilitation while protecting local wildlife. Elsewhere, Bouygues Travaux Publics teamed up with Saipem to build the offshore Fécamp wind farm, comprising 71 turbines distributed at distances of 13 km to 22 km from the Normandy coastline. It will produce the equivalent of the domestic power consumption of around 770,000 people, equating to over 60% of the population of the Seine-Maritime administrative department.

Colas is also committed to transitioning its installations to low carbon and for this reason is investigating alternatives to fossil fuels (electricity, biogas, green hydrogen, etc.) as a means of reducing direct emissions linked to the fuel usage of its plant, vehicles and production facilities. It is also working with suppliers to find appropriate technical solutions that can help in this transition. Several R&D projects are under way for trialling processes for manufacturing and distributing hydrogen, in particular green hydrogen. Several Colas departments have signed up to this decarbonisation roadmap.

Colas is also continuing to develop Wattway. Its latest innovation is "Wattway Pack", a turnkey solution of three to twelve traffic-resistant photovoltaic panels that can be used to produce, provide and store renewable energy for roadside equipment, as a self-contained system, through use of an electrical cabinet equipped with a battery storage system. In September 2020, a 12-panel Wattway Pack was installed on the public pedestrian concourse in the Paris business district of La Défense. This local authority is seeking to produce, store and consume locally produced renewable energy. This initiative is called "Energy oasis". The power generated is used for recharging free-floating e-scooters. Again to encourage soft mobility, Wattway has forged ties with Nielsen Concept, a start-up, to develop and market their secure connected Mobilypod bicycle shelter. The photovoltaic panel in front of the bicycle shelter is used to recharge the e-bikes.

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. 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 (TopSite and checklists).

Because of its water consumption in drought-prone areas, 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 employees and



business partners. For example, its subsidiary Bouygues Travaux Publics has wherever possible put in place systems for recycling water that can then be used in concrete, liquid mud plants or for ground watering.

Colas has introduced new indicators to measure and limit the stress placed on water resources by its operations in regions where water is extremely scarce. In order to limit the pressure exerted by Colas on water resources in dry regions, action plans aim to increase water self-sufficiency, encourage recycling and reduce waste.

The methodology used to assess the Colas zones concerned is based on the interactive Overall Water Risk – Baseline Water Stress map, published on the website of the World Resources Institute. The water consumption of

Colas' permanent facilities in these areas in 2020 is estimated to be under two million m³.

Colas has put in place a surface water and groundwater indicator to guard against the impact of accidental or everyday pollution at its permanent production and maintenance sites. This policy follows strict guidelines, built upon Colas checklists, to ensure that these sites are or can be completely isolated from the surrounding environment.

Additionally, Bouygues Construction and Bouygues Immobilier actively promote building environmental certifications (*NF Bâtiments tertiaires - Démarche HQE®* and *NF Habitat HQE™*), which have a section on responsible water management in a building's operational phase – covering drinking water management, rainwater recovery as well as wastewater and rainwater management.

Colas indicators

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Share of permanent activities located in extremely water-stressed areas % of sales before inter-company eliminations	Global	100% of the sales before inter-company eliminations of the permanent activities	6%	5%	In 2020, the number of sites located in extremely water-stressed areas represented 6% of the sales (before inter-company eliminations) generated by Colas installations worldwide.
Water self-sufficiency rate in extremely water-stressed areas % of m ³	Global	100% of the sales before inter-company eliminations of the permanent activities	40%	77%	In addition to reducing water consumption in these localities, a key objective for Colas is to increase water self-sufficiency so as to minimise disruption of the water cycle and downstream water use. The water self-sufficiency indicator was 40% in 2020, representing a sharp fall. This purpose of this indicator is that water used should be drawn essentially from internal sources as opposed to local water systems. This preserves access to water resources for other local users.
Share of sales in extremely water-stressed areas where an action plan has been implemented % of sales before inter-company eliminations	Global	100% of the sales before inter-company eliminations of the permanent activities	47%	60%	Implementation of action plans declined between 2019 and 2020 (as measured in terms of sales before inter-company eliminations and water consumption), mainly as a result of changes in scope arising from changes to the baseline map.

3.3.5 Protecting biodiversity

The Bouygues group has pinpointed the potential impacts of its construction businesses on biodiversity. These include:

- noise and light pollution;
- destruction or disruption of habitats and species;
- and the possible emergence of invasive species related to certain work procedures; and
- the loss of greenfield sites.

Colas is active in encouraging biodiversity:

- **Improving quarries:** the quarry programme covers quarries and gravel pits and consists of developing and nurturing ecological niches on its extraction sites by preserving noteworthy species and setting up beehives. In 2020, 170 sites (covering 44% of the sales before inter-company eliminations of Colas aggregates production sites) launched one or more scientifically supported initiatives to promote biodiversity and raise awareness amongst employees and local residents.
- **Partnering with start-ups:** in 2016, Colas created a sanctuary for black bees in south-east France, in partnership with Apilab. The sanctuary, which comprises 20 hives, is located at the Cozzi quarry, near Norante. This scientific project uses a protocol for the genetic analysis of mitochondrial DNA that was developed by the CNRS (the French National Centre for Scientific Research). It is conducted in partnership with local beekeepers and the mayors of the towns neighbouring the quarry.

Another conservation project, for protecting Melipona bees, is in progress in quarries in French Guiana.

- **Partnering with the French Biodiversity Research Foundation (FRB):** Colas has been part of the FRB steering committee since 2011. It also supports the organisation's young researchers award (2018 and 2020) and projects led by the Club 4 research circle, which investigates global changes and sustainable management of biodiversity overseas.
- **Combating the spread of invasive exotic species:** Colas may be an unintentional propagator of invasive exotic plant species at the locations where it operates. To counter such damage, it has undertaken inventory and monitoring initiatives as well as specifically training employees. It has started drawing up species recognition factsheets, adjusting procedures for the reception of soil on recycling platforms, limiting exposed surfaces and trialling new ideas for combating invasive plant species. Colas wants to take these initiatives to the next level by teaming up with the scientific community to research techniques for containing invasive plant species and preventing them from spreading.
- **Environmental engineering:** In France, Colas is building up expertise in environmental engineering by partnering with the Environmental Engineering Federation (UGPE). The aim is to design services for protecting ecosystems, such as rewilding and restoring waterways and wetlands, installing facilities to restore ecological corridors and providing guidance on working in vulnerable natural areas.

Colas Indicator

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Share of aggregates production sites working to promote biodiversity as a % of sales before inter-company eliminations	Global	100% of the sales before inter-company eliminations of the permanent aggregates production sites	44%	52%	The ratio (as a percentage of sales before inter-company eliminations) of aggregates production units working to promote biodiversity was down 8 points relative to 2019. It was down sharply in the Indian Ocean region (down 25 points) and the US (down 9 points). However, fresh initiatives were implemented last year in the BIMEA zone ^a (up 17 points) and Oceania (up 40 points). Altogether, 171 aggregates production sites implemented biodiversity measures, of which 145 involved noteworthy species and 56 new beehives; 30 sites in total did both.

To take proper account of biodiversity in urban development projects, Bouygues Construction has contributed to the creation of BiodiverCity®, the first-ever worldwide label for recognising construction and renovation projects that factor in urban biodiversity. BiodiverCity is currently managed by IBPC^b, an organisation bringing together builders, developers, users and trade federations. Bouygues Construction is also helping to design new reference bases for this label: BiodiverCity® Life and BiodiverCity® Ready.

While the current label assesses the inclusion of biodiversity in projects during design and construction phases, these new benchmarks will broaden the spectrum to include existing buildings and biodiversity at the neighbourhood level. Furthermore, in 2020, 31.4% of projects carried out by Bouygues Construction included measures relating to biodiversity compared to 32.81% in 2019.

(a) British Isles, Middle East, southern Africa, eastern Africa.

(b) International Biodiversity and Property Council.

Bouygues Construction and Bouygues Immobilier have already used this label with several certified structures.

Beginning in 2014, Bouygues Immobilier was one of the first property developers to roll out the BiodiverCity® Construction label, subsequently applying its criteria to entire neighbourhoods. For example, the BiodiverCity® Ready label, design phase, was awarded to Nanterre Cœur Université, a neighbourhood development project, as part of a trial for the future label. Additionally, Bouygues Immobilier was awarded the

BiodiverCity® label for its Camélia residential development, the first such one in Poland. In Créteil near Paris, the Neo-C project, which was one of the seven pilots for the BiodiverCity® Construction label, design phase, retained its designation following an audit of the construction phase. In 2020, Bouygues Immobilier joined the board of IBPC, a pan-industry federation sponsoring the BiodiverCity® label. To date, 15 projects representing 8,774 Bouygues Immobilier housing units already carry the label or are in the process of applying for it.

Bouygues Immobilier Indicator

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Number of housing units carrying the BiodiverCity® Ready label or covered by a commitment to obtain it at 30 September 2020	France excluding subsidiaries	88% of Bouygues Immobilier's consolidated sales	481,000	481,000	No new projects applied for the BiodiverCity® Ready label in 2020. The Nanterre Cœur Université neighbourhood (76,000 m ² floor area) received the label in its design phase in 2019, as part of a trial for the label. The Annemasse, Divonne-les-Bains and Les Fabriques (200,000 m ² in Marseille) projects are also working towards obtaining BiodiverCity® Ready.

Bouygues Construction indicator

Indicator	Scope (activity or region)	Coverage	2020	2019	Remarks
Number of construction projects with the BiodiverCity® label	Global construction activities	46% of Bouygues Construction's consolidated sales	1	1	Biotope, the future headquarters of the Lille metropolitan authority, is an emblematic example of a building set in nature. The project, which was handed over in December 2019, has brought together a wide range of stakeholders, ranging from environmental scientists and landscape architects to the local tree nursery, a botanical conservatory and local charities, in order to achieve a type of construction that is adapted to nature, not the other way round. A varied range of ecological environments, adapted to the building's setting, were recreated by reproducing the previous conditions as closely as possible. The greened sections on the roofs and ground floor integrate some of the plant varieties found on the site before the project (common dogwood, honeysuckle vines, etc.). The project has become a stand-out example in its field, as testified by BREEAM Excellent and WELL Gold certifications, as well as the BiodiverCity®, E+C- and Wiredscored labels.



To consider biodiversity more fully in its projects, in both the design and the construction phases, Bouygues Construction is framing its new biodiversity policy – which will be rolled out in 2021 – around three areas of action. Initiatives will be adapted to each entity depending on its specific issues and the nature of its business, with the aim of:

- raising awareness along the value chain, from clients, employees and subcontractors to business partners;
- making biodiversity second nature across all projects (adjustment of actions to project type and local setting);
- being the driving force whenever Bouygues Construction is doing the designing, by integrating biodiversity-friendly solutions into building design such as green roofs and methods to reduce light pollution.

The cross-disciplinary R&D biodiversity programme is yielding innovative solutions that resource these initiatives.

Within the Grand Paris major infrastructure programme, Bouygues Travaux Publics has to deal with invasive plant species: preventing them from spreading as a result of the construction work and eliminating affected areas wherever possible. Environmental scientists are called in to draw up inventories of invasive species and determine their precise location.

For many years Bouygues Immobilier has been committed to protecting biodiversity and integrating wildlife into its urban development projects. In 2020, Bouygues Immobilier was the first company to receive the "Métropole Nature" label in the Grand Paris metropolitan area. It was also one of the first 12 companies to commit to the Act4Nature corporate alliance, in 2018 alongside Bouygues Construction.

3 STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP) Environmental information

Bouygues Immobilier has set a vision for 2025, following four main avenues:

- reduce urban sprawl, by building inside towns and cities where possible;
- improve permeability of ground surfaces;
- use surfaces that help biodiversity; and
- support customers in managing their green spaces ecologically and economically – if possible with local participation.

Bouygues Immobilier undertakes to reduce negative impacts on biodiversity by following these courses of action in all its projects. Additionally, it wants 25% (by surface area) of the projects it designs to be biodiversity positive^a by 2025. As with all its CSR pledges, the biodiversity positive indicator will be applicable to each project then consolidated at

company level. The assessment method has been approved by IBPC^b and will provide a clear view of Bouygues Immobilier's ambitious commitments. In tandem with this roll-out, all employees will gain in expertise and a catalogue of solutions will be created. Bouygues Immobilier firmly believes that interaction between landscapers, environmental scientists and project managers should be strengthened. As a consequence, a range of internal resources are being developed to ensure that action on the ground is appropriate and genuinely positive.

In 2020, TF1 signed up to the Act4Nature corporate alliance, initiated by the French Ecological Transition Ministry under the auspices of the French Biodiversity Authority. This alliance brings together those companies pledging to incorporate biodiversity issues into their business strategies.

(a) A project is described as "biodiversity-positive" when a site contains more biodiversity-supporting spaces post-development than it did in its initial state.

(b) International Biodiversity and Property Council.

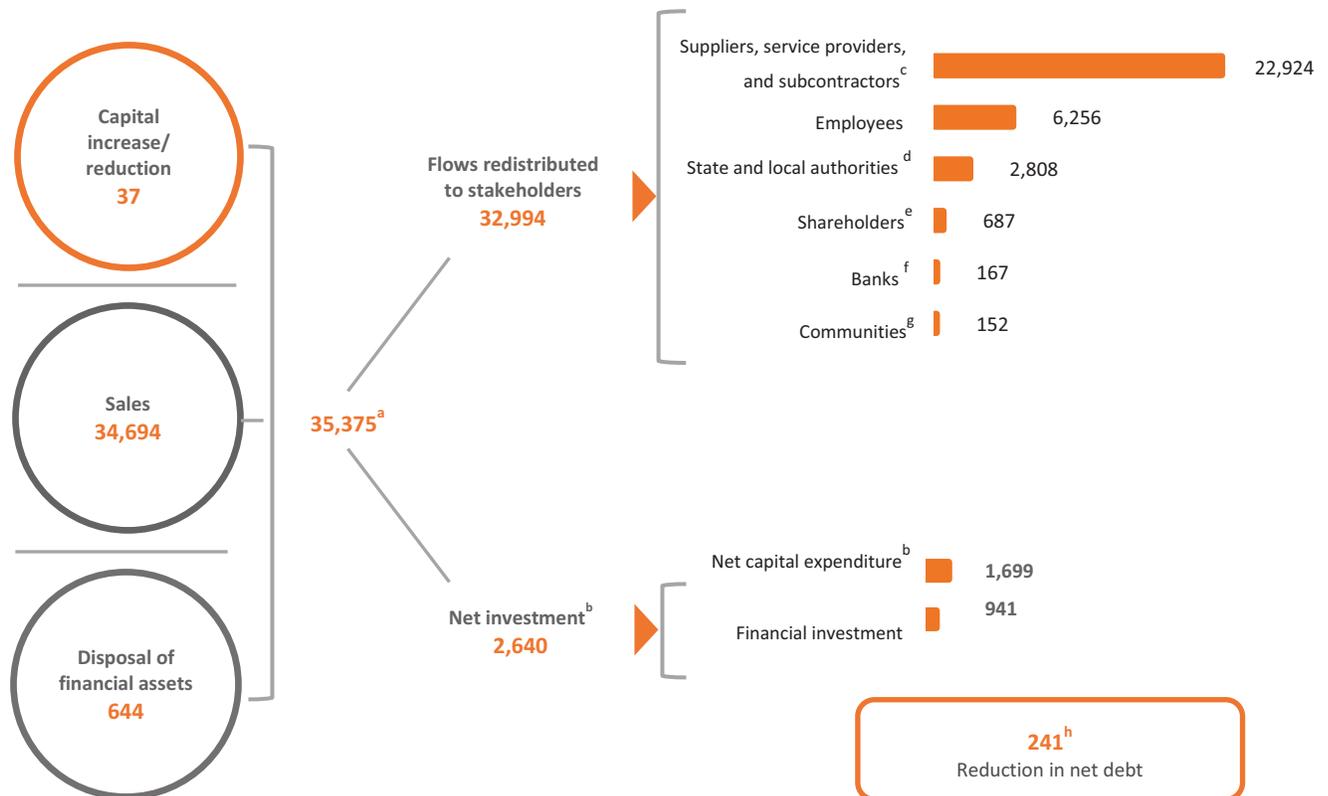
3.4 SOCIAL INFORMATION

Further information can be found by visiting bouygues.com or consulting the CSR documentation of the individual business segments available on their respective websites.

