



SO BOUYGUES SO BRITISH

Bouygues Construction, Colas and TF1 have been Bouygues standard-bearers in the United Kingdom for over twenty years. The Group has higher revenues and more employees there than anywhere but France. Read on to learn why it's no surprise. Marie-Sophie Lalo and Grâce Noyal.



NICOLAS GUÉRIN
managing director,
Bouygues Development



MARTIN SHULZ
human resources director,
Bouygues UK



CAROLE DITTY
legal director,
Bouygues UK

BOUYGUES UK THE NEW GENERATION

Bouygues UK has begun an ambitious programme to integrate the companies it has acquired since 2007. A tour de force that has radically changed the profile of the company across the Channel.

Like the famous London Eye, which stands opposite Bouygues UK's offices, the wheel is turning at the Bouygues Construction subsidiary – this French company is on the way to becoming very British. Eighteen years ago, a handful of pioneers ventured across the Channel with the aim of capturing a share of the UK's public-private partnership (PPP) market. Several major projects later, including the Home Office, the market was dramatically altered by the crisis in 2008, which caused public spending to dry up. Bouygues UK responded by diversifying into the private sector. "We decided we needed to truly establish a presence in the UK as it has a wide-open market with huge potential", explains Bouygues UK chairman Madani Sow. "What's important here is the quality of the proposal, not the nationality of the company." Bouygues UK was created in 1996

"When it was proposed I come and work here on the integration, I said yes. The opportunity to be involved in such a project doesn't come along twice in a career"

Martin Schulz, human resources director

and has grown into the company it is today through successive acquisitions of several British firms. Warings, based in southern England, was acquired by Bouygues Bâtiment International in 2007. In 2011 it was the turn of Leadbitter, where a 51 percent stake was followed up with a full takeover in 2012. This was followed by Midlands-based Thomas Vale, which was also acquired in 2012. In the wake of this ambitious acquisitions programme came extensive reorganisation (see inset p. 26). Sister companies belonging to Bouygues Bâtiment International became Bouygues UK subsidiaries, all operating under this new banner for greater efficiency.

Global Strength, Local Focus

"It's a fantastic time, but also a great challenge!" declares Carole Ditty, named Bouygues UK's legal director at the start of the reorganisation. "We want to strengthen the brand, increase its visibility.

This structure makes a lot more sense to our customers." In less than two years, Bouygues UK's size and profile have changed radically. The workforce has grown from 450 to 1,600 people, and instead of a dozen or so projects, all in London, it now has more than 150 in progress all across the

country. Uniform procedures had to be instituted, and the Bouygues method and spirit developed in the companies. "We started the integration process keeping in mind that we had as much to





