



# DIVERSITY AND QUALITY OF LIFE IN THE WORKPLACE

Responsible  
*and committed!*



- Ensure equal access to education



- Eliminate all forms of gender discrimination



- Enable universal autonomy and social inclusion
- Ensure equal opportunities

Leveraging performance in our teams:

Bouygues Construction strives to provide the best possible support for its employees, and ensures that, regardless of their profile, they are guaranteed the same opportunities both to progress and to benefit from a good work-life balance.

## DIVERSITY

Four priorities have been identified by Bouygues Construction: disability, diversity, the diversity of qualifications and career paths, and the diversity of origins.

Each of these priorities is the subject of a comprehensive action plan: training, awareness raising, monitoring of quantified indicators and appropriate concrete actions at employee level.

For example, there has been a real drive to recruit more women. A targeted recruitment campaign launched in 2018 called "And why not you?" has successfully attracted a large number of applications from women. As a result of these efforts, the share of women is steadily increasing, particularly in senior positions: they accounted for 22% of managers at the end of 2013, and five years later, in December 2018, 27%.

With regard to disability, together with the other subsidiaries of the Bouygues Group, the managers of the disability mission organise an annual forum on the insertion of people with disabilities. In addition, employees with disabilities benefit from tailored support, including, where necessary, specially adapted workspaces, ergonomic equipment, adapted vehicles, and flexitime.

Finally, actions are regularly carried out to support and integrate young people from high-priority urban areas, in partnership with associations such as FACE and Le Réseau, bringing greater social diversity to the company.

This substantive work is based on initiatives emanating from various entities in Bouygues Construction and on the actions of the internal women's network, Welink.



2020 AMBITION

**36 %**  
recruitment  
of women managers



*"The renewal of our Top Employers certification and - a first this year - its extension to all our European installations, underlines the quality of our Human Resources policies both in France and internationally. Everywhere it operates, the Bouygues Construction Group attaches the utmost importance to its employees and their work environment, which we are constantly adapting to respond more appropriately to cultural, societal and generational changes."*

**Didier RABIT**

Director of Human Engagement



2 200

Bouygues Construction employees trained on diversity in 2018

29 %

of managers<sup>1</sup> recruited in 2018 were women

2.2

million<sup>2</sup> euros turnover in the protected and adapted sector, an increase of 15% since 2012

1

network with a QWL representative in each entity, underlining our determination to focus on this theme at every level of the company

## QUALITY OF LIFE IN THE WORKPLACE

Harmonies is the name of Bouygues Construction's initiative aimed at improving the quality of life at work. It has been operational at Bouygues Bâtiment France-Europe for some time already, and its aim is to bring the company's working environment in line with cultural, societal and generational developments. On April 9, 2018, a company agreement was signed with social partners. The Group is committed to deploying this policy in France and internationally.

Harmonies has been developed to address multiple objectives such as how to achieve sustainable increases in performance while improving the social climate and ensuring the health and well-being health of employees. This approach is also designed to contribute to the Group's managerial and cultural transformation, enhance its attractiveness, and foster lasting relationships with employees.

The Harmonies programme covers six key areas of action:

- The modernisation of management practices
- Self-management
- Parenting
- Efficiency and organisation at work
- Work environment
- Construction site environment

1 French contracts (including expats)  
2 French perimeter 2018



## OUR SOLUTIONS

### WELINK, WOMEN'S NETWORK

Now open to all female employees, regardless of their level, the Welink women's network boasts over 600 members and is present both in France and internationally (Switzerland, United Kingdom, Asia, Canada, etc.). Throughout the year, an acting network of around forty women organises coaching and mentoring workshops, preparation for appraisals, themed conferences, open-to-all sports events, and events with customers. Being the first women's network in the construction sector, this initiative reflects the Group's aim to encourage the professional development of women in the company and in building trades more generally.



### "SUCCESS IN DIVERSITY"

Set up by Bouygues Bâtiment International in 2011, our "Success in Diversity" policy includes an overhaul of our recruitment processes and training actions, as well as efforts to suppress inappropriate language and raise intercultural awareness - a successful combination that is set to win over other entities within the Group. This approach led to Bouygues Bâtiment International achieving the demanding AFNOR Diversity label in 2012, and its renewal in 2016.