Financial flows generated by the Bouygues group in 2020

€ million

The redistribution of the financial flows generated by the Bouygues group has a positive impact on regional economic development and appeal. Investing in the Group's future growth contributes to sustaining this positive impact.



3

(a) In addition to the financial flows redistributed to stakeholders, net investment and the reduction in net debt, this figure also includes a negative amount of €500 million relating to (i) the difference between income tax owed and income tax paid, (ii) the change in the working capital requirement, and (iii) other items.

(b) Includes the first instalment for 5G frequencies of €87 million.

(c) Purchases and other external expenditure.

(d) Income tax, social security contributions and other taxes.

(e) 2019 dividends paid in 2020, of which €81 million paid to employees.

(f) Cost of debt and other charges.

(g) Donations, patronage and sponsorship.

(h) After changes in the working capital requirement (WCR) and currency effects.

3.4.1 Responsible practices

3.4.1.1 Initiatives in place to guard against corruption

For many years, the Bouygues group has taken care to promote ethical conduct as a fundamental value in the course of its activity.

With this in mind, in 2006 it published a Code of Ethics which acts as a point of reference for all its employees. In particular, the Code states that the Group's activity, especially the negotiation and performance of contracts, must not give rise to corruption, influence peddling or similar offences. The Code of Ethics therefore calls on all senior executives and employees to comply with a set of principles which they must abide by under all circumstances and in all the countries where the Group operates. To this end, the Code has been disseminated widely within the Group and is published on its corporate website^a.

Code of conduct

The Group Anti-Corruption compliance programme, adopted in 2014, was updated in 2017 to factor in the provisions of the Sapin 2 law relating to the prevention of corruption. It corresponds to the code of conduct covered by article 17, paragraph II, point 1, of the law. It is prefaced by Martin Bouygues, Chairman and CEO of the Group. The document states the Bouygues 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 senior executives.

The Anti-Corruption compliance programme specifies the measures in respect of information, training, prevention, control and penalties that are to be implemented within each business segment. It devotes specific sections to Group rules and recommendations applicable to various practices that are prone to a risk of corruption, namely gifts and invitations, the financing of political parties, patronage, sponsorship, use of business intermediaries and lobbying. In early 2020, the Group also published a "Gifts and invitations" policy, setting out guidance on when and how employees are permitted to offer or accept gifts and invitations in the course of their professional duties.

The Group Ethics Officer within each business segment appoints an officer responsible for implementing the Group Anti-Corruption compliance programme.

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 and detection measures. They must also ensure that these measures are effectively applied, with the assistance of the business segment's Ethics officer.

This compliance programme includes the following prevention measures in particular:

- Legal departments must ensure that information is properly disseminated and implement training that deals appropriately with the risk of corruption in the entity concerned.
- The Group has strict financial and accounting procedures in place, designed and implemented by its entities and aimed at mitigating the Group's exposure to risk, particularly by preventing the use of payment systems for fraudulent or corrupt purposes.
- Delegations of authority to persons with responsibility for an entity, department or project, or to an individual who exercises a role within a sales or purchasing department, must clearly set out to those granted authority their obligations to comply with anti-corruption laws. Each business segment draws up a risk map to identify, analyse and rank the risks of its entities' exposure to external solicitations of corruption. This map should factor in the business sectors and geographical areas in which the entities operate.
- Each business segment must implement procedures to assess its customers, suppliers, service providers, intermediaries and, more generally, its business partners based on the corruption risk map. The business segment Ethics officer, in liaison with the relevant line managers, must ensure that all of the business segment's entities are able to run an assessment process before entering into a business relationship with a partner, as well as during the business relationship;
- Each business segment must carry out an audit of the business segment's compliance with applicable legislation and the Anti-corruption compliance programme:
 - at the inception or end of all major projects,
 - when launching a new business activity, or
 - when starting up in a new country, particularly if that country has a poor record on corruption.

Training

The Sapin 2 law highlights the need to implement training for senior executives and other employees with the highest exposure to risks of corruption and influence peddling. The 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 main points of the anti-corruption laws and the risks involved in their breach.

Since the early 2000s, the Bouygues group has promoted key values such as business ethics, respect and responsibility by organising a range of seminars aimed at managers. The purpose of each seminar is to create space for dialogue and discussion in which each participant not only learns more about the Group's positions but also must take a personal stance and clarify their own convictions as a way of guiding their behaviour and management style.

(a) bouygues.com

In late 2018, a new seminar on business ethics, with a focus on corruption and collusive practices, was held for corporate officers and other employees with the highest exposure to risks of corruption and influence peddling. In 2020, efforts to roll out the seminar continued despite the problems caused by the pandemic. Six seminars were held, comprising 12 days of training. A further 117 employees received training. A total of 375 employees have been trained in this way since the seminar was launched.

Each business segment must also design and implement training adapted to the corruption risks specific to their operations and the regions in which they are active. However, the pandemic and the associated lockdowns meant that certain training activities had to be temporarily suspended during 2020, although most were resumed in the last quarter of the year.

Bouygues Construction

Bouygues Construction has set up a corporate university called Bouygues Construction University, which designs, develops and delivers cross-disciplinary training courses for its group of companies. As a supplement to these courses, a range of training modules on ethics and compliance or, more specifically, corruption, are ordered and/or developed and/or led by the legal and compliance department of Bouygues Construction or by the legal departments of its entities.



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 order to expand and improve training performance, a specific e-learning module called "Fair Deal" was launched by Bouygues Construction in December 2015. It is available to all employees in France and abroad with access to "BYLearn", Bouygues Construction's digital training platform: i.e. almost 24,400 individuals. "BYLearn" was accessible right through 2020. Employees – particularly those joining the company – were invited to complete the module in order to encounter realistic scenarios involving corruption, anti-competitive practices, gifts and invitations, as well as patronage and corporate sponsorship activities. In 2020, 58% of employees were trained using this module. Bouygues Construction is due to roll out a new digital training module on compliance issues in 2021.

In addition to this initial programme, modules about the anti-corruption policy are included in the training programmes that deal with ethics and compliance more generally. In particular, Bouygues Construction has included these modules in the following classroom-based training courses:

- "Marco Polo" and "Ulysse", which are aimed respectively at managers promoted to executive roles and managers with high potential. The "Marco Polo" course is delivered approximately twice a year and "Ulysse" five times a year (in both French and English);
- "Mercure 1", which is designed for sales and marketing executives, is delivered once or twice a year;
- The Legal/Purchasing training course, which is aimed at employees in the purchasing department and is held two or three times a year;

(a) Learning platform based on video games (serious games).

- "Day One", for employees likely to be posted or seconded abroad, is delivered once a month.

Bouygues Immobilier

Bouygues Immobilier has taken steps to ensure that an ethical business culture is promoted throughout the company.

First of all, line managers explain Bouygues Immobilier's rules of ethical conduct, and the need to comply with them, to every new employee before the end of their trial period. Furthermore, new employees are required to complete two on-line training modules on ethics. These modules, which are compulsory for all employees of Bouygues Immobilier, are accessed from "BI Learn", the on-line training platform. Reminders are sent to employees who have not completed the two e-learning modules on ethics. In 2020, access to these modules was extended to the Loticis, Le Chêne Vert and Patrignani subsidiaries.

Finally, new recruits participate in induction seminars known as "BI Quest", which remind all new employees of the importance of ethics in business. A member of the General Management Committee attends these seminars and stresses the company's commitment to ethical business conduct. In 2020, 115 employees attended this induction seminar (either in person or by webinar).

Modules specific to Bouygues Immobilier's areas of activity have been developed as part of the general training schedule. Classroom-based sessions relating to property development projects involving public authorities have been provided in this manner. The objective is to raise employee awareness of the ways in which such activities may lead to breaches of probity.

Colas

The "Applied ethics and compliance" module was updated in 2020, both in France and internationally, and sent to the legal affairs managers responsible for overseeing this training at local level. The aim of this module is to familiarise all employees with the core principles of Compliance documentation and provide an overview of related procedures. A total of 6,253 employees were trained between 1 November 2019 and 31 October 2020.

In addition, Fair Play^a continued to be rolled out in 2020. This takes the form of an e-learning module and is available to employees with a professional email address. It is specifically designed to explore issues relating to ethical best practice. In 2020, 233 employees completed this induction training. A total of 4,939 employees have been trained since 2017. Translations into German, Croatian, Spanish, Flemish, Polish, Romanian and Czech are now available on the distance learning platform.

TF1

In 2020, an e-learning solution on the topic of anti-corruption was selected and customised for TF1 group employees. The latter are required to complete the training courses offered on-line.

Meanwhile, a new course was developed in 2020 for employees considered to have the highest exposure to risks of corruption and influence peddling. The first sessions will be delivered early in 2021. The main themes covered are gifts and invitations, conflicts of interest, the use of intermediaries, patronage, and relationships with public entities. At the end of the training sessions, each participant receives a file summarising how to handle such issues correctly on a day-to-day basis.

Bouygues Telecom

In 2020, Bouygues Telecom pursued the training activities implemented over the past two years. The online training courses launched in 2018 continued in 2019 and 2020, thus increasing the number of employees trained and informed about ethical matters. A total of 4,928 employees out of 8,000 took the Anti-Corruption module. The on-line modules were run again for the employees who had not taken and/or completed them. The reminder system was revised to enable wider dissemination and involve managers in monitoring the completion of these training courses by employees.

Additionally, two specific training sessions, in the form of virtual classes, were delivered to employees whose work makes them particularly exposed to risks of corruption and influence peddling. In 2020, 156 employees were identified as needing to attend these sessions, which were organised in an interactive format that included case studies adapted to telecoms activities. These sessions are due to continue being delivered to their target audience in 2021.

In 2020, the Ethics officer and the Compliance department also provided assistance to senior management and the various departments of the company and its subsidiaries. This assistance covered the implementation of the Group's Gifts and invitations policy, the procedure applicable to patronage and sponsorship activities, and increasing the visibility of the Group's whistleblowing platform. The Ethics officer also disseminated information about these topics more widely on the corporate intranet.

Finally, at the end of the year, courses on ethics and preventing the risk of corruption were run at the entities recently acquired by Bouygues Telecom (all the managers at 1913^a and Keyyo^b).

Corporate whistleblowing facility

The Bouygues group has created an online platform specifically for reporting breaches and/or violations of the Group's compliance programmes.

The platform, which all the business segments can access, is on a website (<https://alertegroupe.bouygues.com/>) so that all employees (internal, external or occasional) can report a problem online, using a password and login. Whistleblowers must act in good faith and never seek their own interest, and must have personal knowledge of the reported facts or events. They may choose to report their concerns to the Ethics officer of the business segment, or, if it appears that the breach is wider in scope, to the Group Ethics Officer. These officers are subject to a heightened duty of confidentiality.

In addition, the Group has used numerous methods of communication and awareness-raising to ensure that knowledge of this facility is widely disseminated (publications on its various social media, specific articles in the Group's internal magazine, inclusion in the various internal training initiatives, a special page on the Group intranet, etc.). The procedure for the receipt and processing of whistleblowing alerts is also published on the Group's corporate website as an appendix to the Code of Ethics.

Bouygues Construction

Bouygues Construction uses the whistleblowing system described in the Bouygues group's Code of Ethics. Details are also provided in the practical guide available on the intranet and issued to employees of Bouygues Construction during their induction.

Bouygues Immobilier

A permanent notice about the corporate whistleblowing system may be found on the Bouygues Immobilier intranet. A permanent banner appears on the intranet home page. A reminder of how the system works is also included in the two on-line training modules on ethics. These modules are compulsory for employees of Bouygues Immobilier.

Finally, employees may also raise a whistleblowing alert by email (alerteprofessionnelle@bouygues-immobilier.com).

Colas

A booklet containing Colas' compliance procedures was issued in April 2019, bringing together in a single document all internal processes introduced in application of the Code of Ethics, compliance programmes and the general principles of internal control. In September 2020, an updated version of this booklet was distributed to all the companies in which Colas directly or indirectly owns a stake of at least 50%. In particular, the update covers the introduction of digital tools (including E-Comply, a software programme developed by Colas to digitise Compliance procedures), policy changes (especially regarding gifts and invitations) and feedback received following the booklet's first full year in use. One section of the booklet covers procedures and rules for gathering and responding to whistleblowing alerts relating to ethics.

ColasShare, an intranet site on compliance matters, has also been set up, serving as a repository of all information on the subject (documentation about ethics, training materials, whistleblowing procedure, etc.).

TF1

TF1 uses the whistleblowing system described in the Group's Code of Ethics. Employees can access the whistleblowing platform from the Ethics sections of the existing intranet sites. Alerts can therefore be raised using the Bouygues group's whistleblowing platform.

The arrangements for logging whistleblowing alerts were presented to employee representatives of TF1 and at sessions to raise awareness of the Sapin 2 law and business ethics. A specific message on this subject was also made to TF1 group employees via the corporate intranet, VousFaitesTF1. Information about this whistleblowing platform will be regularly reiterated, particularly during the training courses aimed at people considered to have the highest exposure to risks of corruption in the TF1 group.

Bouygues Telecom

The campaigns to raise awareness of the Anti-Corruption compliance programme and, more particularly, the corporate whistleblowing platform were continued during 2020. Videos made for this purpose were regularly disseminated on internal media, particularly by means of dynamic visual displays on all the screens at the company's various sites and on its corporate intranet. Furthermore, the visibility of the whistleblowing platform has been optimised to make it easier to access (increased number of key words to facilitate access to the platform).