Minorange bonus

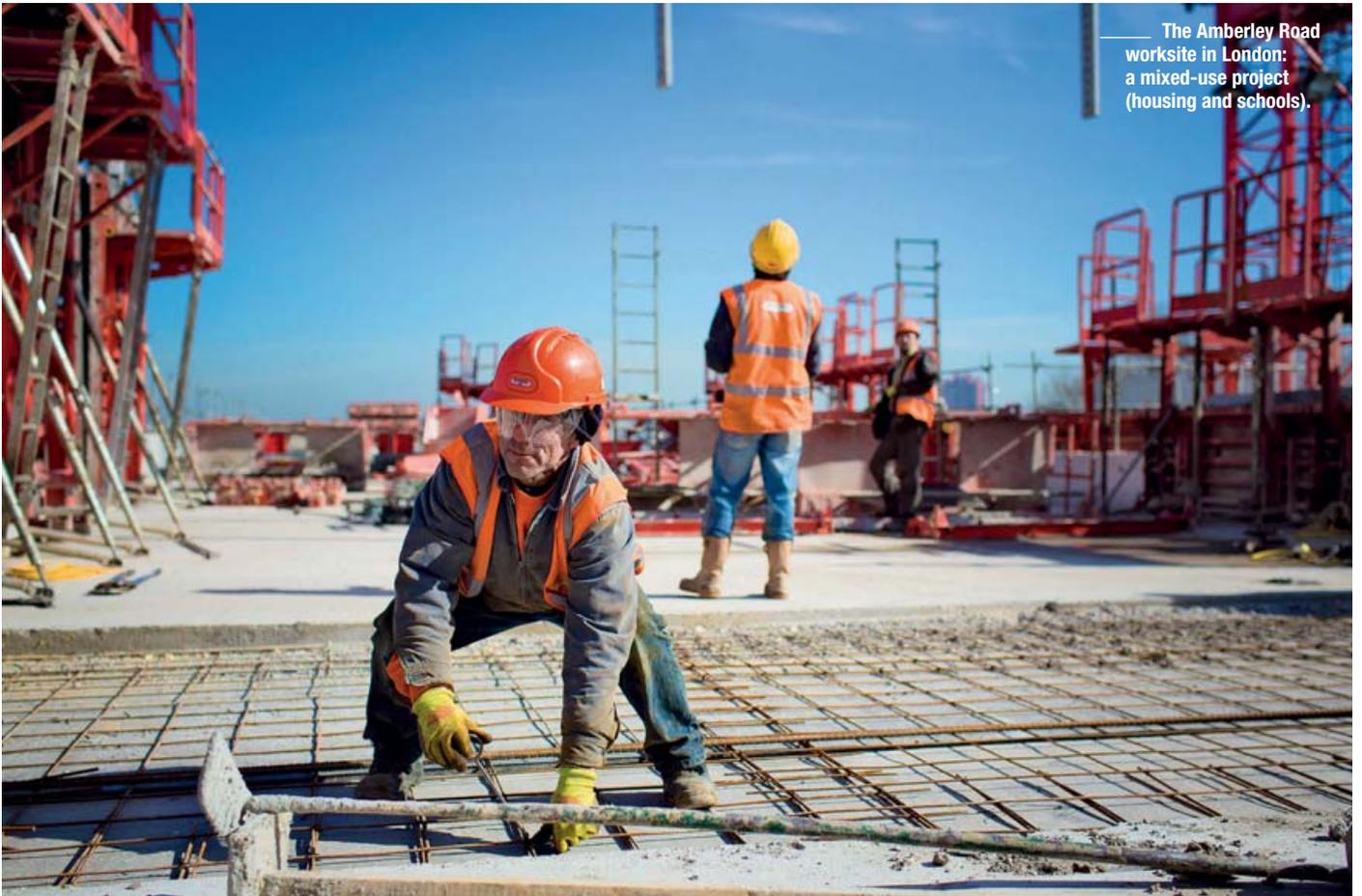
Watch an exclusive report on e.by, the intranet portal of the Bouygues group: <https://eby.bouygues.com/communication>

A strategic priority: the housing market

By bringing local companies into the group, Bouygues UK has gained solid knowledge of the housing market, one of its main growth drivers. "In 2014, 45 percent of our business will be in the housing sector," notes John Campion, regional director for housing in London. "The market is really expanding.

The population keeps growing, and foreign investors find London very attractive." To continue expand its offer, Bouygues UK created a property development company, Bouygues Development. In 2013, it booked £200 million (€243 million) of new orders, equivalent to 25 percent of

Bouygues UK's turnover. In addition to housing and mixed-use (housing and commercial) projects, Bouygues Development is also very active in the student accommodation market through Uliving, a joint venture with Derwent Living, a leading provider of student accommodation.



The Amberley Road worksite in London: a mixed-use project (housing and schools).

Bouygues UK

1,600
employees

150
projects
in progress
across the UK

“Our ambition is to bring to England the same Bouygues Construction offering as in France”

Madani Sow, chairman and CEO of Bouygues UK

learn from the acquired company as we had to teach it”, comments Philippe Jouy, strategy and finance director. “We bought these companies so they could provide us in particular with the local knowledge that is essential to getting established in the UK.” Dozens of workshops were held to discuss and explain the integration, with the aim of keeping each entity’s best practices and adapting to specifically British ways of doing things. The main projects to unify systems (HR, management system, payroll, etc.) were carried out in an eighteen-month programme. “The Bouygues teams showed a lot of respect during the integration process. There was an enormous amount of discussion”, notes Tony Hyde, chairman of Thomas Vale, a company based at Birmingham for 145 years. “Our new vision, ‘Global Strength, Local Focus’, expresses our positioning perfectly: we are now part of a large group, while retaining these indispensable local roots.”

British Bouygues

“It was a challenge especially at the human level, since two-thirds of the employees were not part of the Group two years ago”, explains human resources director Martin Schulz. “At the beginning, everyone was a little hesitant regarding the change. It’s normal. The men and women must be convinced that what’s being done makes sense. Otherwise it won’t work.” Bouygues UK hired 350 people last year to cope with the many new projects flowing in. The workforce reflects the country’s multicultural character: more than 30 nationalities are represented, with only about 20 expatriates. A British company, then, but one that has not entirely lost its French heritage...