Link to the "Success in Diversity" video clip: <https://www.youtube.com/watch?v=zK57Z0BZBs8>



### IMPROVING THE WORKING ENVIRONMENT

In 2018, an e-concierge service was set up to provide employees with a range of convenient local services. In addition, a framework agreement has been signed with two day-nursery networks to provide childcare for pre-schoolers from 10 weeks to 3 years old. This arrangement is in complete harmony with our quality of life at work objectives in that it leads to a better work-life balance.



### WORK-STUDY JOB DATING FOR DISABLED STUDENTS

Each year, Bouygues Construction, together with other subsidiaries of the Bouygues Group, organises an operation to recruit students with disabilities for work/study positions. This job-dating operation enabled a dozen positions to be filled at Bouygues Construction in the Ile-de-France region: management controllers, management assistants, accountants, HR, and so on.



## MODERNISATION OF MANAGEMENT

As part of the Harmonies policy, training courses have been designed to modernise team management methods as well as managerial attitudes and practices within the Group. In 2018, two main training courses were delivered: Manager 2.0, which since its launch in 2017 has trained over 500 participants including many Management Committee members, and Relations & Leadership, which has trained over 1,226 participants in the course of 90 sessions.



### "ELLES BOUGENT"

In 2018, Philippe BONNAVE was Honorary President of the "Elles Bougent" NGO, which aims to encourage more female middle- and high-school students to follow technical and engineering careers. Bouygues Construction and its Welink women's network have been partnering this organisation since 2016. A wide range of actions was carried out thanks to the involvement of Group employees: raising awareness in high schools, visits to construction sites, an innovation challenge, and a corner of the ESTP forum dedicated to gender equality. Every year on International Women's Day, the "Girls on the Move" programme, a series of actions organised by Elles Bougent, takes place in many countries including Hong Kong, Cuba, Morocco, Singapore and the United Kingdom.

**Link:** <http://www.ellesbougent.com/partenaires/entreprises/bouygues-construction-welink/>



### "WOMEN AND SOCIAL HOUSING"

In 2018, on the occasion of International Women's Day, Bouygues Construction Ile-de-France Habitat Social, a subsidiary of Bouygues Construction, organised an exceptional event on gender diversity in the building sector, called "Women and Social Housing". Around 100 people, representing the various stakeholders in the sector, attended a series of conferences and debates on the theme of improved access for women to positions of responsibility.



## OUR ACHIEVEMENTS

### TOP EMPLOYER CERTIFICATION

Bouygues Construction's Top Employers certification was renewed in 2019 and extended across Europe (France, Switzerland, the United Kingdom, Germany, Poland, the Czech Republic, etc.). This label is awarded after a rigorous assessment of HR practices by the Top Employers Institute, an independent organisation. It recognises the quality of working conditions and the Human Resources policy of the company.



### WOMEN'S MENTORING PROGRAMME

In 2016, the Bouygues Group launched a cross-mentoring programme between all the Group's business lines, to support women employees with management potential. These employees are mentored by a director in another entity within the Bouygues Group (Bouygues Immobilier, Colas, Bouygues Telecom, TF1 or Bouygues SA). The first two operations in the programme involved 13 mentors and 12 mentees in Bouygues Construction.

In 2018, several Bouygues Construction entities, such as Bouygues Travaux Publics and Bouygues Energies et Services, launched their own mentoring programme for female employees.



### GIRLS ON THE MOVE

Every year, the Elles Bougent NGO organises a series of "Girls on the Move" events aimed at making the construction industry more attractive to young women. Local structures arrange for visits to construction sites, and women in technical professions pass on their experience and answer questions from both high school and higher-education students. These operations have an international reach that stretches from Cuba to Hong Kong and takes in Morocco and the United Kingdom. A week-long third edition took place in honour of International Women's Day on March 8, 2019, when 75 women sponsors had the opportunity to explain their work to 300 high-school and higher-education students from all over the world.