(a) 1913 is a subsidiary of Bouygues Telecom with a focus on businesses, especially SMEs and intermediate-sized enterprises.

(b) Keyyo is a subsidiary of Bouygues Telecom that specialises in solutions for SMEs and micro-businesses.

Risk mapping

Pursuant to article 17.II.3 of the Sapin 2 law, Bouygues ensures that each business segment maps its risks of exposure to corruption.

This risk map calls for a thorough knowledge of the internal processes of the Group's business segments. Each business segment has therefore drawn up its own map in conjunction with its operating entities in order to cover the specific features of each sector of activity.

The Group business segments with a significant international presence have also carried out this exercise for their main subsidiaries. At Bouygues Construction, the risks of exposure to corruption are mapped onto different factsheets for each country. These were used to draw up a list of 39 countries, representing over €12 billion of sales. At Colas, the subsidiaries have drawn up 65 maps by business line and by country using a shared software programme (Colasmap).

This method, which is still being implemented, enables the Bouygues group to obtain an overview of current corruption risks and strengthen its prevention measures.

Assessment of third parties

Owing to the diversity of its activities and its international presence, the Bouygues group calls on the services of a very large number of third parties. In order to protect themselves from the legal, financial and reputational risks that may arise from a business relationship with a partner, the business segments have set up processes for assessing the integrity of counterparties when such a relationship is under consideration.

Tools were therefore introduced throughout the Group to enable all the business segments to assess counterparties presenting a risk. Each business segment adapts the tools supplied and/or supplements them with additional measures so as to take account of the specific features of its activity, especially the relationships it maintains with counterparties. The business segments have therefore published specific procedures and policies for certain activities and transactions that could present risks (such as "patronage and sponsorship" policies). They have also brought in questionnaires on the anti-corruption rules, including questionnaires aimed at the higher-risk categories of third parties (such as intermediaries or third parties connected with merger and acquisition transactions).

Finally, various digital databases and external service providers are used to assist with internal processes, depending on the characteristics of the relationship or transaction under consideration.

Once the assessments have been completed, the entity concerned may decide to enter into a relationship with a counterparty, continue with a current relationship or alternatively terminate it.

Internal assessment

The Sapin 2 law requires companies to run internal assessments to evaluate the measures in place.

Combating corruption is a theme of the Group's Internal Control Reference Manual. A business segment may add specific provisions to this manual where necessary to make the compliance programme more effective.

(a) Data Protection Officer.

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.

Audit departments, assisted by the ethics officers, may be periodically asked to check that the activities comply with the principles of the compliance programme and the Internal Control Reference Manual of the Group and its business segments.

External audit firms may be appointed by the Group or a business segment to detect any instances of corruption, especially when the Group or the business segment has reliable indications suggesting that there has been wrongdoing.

Disciplinary sanctions

The Sapin 2 law requires that companies implement disciplinary sanctions that will apply to its employees in the event of a breach of the company's code of conduct.

It stipulates that when a company discovers an incidence of corruption, it should verify the facts and consult the necessary internal and external advisers before taking any legal action such as filing a complaint with the legal authorities. Senior executives or employees who breach the provisions of the compliance programme or engage in bribery or corruption will be liable to punishment, which may include termination of their executive office, disciplinary action and dismissal. Senior executives and employees will be responsible for paying any fines and other financial sanctions imposed on them by a court.

3.4.1.2 Security of personal data

The protection of personal data was strengthened following enactment of Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (the General Data Protection Regulation, or GDPR).

Bouygues Construction

Bouygues Construction has developed a personal data protection policy geared primarily towards the processing of data produced by IT systems used by human resources departments.

Bouygues Construction has entrusted the governance of personal data protection to the company's IT and legal departments. This policy is managed by the DPO^(a) of Bouygues Construction, with the assistance of a network of officers (including DPOs) distributed throughout the entities of the business segment, and drawing on expertise provided by the IT and legal departments.

Applications containing personal data are reviewed in accordance with GDPR principles, such as privacy by design and privacy by default, with the review also examining mentions of personal information. The management of requests for access rights is organised by means of email addresses reserved for employees and external requests respectively.

Many classroom-based training courses have been held at Bouygues Construction to educate and support the IT specialists who process personal data, as well as the employees in the departments concerned. An on-line training course available in three languages has also been rolled out to make employees more aware of these issues.

Finally, given its many operations throughout the world, Bouygues Construction worked with CNIL^a to obtain certification for its Binding Corporate Rules (BCR). An application has been sent to CNIL, and Bouygues Construction is waiting to hear back. The aim of this procedure is to provide a legal framework for use with countries not subject to GDPR.

Bouygues Immobilier

Bouygues Immobilier continued to implement its compliance drive in 2020, enabling it to respond to the requirements of GDPR as regards:

- strengthening the data security policy, in particular by introducing a more rigorous review of the system for authorising access to its IT system;
- setting up mechanisms for purging personal data from databases containing details of existing and potential customers, with due regard to the legal retention periods for such data;
- updating the employee education campaign by means of two on-line training modules on personal data and the main principles of GDPR, a specific section on the intranet and classroom-based courses run by the DPO;
- maintaining a data protection register for all the subsidiaries of Bouygues Immobilier.

Colas

In view of the nature of its business, Colas has made it a priority to implement a policy to protect the personal data of its employees.

In 2020, measures to protect all personal data were enhanced to reflect the growth in innovation activities. This mainly took the form of a review of applications in accordance with the principles of “privacy by design” and “privacy by default”.

In September 2020, the decentralised governance implemented by Colas resulted in a data protection officer (DPO) being appointed at Colas SA and a legal expert specialising in the protection of personal data being posted to the group legal and compliance department. The DPO can call on a global network of 37 officers drawn from Human Resources. These officers are assisted in their work by members of the legal and IT departments.

Policies for the protection of employees’ personal data and data for the attention of third parties have been published. Procedures for managing the rights of individuals and breaches of personal data have also been disseminated, together with standard templates for contractual clauses.

These resources are posted on an intranet site dedicated to GDPR (“ColasShare”), accessible to all employees and available in English and French.

As a global company, Colas has also drafted Binding Corporate Rules (BCR), which will be submitted to CNIL, the French Data Protection Authority. Once approved, the document will be rolled out to all subsidiaries.

TF1

TF1 appointed a data protection officer (DPO) for TF1 and Newen in May 2018. This person manages a network of 54 data, operational and legal officers from each of the departments or subsidiaries of TF1 and Newen. A DPO attached to the legal department of Unify was also appointed for all the entities of the Unify group (apart from Gammed!, which has its own DPO).

TF1 has introduced a general GDPR policy that all TF1 employees must uphold, comprising internal rules and guidelines on data protection for each business segment.

In order to comply with the principle of responsibility, TF1 and its subsidiaries have also developed procedures for managing the rights of individuals and breaches of personal data, as well as various sets of standards, such as the one relating to data retention periods, the Security checklist and the privacy by design checklist.

The internal regulations, business activity factsheets, procedures and various standards are available on the corporate intranet under GDPR, thereby making it easier for employees to access the compulsory documentation.

Finally, a data privacy tool has been rolled out to enable:

- a smooth compliance implementation process;
- standardisation of processing register updates;
- the management of access requests received by TF1 departments.

Bouygues Telecom

In 2020, Bouygues Telecom continued with the measures implemented since GDPR came into force, particularly the wider use of governance committees both at Bouygues Telecom and in its subsidiaries. It also set up a process to ensure that the company’s documentation is regularly updated.

In addition, Bouygues Telecom has run campaigns to raise awareness of data protection issues. These were aimed at its employees (by means of a compulsory on-line training module on processing data) and its customers (for whom Bouygues Telecom runs campaigns to raise awareness of phishing^b).

In 2020, Bouygues Telecom also rolled out consent management platforms in order to ensure the robustness of the consents collected and help customers select options.

Finally, Bouygues Telecom continued to secure its IT system and strengthen its detection measures.

(a) The French Data Protection Authority.

(b) Fraudulent activity on the internet designed to obtain confidential information from victims with the aim of defrauding them.

3.4.1.3 Ethical reporting

The pandemic underlined the social impact of TF1's activities and the public service it provides as a broadcaster of news and information.

TF1 went beyond disseminating the government's messages about safety precautions and chose to extend its news bulletins significantly. Its aim was to cover the pandemic as fully and rigorously as possible in order to prevent the virus spreading and hospitals being overwhelmed, while also presenting new daily updates about the positive actions taken by the French population.

Doctissimo has carved out a position as a digital health brand that is both pioneering and trusted. In 2020, Doctissimo enhanced its professional reputation in the eyes of its users by setting up a new medical committee chaired by Dr Gérald Kierzek. This committee, which consists of physicians and some 30 experts, covers a very wide range of disciplines and helps TF1 provide reliable, properly sourced editorial coverage of numerous diseases.

Upholding its public commitments in the area of ethical news coverage is of central importance to TF1 as it strives to ensure that its news department acts responsibly and independently and that its programmes meet

broadcasting standards, under the guidance of the Broadcasting activity and the General Counsel.

- The TF1 News department is tasked with ensuring that ethical principles common to the industry are followed in its newsrooms.
- In France, the main journalist trade unions have adopted an ethical charter setting out professional standards for the industry. It can be consulted on the website of the SNJ (Syndicat National des Journalistes).
- The ethical charter specifically for TF1 journalists was signed on 28 January 2019. It was sent to all the company's journalists on 13 February 2019. Every newly employed journalist receives a copy of the charter when signing their employment contract.

In 2017, a committee of leading independent experts was set up to help ensure compliance with the principles of honesty, independence and diversity of viewpoints in news gathering and programmes on TF1 channels. This committee met twice in 2020. The TF1 News department pays extremely close attention to image sources and prohibits the use of amateur video clips when their origin cannot be accurately ascertained. When amateur videos that can be cropped and edited are used, the channel inserts the message "amateur video", specifying the date on which the images were recorded, if possible.

3.4.2 Product and service quality, safety and comfort

At the Bouygues group, respect for customers and users of its products and services 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 requirements that it imposes on the quality and user comfort of its products.

3.4.2.1 Protecting consumer and user health and safety

Air quality within buildings

Bouygues Construction and Bouygues Immobilier have been working for several years to improve the air quality inside 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 Energies & Services, Linkcity, Atmo Aura and the "Météo du souffle" ("Respiratory Wellbeing") initiative are testing an indicator for measuring air quality at Eureka Confluence in Lyon as part of the Industrial Demonstrator for Sustainable Cities (DIVD) programme.

In 2017, Bouygues Immobilier staff based in Toulouse helped design a special label attesting to indoor air quality in new housing. Called "Intairieur", it is backed by Immolab and was the brainchild of property and construction experts with help from healthcare professionals. Launched in early 2018, it was applied to Oreka, a development of 174 housing units located in Le Séqué eco-neighbourhood in Bayonne. This development was the first housing project carrying the "Intairieur" label in France in 2019.

(a) Relating to the sense of touch, tactile perception.

Electromagnetic fields

In 2020 Bouygues Telecom helped update the French Telecoms Federation's brochure on mobile phones and health to take account of the new statutory regulations on publishing the Specific Absorption Rate (SAR) of radio equipment. The new version is distributed to all new customers and to existing ones when they change their SIM card.

Additionally, the head, body and limb SARs of radio equipment have been published on all of Bouygues Telecom's distribution channels and are included in its advertisements featuring radio equipment. Bouygues Telecom has changed its trade practices for marketing handsets so that each mobile phone that is distributed meets the new European Radio Equipment Directive (RED).

Road safety

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

- producing a range of state-of-the-art road surfaces that provide 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);
- manufacturing road safety equipment (by Aximum, its road safety and signalling subsidiary).

As part of its "Safer@Work" research project, Colas and Volvo Construction Equipment are partnering to create a system which detects people in the vicinity of plant. Artificial intelligence is used to identify the presence of human beings. The system incorporates various kinds of warnings (audible, visual on-screen alerts in the form of radar or video images, and haptic^(a)) both for the operator and for people nearby (audible and visual). Its aim is

3 STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP)

Social information

to counter the major risk of collisions between plant and pedestrians. Tests will be carried out in 2021, with production scheduled to begin in late 2021 or early 2022.

An increasing number of vehicles are set to be fitted with on-board data collection devices in the future, within the limitations of each country's laws

and regulations (e.g. CNIL in France and GDPR in the EU). Positive results, such as a significant reduction in speeds, have already been obtained at Colas Rail Ltd (UK) following data-supported discussions with drivers about the risks of speeding. Colas has set a cross-subsiary target to reduce the overall accident rate. This benefits employees, their families (through the sharing of best practice) and road users as a whole.

Anais, for preventive management of a road network

Better road safety through the use of data is the underlying principle of Anais^a, a solution developed by Mobility by Colas in partnership with Michelin Driving Data Intelligence. By analysing data provided by volunteer drivers, the system contributes to road safety by identifying dangerous areas on the road network.

A box containing a large range of on-board sensors is used to track how vehicles behave on the road, with the data being fed into the Anais database. The data are geolocalised, anonymised and cross-referenced with other criteria such as weather, vegetation and signalling. The aggregated information is then analysed to identify potential hazard areas, for example where road surfaces are worn or where there are potholes, or where there is a risk of skidding in bad weather. Each box measures deviations in vehicle trajectory, longer braking distances than normal and instances of emergency braking. All this information is cross-referenced and contextualised by Anais. The road network manager receives notifications so that maintenance can be targeted to the stretches requiring attention. These recommendations lead to improved infrastructure, lowering the risk of accidents through the installation of heavy-duty skid resistant surfacing, illuminated road signs, rumble strips and so forth.

In February 2019, Anais was awarded the 2019 Road Safety Innovation Trophy, in the Emergency interventions and road space development category. It has been operational since May 2019 in France's Eure-et-Loir administrative department, the first local authority to adopt it.

Meanwhile, as part of the Dijon smart city project, Bouygues Energies & Services has developed a road-traffic regulation system, based on an instant warning system which enables the relevant municipal services to take effective action.

3.4.2.2 Product and service usage quality

The Bouygues group's aim is for quality and user comfort to be the distinguishing features of its products and services.

Better urban living

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 local services, soft mobility, digital services and urban biodiversity, for example.

Bouygues Immobilier's "co-living"^b solutions facilitate access to housing for young professionals aged between 25 and 40 and offers living spaces adapted to current needs (variety of communal areas, flexible contract length, choice of services). Wojo's "co-working" initiative offers a new way of working. It provides places where people can work in comfort and a range of sometimes mould-breaking solutions to the problem of how to do so efficiently. Bouygues Immobilier now intends to incorporate this approach into the design of major corporate headquarters in response to rapidly changing demand patterns. Wojo currently operates 12 sites, in France and Spain.

(a) A French acronym for Acquire, Digitise, Analyse, Inform and Make Safe.

(b) Dwellings with private areas and areas shared with other residents, combined with services such as a laundry.

