

Corporate Report 2015







#### Review 2015

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#### New definitions

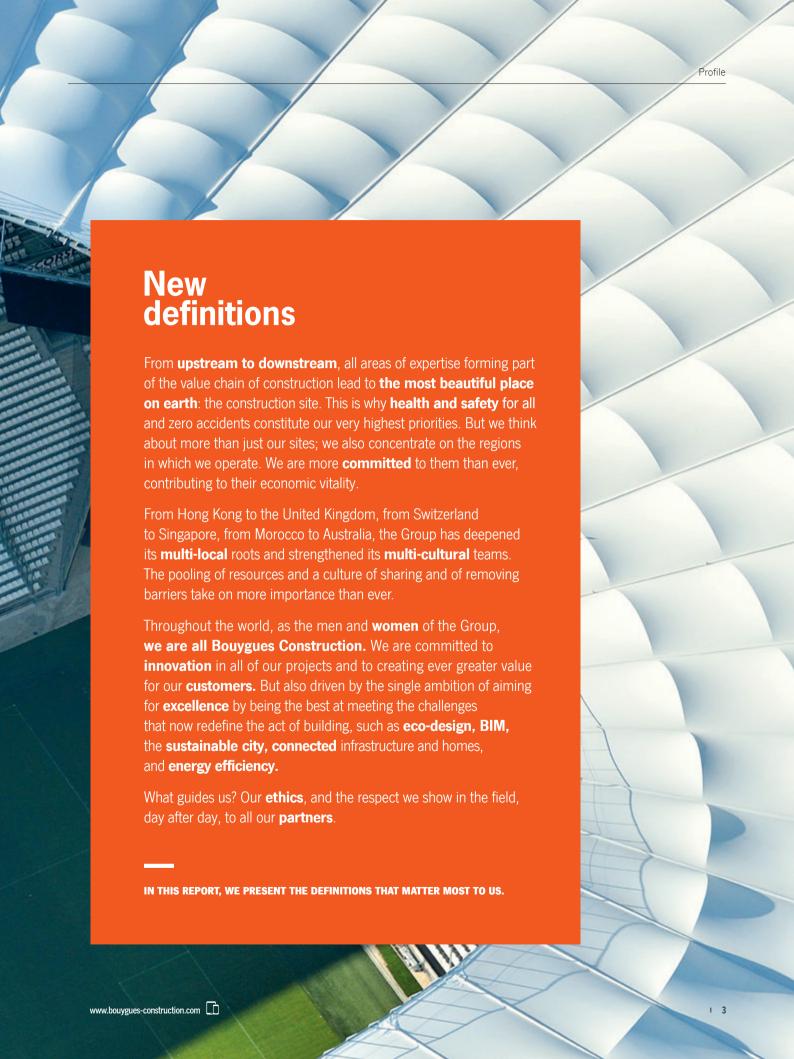
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#### Portfolio 2015

Some of the year's most notable projects







# 3 questions for Philippe Bonnave

# "There's a new spirit blowing over Bouygues Construction."

WHEN HE TOOK OVER AS HEAD OF BOUYGUES CONSTRUCTION IN MARCH 2015, PHILIPPE BONNAVE CONFIRMED THE GROUP'S STRATEGY OF CREATING VALUE ON THE BASIS OF ITS MODEL AS A GLOBAL PLAYER ACTIVE THROUGHOUT THE ENTIRE CHAIN OF THE CONSTRUCTION PROCESS, WHILE SETTING NEW PRIORITIES AND INSTIGATING A TRANSFORMATION OF THE COMPANY. THE KEY AIM? DOING MORE TO MEET ITS CUSTOMERS' EXPECTATIONS.

You launched an in-depth transformation in March 2015 when you became head of the Group. Has this transformation borne fruit?

**P.B.** — I have wanted to emphasise the basics that are essential for us to achieve our ambition. This means, for example, a desire to place the customer at the heart of the company, as well as establishing the pre-eminent nature of the construction site as the place where all our areas of expertise converge and where we deliver our promise to our customers.

It also means the priority we give to safety, to an insistence on exemplary behaviour in questions of ethics, and to a greater openness between our businesses in our operations. But there is also sustainable construction, open innovation, digital modeling (BIM), etc.

The affirmation of the basics that constitute our DNA goes hand-in-hand with the reinvention of the Group, which is now well under way. There's clearly a new spirit blowing over Bouygues Construction. The absolute priority accorded to our employees' health and safety is clearly echoed on the ground. The desire to achieve the "zero accident" target is shared.

And it is the same with respect to ethics and compliance. We have implemented a plan for training and raising the awareness of our employees: everyone knows our rules. The other aspect of our transformation is the removal of barriers between our various businesses. Here again, there has been a lot of progress. Evidence of this is the contracts we have won thanks to pooling the expertise of several entities for the benefit of our customers.

All the constituent parts of this new, more matrix-like organisation are now in place. It encourages synergies in all countries and allows us to leverage the Group's know-how.

5

#### What would you pick out as the highlights of 2015?

P.B. — The four that I would choose all illustrate the positive momentum that is under way in the Group. First of all, and this is essential for our short- and medium-term performance, the healthy state of our order books thanks to our successes on major international projects. In parallel, we have kept our customer base at a high level in France, the United Kingdom, Switzerland, South-East Asia and Cuba, which reflects the continuing confidence that our customers have in our teams. Thirdly, I would underline the excellence of the technical execution of our construction sites, which are exceptional in both size and number. In 2015, there were, for example, 14 tunnel boring machines in operation, including the world's largest in Hong Kong. Also in Hong Kong, we are constructing a 19-kilometre section of the Hong Kong-Zhuhai-Macau bridge. And I should mention MahaNakhon, the tallest tower in Thailand, the arch at Chernobyl, a road tunnel in Sydney, the Coastal Highway on Reunion Island and the Nîmes-Montpellier rail bypass. Another example is Greencity, the future eco-neighbourhood in Zurich, Switzerland, where we are building the largest sustainable neighbourhoods with the "2,000 Watts" label. We also recently handed over the largest solar farm in South-East Asia, in the Philippines. Turning to our projects in Paris, we are currently responsible for some of the largest and most complex construction sites of the moment: the City of Music at Boulogne-Billancourt, the Paris Law Courts and the new Ministry of Defence at Balard, which we recently handed over.

"The Group is undergoing profound change, becoming more agile and less compartmentalised."

**Philippe Bonnave** 



Finally, we have shown our capacity to adapt to the new economic context thanks to the men and women of our Group, who have embraced both functional and geographical mobility. The Group is undergoing profound change, becoming more agile and less compartmentalised.

#### What are your challenges and prospects for 2016?

P.B. — Our strategy remains being a global player in the construction process, with skills at our disposal internally that allow us to support our customers throughout the value chain, from upstream (land searches, financial engineering) to downstream (upkeep, maintenance, performance guarantees accompanying new "sustainable" neighbourhoods), not forgetting design and construction.



"Our strategy remains being a global player in the construction process, with skills at our disposal internally that allow us to support our customers throughout the value chain."

**Philippe Bonnave** 

At the heart of this strategy is innovation, which we want to share with everyone — partners, customers and employees. In all our businesses, we are going to put the accent on innovative proposals and strengthen our potential, developing "open innovation" partnerships and supporting several start-ups. The same momentum of innovation also applies to our working methods, in which digital technology and lean management are playing an ever greater part.

In terms of our business, 2016 will be yet another year of superlatives! Work will continue on our largest ongoing projects and some spectacular new contracts will start up, such as the XXL eco-neighbourhood in Marseille, the land reclamation operation in Monaco and the extension of the Port of Calais. The year will also see us strengthening our activities in Property Development under the banner of the Linkcity brand, both in France and on international markets.

Finally, we will continue to endeavour to establish ourselves in new markets, such as in India or in the Australian building sector. While maintaining a strong presence in our traditional customer base (housing, hospitals, prisons, heavy rehabilitation, offices, skyscrapers, etc.), we are growing stronger on the promising markets of industry - particularly in the energy sector – and digital infrastructures. Thanks to strong economies in countries in which we are active internationally and to a French market which has stabilised after several years of weakness, I am optimistic for the development of Bouygues Construction in the coming years. The reinvention process that we have launched around our basics, which feature prominently in this year's corporate report, will strengthen not only our position as a global, multi-local player, but also our capacity to deliver the promise of excellence that we owe to our customers.

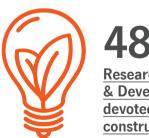
# • Key Figures

IN 2015, BOUYGUES CONSTRUCTION MAINTAINED A SOLID PERFORMANCE DESPITE TOUGH MARKET CONDITIONS.





**Current operating** margin



Research & Development budget devoted to sustainable construction



€19.3bn Order book



#### Sales (in €bn)

Sales rose by 2% comparison with 2014. International sales rose sharply (by 9%), but they declined in France (by 5%).



#### Order book (in €bn)

Showing a 7% rise year-on-year, the order book stood at  $\in$ 19.3 billion. Business for 2016 acquired in late 2015 amounts to  $\in$ 9.0 billion.

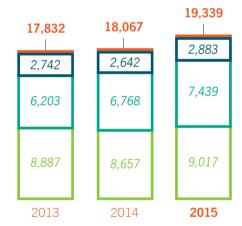


#### Order books at end December

(in €m)

Order books providing long-term visibility.

- Total
- Long-term orders, execution beyond 2021
- Execution between 2017 and 2021
- Execution in 2016



#### **Net profit** (in €m)

Current operating profit stood at €349 million, up 4% compared to 2014. Financial income amounted to €26 million. Net profit attributable to the Group stood at €276 million, a net margin of 2.3%.