Did you know?

Bouygues UK has built over sixty schools in London. Projects carried out by their Construction team also include facilities such as hospitals, commercial offices and luxury residential renovation.



Madani Sow, chairman and CEO of Bouygues UK.

The new organisation

Bouygues UK now operates under three distinct Management Units:

- Housing, headed up by Paul Abson, who joined the group through the acquisition of Leadbitter.
- Construction, headed up by Lionel Christolomme.
- Thomas Vale with Craig Tatton as the new Managing Director.

These Management Units, which include teams from across the acquired companies, work alongside Bouygues Development, Bouygues UK’s Property Development company, headed up by Nicolas Guérin.



The Bouygues UK head office in London.



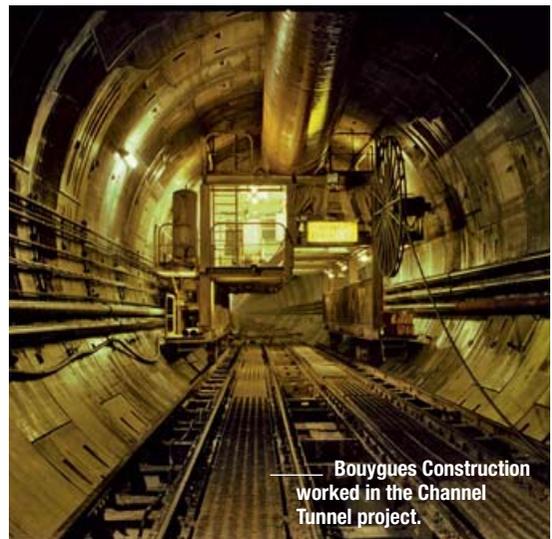


— The Canning Town project in East London. This mixed-use housing and commercial programme is being carried out by Bouygues Development.



FROM THE CHANNEL TUNNEL TO THE EDINBURGH BRIDGE

Between 1986 and 1993, Bouygues was part of TransManche Link, the French-British consortium of five French and five British companies that built the tunnel under the Channel, earning nearly 30 billion French francs (7.651 billion euros) in the process. Bouygues Travaux Publics actively participated in this technological feat – the construction of the longest underwater tunnel in the world to connect Great Britain and the European continent. Since this extraordinary undertaking, the Bouygues Construction subsidiary has carried out projects such as the one in Newcastle, in North East England. Handed over in July 2012 and inaugurated by Queen Elizabeth, this project included the renovation of a tunnel passing under the River Tyne, the design, construction and financing of a parallel tunnel, and operation of both for thirty years. Bouygues Travaux Publics also has an 18 percent stake in the concession. The company and its joint venture partner Laing O’Rourke have been named the preferred bidders for the construction and civil engineering contract for two EPR nuclear reactors at the Hinkley Point C nuclear power station in Somerset, in South West England. Meanwhile, VSL is helping to construct a new bridge over the estuary of the River Forth in Edinburgh, Scotland, to replace the current bridge built in the 1960s that has become too dilapidated. VSL will install nearly 7,000 tonnes of stay cables in this major project.



— Bouygues Construction worked in the Channel Tunnel project.

BOUYGUES ENERGIES & SERVICES

IN THE KINGDOM'S SERVICE



CAROLINE LAVER
contract director,
Bouygues Energies
& Services FM UK



In the UK, Bouygues Energies & Services operates in its three main activities: facility management, electrical and mechanical engineering, and network infrastructure.

Hospitals, universities, ministries, the National Archives, data centers... Bouygues Energies & Services FM UK has 25 facility management (FM)¹ contracts in the UK. One particular feature of all these contracts for highly specialised maintenance is that they involve operating in critical or high-security environments. That is the case at West Middlesex University Hospital and at the Home Office, where 200 employees of Bouygues Energies & Service have been providing maintenance and security since its completion in 2005. This FM specialist was teamed with Bouygues UK when it won these prestigious public-private partnership contracts, but it develops business on its own, too. For example, in 2002 it landed the facility management contract for the Cabinet Office, which manages, among other things, 10 Downing Street, the famed residence of the prime minister. What might seem a remarkable feat from a French perspective is possible here because of the UK's ready acceptance of foreign companies. "We won these projects because we were the most enthusiastic", explains David Carr, managing director of Bouygues Energies & Services FM UK. "In the private sector, Alstom recently became our biggest customer by awarding us maintenance contracts for its nationwide estate, mainly in the Midlands. Our short term objective is to be a real player across England."