Ginko, an eco-neighbourhood that combines environmental protection with an exceptional living environment

Ginko, in Bordeaux, is one of the flagship projects of Bouygues Immobilier's UrbanEra programme, which seeks to help local authorities develop sustainable neighbourhoods for the cities of the future:

- Services: communal gardens co-managed by residents have been created to help people become more involved with their community. Co-creation workshops attended by residents have enabled new services and activities to be set up (neighbourhood app, co-working space, café, etc.).
- Energy: thanks to its wood-fired biomass heating system, Ginko is the first eco-neighbourhood in France to have 80% of its heating provided by local, renewable energy.
- Urban services and mobility: 50% of the road space is reserved for soft mobility and there are parking spaces for 300 bicycles. Ginko is served by three tram stops less than 300 metres from homes and offices.
- Biodiversity and urban nature: to protect the ecosystem, 150 trees have been retained and over 1,300 trees planted. Roof gardens combine energy efficiency with urban biodiversity. A 4.5-hectare park has been landscaped for local residents to enjoy. Finally, 40% of the neighbourhood's ground surface is permeable, thus allowing rainwater to seep into the water table.
- A sustainable, responsible neighbourhood: efforts to make occupants more aware of energy-saving measures (introductory handbook and involvement of the Unis-Cité and Médiaterre non-profits), diversity of residents (owner-occupiers, social housing and affordable housing).
- Water and waste management: an efficient water management system has been set up, which includes recovering rainwater from roads and buildings. Three canals running into the lake help with urban cooling.

Losinger, a Bouygues Construction subsidiary in Switzerland, has developed a method of neighbourhood design known as MODDa, in conjunction with the School of Engineering and Architecture Fribourg (HEIA-FR). This project takes account of the preferences of each population category as regards habitat and environment. After being developed and tested in five neighbourhoods, it is now in general use by Losinger Marazzi in Western Switzerland. Following the success of the Swiss project, this approach was introduced to France under the name "Mixcity" in 2017. It was initially applied in the northern and southern France.

Mixcity seeks to define strata in ways other than socio-professional categories (qualitative and quantitative) and to identify the preferences of each social class as regards accommodation and the neighbourhood (amenities, interaction with neighbours, presence or absence of nature, level of enthusiasm for technology, security), and to incorporate these into the design of the neighbourhood (urban morphology, public spaces, architectural elements). In 2019, the approach was used for three neighbourhood projects: Les Fabriques in Marseille; La Chocolaterie in Noisiel (near Paris) and La Distillerie in Villeneuve-d'Ascq (northern France). These projects continued to receive support in 2020.

Bouygues Construction and Bouygues Immobilier both offer connected services to their residential customers.

- Bouygues Immobilier's Flexom service, launched in 2016, can be used to manage household features such as lighting, shutters or heating, either from inside the apartment or remotely, using a smartphone or tablet.
- Bouygues Construction's "Wizom Connected" offer can be used to manage housing units on the scale of an entire building. It has already been fitted to several residential properties in the Paris region, including a social housing development. In April 2018, Bouygues Construction unveiled its adaptable housing offer Wizom for Life, which provides support to occupants at every stage of their lives. The effectiveness of the Wizom for Life offer has been tested and validated on several

developments such as Azaïs in Sanguinet (south-west France), Résidences Vertes in Pulnoy (north-east France) and Ivry Confluences in Ivry-sur-Seine (Paris region).

Protecting young viewers

Lastly, the Bouygues group's media and telecoms businesses strive to shield younger viewers from the risks arising from television and the web. Since TF1 introduced its youth programming slot, all purchased series aimed at young people are viewed by the creative teams and/or a child psychologist. If the psychologist considers images unsuitable for children, this person will suggest cuts, or will occasionally judge episodes to be unacceptable for broadcasting. Bouygues Telecom operates a proactive policy to shield children and teenagers from inappropriate web content.

- In February 2019, Bouygues Telecom and its ad agency BETC Paris won the Top/Com Grand Prix 2019 (Campaign section) for "*Les bonnes pratiques du numérique, on en fait une affaire de famille*" ("Good digital practice is a family affair"), a campaign that ran in September 2018. After publishing two papers on French digital technology usage (produced by the market research body Institut CSA), Bouygues Telecom launched a media campaign and distributed a guide to digital best practices for children and their parents, which was handed out in its stores.
- In 2020, Bouygues Telecom offered useful new content to parents as part of its ongoing efforts to assist parents and protect children in their digital lives. A document entitled "*Enfants et usages du digital : on vous accompagne*" (Children and digital use: we're here to help you) is available on the Bouygues Telecom website. It offers practical advice to help combat digital risks in areas such as social networks and cyber-bullying and gives tips on the reasonable use of devices.

3.4.2.3 Accessibility of products and services

The Bouygues group aims to make its products and services widely accessible, especially those of its media and telecoms businesses.

(a) Methods and tools for the sustainable development of neighbourhoods.



To help narrow the digital divide, the French government and mobile phone operators, including Bouygues Telecom, in January 2018 signed an agreement called the "New Deal for Mobile", which aims to speed up roll-out of 4G in areas where network coverage is poor, focusing on so-called not-spots. This requires operators to equip 75% of their existing mobile sites in areas with inadequate mobile coverage – especially not-spots – with 4G by 31 December 2020. The roll-out of 4G is all the more important because the need for strong connectivity for everyone, in all parts of the country, was highlighted during the lockdown. Bouygues Telecom reached this objective ahead of schedule, on 5 November 2020. Despite the difficulties caused by the pandemic, when the roll-out was slowed down by months of restrictions, Bouygues Telecom’s network teams were able to bring 4G to rural areas. Emergency generators were used on a temporary basis so that certain telecoms sites could be brought into service as rapidly as possible. Residents newly covered by 4G were therefore able to make use of the service straight away and thus keep in touch with family and friends. This outcome underlines the fact that Bouygues Telecom, the number-one operator in rural areas since 2018, is committed to serving the whole country. It now offers its high-quality, powerful 4G network to more than 99% of the population in mainland France. Nationally, Bouygues Telecom came second for the quality of its network in cities, along transport routes and at tourist sites.

To study novel uses of smart technology, the Bouygues group has created a “5G accelerator”, which houses under one roof all its projects relating to smart mobility, smart city, smart building and smart entertainment – fields in which it is extremely active. Bouygues Telecom ran the first real-life 5G tests in Bordeaux in July 2018 and in Lyon in January 2019. It is continuing to expand the fifth generation of mobile technology by regularly rolling out new 5G sites, thanks to the operating licences issued by Arcep^a. In October 2020 Bouygues Telecom acquired a 70MHz block of 3.5GHz spectrum that will be used to roll out 5G, thus doubling its portfolio of frequencies. 5G will initially help to support the strong growth in usage, and then facilitate the creation of a whole raft of new services that will benefit both households and businesses.

In 2019 Bouygues Telecom launched its Keep Connected service, which guarantees Bbox customers an internet connection at all times, right from the start of their contract. New customers are provided with a 4G dongle in the shop, enabling them to connect all their devices to Wi-Fi immediately.

Furthermore, in June the Paris Transport authority (RATP), Île-de-France Mobilités and the four mobile phone operators in France announced that

100% of the metro and suburban rail networks are now covered by very-high-speed mobile services. Achieving 4G coverage in over 300 underground stations and tunnels involved considerable work, much of which took place at night. In total, 300 kilometres of cable, 280 wiring cabinets and 321 telecoms sites (shared between the operators) were installed in spaces that could be cramped and over a century old.

Since 2005, Bouygues Telecom has been working to help the disabled access electronic communications services in a number of ways:

- by offering information and invoices in Braille or large print;
- by making customer services accessible to people with total or partial hearing loss;
- by making its telephony services and interpersonal communications accessible for people with total or partial hearing loss, impaired sight or aphasia, since 2018. The mobile app Rogerveoice, a Bouygues Telecom partner, enables people who are deaf, hard of hearing or aphasic to use the telephone by relaying their calls. Bouygues Telecom credits such customers with one hour of communication per month. During lockdown, the number of hours of communication was doubled to enable them to stay in touch with family, friends and healthcare in these unprecedented times;
- by engaging with non-profits representing persons with disabilities in order to achieve a better understanding of their expectations and take account of their needs when designing new products and services. The B.tv application, which provides access to around one hundred TV channels, and the new Bbox menu have been enhanced after holding discussions with the main stakeholder groups and taking their comments and suggestions into account. Improved graphics and screen-readers for these services have made them more ergonomic and easy to use.

TF1 has also signed and implemented the CSA^b Charter on Subtitling Quality. The TF1 main channel ensures that its programmes are accessible, especially to people with impaired hearing or vision by using subtitling and audio description. The other channels operated by TF1 also exceed the statutory requirements as regards subtitling and the provision of audio description. As regards the accessibility of digital content, the programmes on the group’s channels that are broadcast with subtitles or audio description are offered on the MYTF1 catch-up service with the same level of accessibility as that available on the channels directly. Additionally, the introduction of “FACIL’iti” on the websites and on LCI enables internet users to read web pages in a format adapted to their disability based on data they have supplied on the “FACIL’iti” website

3.4.3 Socio-economic impacts worldwide

The purpose of the Bouygues group’s activities is to provide solutions that drive progress and support the major changes within society. Its business activities have an impact on regional and local development through the construction and maintenance of road and rail transport infrastructure and buildings as well as through the expansion and operation of a telecommunications network.

3.4.3.1 Revitalising the economy

Developing the means of communication

The roll-out of very-high-speed technology (4G and fibre) to urban environments and more sparsely populated areas is helping local and regional economic development as well as expanding digital services to as many people as possible, including in rural areas.

(a) The French telecoms regulator.
 (b) The French broadcasting authority.

Fibre-optic networks add to the appeal of many towns, cities and regions, and this is helping to fuel innovation. The high speeds available and the signal stability are encouraging the boom in e-learning, working from home and e-health. Bouygues Telecom has announced ambitious plans to invest in fibre to meet the rising demand from households for fixed very-high-speed broadband. The roll-out of the fibre-optic network picked up speed in 2020. Bouygues Telecom's objectives were accordingly revised upwards, from 22 million to 27 million premises marketed by 2022. Bouygues Telecom had nearly 17.7 million FTTH^a premises marketed at the end of 2020, up four million year-on-year. As well as laying fibre in urban areas, Bouygues Telecom distributes its services on Public Initiative Networks (PINs). Agreements have been signed with the PINs of Axione, Covage, Altitude Infrastructure, TDF, Orange and SFR.

Helping French SMEs reach out

Additionally, TF1 Pub is offering new entrants a product called "First". This enables French SMEs to advertise on preferential terms. In 2021, TF1 Pub is launching a targeted television advertising service which will offer new opportunities to French SMEs.

3.4.3.2 Housing people

Helping provide access to housing and urban services

With its diverse offers, Bouygues endeavours to meet the needs of first-time buyers and social housing occupants. Bouygues Immobilier markets a portion of its developments (31% of block reservations in 2020) to social landlords. It also develops housing adapted to senior citizens (e.g. Les Jardins d'Arcadie). Additionally, the eco-neighbourhoods developed by Bouygues seek to factor in social diversity and access to public amenities.

Fighting fuel poverty

Bouygues Construction's programme provides energy renovation for social housing, without the need to decant the occupants, and helps social landlords reduce fuel poverty among low-income households. The company has signed the "EnergieSprong" charter, the purpose of which is to support the mass roll-out of energy renovations in social housing. This Europe-wide initiative is based on a high-grade level of specifications: zero-energy renovation^b guaranteed over 30 years; one-week renovations without decanting residents; cost overruns funded by the resale of renewable energy and energy cost reductions; and a focus on occupant satisfaction. Two pilot projects have been implemented (in Hem and in Longueau, both in northern France), the first of which was handed over in summer 2019.

The Socially Responsible Housing programme, which arose from an innovation partnership between the action tank "Entreprise et Pauvreté" and Bouygues Bâtiment Île-de-France Habitat Social, is committed to building affordable housing for low-income households and those which do not qualify for social housing in their local area. A project in Stains, near Paris, consists of two buildings containing 59 high-quality apartments

(a) Fibre-To-The-Home.

(b) Thermal renovation aiming for a passive energy score.

(c) French national committee for coordinating and evaluating groups of employers that promote occupational integration and vocational training.

(d) "Hébergement, Orientation, Parcours vers l'Emploi": a project offering accommodation, guidance and pathways to employment.

offered at rents that are 20% lower than for a conventional programme, with handover scheduled for the third quarter of 2021.

3.4.3.3 Employing local people

The presence of the Group's activities in a given place helps to develop and sustain employment. Its business segments, whether in France or elsewhere, use local labour as a priority and encourage the development of local subcontractors. Colas has a positive impact on employment and regional development where it operates, through its workforce of 54,651 employees worldwide and network of long-standing local units. As customer proximity is a priority, jobs cannot be relocated abroad.

France

The Group's companies span all of France (59% of sales and 66,117 employees). As such, the Group operates at the heart of regional economies and is a driving force for local employment.



The Group's business segments are drivers of occupational integration. 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.

In 2017, Bouygues Construction set out an ambitious policy for employment and occupational integration. This takes a more qualitative approach, especially as regards initiatives to help job-seekers and secondary school students in priority education networks.

Bouygues Construction is continuing its partnership with Institut de l'Engagement, of which it is a founding partner. Institut de l'Engagement helps young people to pursue rewarding and often unconventional career paths and become responsible citizens as they achieve their career goals: returning to study, seeking employment, setting up a business or partnership, etc. A jury selects and mentors the candidates. They then benefit from workshops and conferences on a variety of topics, including diversity and equal opportunities. Employees of Bouygues Construction may serve on juries and participate in workshops and conferences. Colas has signed local partnership agreements with GEIQs^c with the aim of boosting the employment of people who are having difficulty entering the jobs market or returning to work. The GEIQs recruit people from the target groups and then place them with member businesses, arranging a mixture of theory and hands-on work experience. Furthermore, some entities in mainland France have increased their involvement in the Hope^d project, which aims to address the specific difficulties faced by refugees upon reaching France. Each of them is given lessons in French, training in worksite health & safety and is offered a placement to see the company at work.

Bouygues Immobilier is a founding member and trustee of the Hauts-de-Seine Second Chance School (E2C), which assists young adults who are struggling to enter the jobs market. The Second Chance School offers places to young people between the ages of 19 and 25 who have no qualifications and do not meet the criteria for gaining stable employment, but who wish to gain a foothold on the career ladder.

Finally, the initiatives of the TF1 corporate foundation focus on diversity and helping young people find employment. Each year it uses a competitive process to recruit young people between the ages of 18 and 30 from disadvantaged areas. Additionally, the foundation each year organises an inter-company internship scheme aimed at 14/15-year-olds. Although these internships were delivered on-line in 2020 owing to the pandemic, they reached 660 students in the year 2019/2020, culminating in a contest to help them gain practice in presenting the oral placement report.