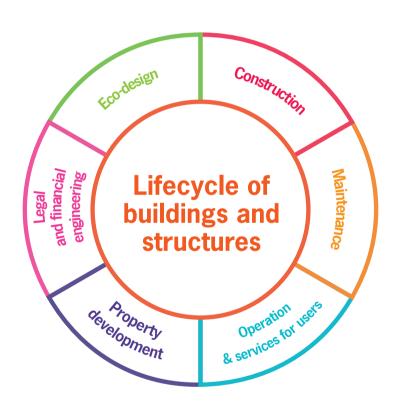


#### **Net cash position** (in €bn)

Although conditions remain difficult in France, Bouygues Construction's financial structure improved, with a cash surplus of €3.3 billion at the end of 2015.



# Involved in the entire value chain of construction



Bouygues Construction creates a relationship of trust with its customers, based on its ability to listen. Operating in all parts of the value chain of construction, the Group deploys its know-how throughout the entire lifecycle of its buildings and structures.

Thanks to its expertise in eco-design, it limits the environmental impact of its projects and anticipates changes in uses. Its legal and financial know-how guarantees each customer that the projects it sets up will be highly efficient and robust.

During construction, its approach is collaborative and innovative. It maintains a permanent dialogue with stakeholders. Once the building or structure is complete, Bouygues Construction offers a comprehensive range of value-added operations and maintenance services to ensure the top level of performance over the long term.

In a world experiencing constant change, it anticipates its customers' future needs by focusing on innovation in all its forms in every one of its businesses.

#### Four key sectors

BOUYGUES CONSTRUCTION'S WIDE-RANGING EXPERTISE GIVES IT A KEY ROLE IN PUBLIC AND PRIVATE BUILDINGS, ECO-NEIGHBOURHOODS, TRANSPORT INFRASTRUCTURES AND ENERGY AND COMMUNICATIONS NETWORKS. IT DELIVERS A GLOBAL AND INNOVATIVE APPROACH TO ITS CUSTOMERS, PROVIDING THEM WITH SUPPORT OVER THE LONG TERM.









26,880
employees

60%
of Group sales

56%
of Group order intake

9,650
employees

22%
of Group sales

23%
of Group order intake

12,130
employees

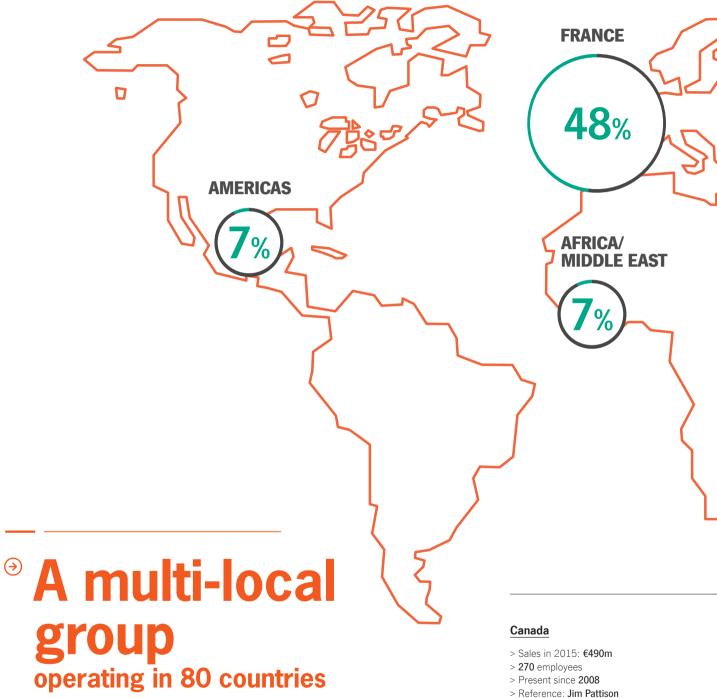
18%
of Group sales

21%
of Group order intake

860\*
employees

€655 m
of revenues

\*of whom 33 are included in the consolidated workforce.



IN 2015, BOUYGUES CONSTRUCTION GENERATED 52% OF ITS SALES OUTSIDE FRANCE. THE INCREASED PACE OF ITS DEVELOPMENT OWES MUCH TO THE STRENGTH OF ITS TEAMS' LOCAL ROOTS IN THE 80 COUNTRIES IN WHICH IT OPERATES.

- > Sales in 2015: **€490m**
- > 270 employees
- > Present since 2008
- > Reference: Jim Pattison Hospital in Surrey

#### Cuba

- > Sales in 2015: **€166m**
- > 160 employees
- > Present since 1999
- > Reference: Hotel Laguna del Este on Cayo Santa Maria



#### **EXAMPLES OF STRONG LOCAL ROOTS**

#### **United Kingdom**

- > Sales in 2015: **€1.4bn**
- > 3,850 employees
- > Present since 1997
- > Reference: Urban renovation in Canning Town, London

#### Switzerland

- > Sales in 2015: **€838m**
- > 2,460 employees
- > Present since 1991
- > Reference: Prime Tower in Zurich

#### **Ivory Coast**

- > Sales in 2015: **€125**m
- > 1,140 employees
- > Present since 1973
- > Reference: Henri Konan Bédié Bridge in Abidjan

#### Morocco

- > Sales in 2015: **€108m**
- > 2,450 employees
- > Present since 1991
- > Reference: Tangiers Med container port

#### Qatar

- > Sales in 2015: **€89m**
- > 620 employees
- > Present since 2009
- > Reference: QP District property complex in Doha

#### Thailand

- > Sales in 2015: **€164m**
- > 3,400 employees
- > Present since 1989
- > Reference: Soleq Solar photovoltaic farms in Tak and Sukhotai provinces

#### Hong Kong

- > Sales in 2015: **€861m**
- > 3,720 employees
- > Present since 1986
- > Reference: Trade and Industry Tower

#### Australie

- > Sales in 2015: **€165m**
- > 270 employees
- > Present since 1985
- > Reference: NorthConnex Tunnels in Sydney

# Governance

BOUYGUES CONSTRUCTION'S ORGANISATION AIMS TO CREATE **FAVOURABLE CONDITIONS FOR ITS DEVELOPMENT** AND FOR REMOVING BARRIERS BETWEEN ITS BUSINESSES.

The organisation is built around its principal business lines, which cooperate and deliver synergies, and around its shared resource centres, which work in the interest of all its businesses. Alongside Philippe Bonnave, Chairman and Chief Executive Officer, the Executive Committee defines, implements and controls Group policies. The General Management Committee meets regularly to encourage collaboration, sharing resources and leveraging know-how and innovations.

#### **Board of Directors**

(as 18/02/2016)

#### O Philippe Bonnave Chairman and Chief Executive Officer of Bouygues Construction

#### Pascal Grangé Deputy Chief Executive Officer of Bouygues Construction

#### Olivier Bouygues Director

#### 🕒 Jean-François Guillemin Director

#### Gilles Zancanaro Director

#### Bouygues represented by

Philippe Marien Director

#### **Executive Committee**



Philippe **Bonnave** Chairman and CEO of **Bouygues Construction** 



Olivier-Marie Racine Deputy CEO with responsibility for Bouygues Bâtiment International and Bouygues Energies & Services



Jean-Philippe Trin Deputy CEO with responsibility for Bouygues Travaux Publics, and VSL



Pascal Grangé Deputy CEO with responsibility for strategy and finance, information systems, concessions and strategic reflection on property development



Jean-Marc Kiviatkowski **Executive Vice President** with responsibility for legal affairs, insurance, auditing, internal control and compliance



Soussan **Executive Vice President** with responsibility for human resources and policy on corporate and social responsibility

#### **General Management Committee**

(in addition to members of the Executive Committee)



Pascal Minault CEO, Bouygues Entreprises France-Europe



Bernard

**Mounier** CEO, Bouygues Bâtiment lle-de-France



**Rigout**CEO, Bouygues Bâtiment International



Amequin
CEO, Bouygues Travaux
Publics

Philippe



**Gazaignes**CEO of the Civil Works division for Asia, Oceania and the Middle-East



Jean-Christophe
Perraud
CEO, Bouygues Energies
& Services



Fabienne
Viala
Chairman of
Bouygues Construction
in the United Kingdom



Cyril Ferrand Deputy CEO, Bouygues Energies & Services



Charles
Paradis
CEO,
Concessions division



**Montfort**Company Secretary,
Bouygues Construction



**Godinot**Director of Innovation and Sustainable Development



Franck
Le Guillou
Purchasing Director,
Bouygues Construction



Damien Rebourg Communications Director, Bouygues Construction

#### One group























# Health& Safety

#### **New Definition**

"Our no. 1 priority. Protecting the health and the safety of our employees and of everyone involved with our construction sites is our primary responsibility. On a human level, and with respect to our customers. It is also a driver of performance: the projects with the best safety records are very often also the most efficient."

#### Everyone committed



#### **Additional measures have** been taken to help foster a strong safety culture shared by everyone:

Appointment of a Group Health & Safety Director, reporting directly to the CEO.

The CEO of each subsidiary is supported by a Health & Safety Director with very extensive powers.

The management of each construction site is set Health & Safety targets. In 2015, every site supervisor was given eight days of training dedicated to the zero accident target.

To empower all employees, safety is now one of the criteria used in calculating the profit-sharing bonus, along with economic performance. Assessed at local level, safety results directly generate bonuses and penalties.