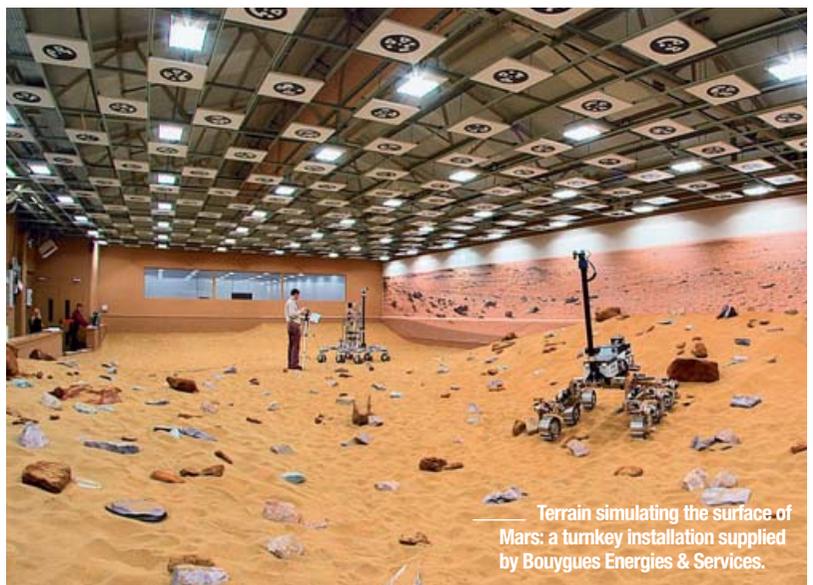
Aiming for Mars

Bouygues Energies & Services Contracting UK, the subsidiary's second branch in the country, is based at Manchester. It operates in the niche market of consultancy and the design and supply of data centers,

white rooms, research laboratories and high-tech production plants for all types of industries. Recently it delivered the 400-sq.-metre "Mars Yard" to the Airbus Defence and Space division of Airbus Group. This testing ground located at Stevenage, north of London, recreates the surface and environment in which the robot ExoMars Rover developed by the European Space Agency (ESA) will be operating during its mission to the Red Planet in 2018. "We have the ability to analyse and translate customers' needs in very specialised areas like this one", explains Serge Bordonnat, managing director of Bouygues Energies & Services Contracting UK. "Then we deliver on a turnkey basis, sometimes along with the equipment."

Integrated solutions

Bouygues Energies & Services Infra UK, the company's third branch, is based at Hatfield, north of London, and headed by Ed Peeke. It manages the street lighting