TF1's patronage initiatives placed particular emphasis on occupational integration, working with organisations such as Sport dans la Ville – a major partner which helps young people from disadvantaged urban areas. This partnership covers the mentoring of young people by executives from TF1, work experience for 14/15-year-old pupils and financial support for "L dans la Ville", a sub-programme that promotes the occupational integration of girls.

Bouygues Construction indicators

Indicator	Scope (activity or region)	Coverage:	2020	2019	Remarks
Number of hours devoted to occupational integration and the corresponding FTE ^a equivalent (France)	France	45.3% of Bouygues Construction's consolidated sales	1,366,562	1,078,625	Since launching official programmes to support employment and occupational integration in 2017, Bouygues Construction has continued to demonstrate its strong commitment in these areas. It went above and beyond its contractual obligations in 2020, implementing specific measures across all its locations.
Percentage of expenditure favouring local companies	Global	96% of Bouygues Construction's consolidated sales	90%	90%	This indicator was stable at a high level. Local purchasing equates to a purchase within the country.

(a) Full-time equivalent.

International

The Group endeavours to source site workers and supervisory employees locally, which strengthens its position in terms of direct and indirect employment, fosters the transfer of expertise and supports local communities.

Since 2012, the subsidiaries of Colas Canada have been taking steps to ensure that the teams working on construction sites located in the ancestral lands of the First Nations^a include workers who are members of those peoples. A nationwide approach is currently being drawn up in order to define a more comprehensive strategy. For example, this may include setting up partnerships on common themes, establishing training programmes (literacy, efforts to combat addiction, etc.) and prioritising the hiring of indigenous populations.

AW Edwards, Bouygues Bâtiment International's subsidiary in Australia, has for the past five years implemented a series of specific measures (apprenticeship programme, support from mentors who are themselves Aboriginal Australians) to integrate indigenous Australians and recognise their culture in the day-to-day life of the company.

3.4.3.4 Helping build harmonious communities

TF1 wants all its TV channels and websites to reflect the full range of diversity seen in society and avoid stereotypes. Quantified pledges are disclosed to the industry regulator annually. Furthermore, a memo is sent out every year to producers of news-related programmes, game shows, entertainment and reality TV shows at TF1's main TV channel to increase awareness about diversity in the shows they produce.

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

3.4.4.1 Dialogue with stakeholders

At Bouygues, dialogue with stakeholders is conducted at three levels: group, business segment and at the local level.

The Group dialogues with stakeholders, including extra-financial ratings agencies, the investor community, trade unions, government departments and NGOs in an effort to take their expectations increasingly into account.

In 2020, Bouygues published its third Integrated Report^b as a summary of the Group's vision, strategy (and that of its business segments) and corporate culture, showing how it creates value for its stakeholders and presenting its four key pledges.

(a) Indigenous Canadians.

(b) bouygues.com (home page, Publications).

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.

Listening to customers and fulfilling their requirements

Ever since the Bouygues group was founded, being attentive to customers and ensuring their satisfaction have been regarded as key success factors. Measuring customer satisfaction is a basic requirement of ISO 9001 (quality management system). Bouygues Construction and Bouygues Immobilier

encourage customer surveys to be carried out at the end of each commercial phase.

Worksite customers take pride of place in Bouygues Construction's TopSite label, which can only be granted with their approval.

Bouygues Construction makes it a priority to listen to the diverse expectations of all residents and place them at the heart of its projects. They are involved at all stages – before, during and after handover. A range of different solutions is offered to encourage people to work together, with special emphasis on reinforcing bonds (meetings, dedicated apps, co-designing projects with the residents). This is exactly what Wizom Réhabilitation has to offer. The latter has three main areas of focus: build harmonious communities, upgrading property in a sustainable way and making urban environments more attractive.

For example, Colas Bâtiment gives out satisfaction surveys to residents during maintained occupancy rehabilitation projects. These aim to measure satisfaction according to four criteria: information before the work commenced, the quality of the work, the clean-up afterwards and relations with the company. The survey results reveal that the “Relations with the company” criterion achieves the highest satisfaction rating.

The many awards Bouygues Telecom received in 2020 attest to its policy to innovate and thus enhance customer experience and satisfaction:

- Bouygues Telecom won the 2020 Customer Excellence award presented by l'Académie du Service, Ipsos and Trustream Finance. In a competitive market with ever more stringent customer expectations, Bouygues Telecom set up a Customer and Employee Experience department. This designs, optimises and monitors the purchasing process and the tools staff can use for this purpose, with a particular focus on quality, seamlessness and user-friendliness.
- In February 2020 Bouygues Telecom was named “Best Fixed and Mobile Operator” in a survey by French magazine *60 millions de consommateurs*, which is published by Institut national de la consommation (INC)
- In September, *Relation Client* magazine awarded Bouygues Telecom a “CX Gold Award 2020” in the “Best Data & Customisation Strategy” category. This award was partly for “Mon assistant Bbox”, a service offered to all Bouygues Telecom customers, enabling them to manage or troubleshoot the router from home without outside help.

“Be Progress”, a tool designed in July 2018 to optimise feedback from customer advisers and sales staff in direct contact with customers, helps manage the customer experience more effectively. It simplifies the process so that complaints and errors affecting the customer experience can be sent and resolved more easily as part of a team effort.

The Customer Committee, which was renewed in 2019 and is composed of 20 customers of Bouygues Telecom selected according to a variety of criteria, has given customers a say in the continuous improvement of products and services since its launch in 2015.

At TF1, the news mediator receives opinions, queries and any complaints concerning news broadcasts on TF1 and LCI, via the Viewer Relations section on the LCI website. The news mediator provides explanations about how television news is produced and the rules by which it must abide. This person also notifies the newsrooms whenever several similar opinions are voiced by viewers.

Constant dialogue

External social media are an excellent channel for exchanging ideas with stakeholders. Besides TF1, several of the Bouygues group's entities run blogs discussing current and future trends on which users can comment: *BouyguesDD* (www.bouyguesdd.com), *L'innovation partagée* (www.bouygues-construction.com/blog), the forward-thinking blog *Demain la Ville* (www.demainlaville.com) and *Le Mag* (blog.bouyguetelecom.fr).

Each of Bouygues Immobilier's flagship projects is accompanied by comprehensive online content, posted on a dedicated website or on social media, for the purposes of informing and exchanging information with project stakeholders.

At Bouygues Immobilier, the quality-enhancement strategy is a constant way of exchange with customers, albeit indirectly. Satisfaction surveys carried out at the time of purchase and handover, together with the results of the Net Promoter Score^a, provide information about customer expectations and ensure the continuous improvement of services and construction quality.

With the assistance of its customer advisers, Bouygues Telecom develops and monitors customers' digital experience on its own forums (Customer Area app) as well as on social media such as Facebook and Twitter. Bouygues Telecom supports all its customers in their digital lives through its help forum. Close, high-quality relations with its audience is a priority for TF1, which keeps permanently in touch with viewers through social media and the “TF1&Vous” page. Audiences can interact about shows and presenters at any time. TF1&Vous also won a prize in the “Best customer relations strategy” category at the “Grand Prix Stratégies de l'Innovation Média 2020”, which was judged by media professionals, advertising sales managers, advertisers and ad agencies.

During the pandemic, LCI.fr worked with Doctissimo to set up a chatbot^b, with the aim of responding in real time to all the questions put to it by the French population regarding the crisis, and also combating fake news. The TF1 group's virtual assistant, available round the clock on the LCI.fr website, was designed by the editorial teams at TF1, with expert assistance from Dr Gérard Kierzek, an A&E doctor who is also a health expert for TF1 and LCI, as well as from the teams at doctissimo.fr and the French start-up Clustaar.

In partnership with Sciences Po and Bluenove and with the support of Cognito, TF1 launched a citizens' consultation in April 2020 to explore the consequences of the pandemic, using an on-line questionnaire covering the following three topics:

- living with social distancing (teleworking, distance learning, telemedicine, e-commerce, the digital divide, etc.);
- our freedoms (health and freedom, safety and freedom, etc.);
- the world of tomorrow (the economy, the social fabric, etc.).

(a) Percentage of customers likely to recommend the brand, product or service (promoters), minus the percentage of dissatisfied customers (detractors)

(b) Software programme that simulates the way a human would behave as a conversational partner and can answer questions or trigger the execution of tasks.

3 STATEMENT ON EXTRA-FINANCIAL PERFORMANCE (SEFP)

Social information

The responses received are taken into account by the editorial teams at TF1 and LCI, and will form the basis for reports and discussions with public authorities.

Lastly, the mobile apps developed for residents of Bouygues-designed eco- neighbourhoods aim to improve communication with managers, local

authorities and developers, as well as with retailers present in the neighbourhood.

Bringing people closer together in residential projects

Bouygues Immobilier is rethinking the concept of housing in pursuit of harmonious living. To achieve this goal, its new housing units are designed to respond to the growing need for shared spaces and services (an extra room, terrace, concierge service, delivery and nursery services). Through “Entre Voisins”, a social media app which helps neighbours exchange services, Bouygues Immobilier is working to foster friendly, cooperative atmospheres in its apartment buildings.

Relations with residents are forged in the early stages of projects, as demonstrated by an initiative that took place in summer 2019. Five months before the application for the building permit was filed, drop-in events were held in order to present the Clos Saint-François project in Saint-Philbert-de-Grand-Lieu, western France. During the afternoon, around 50 local residents had an opportunity to meet the Bouygues Immobilier project team. An exhibition informed them about the history of the site, which once housed a religious community and is now due to have around a hundred dwellings built on it. A similar event was arranged to present the Sourdille project in Nantes, on the site of a former hospital built in 1930, once the design stage had been completed. The site is temporarily being used to house 53 refugees between September 2020 and March 2021.

Consultation exercises and local dialogue

At the local level, procedures have been introduced to encourage grassroots dialogue between site and worksite managers and local residents, and thus foster public acceptance of the Group’s construction businesses (Bouygues Construction, Bouygues Immobilier and Colas).

Bouygues Immobilier is developing consultation and co-design methods for its property developments. One example is Sollys, a collaborative housing project in Lyon Confluence. Ten future client-families are completing the co-design workshops for their homes. The co-design methodology is based on a combined working group bringing together experts and users to design the project together. To help produce a consensus, design thinking^a methods are used. Co-design brings together buyers before the handover of a housing development so that they can work together, making this a method conducive to the creation of more shared spaces.

A consultation consisting of three participatory workshops was held with the residents of the municipality of Claix, not far from Grenoble. The aim was to co-construct a Bouygues Immobilier project. Some 40 participants were able to make suggestions by moving foam pieces around on a board representing the surface area due to be developed at the site. The next two workshops responded to the concerns previously expressed (traffic, noise pollution, loss of property value) and refined the ground plan to achieve the right balance between urbanisation and green spaces. This innovative procedure took account of what the future neighbours would need in order to co-exist happily with the new development (preserving views, privacy, etc.), and helped make the project more acceptable to local residents and the municipality.

Shared concierge services are another useful way of forging ties within neighbourhoods. Services catering for various types of users (residents, employees or visitors) are available seven days a week, at all times of the day. Accessibility, ease of use and proximity are the watchwords. One example of a successful concierge service in action is in the Ginko eco-neighbourhood. It was created along with a café bar and a coworking space, providing residents with places to meet for both work and leisure.

Acceptance of production sites by local residents is a social responsibility issue of paramount importance to Colas worldwide. Its activities can affect the environment and/or people’s health in the surrounding areas in various ways (odours, dust, traffic, noise, other forms of pollution). Colas has established action plans focused on two areas:

- **exemplary production sites** – each site must implement progress measures that go beyond mere compliance with administrative or regulatory requirements. A system for registering complaints is set up at each site so that they can be followed up (response and resolution);
- **regular dialogue with local residents and authorities** – maintaining an open dialogue with local communities makes it possible to better understand their expectations, explain the reality and constraints of production sites, and promote mutual understanding to prevent crisis situations.

A Local Dialogue indicator has been added to the Environment checklist of previous actions in order to assess the extent of local dialogue and improve public acceptance of Colas’ activities. In 2020, these different local dialogue actions had been implemented at 43% (in terms of sales before inter-company eliminations) of Colas’ materials production sites.

(a) A creative design process.

Colas indicator

	Scope (activity or region)	Coverage	2020	2019	Remarks
Materials production sites working to promote dialogue with local communities^a as a % of sales before inter-company eliminations	Global	100% of the sales before inter-company eliminations of the materials production sites	43%	44%	The proportion (in terms of sales before inter-company eliminations) of materials production sites working to promote dialogue with local communities declined slightly (down 0.5 points) in 2020 compared with 2019. Although this proportion is stable throughout most of the Colas group, a downward trend is observable in the US (down 6 points) and Oceania (down 26 points).

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

Within the scope of their operations, Bouygues Construction and Bouygues Immobilier also implement initiatives promoting dialogue with local residents. On selected property-related and urban development projects, they listen to local people and stakeholders using methods such as interviews, digital co-creation platforms and vox pops with passers-by.

The “CityPlay” game, which was launched by Bouygues Construction several years ago via entertaining methods such as ‘serious games’, is evolving into a co-construction approach used by Bouygues Construction for urban planning. The aim is to design and develop more resilient, more inclusive and smarter cities. With CityPlay, Bouygues Construction offers a range of entertaining solutions, both virtual and actual, to transform our cities while turning citizens into designers and users into active participants, and encouraging residents to get involved. This is achieved in various ways:

- forward-looking workshops, to contribute to a local authority’s deliberations;
- serious games, to develop a project jointly with its end users;
- modelling of unique and hybrid spaces, to create a future community of users;
- intrapreneurship: an incubator for citizen-centred projects, to promote the emergence of ultra-local initiatives.

By leveraging a network of partners (institutions, businesses, universities and associations), these solutions can help cities turn their transformation projects into reality.

The CityPlay game has already had an impact on 37 projects, including La Maillerie in Lille (urban planning), Les Fabriques in Marseille (creation of new activities within a ‘makerspace’), Share in Tours (‘serious game’), and the Smart City projects of Bouygues Energies & Services.

3

Églantine, a sustainable eco-neighbourhood designed for and by its future residents

Églantine, in Switzerland, is a sustainable, environmentally-friendly urban district developed by Losinger Marazzi, a subsidiary of Bouygues Construction, and the Municipality of Morges. By summer 2022 it will provide more than 400 apartments in thirteen buildings located in the northern part of the municipality. This project is noteworthy because of the innovative participatory approach adopted, which has helped garner the support of most of the town’s residents.

In order to assist with the partial land use plan for the future neighbourhood, a participatory approach initiated in late 2014 resulted in the creation of a discussion forum called “Morges Dialogue”. This forum helped the residents of Morges form a positive view of sustainable urban development and gave them an opportunity to express their ideas about how the site will look in future. Brainstorming workshops, creative seminars, information meetings and site visits were held to enable local residents and community groups to state their views on a number of topics such as soft mobility, public spaces, the environment and harmonious living. The proposals put forward during these workshops were combined to form a shared vision for the neighbourhood and create a genuine sense of community endeavour. This participatory approach has been temporarily suspended during the works phase but will resume once the development comes enters its operational phase, which is expected to happen in spring 2021.