#### Among the best indicators in the profession

**Accident** frequency rate\*

0.27

**Severity rate** of workplace accidents\*\*

- \* Number of accidents involving time off work x 1,000,000 / number of hours worked in 2015.
- \*\* Number of days off work as a result of a workplace accident x 1.000 / number of hours worked in 2015.



#### Zero accident

#### Naturally. this is our ambition

How will achieve it? By having the world's highest standards and sharing them throughout the Group. By unifying our practices and policies thanks to a new safety reporting tool implemented around the world in 2016.



of training hours delivered to Group employees in 2015 were devoted to health and safety.



#### FOCUS Safety under surveillance

Bouygues Construction operates "Safety Surveyors" on its construction sites. In the event of a serious breach of safety practices, these team members have the power to halt site work or to evict anyone from the site whose behaviour is dangerous. Even if this conflicts with the wishes of the site manager.

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#### Digital modeling works for the customer

#### What BIM means:

Better definition of the building or structure before construction works begin.

Greater clarity of the project for the project owner.

Better anticipation of difficulties.

A smoother construction phase.

Better eco-design because the desired level of performance is taken into account a long way upstream.

**Optimised transfer of all** information needed for the operating phase.



There are 90 BIM specialists in the Group.

#### Our expertise is already acknowledged



Bouvaues Construction and Brunet Saunier Architecture were presented with the Silver BIM Award prize for 2015 by Le Moniteur in the International Projects category for the development of the LimmiViva hospital near Zurich using BIM. This was the first time in Switzerland that a project has been designed with a single digital model shared by architects, civil engineers and HVAC specialists.

#### ⊕ "B In Motion": modernising our businesses

This is the programme through which Bouygues Construction is aiming to spread the use of collaborative BIM, not only in all its projects, but at every phase: design, construction, operation. This digital revolution makes it possible to industrialise processes and working methods. And because everyone is working on the same model, under the coordination of a BIM manager, to improve the sharing of information between all the people and teams involved in a project. Soon, the Group will have a single

tool available all around the world that everyone can use.



#### That's the plan!

#### No more printed plans!

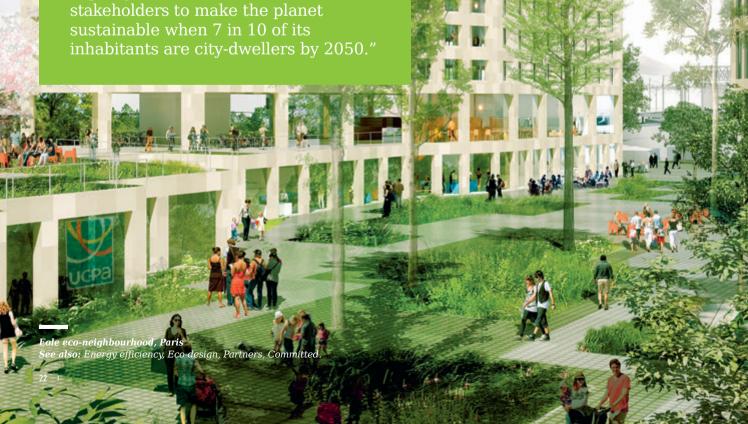
That's the target within a few years that Bouygues Construction has set thanks to BIM.



# Sustainable city

**New Definition** 

"The cities of tomorrow. Sustainable, desirable. Cities that are better integrated into their environment, that consume less energy and are more pleasant to live in. We have multiple areas on which to act – including eco-neighbourhoods, soft mobility, renovation, renewable energies and social and functional diversity – but they all impose the same degree of urgency: we must work with other stakeholders to make the planet sustainable when 7 in 10 of its inhabitants are city-dwellers by 2050."





#### responsible" city

The Greencity eco-neighbourhood in Zurich, which will be 100% powered by locally generated renewable energies: the refurbishment of the Allianz office tower at La Défense and the University of Bordeaux; the installation of 5.000 Alizé® electric vehicle recharging stations in France. Bouygues Construction helps local authorities and private-sector players to reduce their energy consumption and to promote soft mobility.



Cities account for 70% of the planet's carbon emissions.



The Group has been committed to urban biodiversity for many years. During the COP21, the French Government presented it with a certificate recognising its commitment to France's national biodiversity strategy

#### **→** Lighting that doesn't threaten biodiversity

In Rhônelle Park, Valenciennes, in northern France, a lighting system that helps protect flora and fauna has been designed. This project follows the Sustainable Lighting Guidelines drawn up by Noé Conservation, an organisation that has been a partner of Bouygues Energies & Services since 2011.

#### FOCUS **Biodiversity.** an issue for cities... and for the Group

As a member of the International Biodiversity and Property Council, Bouygues Construction was a driving force in developing and promoting the BiodiverCity® label, the first international label to evaluate biodiversity in construction and renovation projects. Two years after its launch, several of the Group's projects have already obtained it, including two eco-neighbourhoods. Eikenøtt in Switzerland and Neo-C in Creteil, near Paris. Many other projects incorporate BiodiverCity® criteria from the outset.



#### FOCUS WWF

**Bouygues Construction** and WWF France have signed a 3-year partnership agreement.

They will work alongside businesses and local authorities to imagine new urban lifestyles. The joint work will result in experimental sustainable neighbourhood projects.

#### Reinventing the city...

#### **Zurich**

In Zurich, the Group is building the largest and most ambitious eco-neiahbourhood seen in Switzerland. The project, called Greencity, in which a new art of livina becomes reality, is the first to be certified a "2.000 Watts" site, a Swiss label that seeks to reduce annual energy consumption to 2,000 Watts per person by 2100.

#### **Paris**

Bouyques Construction was a double winner in the "Reinventing Paris" call for projects launched by the city of Paris. One of the projects that was rewarded was the redevelopment of the Éole-Évangile Triangle in North-Eastern Paris, which will be the first zero carbon neighbourhood in the French capital.

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#### Combining our talents

By learning to work together we will gain the trust of our customers for their most complex projects. An example? The 42 kilometre-long series of bridges and tunnels which will soon link together Hong Kong, Zhuhai and Macau. The project has called on the expertise of three of our subsidiaries: VSL for post-tensioning, **Dragages Hong Kong for civil works** and construction, and Bouygues **Energies & Services.** 

n September 2015, 550 of the Group's managers attended a convention entitled "All Bouyques Construction" to discuss issues relating to breaking down barriers between businesses.



#### 6 values for 1 Group

Bouygues Construction is 50,000 people who share the same culture and six values: a commitment to health and safety; ethics and compliance; a sense of common interest; a spirit of innovation; openness to change: and a demand for success.

6=1

Yesterday, they were called Quille, Norpac or Pertuy Construction. In France, our six regional building subsidiaries all adopted the name "Bouyques Bâtiment" followed by the name of their region in 2015. This system reminds customers of the Group's range of know-how while giving priority to fostering relations based on proximity.

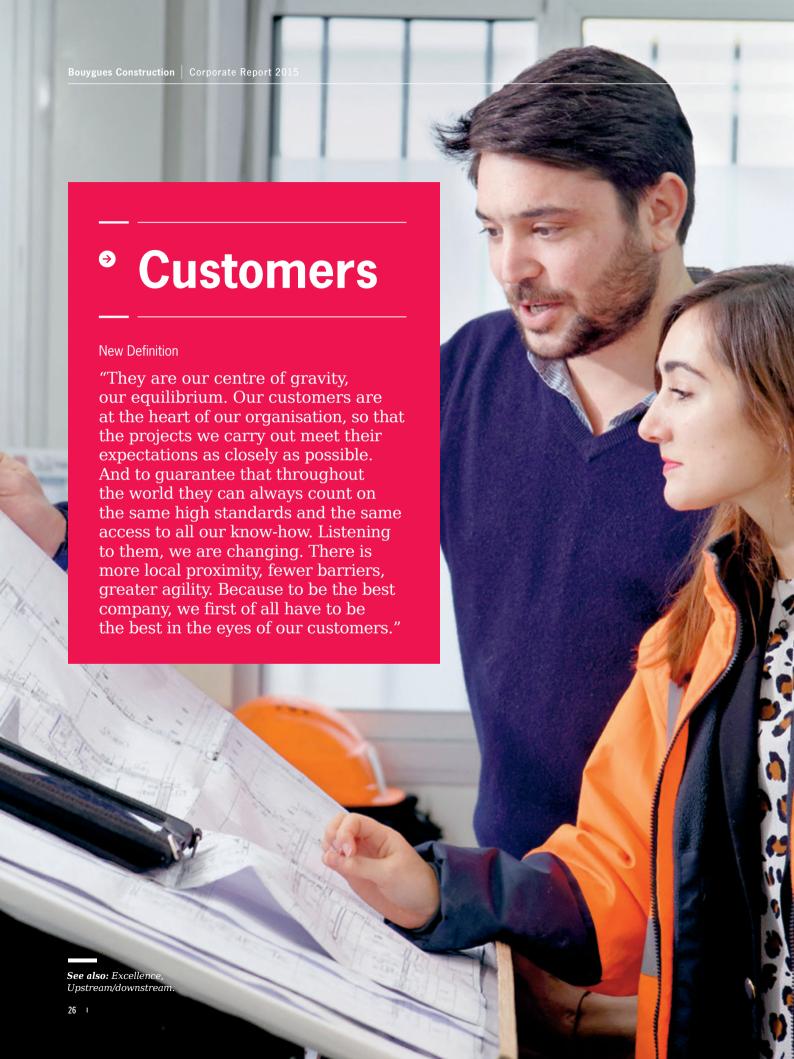


#### **Sharing**

"Com.Unity News" is a single Group-wide internal information platform that can be accessed by all its employees throughout the world, on every type of screen.