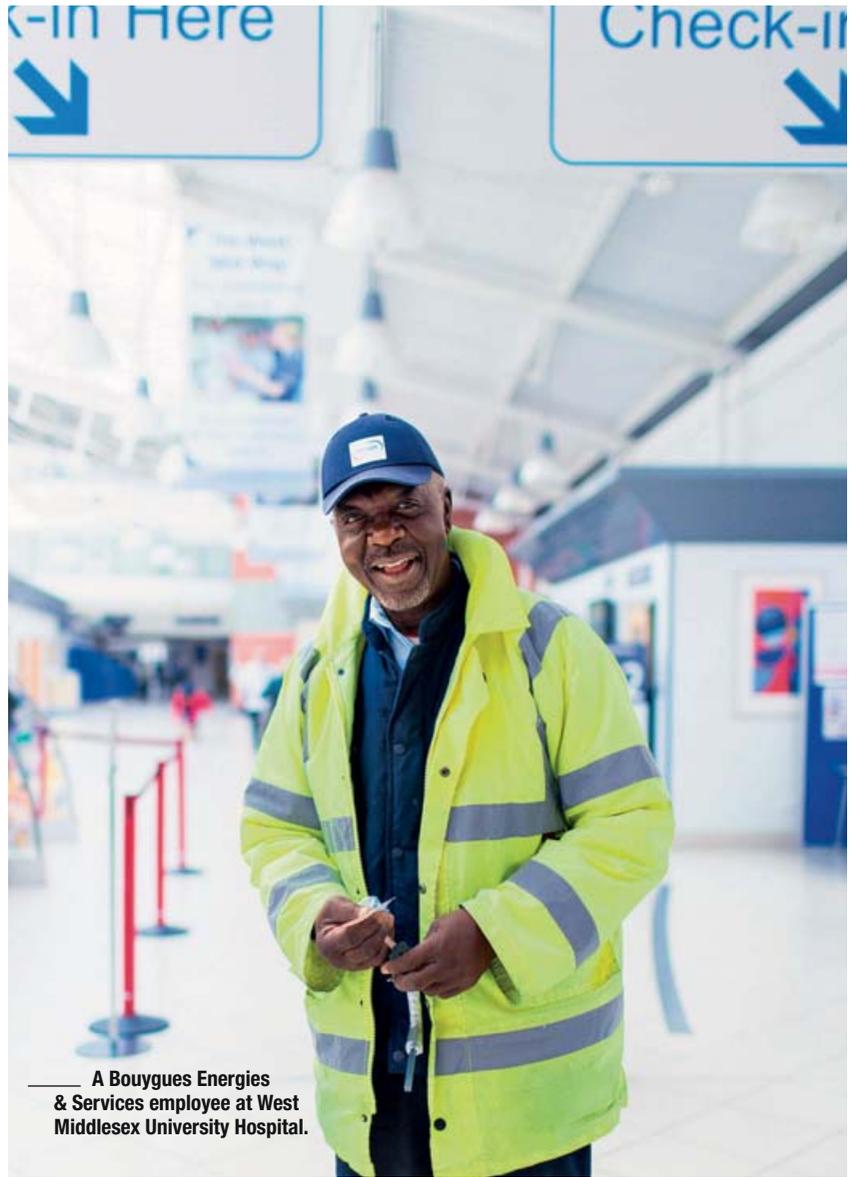
Terrain simulating the surface of Mars: a turnkey installation supplied by Bouygues Energies & Services.

¹/ Building maintenance and services.

“We won the Home Office and the Cabinet Office projects because we were the most enthusiastic”

David Carr, managing director, Bouygues Energies & Services FM UK

— Bouygues Energies & Services provides facility management at 10 Downing Street, the residence of the British prime minister.



— A Bouygues Energies & Services employee at West Middlesex University Hospital.



— The company's workers provide hard FM, that is, building maintenance, as well as upkeep of parks and gardens.



At the National Archives, staff see that the temperature stays at 18°C and the humidity at 50 percent to ensure that the UK's oldest documents are well preserved.



Bouygues Energies & Services also manages the green spaces at the National Archives.

for several of the city's boroughs and has designed and implemented energy savings and automation for them. It is one of the first companies to have installed charging stations in the country, and it also regularly does network and motorway lighting projects across the country. With their French colleagues, its teams have been selected as the preferred suppliers for two solar farms, each with a capacity of about 10 MW, which are to be commissions at the end of this year. Other activities being developed are commissioned electrical transmission and distribution. Last, Bouygues Energies & Services UK offers innovative energy performance contracts. "We perform audits for the framework contracts and provide our customers with solutions for design, installation, financing and operation", says Bruno Bodin, deputy CEO of Bouygues Energies & Services UK & Canada. Two examples are the University of the Arts London and the celebrated London School of Economics and Political Science (LSE). It all adds up to a complete range of services.

**Bouygues
Energies
& Services UK**

In operation since
1989

2,300
employees

25%
growth forecast
for 2014

GETTING YOUNG PEOPLE BACK IN THE GAME

In the London Borough of Hackney, the ten participants in the Street League Academy listen attentively to Jim, their instructor. He talks with them for an hour in an easy-going manner about the best ways to look for a job and develop their personal skills. After the session, a change of scene: David, Nathalie and the others pull on their bright orange jerseys (the Street League colour) and head for the pitch located a few metres away. Next on the programme is an hour of football. The play is intense, but friendly.

