



# Aiming for gender equality



Shaping a **Better Life**

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# Editorial

Operating in a traditionally male-dominated industry, we need to ask ourselves about the place of women in our businesses. In 2010, Bouygues Construction launched a far-reaching review of gender equality, covering issues such as the proportion of women at all levels of the company, how to enhance their position, and the management of parenting for all.

Visible progress has been made in many areas. More and more of the recent graduates who join the company are women, and more and more women take part in decision-making, including at our customers and partners. The complementarity they bring is an undeniable asset. But from department head level upwards, they are fewer and further between.

There need to be more women at all levels of Bouygues Construction, especially in managerial positions. It is not a matter of meeting quotas but of guaranteeing equal access to all jobs in the company with the aim of improving our performance.

We are convinced of the benefits that gender equality brings, both inside and outside the company. By improving the condition of women, we also improve that of men. Whether managers or human resources staff, everyone at their own level can move things forward in their day-to-day work. Nothing can be done without everybody's support.

Jean-Manuel Soussan  
Human Resources Director

# Review: The situation of women

## In business

### Facts and figures

- ▷ 3.2%: the proportion of women CEOs in 500 French listed companies
- ▷ 27%: the average wage gap in Europe (all professions and all working hours)
- ▷ 80%: the proportion of domestic and parenting tasks done by women

### Stereotypes

- ▷ According to a study by a consortium of elite universities,\* 62% of business leaders think that women have less availability, 55% that they are less mobile and 35% that they are less ambitious. The same study found that 88% of elite university graduates work 50 hours a week on average, 71% travel frequently and 62% equate success first and foremost with professional advancement.

\*Survey of 2,637 women graduates of French elite universities carried out by Ipsos between 2003 and 2005 for the association Grandes Écoles au Féminin.

*"When you're a woman in this business you never stop having to prove your worth, project after project. Nothing is ever gained for once and for all. Fortunately, managers' mindsets have changed now. They fully accept women in the workforce and value the difference they bring."*

Gaëlle, head of the Project Management department at Pertuy Construction

## In the construction industry

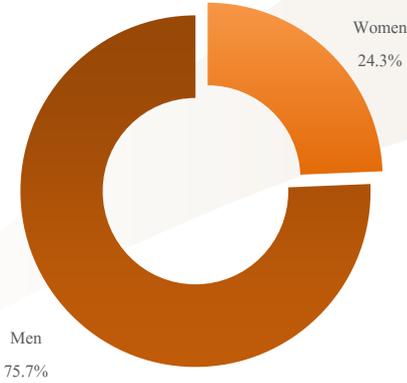


Female salaried employees in the construction industry in France

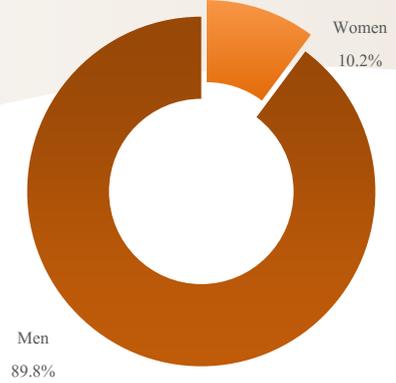
# At Bouygues Construction

(Managerial, supervisory, technical and clerical staff in France at 31 December 2011)

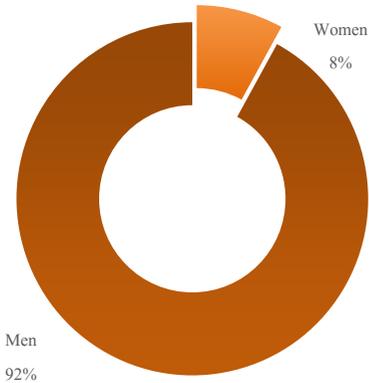
Proportion of women



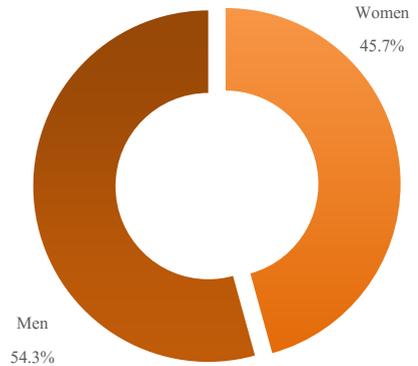
Proportion of women ranked deputy head of department or higher



Proportion of women in operational functions



Proportion of women in support functions



# What does international law say?

|      |   |
|------|---|
| 1919 | Creation of the International Labour Organisation (ILO).<br>Fundamental principles of non-discrimination and promotion of equality.   |
| 1948 | Universal Declaration of Human Rights.<br>Sets out the essential rights and fundamental freedoms to which men and women everywhere may pretend without discrimination.  |
| 1951 | ILO Convention 100.<br>Equal pay for men and women for work of equal value.   |
| 1958 | ILO Convention 111.<br>Elimination of all discrimination in relation to access to employment and training.  |
| 1979 | UN Convention.<br>Elimination of all forms of discrimination against women. Article 11 covers equality in the workplace, including the same criteria for selection, free choice of profession, the right to promotion and equal pay. Signatory countries must submit a report every four years describing measures taken. |
| 1995 | Fourth World Conference on Women, held in Beijing.<br>Sets out the principle of an integrated approach to gender equality. For the first time, governments give a commitment to effectively include gender equality in all their spheres of action.   |

# Bouygues Construction's aim

For Bouygues Construction, gender equality is first and foremost a performance issue. Many studies show that gender equality promotes a more respectful atmosphere and a more rational organisation of work, better focused on the goal to be achieved. As well as encouraging harmony, it enriches corporate life by bringing a wider range of viewpoints.