#### **→ Moving forward** together

Let's talk! So that we can build effective offers that are in line with the new expectations of our customers -industrial sites, hospitals, eco-neighbourhoods, campuses, seniors, smart housingwe form company-wide taskforces with representatives of all our business lines and areas of expertise.



#### Listening

In 2015, Bouygues Travaux Publics launched an innovative programme for listening to and meeting its key accounts. Interviewed by a member of Senior Management over a video link, customers were able to give voice to their expectations of the company. And the message was heard by all the subsidiary's employees: the filmed interviewed were broadcast around the world on the intranet.

# A tighter organisation

In 2015, Bouygues Construction adopted an integrated organisation to provide better support for its customers throughout the value chain. All our civil works businesses have now been brought together in the same management structure.

The international building businesses and the energies and services businesses, which are often involved in the same projects, are now supervised by a single senior management structure. Country Directors have been appointed to bring the full range of our expertise closer to our customers in certain strategic countries and regions. This is the case in Switzerland, the United Kingdom and Australia, as well as in the Asia-Pacific and Sub-Saharan Africa zones.



#### FOCUS

#### The best of Bouygues Construction on every continent

Our expertise and know-how covers luxury hotels, hospitals, tunnels, tower blocks, photovoltaic plants, and more. Whatever their projects and whichever countries they operate in, our customers benefit from the best of what we have to offer. This is because of our ability to call on globally recognised expertise and to spread and grow our talents from one continent to another, from one project to another.

# Combining local presence and expertise

Our subsidiary Bouygues Construction Australia combines our expertise in building, civil works and earthworks in partnership with companies that are strongly established locally. It is currently constructing a 9-kilometre twin-tube motorway tunnel, NorthConnex, as well as railway lines to the north of Sydney.



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# Multi-local



## Helping local communities

Our projects – whether a photovoltaic plant to provide sustainable energy to the inhabitants of Negros Island in the Philippines, an extension to Iqaluit airport to boost the development of a region of Northern Canada the size of France, or the construction of a state-of-the-art 420-bed hospital in Ghana – first and foremost belong to the regions and communities that we are helping improve the quality of life of their inhabitants.

#### ⊕ FOCUS

## A longstanding local presence

Examples:
Hong Kong > 60 years
Ivory Coast > 43 years
Australia > 30 years
Switzerland > 25 years
Morocco > 25 years
United Kingdom > 19 years



30,000

Group employees work outside France.

#### Lasting jobs

Where the Group operates, long-term employment is the legacy: the Group has 3,400 employees in Thailand, 3,850 in the United Kingdom, 2,450 in Morocco.
Bouygues Construction employs local people in each country.
The most recent example is lvory Coast. The majority of the 1,500 employees who constructed the Henri-Konan-Bédié bridge were recruited locally and given training. At the end of the project, a jobs forum was arranged to help them find future employment.

52%

of the Group's business was outside France in 2015.



#### 生日快乐!\*

From Kai Tak airport in 1955
to the Hong Kong-ZhuhaiMacau bridge today, our
subsidiary Dragages has
been at the heart of Hong
Kong's development for
60 years. The company's
2,500 employees are involved
in every aspect of the value
chain of construction: design,
engineering, construction,
finance, operation
and maintenance, civil
and mechanical engineering
and concessions.

\* "Happy Birthday" in Cantonese





#### **→** Throughout the world

**Bouygues Bâtiment International has** signed a partnership agreement with the International Finance Corporation (IFC), a leading international financial institution that invests in developing countries and a member of the World Bank Group. This partnership enables us to systematise the eco-design of our buildings in emerging countries. The aims are to achieve 20% reductions in energy and water consumption as well as in the embodied energy of materials by comparison with the country's traditional construction methods.



#### An adaptable high school

The Group has built a highly innovative high school for 500 students in Clisson, western France. Its timber structure can be adapted over time. The 98 modules that currently compose it can be positioned differently if new uses develop, or can be supplemented if the school's numbers increase.

**72%** 

of the orders booked for buildings in 2015 incorporate a commitment to certification or labelling.

#### **O** FOCUS An eco-exemplary

### ministry

Defence, handed over in 2015, was eco-designed as a high environmental performance, Its energy needs (heating, ventilation, hot water, etc.) have been divided requirements of French Thermal Regulations (2012), thanks largely 4,000 m<sup>2</sup> and a cold production system based on heat exchanges with the water table.

#### A question of choice

Thanks to digital modelling and to our approach to the entire lifecycle of our buildings, we systematically propose eco-alternatives to our customers at the design phase. This decisionmaking tool optimises the energy efficiency and operation of their buildings.



#### 150 timber references

Seeking to limit the use of concrete, Bouygues Construction is exploring alternative, lower carbon-emission construction methods, such as timber. The Group has run a timber technology unit comprising more than 20 specialists since 2010, and has delivered over build and renovation projects) to date in France, Switzerland and the United Kingdom.

#### Success on the most demanding markets

In 2015, we handed over the first batch of student accommodation at the University of Hertfordshire, in the United Kingdom, designed to obtain the True Zero Carbon accreditation and BREEAM® Outstanding certification, corresponding excellence specified to date. In Hong Kong, we had the same objective and the same ambition with the Trade and Industry Tower, the first government building in Hong Kong to aim for both BEAM® Plus Platinum and LEED® Platinum certification. This project. which won a Green Building Award, is testament to our know-how on one of the world's most advanced markets with respect to energy sobriety.

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#### Female-friendly construction sites

A project was launched in 2015 with the intention of making it easier for women to fill posts on-site and make certain tasks less arduous. Our ergonomists have simple instructions: organise sites as if you only have women working. In Thailand. our subsidiary Bouygues Thai supports the growing number of women among its personnel (overall 33% are women, and some site teams are 100% female) by arranging child care facilities on its construction sites.

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#### • FOCUS Over 600

Welink, the Bouygues Construction network for women managers formed in June 2013 to encourage gender equality in the Group, now has more than 600 members. In June 2015, Welink for the first time invited around 300 women from outside the Group (customers and partners) to take part in discussions on the place of women in the construction industry.

of women managers in the Group in 2015.

"I believe in encouraging women into our professions, not because it's fashionable but because it will increase our efficiency. The idea is not to practise positive discrimination. At Bouygues Construction, we have always succeeded in supporting the team members we judge to be talented, so now we must do exactly the same thing for talented women.'

Philippe Bonnave

#### **→ Two women sit** on the Management Committee

There's no difference between men and women when it comes to skills. After leading remarkable careers within the Group, two women managers, Marie-Luce Godinot and Fabienne Viala, are now members of the Group's highest echelon of management. The former, who joined **Bouygues Construction in 2001,** was appointed Director of Innovation and Sustainable Development and joined the Group's Management Committee late in 2015. The latter has also joined it in her capacity as Bouvgues Construction's United Kingdom Director, after 29 years of experience in the Group.

# The most beautiful place on earth

#### **New Definition**

"For us, a construction site is the most beautiful place on earth. It's where the impossible becomes possible. It's where you can fully understand the act of construction. And the passion for construction. It's where, day after day, on every continent, we meet technical and human challenges that are ever more ambitious."

#### Made to measure

Every project is unique, and so is each construction site. This is why we approach each site as a new human and technical challenge. Every time, we adapt the way we handle every area - planning, human resources, construction methods, Quality-Safety-Environment, finance, etc. The one and only aim is achieving operational excellence from the first to the last day of the project, whatever its size.



#### 160 metres tall

The site of the Future Paris law courts is exceptional in terms of its size and its complexity, but also in terms of the resources employed: 11 cranes (6 of them luffing jib cranes), 1,500 site workers at peak periods

In Hong Kong, Bouygues Construction is carrying out a new technical exploit: constructing a 5-kilometre twin-tube tunnel 50 metres below the sea. The Tuen Mun-Chek Lap Kok site employs the largest tunnel boring machine ever used by the Group -it is 17.6 m in diameter. Teams are innovating permanently to adapt to the extraordinary conditions of this project, such as the need to recycle a large part of the excavated rock within the project itself. 2,500 employees are involved on this project.



#### **Better life onsite**

Our sites set the highest standard with regard to the health and safety of our site workers. In Europe, awareness-raising campaigns are organised for managers and employees to help in the fight against addiction. And on all Bouygues Bâtiment International construction sites, a single framework document imposing a standard for the workers' living quarters is systematically applied.



workers are on site at the busiest periods during construction of phase 2 of the Star City residential complex in Yangon (Rangoon), Myanmar, which is scheduled to last 35 months.

Bouyaues Construction ensures that work ergonomists collaborate permanently with the technical and equipment departments. seeking to reduce the arduous nature of physical handling and load carrying.





### A collective and an individual duty

Restrictive practices, corruption.
There is no viable economic model based on unethical behaviour.
And beyond weakening the company, unethical behaviour can destroy those who are exposed to it: our employees.
This is why Bouygues Construction considers ethics as a requirement to be enforced both collectively and individually. But also as a means, as important as safety, of protecting its teams.

# 30,000 employees made more aware

How to do deals while respecting all the regulations.

"FairDeal" is the title of an online training module to which 30,000 of the Group's employees will sign up. Taking the form of a game, the package covers the principles of ethics and compliance, illustrated by a wide variety of concrete scenarios.

