

HUMAN RESOURCES Charter

BOUYGUES



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 and depends on each individual. Bouygues' Human Resources

Charter centres on three corporate principles: respect, confidence and equal opportunity.

In my conversations with Group staff, I often point out that respect means consideration for others. People who respect each other get along better. Respect helps build confidence, which promotes efficiency and harmony in the workplace.

We are an equal opportunity employer, which is crucial in today's multi-faceted modern society. Many talented people are eager to work for us and deserve a fair chance at a job. Discrimination is not only against the law and morally reprehensible, but also detrimental to Group performance, because diversity is a tremendous corporate asset.

I am certain that our people will enforce the Bouygues principles of respect, confidence and equal opportunity. This is our best guarantee for ensuring the satisfaction of employees individually and the success of the Group as a whole.

Martin Bouygues
Chairman and CEO

1. Respect

Our people are our most precious resource, both as individuals and as team players. The human element ranks at the top of our scale of values. It is imperative to show respect for oneself and for others. This fundamental rule applies to everybody in the Group, at all levels. Executives and senior executives bear a particular responsibility in this regard.

Labour-management relations

Good labour-management relations should lead to a good understanding and integration of individual and collective aspirations, which is key to smooth human relations.

Health and safety

It is our duty to attend to health and safety, both our own and our colleagues'. This is a moral obligation for each and every person at Bouygues, irrespective of their position or job grade. Safeguarding physical well-being is integral to respect, to which we are all entitled. At the same time, we are also responsible for giving the alert to preserve health and safety when need be.

Balance

Finding a good balance between work and personal life helps ensure respect for oneself and others.

Solidarity

We believe that financial performance must be accompanied by socially responsible behaviour. We build the notion of solidarity into our strategy. In doing so, we account for the local specificities of our business activities and the places or countries where we work.

Ethics

Each employee must be proactive in observing the Group's Code of Ethics.

2. Confidence

At Bouygues, we believe in laying the groundwork for success with clear, straightforward employee relations. Developed over the course of each career, confidence finds expression in specific professional milestones.

Induction

We start to build confidence at induction, when we implement a step-by-step programme complete with mentoring, training and communications. These tools quickly help newcomers feel at home, ready to share our values.

Promotion and mobility

People trust an employer that recognises their strengths and promotes career development with a strong promotion and internal mobility programme. Our recruitment practices seek a fine balance between using in-house promotions to motivate staff and attracting people from outside to contribute new skills and working methods.

Annual performance reviews

Annual performance reviews and salary reviews allow each employee to take stock of the previous year with their manager, in addition to their regular interaction. An annual performance review involves making an assessment of the employee's skills, results and ability as a team player. It is intended to be a "two-way" discussion to explain the review, set goals for improving

performance and behaviour as well as discuss career prospects.

Communications

Communications and special events encourage interaction between individuals, teams and structures, strengthening shared values and keeping employees properly informed.

Delegating responsibility

Knowing how to delegate when appropriate helps employees work on their own and learn from the experience. It is also tangible proof that their manager has confidence in them.

3. Equal opportunity

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. Each person must be treated like a dignified human being.

We owe our success to the creativity of our people, enhanced by the tremendous diversity existing within the Group. We see diversity as a major asset.

Recruitment

The aim of the recruitment stage is to find and attract the best job applicants by launching targeted internal and external communications, keeping a high profile in the community (maintaining close ties with schools, universities and associations), implementing a strong internship policy and offering attractive pay. Hiring

decisions are based on the suitability of candidates to fill existing job vacancies as well as their career potential and aptitude to share the values of our Group. We refrain from all discrimination on unlawful grounds.

Information and training

Within the Group, each employee benefits from the exchange of information and career advice to guarantee equal opportunity, open up career prospects and build individual potential. Our training programmes are designed to strengthen professionalism and develop the ability to adjust and innovate, thereby ensuring equal opportunity.

Promotion and pay

Our promotion and pay policy is also instrumental to equal opportunity. This gives each employee the incentive to meet individual career development targets. Promotion and pay depend on individual performance and potential as well as "market value" according to supply and demand. Irrespective of market trends, a strong pay policy is one of our best guarantees of success.

Separation

The termination of an employment contract is often difficult for employee and employer alike. It should be approached in a manner that is fair and preserves the dignity of those involved.

Transparency

All HR decisions in matters of recruitment, promotions, training and pay, as well as any internal sanctions that are called for, are explained to the parties concerned. Providing clear information is one way to make sure that all job applicants and employees are treated fairly.