Bouygues Telecom is committed to a long-term process of dialogue and consultation with municipal authorities. As a signatory to the Operator-Municipality Guidelines (GROC) since 2006, and a partner in several associations of elected representatives, Bouygues Telecom and its teams work closely with local authorities across the country to develop innovative opportunities for individuals, businesses and professionals.

In accordance with the decrees enacting the Abeille law, Bouygues Telecom has since 2017 followed the principle of continuous transparency by sending dossiers containing full information about its roll-out plans, and any

alterations to its existing sites, to the relevant municipalities, in accordance with the guidelines laid down by the government and by ANFR^a.

Lastly, Bouygues Telecom signed up to the New Deal programme because it is particularly aware of the issues surrounding digital development in less densely populated areas. This agreement was concluded between the government and operators in 2018 and commits the latter to a certain number of actions to improve mobile coverage throughout the country, particularly in areas that are poorly served.

(a) France’s National Frequencies Agency.

3.4.4.2 Patronage and partnerships

Patronage policy is implemented at Bouygues group level, within the five business segments and through community initiatives. The Group is active worldwide and contributes to local life wherever it operates.

The three main areas of patronage policy at Bouygues SA are community and social projects, education, and healthcare. The Group's parent company helps and supports all kinds of initiatives, small-scale or otherwise. It gives priority to long-term actions and focuses mainly on 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.

Since 2005, the Francis Bouygues Foundation has been providing high-achiever study grants to motivated school leavers from low-income backgrounds. These young students are always supported by a mentor, who may be a current or retired Bouygues group employee or a former Foundation grant-holder now pursuing their career after graduating. As well as providing advice and moral support, mentors can give their mentees help with finding an internship. Its fifteenth year in existence marked a turning point in the Foundation's history. In 2020, the Foundation accepted a total of 100 grant-holders. Since 2005, it has supported 989 students.

Group spending on patronage and sponsorship

€ '000	The Francis Bouygues Foundation	Bouygues SA	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2020 Group total	2019 Group total
Cash spending on patronage and sponsorship	1,426	1,334	4,555	1,471	5,239	3,644	840	15,749	21,098
Spending in kind on patronage and sponsorship					392	136,171	135	136,698	42,707
Total	1,426	1,334	4,555	1,471	5,631	139,815	975	152,447	63,805

In 2020, a year of restrictions caused by the pandemic, Bouygues Construction reduced its patronage and sponsorship initiatives. However, compared with 2019, total spending on patronage and sponsorship fell by only 5%, thanks to more comprehensive reporting and the inclusion of data from recently acquired entities.

In 2020, economic conditions made it necessary to reduce the Bouygues Immobilier Corporate Foundation's provisions to €332,551 (i.e. down 43% on 2019). The Foundation was able to fund community action initiatives (via the non-profits Voisin Malin and Ticket for Change) and refresh its approach to the theme "Thinking about the City of the Future" using the "Demain la ville" blog. It thereby sought to fulfil its objective of using all types of media to inform the public and local authorities about environmental and social challenges, after supporting "Demain la ville, le Lab" for 15 years. The patronage and sponsorship initiatives charged to the financial year came to €1.139 million, down slightly on 2019.

At TF1, the steep rise was due to an increase in the free airtime granted for government health warnings and appeals by charities and foundations requesting donations in relation to the pandemic. For the first time, the balance sheet for 2020 takes account of the free airtime and patronage provided by Unify and Newen.

Focusing on skills-patronage programmes and donations in kind

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

Covid-19

In response to the pandemic in 2020, the Bouygues group and its business segments set up community action initiatives and assisted the healthcare sector by providing financial and material support.

At the very beginning of the Covid-19 pandemic, the Bouygues group donated one million European-standard surgical masks to France's health authorities.

Aximum, a Colas subsidiary specialising in traffic safety and management, converted a plant normally used to manufacture road-marking products into a facility for making and distributing hand sanitiser. Its Noyon site, to the north of Paris, began large-scale production in mid-April, after a number of laboratory tests. The team partnered with local suppliers to source

bottles and labels printed with information about possible reactions. A total of 40,000 litres of hand sanitiser were manufactured in four weeks, with 200 litres being donated to a local Red Cross branch.

The teams at Bouygues Energies & Services, which look after the technical maintenance of several health facilities in France, were able to respond and reorganise to manage the Covid-19 crisis as it affected medical personnel. This included regularly changing the filters in air-handling units, adapting ventilation systems, reducing the number of staff on site, ensuring the security of the areas where masks and hand sanitiser are stored, and re-routing patients between reception, the helicopter pad on the roof and the department concerned with managing the epidemic, with a lift specially reserved for Covid-19 patients.

Les Jardins d'Arcadie, a joint venture between Bouygues Immobilier and Acapace that specialises in serviced residences for senior citizens, took good care of the health and well-being of its residents and their carers alike.

From mid-March, TF1 made its channels and digital platforms available for public campaigns related to the Covid-19 pandemic. Targeted actions were implemented on a number of fronts:

- responding to the needs of hospitals and nursing homes, from staff to patients/residents and their families, and funding medical equipment;
- medical research on emerging viruses, including coronaviruses;
- assisting deprived or isolated people who are particularly vulnerable during the pandemic;
- managing the consequences of lockdown, such as domestic abuse.

TF1 also adapted its programming, with programmes devoted to charities and foundations that play a key role in each of the above-mentioned sectors. Almost 30 charities involved in dealing with the pandemic were supported (free broadcasting of public information spots and appeals for donations, provided *pro bono* by TF1 for certain products).

In 2020 Unify entered into a partnership with La Maison des Femmes, an organisation in Saint-Denis (Paris region) which provides a refuge for female victims of violence in a unique care centre. This partnership, which involves Aufeminin, My Little Paris and Doctissimo, consists of financial support, a major prevention and awareness campaign against violence towards women, and an appeal for donations to support the work of La Maison des Femmes.

Bouygues Telecom has also supported the French population in various ways during the pandemic:

- an appeal for donations by text message, on behalf of the French Red Cross. Customers responded quickly: more than €200,000 was collected in 24 hours. A further €50,000 was donated by the Bouygues Telecom Corporate Foundation;
- support for two projects run by the Hôpitaux de Paris–Hôpitaux de France Foundation in nursing homes and hospitals: delivering high-quality pre-prepared meals to healthcare staff; and donating touchscreen tablets to 340 frail and isolated people to enable them to stay in contact with their families. the Bouygues Telecom Corporate Foundation donated €100,000 for this purpose;

- a gift of 600 4G data modems fitted with SIM cards to provide an immediate internet connection in shelters and hostels run by the Île-de-France “Samu social” (a humanitarian non-profit organisation that helps the homeless and others in distress). The modems are for the use of individuals and families who are having to self-isolate in emergency accommodation. They are thus able to stay in contact with their families, entertain themselves and continue to educate their children thanks to the 300,000 GB total data allowance included with the 4G modems provided by Bouygues Telecom.

Other initiatives

In addition, TF1 donates airtime to a wide variety of causes and charitable organisations, including medical research and helping people who are ill or destitute (Les Pièces Jaunes, Les Restos du Cœur, le Sidaction). TF1 also assists by donating game-show winnings, making spots and short programmes about appeals for donations, and boosting the visibility of charitable activities with the help of its well-known journalist presenters.

In 2017, the Bouygues Immobilier Corporate Foundation co-created the “Solidarités Urbaines” Lab in partnership with Ticket for Change. The aim is to support entrepreneurs with projects promoting community action as part of Ticket for Change’s “Parcours Entrepreneur” programme, which provides assistance for six months. Since 2017, a total of 43 projects have been supported, including 11 new ones in the 2020 financial year.

As part of its “Beyond” strategy, Bouygues Bâtiment International has set itself the target of at least one community action project at each construction site. This may consist of either developing a new project or participating in an existing nationwide project. Community action projects have in fact already been set up in the countries where Bouygues Bâtiment International has had a long-standing presence (Cuba, Morocco, UK, Turkmenistan).

3

Bouygues Construction indicator

Indicator	Scope (activity or region)	Coverage:	2020	2019	Remarks
Number of partnerships ^a during the year supporting integration, education and healthcare	Global	96% of Bouygues Construction’s consolidated sales	280	336	The exceptional events of the past year have had a significant impact on the company’s ability to organise projects and run community initiatives. Bouygues Construction remains committed to boosting the vitality of the areas in which it operates, by forging numerous partnerships with local charities. During the 2020 reporting period, 50% of Bouygues Construction’s operating units forged at least one partnership with a charity in support of education, health or occupational integration, or to respond to emergency situations.

(a) A partnership contract, a long-term commitment to a charity, a one-time operation committing to minimum funding of €1,000

Encouraging employee involvement

Several of the Group’s business segments have made arrangements so that employees can take part in community action initiatives during worktime, especially during the Covid-19 crisis.

At Colas, participation in the life of local communities takes place by means of patronage and sponsorship actions covered by the Colas compliance policy.

The total amount of patronage spending (in cash and in kind) rose by almost 4% between 2019 and 2020. These donations were chiefly in the area of community action and humanitarian work, which reflects the company’s active involvement in supporting local populations during the Covid-19

pandemic. Against this backdrop, the total amount of sponsorship spending fell by 35% between 2019 and 2020 (discontinuation of activity, careful budgeting). As in previous years, sponsorship focused on sport.

In 2020, Colas reviewed the positioning of its patronage and sponsorship policy, with the intention of gearing the latter towards priorities that are more in line with its societal commitments and can be shared by all its employees in the 50 countries where it operates.

The Bouygues Telecom Corporate Foundation has over 1,108 volunteers from within the workforce. When they become charity volunteers, employees can spend 14 hours of their worktime each year on patronage initiatives. In addition, the Foundation offers employees and customers an opportunity to propose charities for patronage. As it does every year, in 2020 the Bouygues Telecom Corporate Foundation gave financial support to 27 non-profit projects that make use of digital technology to help the community and the environment, sponsored by employees and customers. Of these, Bouygues Telecom's Customer Committee selected three favourite projects (*Appel*, the French Agroforestry Association, and *Les Doigts qui Rêvent*).

In April 2020, an innovative scheme was set up to help non-profit organisations during lockdown. This involved volunteer activities that were carried out from home. The Bouygues Telecom Foundation's platform was rapidly adapted to provide an on-line service which matched up the needs expressed by the charities with the services offered by employees. The assistance on offer included, for example, keeping in touch with elderly, isolated people or helping non-profits use digital technology. In these ways, 45 employees have helped 15 different charities since April 2020. This digital volunteering programme, which is still ongoing, will continue until such time as the activities can once again be carried out in person.

The partnership between the Bouygues Immobilier Corporate Foundation and Ticket for Change aims to raise employee awareness and engagement, by offering them an opportunity to participate in inspiring events and offer their skills to help with projects run by social entrepreneurs. It is also a means of bringing employees and social entrepreneurs together, thus encouraging the development of innovative projects.

In 2020 Bouygues Bâtiment International published a booklet called *Nos Belles Histoires*, which uses a series of stories, accompanied by plentiful illustrations, to show the types of volunteering carried out by its employees to the benefit of local communities. All these activities (supporting education, helping the most disadvantaged cope with extreme weather events, making the general public aware of environmental topics) illustrate the company's desire to become a responsible corporate citizen in its local communities.

In 2020, TF1 organised a staff engagement week on the theme of social responsibility, which incorporated a number of activities, including:

- highlighting community actions relating to Covid-19, rolled out on air and on digital platforms, in the words of the employees involved;
- a scheme called "*Coup de pouce à vos assos*", which gives financial support to ten non-profits in which employees are involved, the aims of which were publicised on the Group intranet; there was also an on-line presentation ceremony for the employees concerned.

Committed to urban planning and urban environments

Bouygues Travaux Publics has been supporting the first "Sport dans la Ville" centre in Marseille by providing funding and personnel since it opened on 16 October 2019. The centre aims to help young people move from sport into work, by organising sports sessions and occupational-integration programmes.

Bouygues Bâtiment Île-de-France is a founding member of the Palladio Foundation. Set up in 2008 under the aegis of Fondation de France, the Palladio Foundation promotes research, training and the exchange of information in the property development and urban planning sector. Its objective is to respond more effectively to current and future issues connected with building urban environments. In this context,

(a) Massachusetts Institute of Technology.

Bouygues Bâtiment France Europe helped draft the ninth edition of the journal of the Proceedings of the Palladio Institute: "*La ville de demain au service des savoirs*".

The Bouygues Immobilier Corporate Foundation, set up in 2009, aims to help make urban environments more people-friendly through forward planning and community action initiatives. In order to strengthen neighbourhood bonds, the Corporate Foundation is a partner of two non-profits with national ambitions: Ticket for Change and Voisin Malin. Via the forward-thinking blog *Demain la Ville*, the Bouygues Immobilier Corporate Foundation showcases future-oriented articles about sustainable cities and urban environments. Through its partnerships and own research, the Bouygues Immobilier Corporate Foundation is in constant dialogue with all types of stakeholders involved in shaping the city of the future.

3.4.4.3 Academic partnerships

The Bouygues group has set up partnerships with the academic world in an effort to meet major environmental and social challenges more effectively. For example, Bouygues participated in the Specialised Master's degree in "Smart Cities Engineering and Management" offered by École des Ponts ParisTech and EIVP. To develop training programmes in sustainable construction techniques, the Group also co-designed the Specialised Master's degree course in "Sustainable housing and Construction" alongside Ensam and ESTP.

Bouygues worked with Centre Michel Serres - HESAM Université to set up a project on how local energy lifestyles will develop by 2030: this looks at usage scenarios in relation to imagined social, political and technological changes.

This year, the Bouygues group launched the "Smart City and the Common Good" chair at HEC Paris. This will increase our understanding of contemporary phenomena such as climate constraints and limited resources, growing social inequality, technological transitions and ethical imperatives, while also supporting those involved in those transformations and, lastly, preparing tomorrow's business leaders and managers to take account of current and future challenges.

In June 2019, Bouygues Telecom and l'École Télécom SudParis, with the assistance of other partners (CNS, Nokia, SNCF Réseau and Spie), created a teaching chair called "The networks of the future for the services of tomorrow". Its aim is to train engineers who are competent and open to change, capable of adapting to a network environment that is constantly evolving, and ready to integrate themselves into all sectors of activity. Bouygues Construction is working on high-potential areas of innovation in conjunction with the universities of Cergy-Pontoise (mobility) and Aachen in Germany (production of a prototype asbestos-removing robot), ETH Zurich and NTU in Singapore (robotics), École Centrale de Lille (the "Construction 4.0" chair, worksite modernisation) and Stanford University in California (BIM).