### **→ A requirement** for management

For the Group, ethics means the respect that a manager owes to each member of his or her team. Naturally, this includes the absence of any form of discrimination within the company, but it also means listening to employees and striving to provide them with the conditions to carry out their professional duties with serenity.



#### FOCUS

#### A clear framework

In order to shape its ethics and compliance policy, Bouygues Construction set up a dedicated committee in 2015 and rolled out the Bouygues Group's complete programme on compliance. A procedure for whistle-blowing has also been put in place to enable all employees to report any failings. All unethical behaviour gives rise to immediate punishment.



# The Group's 1,500 managers

signed a letter of undertaking in 2015, giving a commitment to respect the Bouygues Group's ethics policy and compliance programmes.

# Connected

**New Definition** 

"Buildings, neighbourhoods, cities are capable of producing and exchanging data. Which means creating links, setting up new uses.

Connected means that data works to help residents, reducing energy consumption, providing more services, offering greater independence, encouraging networking. In short, helping people live better together."

### ⊕ Eco-responsible connection

EcoFlex'IT® from Bouygues
Energies & Services is the only
environmentally responsible digital
infrastructure on the market
for buildings: users can divide
their energy bill by four and halve
their carbon footprint. It is also twice
as quick to install as traditional fibre
optic solutions and it does away
with 85% of copper cables.



6 million people in 25 French departments enjoy very high-speed broadband thanks to Axione, our subsidiary specialising in fibre optic infrastructures.



# The first connected econeighbourhood

In partnership with the town of Issy-les-Moulineaux, Bouygues Immobilier and a number of start-ups, including Embix, we are creating a pilot project for a smart grid. The aim is to equip an entire neighbourhood with state-of-the-art smart networks that can manage and optimise the production and distribution of electricity.

#### 

To anticipate the impact of digital technology on the city of the future, Bouygues Construction has gathered together 15 experts to work on the topic "Digital city, human city." The conclusions of this collaborative think tank are guiding the Group's efforts to make cities more frugal, more service-oriented, more lively.

### Smart services for cities and their residents

With Citybox®, we are offering local authorities a unique connected solution which provides a wide range of smart services using a single network, including regulation of street lighting, outdoor WiFi access, broadcasting of information, video surveillance and the management of traffic flow and parking spaces.

#### The campus of the future

To meet the new needs of those who live and work on university campuses, we have created the "Connected Campus". This offer has three strands: the integration of digital solutions, low-carbon buildings and a campus that is open onto the city surrounding it.

www.bouygues-construction.com

# Energy efficiency





There are numerous energy certifications for building renovations - HQE® for commercial buildings, BBC® for tower blocks and Haussmann-style residential buildings, BEAM® Plus, BREEAM® and LEED® - and Bouygues Construction was one of the very first companies to obtain them all.

### **Cutting-edge** research

3<sub>m</sub>

#### **Commitments**

Whatever the project – condominiums, social housing, commercial property,

We set ourselves quantified targets:

partnering Leicestershire County

has challenged us to reduce energy consumption by **56%** and divide light pollution by five in eight years under the terms of the Energy Performance Contract (EPC) for renovating its street lighting.

In Mantes-la-Jolie in France, we have undertaken to make a 53% reduction to the energy consumption for heating and hot water of a condominium and 15-year maintenance contract.

To give our customers the best possible support, we have developed a number of differentiated packages, all designed to guarantee lower energy consumption: Hypervision® for buildings, Réavenir for renovated apartments, and Service de Lux for lighting in industrial facilities.

**Energy savings achieved** since 2012 have already exceeded 20% in the city of Paris street lighting renovation contract, well on the way to the target of 30% to be reached by 2020.

www.bouygues-construction.com

## Multi-cultural

**New Definition** 

"In our workforce and at every level of the company, we want Bouygues Construction to reflect the social, cultural and ethnic components of the country in which we are operating. The mix of cultures is key to the success of our major projects. And diversity, in all its forms, is our wealth."

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### 

Five specialist task forces have introduced action plans in the areas of disability, gender diversity, opportunities for underprivileged young people, age management and ethnic and social diversity.

50

people throughout the Group are dedicated to dealing with all the issues of diversity and equal opportunities.



34

separate nationalities are represented among the 1,500 employees of Dragages Hong Kong.

To promote tolerance, respect and integration, the subsidiary organised a campaign called Diversity in Action in 2015.

This consisted of diversity awareness workshops, team building activities between different site teams and festivals of traditional culture.



# 40 hours per month for 4 months

To increase the employability of workers on the Star City construction site, many of whom never went to school, BYMA (the Bouygues Bâtiment International joint venture in Myanmar) holds literacy classes in the Burmese language as well as basic maths courses.

### Focus Conviction

"We are firmly convinced that the diversity of our teams is an essential source of wealth at a time when we must more than ever demonstrate creativity and innovation. It helps us to take account of the varied expectations of our customers and to expand into new markets."

Jean-Manuel Soussan, Executive Vice President with responsibility for Human Resources and CSR policy

### **⊙** Interculturalism

Bouygues Bâtiment International, whose Diversity label was renewed in 2015, has undertaken numerous measures to combat stereotyping. Among them: rolling out a training course called Success in Diversity in numerous countries, including Qatar, Turkmenistan and Cuba, incorporating Diversity modules in all the main training packages and in induction programmes for new managers, and creating a specialised counselling unit.



### Responsibility

90%

of our business is covered by an ISO 14001-certified Environmental Management System.

**75**%

of our purchases meet social and environmental responsibility criteria.

Renewal in 2015 of the partnership agreement with WWF France to use timber certified as meeting a set of criteria such as responsible forestry and ensuring the well-being of employees and local populations.

### **Support**

......

176 projects have been sponsored by employees in 24 countries

and have received support (financially or through skills sponsorship) from Terre Plurielle, our corporate foundation, since 2008.



partnerships set up throughout the world with organisations supporting initiatives in favour of education, health and social integration.



### 885,000 hours

of professional integration were achieved in France in 2015.

### Integration and jobs

Oc'via, the consortium constructing the Nîmes-Montpellier rail bypass, of which we are one of the leading companies, has contracted 14% of hours worked to people in work integration programmes. A total of:

292,000 h

This is twice the requirement that was originally specified.

335

people have signed employment contracts.

### Local development

95%

of the work we subcontract is carried out by local companies, both in France and in international locations.



### **Cultural** integration

During a project
to redevelop Iqaluit
international airport
in Canada, and then
for the 30-year operating
contract, Bouygues
Building Canada
has given priority
to members of the Inuit
community for both hiring
and subcontracting.

The company's strong desire for cultural integration is illustrated by the organisation of training programmes in Inuit culture for non-Inuits as well as intercultural events.





#### **Suppliers at** the heart of BIM

We have signed a three-year partnership agreement with the start-up datBIM, which is intended to integrate the chain of suppliers and construction-sector SMEs into the BIM process. For them. the benefit is that their data can be incorporated into BIM product catalogues and they can deal more easily not only with the Group's designers and purchasers, but with the entire profession.

Seven partners, including Bouygues Construction, RWTH Aachen University and Intel Labs, worked together on the R&D Cooperate project, dedicated to eco-neighbourhoods. Completed in 2015, the programme resulted in the creation of a big data software solution to forecast and optimise energy production and consumption in smart cities.

#### Alongside SMEs

Bouygues Construction is a member of Pacte PME, an association whose aim is to strengthen links between leading businesses and French SMEs by encouraging innovation through partnerships with SMEs and by creating collaborative relationships with suppliers.

### Sharing

Achieving excellence in the construction process is shared adventure. It demands that we share the same ideals, the same objectives and the same standards with our subcontractors and suppliers, whether for quality, CSR, ethics or workplace health and safety.

### Occident Control Occ

We form strategic partnerships with industrial players with complementary know-how to devise new solutions that address the challenges of tomorrow, including the design of innovative materials and products with BASF, the use of second-life electric vehicle batteries for storing energy in buildings with Renault and Nissan and the development of high energy performance prefabricated wood panels with Techniwood.

### Joint intelligence

Whether the issues relate to "growing older at home" or "digital cities, human cities," the challenges we face are increasingly complex. This is why we have assembled think tanks consisting of experts, researchers and companies. The aim is to listen, so that we can all better anticipate the ways in which we should bring about change to our buildings and structures and to the art of construction.

2.466

partners and subcontractors were assessed in 2015 on the criteria in the Bouygues Group's CSR charter.



In 2000, we handed over the Home Office in London (the British Ministry of the Interior). 16 years later, we're still operating it, and managing all aspects of its security. Our devotion to duty was exemplary when Queen Elizabeth II visited the Home Office for the tenth annual Civil Service Awards on November 12, 2015.

### **⊙** Involved in defining projects

Because of our great expertise, we are selected for the most complex projects a long way upstream. One example of this is the future XXL eco-neighbourhood in Marseille (14 hectares). When a call for expression of interest was organised, the development project we submitted (jointly drawn up with Bouygues Immobilier and involving all stakeholders) was chosen by Euroméditerranée, who entrusted us with responsibility for the engineering studies phase.

### linkcity

### **Good development** makes for better building

The success of a project is often decided during the property development phase. It's when we consider financial sustainability, energy efficiency, an inventory of uses and the role to be played by partners. To fully leverage the skills of its network of experts, Bouygues Construction has consolidated all its property development structures under a single and evocative brand name: Linkcity.

### 27 years

We are committed to supporting the City of Music on Seguin Island in Boulogne-Billancourt, near Paris, for 27 years. We designed this cultural facility and we are currently working on its construction. Once the complex is completed, we will be responsible for maintaining and operating it - including artistically - with our partners, Sodexo and TF1.