In its dealings with political and economic decision-takers, Bouygues Construction needs to show itself as a group that welcomes women up to the very highest level. The company's image and reputation as an employer depend on this.

Another aim is to help men and women with children to cope better with their parenting responsibilities as employees of the company. In our business, we experience periods of intense activity during which working hours are not always geared to family needs. Conversely, we need to free up time when things are less busy and not necessarily insist on employees being in the office merely for the sake of it.

## Guiding principles

### ▷ **Attractiveness**

- Encourage the recruitment, at equal skill levels, of women in predominantly male jobs and of men in predominantly female jobs.
- Promote the image of our business to partner schools and include more women in our team of school-visiting Campus Managers.

### ▷ **Advancement**

- Give women and men the same access to training, especially managerial courses.
- Ensure a policy of equal pay for all employees.
- Bring more women into managerial positions.

### ▷ **Work/life balance**

- Encourage flexibility in the organisation of work, including experiments with working from home, optimised travel and the rollout of ICT (information and communication technology).
- Make parenting easier, through measures such as raising awareness among managers, reserving places in childcare and taking part in surveys to better identify needs and expectations.
- Introduce services that help employees to manage their home duties.

## Actions to promote gender equality

An action plan was launched in November 2012 with five major initiatives:

- ▷ holding of a gender equality **founding event** on 20 November 2012,
- ▷ establishment of a set of **gender equality indicators** for Bouygues Construction and its entities in order to fine-tune data analysis and track developments,
- ▷ creation of **training modules** to raise awareness among managers and support women in their career path,
- ▷ coordination of a **women's network**,
- ▷ publication of a **gender equality handbook**.

A **Gender Equality Steering Committee** has been set up to coordinate gender equality initiatives, encourage a change in mindsets by fostering diversity in the workplace and make it easier for employees to achieve a satisfactory work/life balance. Committee members are drawn from all entities.

In October 2011, all Bouygues Construction subsidiaries adopted a **common core for their gender equality agreements**.

Bouygues Construction pays particular attention to **ensuring equal opportunity and equal pay**. Each year, average percentage salary increases for men and women are either equivalent or slightly favourable to women in order to keep a balance, as was the case in 2012.

In 2011, Bouygues Construction surveyed 2,600 employees, both men and women, as part of a study of parenting by men in the context of working life.\*

The main findings:

- ▷ differences persist in the amount of time men and women spend on parenting in day-to-day life,
- ▷ men would like to do more,
- ▷ but it is difficult for men and women to devote more time to parenting because of their work commitments.

\*Study commissioned by Roselyne Bachelot, then Minister for Solidarity and Social Cohesion, from Brigitte Grésy in January 2011, concerning equal access for men and women to family responsibilities.

## Best practice

### **Bouygues Construction: "Déployons nos elles" schools initiative**

As part of a government initiative, men and women from the Group met classes of 15-year-olds in schools to talk about their jobs, share their experience of male-female stereotyping and give the young people new insight into these traditionally male-dominated businesses.

### **Bouygues Bâtiment Ile-de-France: Careers Committee and training**

In May, the entity held a first meeting of the Careers Committee devoted specifically to women at team leader level and above. The aims were to carry out a qualitative analysis of women in the company by means of individual career factsheets and to analyse the obstacles to gender equality, particularly in relation to careers.

Bouygues Bâtiment Ile-de-France is also organising pilot sessions for a gender equality training course designed to raise awareness of the issues and create a forum for dialogue and discussion. The training will be rolled out in 2013.

### **Quille Construction: equality label and award**

In 2008, Quille Construction became the first construction company in France to obtain the gender equality label awarded by AFAQ AFNOR for three years on the basis of three key criteria: the proportion of women in the workforce; women's careers and access to senior positions; parenting for men and women and the achievement of a better work/life balance.

In 2012, Quille Construction also won the APEC gender equality award for its initiative to train women as form-setters/finishers and crane operators.

### **Pertuy Construction: round table with female students**

In October 2012, the entity organised a round table with female students from engineering and business schools in Lorraine in eastern France and female employees from Pertuy Construction and Screg Est on the theme "More women are going into the construction industry. Why not be one of them?" The aims were to present the variety of job and career opportunities, to overcome the obstacles that hold women back from going into the construction industry and to create a forum for discussion and sharing experience.

### **Bouygues Bâtiment International: "Together" training course and Diversity label**

The entity held the pilot session of its new "Together" training course between June and September 2102. It brings men and women together with the aim of changing managerial practice in relation to gender equality. Initial feedback shows how women benefit by sharing their experience and how men benefit by becoming more aware of the differences in approach between the sexes and of gender equality issues.

In July 2012, AFAQ AFNOR awarded Bouygues Bâtiment International its Diversity label. Gender equality is one of the four priorities of the company's Diversity policy.

### **Bouygues TP and Bouygues Entreprises France-Europe: "Women At Work" day for interns**

Interns from the two entities met at Challenger on 19 July 2012 for a day on the theme of "Women At Work". The aims were to make the companies more attractive, challenge preconceptions about gender using input about their experience from female employees and enable student interns to extend their networks.

## The essentials

Bouygues Construction has launched a **proactive action plan** on the subject of gender equality, comprising:

- a **set of indicators** to fine-tune data analysis and track developments,
- **training modules** to raise awareness among managers and support women in their career path;
- a **women's network**,
- a **common core** for gender equality agreements in all entities,
- a **Gender Equality Steering Committee** to coordinate initiatives.

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