Several employees of Bouygues Travaux Publics gave courses on lean management at ESTP and participated in a round table held at CentraleSupélec in October 2020 on the industry of the future. Bouygues Bâtiment France Europe organised site open days for academic institutions.

Colas is developing several partnerships in France and abroad. Academic partnerships have been forged, not only with universities and other higher education establishments (Centrale, ESTP, Université Gustave Eiffel, IMT Lille Douai, Université de Nantes, as well as École Nationale Supérieure de Chimie de Montpellier in France, MIT^a in the United States, and the

Universities of Aston and Birmingham in the UK and Alberta in Canada, etc.) but also with scientific and R&D bodies and companies (Ineris

^a, CEA^b, ChemSud^c, FRB^d, Arkema, Total, Peugeot, Valeo and Safran).

For more on this subject see section 1.1.4 of this document: "A strategy of innovation for the benefit of users".

During the pandemic, TF1 supported the "Educating The Nation" initiative of the French Ministry of National Education, Youth and Sport. During

lockdown, TF1 offered educational programmes to secondary school pupils via its Ushuaïa TV and Histoire TV channels, as well as on MYTF1.

Bouygues Telecom digitised the format of 105 initiatives with its partner higher-education institutions in response to the pandemic. Forums, courses, lectures and virtual visits of the Technopôle site in Meudon-la-Forêt, near Paris, were organised for engineering and business schools and universities.

3.4.5 Partners, suppliers and subcontractors

Bouygues' overall performance is intrinsically linked to that of its suppliers and subcontractors. In order to be able to offer responsible, state-of-the-art solutions, it is essential to select products and services that are innovative as regards technology, the environment and society. The implementation of a CSR policy for Group purchasing is one of the conditions required for promoting this partnership mindset and developing joint value creation for its customers. Bouygues' open innovation policy is also evident in its programme to support start-ups in each of its business segments (see section 1.1.4 A strategy of innovation for the benefit of users).

3.4.5.1 Integrating CSR criteria into the purchasing policy

For a number of years, Bouygues 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 accordance with the duty of vigilance law in France, this year the Group published its fourth vigilance plan for suppliers and subcontractors. This sets out the measures taken by its subsidiaries to prevent and mitigate the main risks identified in the areas of human rights and personal and environmental health & safety, while also detailing how these measures are monitored (see chapter 4, Risks and risk management, section 4.3). This policy embodies the Group's requirements as defined in the *CSR Charter for Suppliers and Subcontractors*, which is systematically appended to purchasing contracts and subcontracts, and/or included in the T&Cs^e.

During 2020, the Group's business segments made further progress with responsible purchasing policies. The purchasing departments of the Group's business segments are key to implementing these policies, using a variety of means:

- an increased focus on evaluating their subcontractors and suppliers;
- careful selection of products and materials for their activity; and
- responsible purchasing behaviour, particularly through placing emphasis on meeting payment deadlines (with specific adjustments to help suppliers during the pandemic).

After updating its purchasing policy in 2019 and setting out responsible purchasing principles and the framework for selecting and assessing suppliers, in 2020 Colas drew up a group-level map of the CSR risks relating to purchasing. This map, which has been distributed to the various Colas entities, is an aid to creating risk maps for each country. Suppliers involved with calls for tenders relating to fixed assets (capex) have to complete a CSR questionnaire. They are specifically requested to highlight the CSR aspects of their proposals. Total cost of ownership (TCO) comparisons include these considerations. Colas expects to finalise the roll-out of a supplier management tool in 2021. This will manage the selection, evaluation and referencing of suppliers and service providers (which should enable the compliance and CSR aspects to be included). Numerous CSR initiatives are being built into a CSR purchasing action plan, which will become one of the CSR guidelines for Colas' strategy.

Bouygues Construction continued the roll-out of its responsible purchasing policy in 2020. In total, 151 employees in the purchasing department have been trained on the issues relating to this topic. Ten responsible purchasing objectives were set – four compulsory, where relevant, and six optional – at the 2020 annual appraisals for the entire department. An international CSR purchasing committee was set up in 2019 to complement the one that already operates mainly in France. These committees deal with topics such as reducing packaging, social value initiatives (use of micro businesses/SMEs, sheltered workshops and disability-friendly companies) and integrating CSR criteria into the purchasing process. In 2020, Bouygues Construction made even greater efforts in relation to carbon reduction by bringing various purchasing drivers into play: numerous initiatives relating to the circular economy (circular economy purchasing guide, webinar, innovations, etc.), implementing low-carbon purchasing strategies for the sites that generate the most emissions, dialogue with suppliers.

Since 2019, Bouygues Telecom has been drawing up plans to roll out eight responsible purchasing guidelines which the Group has prepared for the business segments to help them make progress on this issue.

(a) The French National Institute for Industrial Environment and Risks.

(b) The French Alternative Energies and Atomic Energy Commission.

(c) European chair for new chemistry for sustainable development.

(d) French Biodiversity Research Foundation.

(e) Purchasing terms and conditions.

It has thus been able to raise awareness amongst all its buyers about the topic. In 2020, Bouygues Telecom commenced a programme to decarbonise its operations as part of the Group Climate strategy. In-house projects were launched throughout the company to find ways of reducing its carbon footprint, a significant proportion of which depends on purchases and investments. Preliminary discussions about this topic have been held with suppliers. At the same time, the purchasing department has been working to define the CSR criteria that are to be included in calls for tenders. The proposals will feed into the process of involving suppliers in the decarbonisation policy defined by Bouygues Telecom. This is set to take off in 2021.

Lastly, for more than ten years TF1 has been committed to promoting the occupational integration of people with disabilities. The signature of the *Manifesto for the occupational integration of people with disabilities* at the end of 2019 gave a boost to the group purchasing department's action plan, excluding programmes: incorporation of social criteria relating to inclusion and disability in all calls for tenders, and, where the type of purchase allows, a social clause may also be implemented and compliance with social responsibility may be defined as a criterion for candidates' admissibility.

Assessment of subcontractors and suppliers

Bouygues Construction, Bouygues Immobilier, TF1 and Bouygues Telecom map CSR risks by purchasing category. These four business segments use external assessment tools to evaluate and monitor the social and environmental performance of their suppliers and subcontractors over the long term. All business segments conduct supplier CSR audits.

Since 2018, for example, Bouygues Construction has commissioned an external company, SGS, to carry out supplier CSR audits for countries and purchasing categories classified as high risk. These audits are eventually expected to achieve 100% coverage. The Acesa platform is also used to evaluate the CSR performance of partner suppliers and allow them to access a progress plan from Afnor, the French standardisation body. A new tool called Constellation is also being rolled out. One of its modules is dedicated to evaluating suppliers and subcontractors in a single database according to six criteria, one of which is CSR. Bouygues Construction launched a quarterly suppliers' newsletter in which to share its aims and experiences. The first issue, sent out to 20,000 external recipients, focused on responsible purchasing.

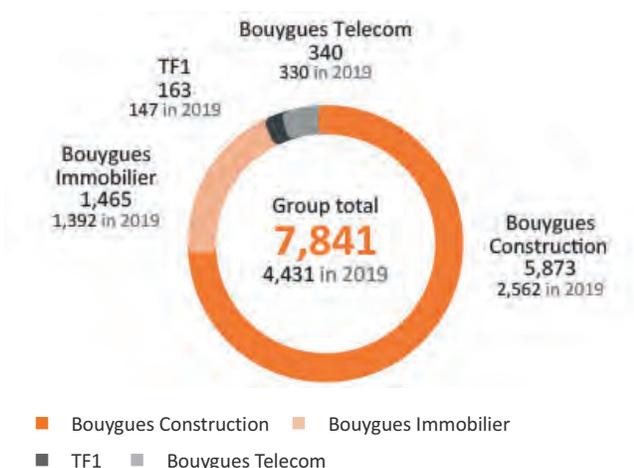
Bouygues Immobilier is evaluating the majority of its suppliers and subcontractors. The company has set itself the target of using EcoVadis to assess all of its suppliers that have signed master service agreements. Small, medium-sized and micro businesses are assessed digitally via the SRM software platform to improve monitoring of their CSR performance. As part of its new "Works Purchasing" policy, Bouygues Immobilier is developing partnerships with the microbusinesses and SMEs that score highest, particularly in terms of sustainable development criteria.

In 2020, Bouygues Telecom rolled out its normal annual schedule of CSR audits conducted by its partner SGS in the factories that manufacture its branded products. It continued using the EcoVadis platform to evaluate the documentation of its eligible suppliers. It also took greater account of CSR scores in calls for tender, following the inclusion of a question about the EcoVadis score in Purchasing's IT system.

Bouygues Telecom seeks to protect itself against the risk of human rights violations in connection with the sourcing of so-called "conflict" minerals that could be used in the manufacture of its core products. It therefore sent letters to its main suppliers of electrical and electronic equipment asking about their policies and actions in relation to the responsible sourcing of minerals, and then analysed the replies. These actions refer to implementing the procedures listed in the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. To give one example, the Conflict Minerals Reporting Template (CMRT) is used to collect information about the country of origin of the minerals and foundries/refineries used throughout the supplier's supply chain or the use of refineries/foundries that comply with the Responsible Minerals Assurance Process (RMAP) standard. As TF1 firmly believes the strength of its CSR performance is linked to that of its suppliers and subcontractors, it wants to involve its partners with its commitment. A performance assessment of a targeted group of suppliers has to be carried out by an independent third party (EcoVadis), which examines the environmental, social, business ethics and subcontracting aspects. TF1 requires its suppliers to commit to making continuous progress, and encourages those that are identified as at risk (overall score equal to or less than 35/100) to take remedial measures.

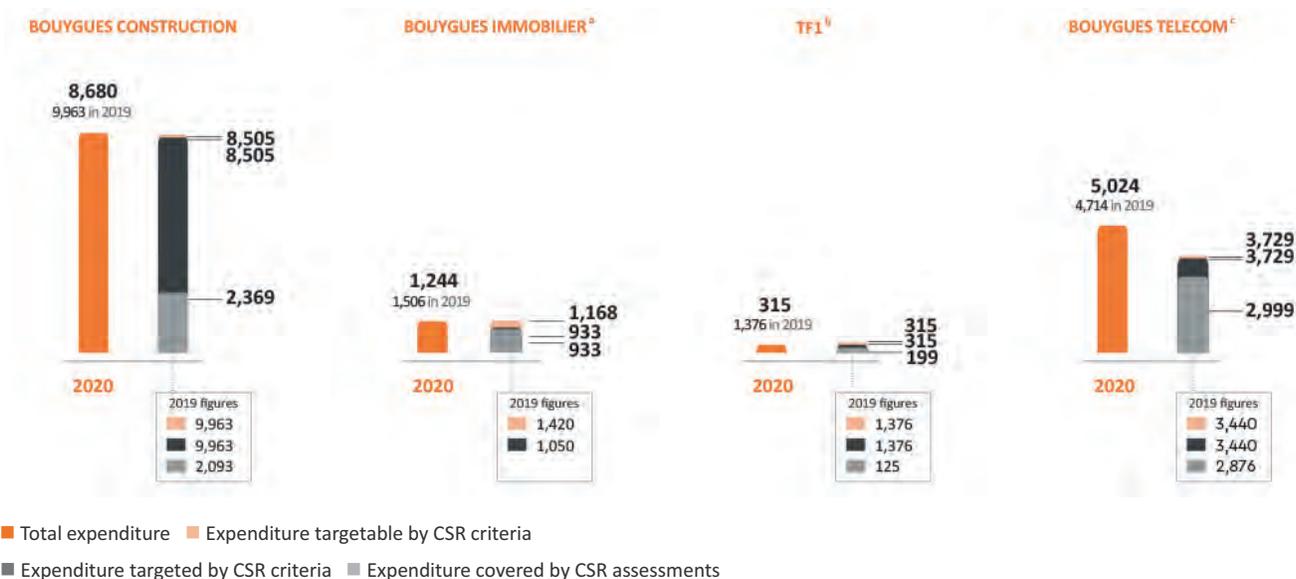
Number of CSR assessments carried out on suppliers and/or subcontractors

over the past two years



Share of business segment expenditure targeted by CSR criteria or covered by CSR assessments

€ million



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 distinction is drawn between expenditure that is targeted by CSR criteria and expenditure that is covered by CSR assessments, the latter being more ambitious. On the one hand, 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. On the other, 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), thereby potentially giving rise to improvement plans.

(a) At Bouygues Immobilier, expenditure/costs arising from property sales (rental guarantees and notary fees) and financial expense (the "financial completion guarantee" (GFA) and capitalised interest) are exempted.

(b) At TF1, expenditure related to acquisition of rights are exempted.

(c) At Bouygues Telecom, the "Total expenditure" indicator is calculated on the basis of billed expenditure. The indicators "Expenditure targetable" and "Expenditure targeted" are calculated on the basis of budgeted expenditure. Furthermore, expenditure arising from leases and interconnections/roaming is exempted as well because it is related to the activity of a telecoms operator and has undergone a standard tendering process to select suppliers.

Selecting responsibly sourced products and materials

The Bouygues group's business segments are also developing policies for identifying 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 approach, followed within the framework of its partnership with WWF France, led to the production of a sustainable timber purchasing guide in 2019. Colas continues to work on including carbon footprints in all bids for purchases of binder production units, asphalt mixing plants, trucks and other vehicles.

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+. This concerns materials and products, listed in nationwide catalogues, in direct contact with indoor air.

Use of the disability-friendly and sheltered-workshop sector

The use of companies in the sheltered-workshop 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 (see section 3.2.3).

In 2020, Bouygues Telecom trained all its buyers on socially inclusive procurement. It was a partner in the "HandiHa" forum that was organised by Handeco to identify ways to boost purchasing from the disability sector.

Responsible purchasing and meeting payment deadlines

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, Colas, TF1 and Bouygues Telecom, and by Bouygues Construction's signature of a charter for major accounts and SMEs as well as the SME Charter. The Bouygues group's worker health & safety requirements at its locations apply equally to employees, subcontractors and suppliers (see section 3.2.2).

In 2018, TF1 was again awarded the "Supplier Relations & Responsible Purchasing" label for a further three years. This label recognises those companies that have demonstrated sustainable and fair relationships with their suppliers. One of the key actions implemented since 2017 is the appointment of an in-house ombudsman (mediateur@tf1.fr) who can be contacted directly by suppliers and subcontractors.

Meeting payment deadlines was identified as an important objective by all business segments. The move to paperless billing was accelerated. As a result, the rate of electronic billing achieved by the top 200 suppliers, managed by Purchasing at Bouygues Construction, rose from 65% to 79% during 2020. In 2020, Colas continued the digitisation of the expenditure commitment process, which included moving over to paperless billing and payments in order to simplify the process, speed up administrative tasks and reduce payment times.