#### **FOCUS**

### **Creating long-term value**

We adapt to all forms of contract - partnerships, DBOM (design, build, operate, maintain), PPP, concessions, calls for expression of interest. We find the best way of supporting our customers and creating long-term value.

### Excellence

**New Definition** 

"Excellent work! Not so much an ambition as an obligation. At each link of the construction process value chain, our employees share no priority more important than giving the best of themselves. The success of our increasingly complex projects demands it. As does bringing in all our projects - large and small on schedule and on budget."



# Managing and mastering complexity

Our pursuit of excellence is recognised by our customers, who call on us to work on their projects in some of the most challenging areas of the construction industry, including:

#### **TOWERS**

MahaNakhon (Bangkok), Trade and Industry Tower (Hong Kong), Manhattan Loft Gardens (London), Casa-Anfa (Casablanca).

#### **TUNNELS**

Tuen Mun-Chek Lap Kok (Hong Kong), NorthConnex (Sydney), drainage tunnels in Qatar.

### LUXURY HOTELS AND APARTMENT BUILDINGS

several Parisian luxury hotels, resorts in Cuba, City of Dreams Hotel in Macau.

#### **HOSPITALS**

New Orléans hospital, Saint-Laurentdu-Maroni hospital (French Guiana), proton beam therapy centre (London).

#### **AUDITORIUMS AND ARENAS**

AccorHotels Arena (Paris), Singapore Sports Hub, Philharmonic Hall (Paris), Bordeaux Métropole Arena.



### **Expertise** rewarded

We were awarded the following prizes in 2015:

Best Futura Project at the MIPIM for the City of Music on Seguin Island, near Paris.

2nd Prize in the worldwide City. People.Light awards for the urban lighting in Valenciennes, France.

Constructing Excellence in Wales Awards for the Penarth Learning Community school complex (Project of the Year and Integration and Collaborative Working categories).

Silver BIM for the digital models of the Lille administrative court house, the L2 bypass in Marseille and LimmiViva Hospital in Zurich.

Gold award for the Singapore Sports Hub for the "Best Structuring of an International PPP" in the SIATI Infrastructure Trophies.

#### FOCUS

#### 6 ha claimed from the sea

A consortium led by Bouygues Travaux Publics was chosen by the Principality of Monaco to carry out a project for an urban land reclamation project, which will create a new 6-hectare eco-neighbourhood. This is a particularly complex project which sets out to be exemplary in terms of environmental protection. It will entail 10 years of works.

#### Faithful customers

The best demonstration of our know-how comes when our customers show their confidence in us by returning to us for a new project. Examples in 2015:

- the 2nd phase of the urban regeneration of Canning Town, in London;
- 6 buildings in the new phase of the Star City residential complex in Myanmar;
- extension of line 3 of the Cairo metro, Egypt;
- construction for the same customer of the largest solar farm in South-East Asia in the Philippines, following the construction of 3 photovoltaic plants in Thailand.



# On schedule!

In accordance with the timetable laid down in the contract, it took us 18 months to build the Marignane Development Centre, a new R&D centre for Airbus Helicopters – a total of 208,000 hours of work, with up to 130 people onsite at peak periods, to construct this 20,000 m<sup>2</sup> ultra-modern facility.



# ° Open innovation



### Joint innovation

To identify promising start-ups all round the world, we have launched a novel programme called Matching Up, which enables them to test their business models or prototypes with us under real conditions. When a startup is selected, a partnership is set up between it and one of our employees, who will work with the company to jointly develop the solution, becoming its ambassador within the Group. 140 applicants replied to the first two calls for projects: "revolutionise the act of construction" and "the sustainable and smart neighbourhood". 37 of the candidates were selected. Much more news to follow soon.

### Ð

### Connecting

What's the Start-Up Minute?
A one-minute pitch, a stand and a chance to discuss with our people. In a number of our head offices, we regularly invite start-ups whose innovations have already been trialled by at least one Group entity. A first meeting that can possibly go much further, and may have a big impact on our production processes and our commercial offers.

### FOCUS

#### **Inventing**

We are collaborating with some of the best engineering schools and universities to invent the technologies of tomorrow:

Stanford University (BIM, digital models);

Ecole Centrale de Lille (3D printing, building);

Swiss Federal Institute of Technology, Zurich, Swiss Federal Institute of Technology, Lausanne and National University of Singapore (tiling robots).

### United

We have signed a three-year partnership agreement with the Domolandes technology park in France. The aim is to pool our research efforts in areas connected with sustainable development and the digital transition (augmented reality, BIM, etc.).

700

entries were submitted by our employees in the 2016 edition of our internal Innovation Competition.

## °Portfolio 2015

THERE'S NO SUCH THING AS IMPOSSIBLE: MAJOR PROJECTS THAT WERE AMONG THE HIGHLIGHTS OF THE YEAR.

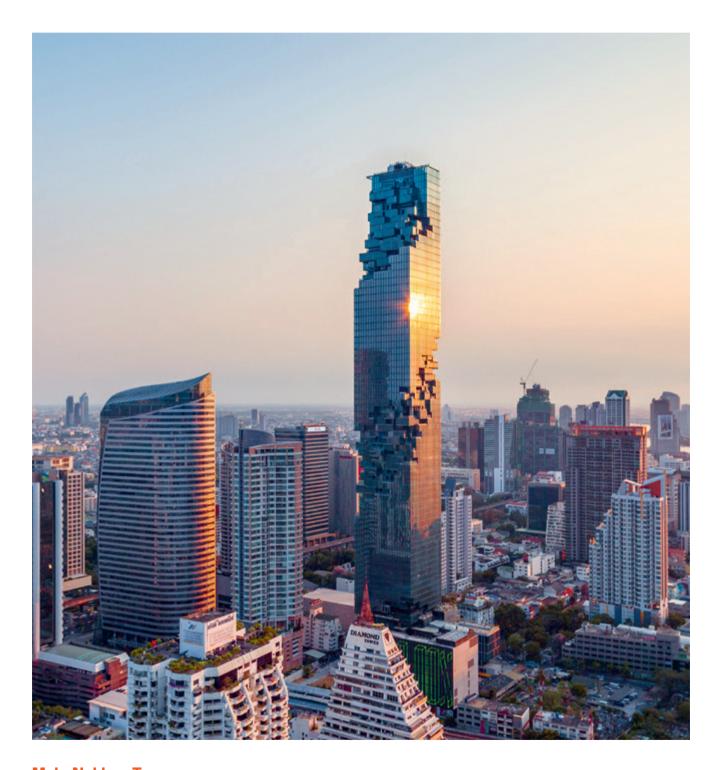


### **University of Hertfordshire Campus**

HERTFORDSHIRE (UNITED KINGDOM) | BOUYGUES DEVELOPMENT / BOUYGUES UK

With timber frame construction and energy production infrastructures, this campus, consisting of 23 buildings and 3,000 student bedrooms, is targeting True Zero Carbon accreditation after already obtaining BREEAM® Outstanding certification, i.e. the top level of environmental accreditation. It will be one of the UK's most advanced campuses for sustainability. To avoid disturbing students who are on the site, particular care has been taken over managing nuisances during the entire construction period.

See also: Connected, Eco-design, Energy efficiency, Upstream/ Downstream.



### **MahaNakhon Tower**

BANGKOK (THAILAND) | BOUYGUES THAI/VSL

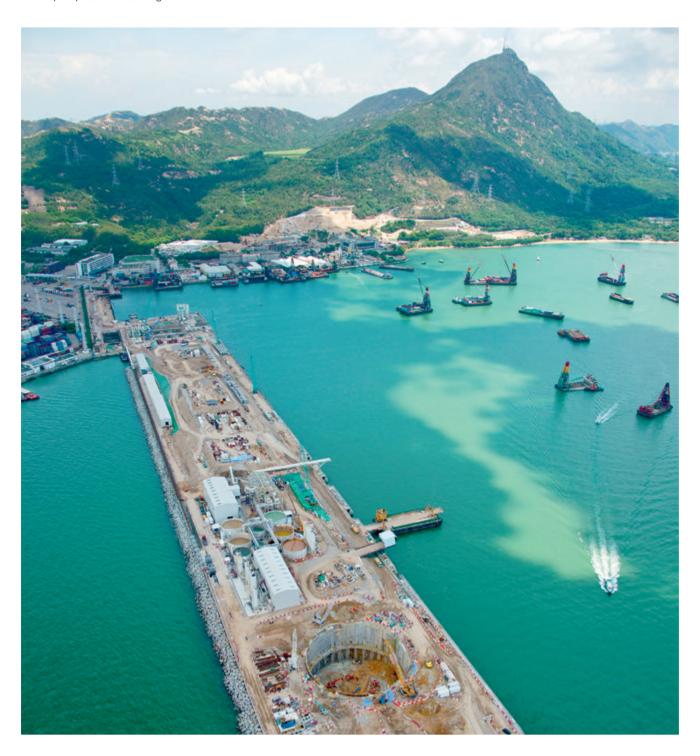
Located in the business district of Bangkok, this 314-metre tower block contains a shopping centre, 184 luxury apartments and a 150-room hotel. It appears to be circled by a band of pixels. Each one of its 77 storeys is unique!

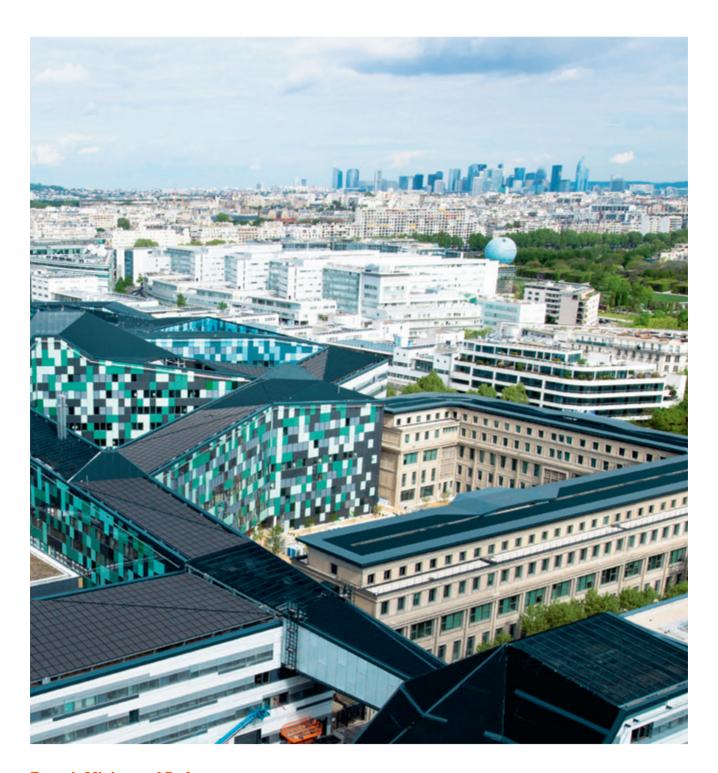
**See also:** We're all Bouygues Construction, Excellence.

### Tuen Mun-Chek Lap Kok Tunnel HONG KONG (CHINA) | DRAGAGES HONG KONG/VSL

The world's two largest tunnel boring machines, one of them equipped with innovative tools that perform real-time geological mapping of rock faces, are at work 50 metres below the sea, drilling a 5.4-kilometre twin-tube road tunnel. A project as complex as it is extraordinary, this is a remarkable example of the Group's expertise in constructing tunnels.

See also: Open innovation, Committed, Excellence.





French Ministry of Defence
Paris (France) | Bouygues Bâtiment ILE-DE-France/Bouygues energies & Services

This ultra-secure complex gives excellent energy performance thanks to 4,000 m2 of photovoltaic roof panels and heat exchanges with the water table which will cover needs for heat and cold. Opening out onto its environment thanks to newly reconfigured pathways, it provides the ministry's 9,300 users and local residents with settings for relaxation.

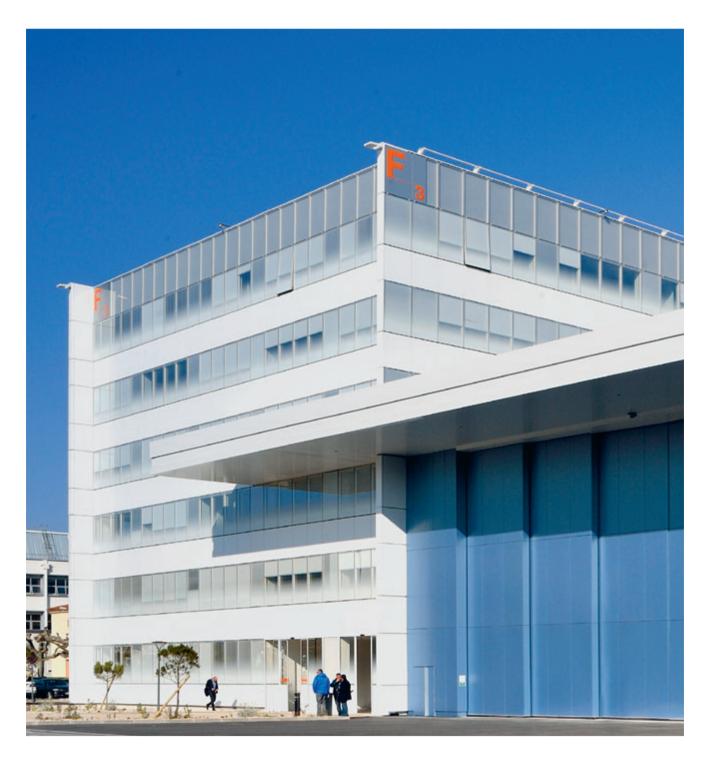
See also: Energy efficiency, Excellence, Upstream/Downstream.



Polo solar plant NEGROS ISLAND (PHILIPPINES) | BOUYGUES ENERGIES & SERVICES/BYME INTERNATIONAL/VSL

With more than 425,000 panels and annual production of around 190,000 MWh, this solar farm, for which a performance commitment over several years has been made, is the largest in South-East Asia. 1,500 local people were hired to construct the facility, some of whom will be retained to help operate and maintain it.

See also: Energy efficiency, Committed, Multi-cultural.



### Airbus Helicopters Marignane Development Centre Marignane (France) | BOUYGUES BĂTIMENT SUD-EST

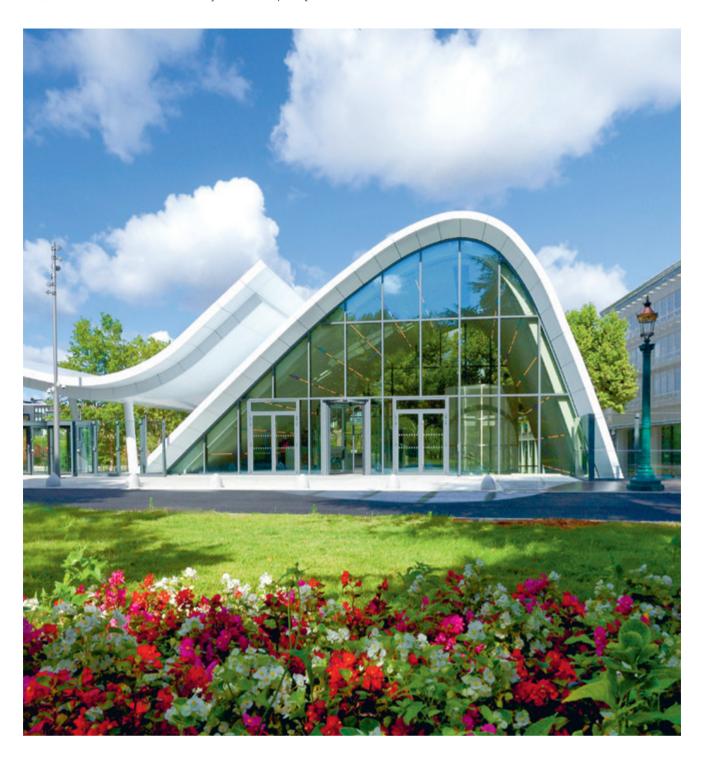
An 18,000 m $^2$  ultramodern office complex meeting the latest standards of sustainable construction, this engineering centre complies with over 70 criteria required for the "Very Good" rating of BREEAM® certification. Handed over on schedule after an 18-month construction period, it offers its 1,000 users an optimal level of working comfort, largely by maximising the use of natural light.

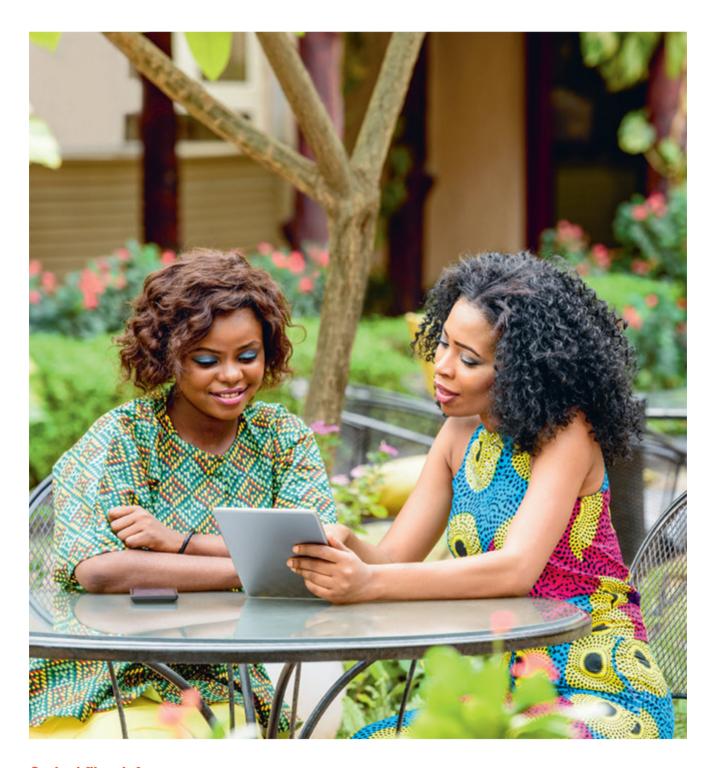
See also: We're all Bouygues Construction, Committed.

### Eole, Evergreen Campus MONTROUGE (FRANCE) | BOUYGUES BÂTIMENT ILE-DE-FRANCE

The 71,000 m² building for the Crédit Agricole bank had to meet three challenges. The first was architectural: the new headquarters had to blend harmoniously into the campus. The second was operation: the project had to be completed within 32 months while achieving exemplary quality. The third was environmental: the building had to earn double certification of BREEAM® Very Good and Passport HQE® Excellent.

See also: Excellence, Eco-design.