Lean management initiatives were conducted in several Bouygues Construction entities (Bouygues Maroc, Bouygues Travaux Publics, Bouygues Energies & Services and Bouygues Bâtiment Ile-de-France) to improve payment times for suppliers and business partners. TF1 undertook to halve the percentage of invoices paid late by 2021. It has enlisted the support of its Executive Committee and implemented related action plans, such as simplifying the ordering process. Furthermore, in order to relieve the financial pressure on its SME/microbusiness partners during the two-month lockdown that was imposed in the first half of 2020 because of Covid-19, Bouygues Telecom paid their invoices immediately, without waiting for the usual legal time limit. This initiative related to a total amount of €100 million.

The idea of automatically sending order numbers to suppliers for them to include on their invoices is currently being considered. During lockdown, TF1 continued enrolling suppliers on its paperless billing platform. In total, 500 suppliers were registered. So far over 60% of suppliers have opted for paperless billing. In 2020, TF1 worked on an invoicing charter that will become available in the course of 2021. Its aim is to share best practice and facilitate the exchange of administrative information with its supplier partners.

Colas strives to ensure that the vast majority of its purchases are made locally, including aggregates, vehicle rental with driver, worksite subcontracting and equipment maintenance. Bouygues Construction aims to increase the proportion of purchases from local businesses to help in the development of the areas in which it operates. For France, this rate stood at 94% at the latest count. This is also a decisive criterion for worksites wanting to earn the in-house TopSite label. Bouygues Telecom uses companies with a strong regional presence to roll out its networks (fixed, mobile and transport).

The cash management department at Bouygues Construction offered French suppliers a communication kit to help them deal with Covid-19. This kit contains a summary of the measures taken by the French government, information on how to access cash loans and a template for showing evidence of a business relationship. Other examples of best practice have been implemented locally in other countries. For instance, the purchasing team in the UK drew up a questionnaire to identify the impact of Covid-19 on suppliers, and their expectations regarding how to adapt to this crisis. The initial actions that resulted include keeping lines of communication open, planning orders efficiently and switching to virtual meetings. These measures are being adapted as the situation evolves. The French teams are working to copy this approach.

3.4.5.2 Supporting start-ups and SMEs

In the belief that open innovation between start-ups, SMEs and large firms can yield benefits, Bouygues began a Group-wide initiative^a in this area in 2015.

The initiative is run in each business segment by a team responsible for co-development projects with start-ups, based on an allotted annual budget. This entity is called Bouygues Développement and, as part of the Group's parent company, is responsible for selecting start-ups in search of seed money and providing innovation related to the operational topics identified by the business segments. A Group Open Innovation committee oversees the whole process and ensures that best practices are shared between the business segments.

As part of its innovation drive, which draws on over 100 partnerships (with companies, universities, start-ups, NGOs, etc.), Bouygues Construction founded Construction Venture in 2015. The purpose of this investment fund is to invest in and support strategic start-ups. So far, Construction Venture has invested in seven start-ups. This year, a partnership agreement was signed between Construction Venture and Bouygues Energies & Services to invest in the French start-up PowiDian, which was launched in 2013. Bouygues Construction expects this partnership to help it expand its "green" hydrogen offering.

The Innovation Unit at Colas has partnered with RB3D, a cobotics (collaborative robotics) specialist, to develop "ExoPush". This cobot^b, which is designed to help site workers with the manual application of asphalt mixes, has now advanced to the mass production phase. Colas, which now has around 80 ExoPushes, has made this innovation available to the whole of the civil works sector. Colas has also invested in a start-up called Dawex, the aim of which is to implement a data exchange platform. Contracts have also been signed with other start-ups, particularly in the area of BIM^c. Colas has teamed up with WiseBIM, for example, which helps property managers make the digital transition to building information modelling. After conducting a feasibility study with Colas in 2019, WiseBIM co-developed an on-line software programme called "Grid2BIM". This platform, which is still at the prototype stage, enables a 3D digital model to be created nearly automatically from existing Commencement Notices in PDF, PNG and JPEG format. By helping to model networks and construction sites, the tool thus helps:

- improve site safety by systematising network modelling for the project mock-up;

- visualise more quickly and accurately the constraints relating to networks and technical clashes;
- prepare for on-site network identification operations.

In 2015, Bouygues Immobilier founded Bird (Bouygues Immobilier R&D), a subsidiary investing in start-ups focused on the property development sector. So far it has invested in around ten. Bouygues Immobilier is also a founding member of Real Estech Europe, which runs a network of property developers and start-ups. It is also a partner of French PropTech, a network of about 40 French start-ups which aim to support the digital transformation of property development and construction. Additionally, through its Lyon regional branch, Bouygues Immobilier sits on the board of Centsept, a parapublic federation that supports the development of social innovation in the Lyon metropolitan area.

As a representative of the media sector on the start-up campus Station F, TF1 launched an incubator programme in January 2018 that will trial and mass produce innovative solutions and services, in line with new market practices and changes within the professions. During this six-month programme, start-ups are supported by professional experts and sponsors from TF1.

Bouygues Telecom has supported open innovation since 2009. Bouygues Telecom Initiatives, its decade-old incubator, has overseen around a hundred co-development projects with start-ups. Half of them have become partnerships, with several notable successes:

- Recommerce: a specialist in high-end smartphone refurbishing and a partner of Bouygues Telecom in the area of recovery and recycling for the past ten years.
- Deepomatic: a specialist in AI-based image analysis which developed a quality-control solution for Bouygues Telecom based on photos taken by technicians during FTTH^d installations.
- Evina: a Parisian start-up specialising in cybersecurity which safeguards telecoms operators from fraudulent transactions.

In addition, Bouygues Telecom Initiatives has invested in 12 start-ups.

Following the cancellation of the Viva Technology events in Paris owing to the Covid-19 pandemic, the Group launched a digital campaign called "Making progress become reality" in order to present some of the Group's innovations, and its start-up partners and intrapreneurship projects in particular.

(a) For more on this subject see section 1.1.4 of chapter 1

(b) Collaborative robot intended for direct human-robot interaction within a shared space in order to accomplish a predefined task.

(c) Building Information Modelling.

(d) Fibre-To-The-Home.

3.5 INDEPENDENT VERIFIER'S REPORT ON THE CONSOLIDATED EXTRA-FINANCIAL PERFORMANCE STATEMENT PRESENTED IN THE UNIVERSAL REGISTRATION DOCUMENT (YEAR ENDED 31 DECEMBER 2020)

This is a free translation into English of the original report issued in the French language and it is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the General Assembly,

In our capacity as an independent verifier, accredited by COFRAC under the number n° 3-1681 (scope of accreditation available on the website www.cofrac.fr), and as a member of the network of one of the statutory auditors of your entity (hereafter "entity"), we present our report on the consolidated extra-financial statement established for the year ended on the 31 December 2020 (hereafter referred to as the "Statement"), presented in the Universal Registration document pursuant to the provisions of Articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial code (Code de commerce).

Responsibility of the entity

It is the responsibility of the Board of Directors to produce the Statement in compliance with the legal and regulatory provisions including a presentation of the business model, a description of the main extra-financial risks, a presentation of the policies applied regarding these risks, as well as the results of these policies, including key performance indicators. The Statement has been produced by applying the procedures of the entity (hereinafter referred to as the "Criteria"), the significant elements of which are presented in the Statement (or available on request at the entity's headquarters).

Independence and quality control

Our independence is defined by regulatory requirements pursuant to the provisions of Article L. 822-11-3 of the French Commercial Code and the Code of Ethics of our profession. In addition, we have implemented a quality control system, including documented policies and procedures to ensure compliance with applicable laws and regulations, as well as ethical and professional standards.

Responsibility of the independent verifier

It is our role, based on our work, to express a limited assurance conclusion on:

- the compliance of the Statement with the provisions of Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided pursuant to paragraph 3 of I and II of Article R. 225-105 of the French Commercial Code, namely the results of the policies, including key performance indicators, and the actions related to the main risks, hereinafter the "Information".

It is also our responsibility to express, at the entity's request and outside the scope of accreditation, a reasonable assurance that the information selected by the entity and identified by the sign * in Appendix 1 (hereinafter the "Selected Information") has been prepared, in all material respects, in accordance with the Criteria.

Nonetheless, it is not our responsibility to express any form of conclusion on the compliance by the entity with other applicable legal and regulatory dispositions, particularly regarding the vigilance plan and the fight against corruption and tax evasion, nor the compliance of products and services with applicable regulations.

1. Limited assurance report on the compliance and fairness of the Information

Nature and scope of the work

Our work described below has been carried out in accordance with the provisions of Articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors applicable to such engagements and with ISAE 3000^(a):

- we took note of the activity of all the companies included in the scope of consolidation, the statement of the main risks;
- we assessed the suitability of the Criteria in terms of its relevance, comprehensiveness, reliability, neutrality and understandability by taking into consideration, if relevant, the best practices of the industry;
- we verified that the Statement covers each category of information provided in III of Article L. 225-102-1 of the French Commercial Code regarding human resources and environmental matters, as well as subject to the provisions of Article L. 225-102 -1 under the conditions provided for the companies mentioned in Article L. 22-10-36 of the French Commercial Code of respect of human rights and the fight against corruption and tax evasion;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and the main risks related to the activity of all companies included in the scope of consolidation, including, when relevant and proportionate, the risks related to its business relationships, products or services, policies, actions and results, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process used to identify and validate the main risks as well as the consistency its outcome, including the key performance indicators used, with respect to the main risks and policies presented;
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1.

(a) ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information.

Work was carried out at the level of the business consolidating entity and in a selection of entities listed below: Colas Belgique, Colas Ile-de-France Normandie, Spac, Sintra Inc., Miller Group, Bymaro, Plan Group, Brézillon Ouvrages Publics, Travaux publics Région France and Bouygues Bâtiment Sud-Est;

- we verified that the Statement covers the scope of consolidation, i.e. all the companies included in the scope of consolidation in accordance with Article L. 233-16 of the French Commercial Code, with the limitations specified in the Statement;
- we took note of internal control and risk management procedures the entity has put in place and assessed the collection process aiming at completeness and fairness of the Information;
- for the key performance indicators and other quantitative results that we considered the most important presented in Appendix 1:
 - at the level of the consolidated entity and its five business segments (Bouygues Construction, Bouygues Immobilier, Colas, TF1, Bouygues Telecom), we implemented analytical procedures on the quantitative information to verify the proper consolidation of data collected and the consistency of any changes in this data;
 - at the level of the two most contributing business segments in terms of environmental and human resources impacts (Colas and Bouygues Construction), we undertook detailed tests on the basis of samples, consisting in checking the correct application of definitions and procedures, and reconciling the data with supporting documents. This work was carried out with a selection of contributing entities listed above and covers between 6% and 21% of the consolidated data relating to the key performance indicators and outcomes selected for these tests (14% of sales and 12% of the workforce);
 - at the level of TF1, we carried out detailed tests with the Unify entity and TF1 headquarters, which cover 84% of the workforce in the business segment;
 - at the level of the two other business segments (Bouygues Immobilier and Bouygues Telecom), supporting documents available at headquarters cover most of the activities;
- we assessed the overall consistency of the Statement with our knowledge of all the companies included in the scope of consolidation.

We consider that the work conducted by exercising our professional judgment allows us to express a limited assurance conclusion; an assurance of a higher level would have required more extensive verification work.

Means and resources

Our verification work required the skills of eleven people and took place between July 2020 and February 2021 on a total duration of intervention of about twenty-five weeks.

We undertook around twenty interviews with the people responsible for the preparation of the Statement representing, in particular the following functions: general management, administration and finance, innovation, human resources, health and safety, environment and purchasing.

Conclusion

Based on this work, we did not identify any significant misstatement that causes us to believe that the extra-financial performance statement does not comply with the applicable regulatory provisions and that the Information, taken together, has not been fairly presented, in compliance with the Criteria.

2. Reasonable assurance report on the Selected information

Nature and scope of the work

Concerning the Selected Information chosen by the entity and identified by the sign* in Appendix 1, we carried out work of the same nature as those described in paragraph 1 above for the key performance indicators and other quantitative results that we considered the most important, but in greater depth, in particular with regard to the scope of the tests.

The selected sample thus represents between 52% and 84% of the Selected Information.

We believe that this work allows us to express a reasonable assurance on the Selected Information.

Conclusion

In our opinion, the Selected Information has been established, in all material respects, in accordance with the Criteria.

Paris-La Défense, 17 February 2021

Independent Verifier

ERNST & YOUNG et Associés

French original signed by:

Jean-François Bélorgey

Partner

Éric Mugnier

Partner, Sustainable Development

Annex 1: Information considered the most important

HUMAN RESOURCES INFORMATION

Quantitative information (including key performance indicators)	Qualitative indicators (actions or results)
Total headcount	Health & safety at work policy for employees
Percentage of women managers	Promotion of diversity and equal opportunities, particularly through recruitment and the management of careers and the pay gap between men and women
Percentage of women in the headcount, all job categories (permanent and fixed-term contracts) at TF1*	Development of skills and internal job mobility policy
Frequency rate of workplace accidents among staff (excluding occasional workers at TF1)*	
Severity of workplace accidents among staff (excluding occasional workers at TF1)	
Number of fatal accidents among staff (excluding occasional workers at TF1)*	

ENVIRONMENTAL INFORMATION

Quantitative information (including key performance indicators)	Qualitative indicators (actions or results)
Greenhouse gas emissions	The Climate strategy
Number of housing units carrying the BiodiverCity Ready label or covered by a commitment to obtain it	Certifications and labels
Number of construction projects with the BiodiverCity label	The circular economy
Percentage of projects taking measures in favour of biodiversity	Protection of biodiversity
Share of aggregates production sites working to promote biodiversity as a % of sales before inter-company eliminations	Roll-out of the TopSite label
Materials production activities that use a tool to manage environmental impacts (environmental certification and/or Colas checklists) as a % of sales before sales before inter-company eliminations	
Sales covered by an ISO 14001-certified EMS	
The proportion of worksites assessed for TopSite	
The proportion of worksites with the TopSite label	
Recycled materials in relation to the volume of aggregates produced	
Percentage of asphalt pavement recycled in order to reclaim bitumen	
Proportion of non-hazardous waste that is recycled (not disposed of in landfill)	
Percentage of usable non-hazardous waste recycled	
Percentage of spoil recycled	
Buildings in the annual order intake with a commitment to environmental labelling or certification prescribed by Bouygues Construction	
Total energy costs	
Total electricity consumption (in GWh)	

SOCIAL INFORMATION

Quantitative information (including key performance indicators)	Qualitative indicators (actions or results)
Materials production sites working to promote dialogue with local communities as a % of sales before inter-company eliminations	Responsible purchasing
Percentage of expenditure favouring local companies	Business ethics
Number of partnerships during the year supporting integration, education and healthcare	The compliance of information programmes with ethical commitments and information relating to the independence and pluralism committee
R&D budget spent on CSR	Actions implemented to limit the impact of electromagnetic fields
Percentage of employees who have taken the on-line training course "Fair Deal"	The accessibility of the products and services provided by Bouygues Telecom