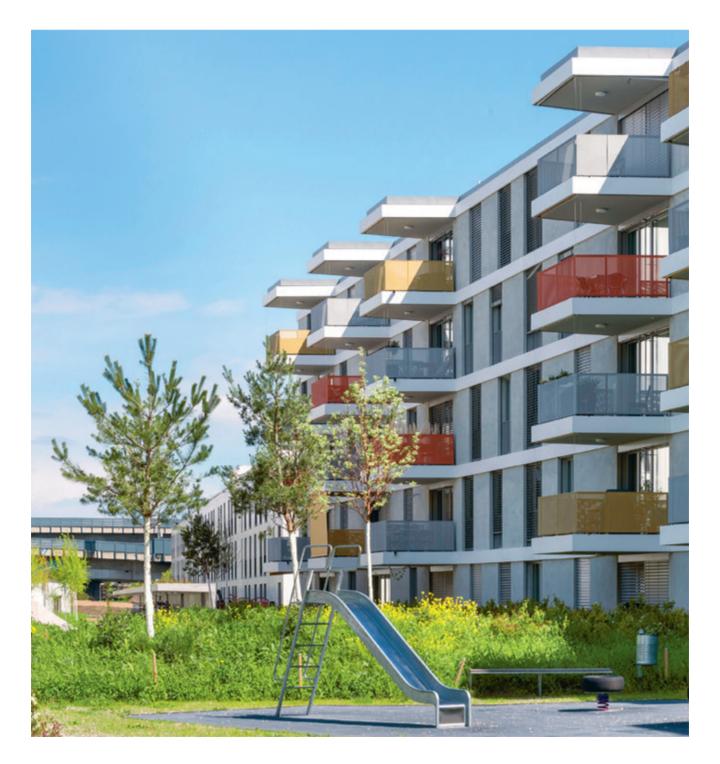




### Optical fibre infrastructures gabon | Bouygues energies & services/axione

The Group is installing fibre optic infrastructures by exporting the know-how it has acquired in France. It is making a contribution not only to modernising the country's economy, but also to the sustainable development of the region: the local subsidiary gives priority to hiring local labour and provides training for its employees.

See also: Multi-local, Connected, Committed.



### Erlenmatt West eco-neighbourhood BASEL (SWITZERLAND) | LOSINGER MARAZZI

Replacing a disused industrial site, this new eco-neighbourhood combines social diversity and sustainability. Consisting of approximately 600 apartments, offices and a complex providing accommodation for seniors, it is powered by 100% renewable energy. This performance makes it the first Swiss site to be certified for the 2,000 Watts label, a label that has set a target of 2,000 Watts of annual energy consumption per inhabitant by 2100.

See also: Energy efficiency, Sustainable city.



### Arenberg, Creative Mine ARENBERG (FRANCE) | BOUYGUES BÂTIMENT NORD-EST / BOUYGUES ENERGIES & SERVICES

In the space of just 17 months, the Group has converted a disused mine into a high-tech centre of excellence dedicated to the image and digital media. Numerous innovative solutions have been applied to this project, which includes a multi-purpose hall, a 300-seat cinema, a research lab and a TV studio. 70 companies took part in the conversion, 40% of them from the Nord Pas-de-Calais region.

See also: Excellence, Committed.

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Rail bypass
Nîmes-montpellier (France) | Bouygues travaux publics/dtp

An exemplary project in terms of relations with the local community. To construct this high-speed railway line intended to boost the region's economy, the Oc'Via consortium allocated 7% of hours worked to jobseekers and subcontracted 20% of the works to local SMEs. Particular efforts have also been made to safeguard biodiversity along the entire route.

See also: Sustainable city.



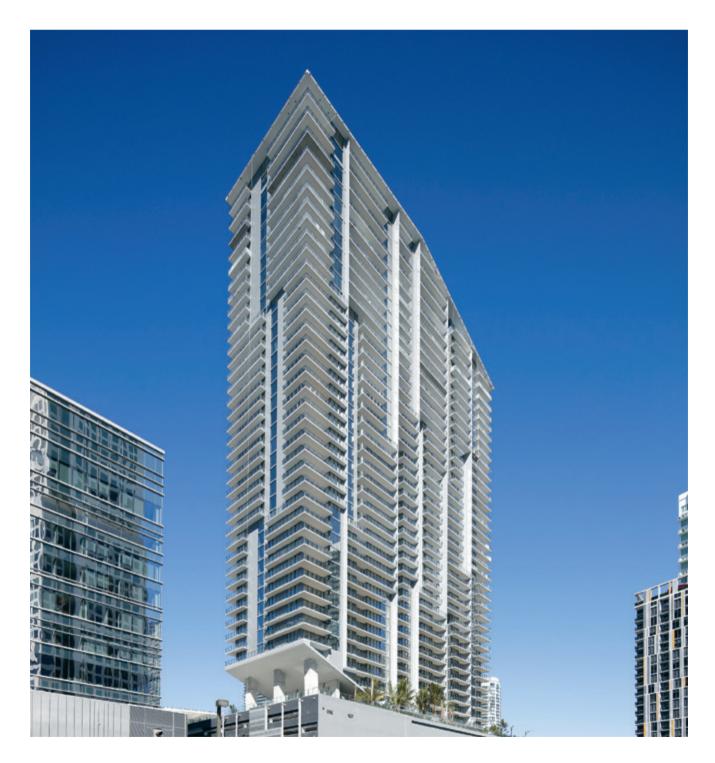


### Trade and Industry Tower HONG KONG (CHINA) | DRAGAGES HONG KONG/BYME INTERNATIONAL

Numerous green innovations have enabled this 22-storey tower block to qualify for double LEED® Platinum and BEAM® Platinum certification, including green walls and roof gardens covering 30% of the building's surface, a photovoltaic power system, rainwater recovery and a fibre optics daylighting system.

See also: Excellence, Eco-design.

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### Brickell City Centre property complex MIAMI (UNITED STATES) | AMERICARIBE

This real estate project – the largest currently under way in Florida – is the first mixed-use complex to obtain LEED® Neighborhood Development certification, a label intended for eco-neighbourhoods. It owes this recognition mainly to a world first devised by Swire Properties: the Climate Ribbon®, a canopy of metal and glass, cools the air without the need for an air-conditioning system.

See also: Energy efficiency, Eco-design.

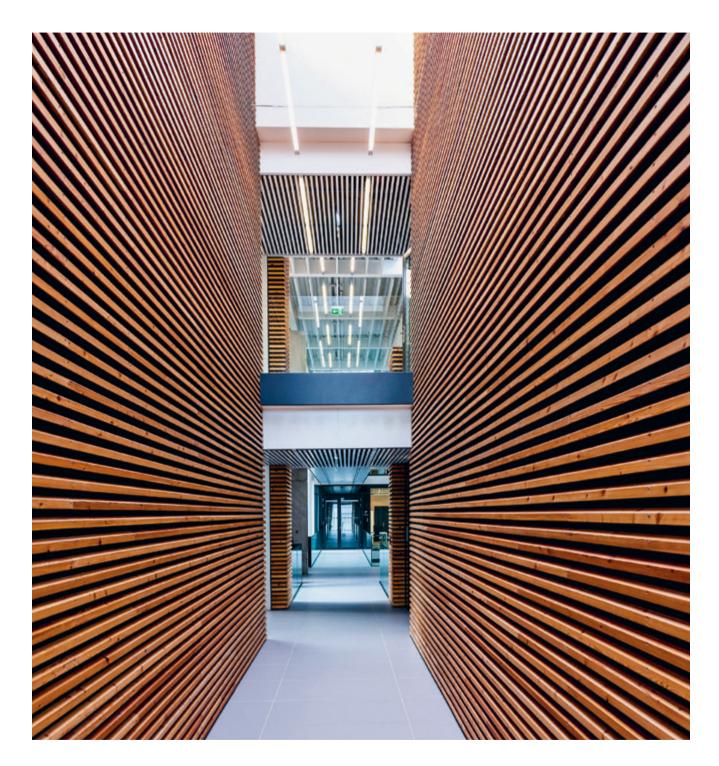


Raymond-Barre Bridge
LYON (FRANCE) | BOUYGUES TRAVALIX PUBLICS / BOUYGUES ENERGIES & SERVICES

Exclusively used by non-polluting traffic, this tied-arch bridge, which was designed with the aid of BIM, is unusual in that the 150-metre main span crosses the river at an angle. The central pillar of the bridge is erected in a cofferdam at a depth of 15 metres in the middle of the Rhone. At night, the lighting installed by Bouygues Energies & Services highlights the slenderness of the structure.

See also: Excellence, BIM, Committed.

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### **ELI Beamlines**

DOLNÍ BŘEŽANY (CZECH REPUBLIC) | VCES

Research is advancing! Just outside Prague, VCES has delivered the first phase of a state-of-the-art European research centre, financed by 40 institutions and 13 Member States. Equipped with a laser system that is the only one of its kind in the world, the site will carry out research in a range of fields, including biomedicine, materials, medical imaging, optics and nanotechnology.

See also: Excellence.

#### **Manhattan Loft Gardens tower**

LONDON (UNITED KINGDOM) | BOUYGUES UK

With a double cantilever supporting three sky gardens, this 143-metre tower block consisting of apartments and a luxury hotel has a unique structure. While creating an environment suited to neighbourhood life and to the development of urban biodiversity, the structure offers a new take on London garden squares.

See also: Excellence.



Bouygues Construction Corporate Communications Department. Design and production: agence **anstophane** June 2016

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