Finding a goal with football

These young people, all between the ages of 16 and 25, have joined the Street League programme to get a fresh start in their lives. “These are youths who have dropped out of school and are unemployed”, explains Pierre-Yves Charpenet, partnership manager at Street League. “There are nearly one million in their situation in the UK.” Street League academies are located in the most disadvantaged areas of the country, like Hackney, where the youth unemployment rate is 40 percent. The organisation receives financial support from Terre Plurielle, the corporate foundation of Bouygues Construction. It has three sponsors at Bouygues UK, including construction manager Matthieu Delmotte: “I think the idea makes a lot of sense. Sport is a powerful vehicle for promoting many of the values important to us at Bouygues, like team spirit and a taste for hard work and achievement.” David, a participant, explains: “Street League helped me to figure out what I wanted to do in life.” When he has finished the programme, he will begin training to become

an electrician. Two-hour sessions are held each week for unemployed young people at all Street League locations. There they talk with staff and are encouraged to think about their future and make plans. Those who wish can then join the Academy programme. Jim went through the Academy a few years ago. He then decided to work for Street League as a Progressions Co-ordinator, as he knows what the organisation can bring young people: “Some of them have a bad image of society and authority. Street League changes this perception. The goal is to help them succeed at something by themselves.”

“Street League helped me figure out what I wanted to do in life”

David, a participant in the programme

24
Academies
in 9 regions

4 sessions a year
in each Academy

81%
of the young people find
a job or training at the
end of the programme



Jim, a Progressions
Co-ordinator at Street
League.



A training session
at Hackney.

COLAS IN THE HEART OF THE CITY

CVU, a joint venture that includes Colas Ltd, is renovating and maintaining 250 kilometres of roadways in the centre of London.



KUNLE KOLARU
managing director, CVU

What do Westminster Bridge, streets in the City, and the Abbey Road made famous by the Beatles have in common? These iconic places in London have all been maintained or renovated for the past year by CVU, a joint-venture company made up of Colas Ltd and its partners VolkerHighways and URS.

The eight-year contract worth 420 million pounds (520 million euros), of which Colas' share is 40 percent, was awarded in 2013. The road network maintained by CVU's client, Transport for London, is divided into four regions, and CVU has responsibility for the central one. The other regions may be slightly larger, but central London accounts for the most work orders by far (3,000 a month, or more than the other three put together) – orders CVU must respond to within one hour when they are classified "urgent" (the case for about one-third). Maintenance and renovation refer not only to improvement of streets, pavements, kerbs, signalling and street lighting, road safety, cleaning, green spaces, winter maintenance and emergency services, but also inspections and larger design-build civil engineering projects for roads, bridges and tunnels, which represent four-fifths of the total contract.

Innovation à la française

"CVU is built on the unique strengths of three companies that work internationally. Colas is

one of them, and the added value it brings is innovation", says CVU's managing director, Kunle Kolaru. "The client was impressed by Colas' Campus for Science and Techniques at Magny-les-Hameaux", adds construction manager Dave Snowden. "Colas has 'exported' bitumen emulsions like Colpatch, which is used for street repairs, and has also developed materials for cycling routes, for low-temperature application, for the reduction of rolling noise from cars, and for application even in bad weather." In the Borough of Wandsworth, for example, CVU is replacing streetlights along a motorway. The innovation here is that the LEDs are connected to a central control system that can lower or even turn off the lights, thus decreasing energy consumption.

Keeping pace with the City

It is a demanding job, and CVU could incur penalties – the contract period could be shortened – if it fails to meet all the performance criteria. One is roadway availability. Traffic is already terrible at normal times, so to minimise disruptions, the work is done between 10:30 a.m. and 3:30 p.m. or at night, from 9 p.m. to 6 a.m. This is the case in a working-class area in the district of Islington, where CVU crews are applying bitumen emulsion on an area equivalent in size to a soccer pitch to resurface Seven Sisters Road. "We know all our clients are keeping a close eye on us, including the mayor and the prime minister", notes Kolaru. "We're working in the heart of the decision-making

"The added value of Colas in CVU is innovation"

Kunle Kolaru, managing director of CVU



In the Borough of Wandsworth, south of the Thames, CVU is installing new lighting along the expressway on Trinity Road.

Among the performance criteria specified by the contract: minimise the disruption of the already-dense traffic in the centre of the city



Workers in the Trinity Road project.



Teams from CVU are renovating the pavements along Bishopsgate, in The City.



A signalling project in Shepherd's Bush, West London.

▶ centre for the country. The least delay can upset the economy!” So the teams arrange meetings with residents, explain the work, hear complaints and requests, answer calls on a hotline... To forge closer ties with the community, CVU employs seniors, apprentices, and former young offenders, and it uses local subcontractors and suppliers. It also gives all employees safety instruction, which is especially needed because they come from different companies and thus have different levels of safety awareness. Employees also receive training in “calm driving” to improve safety and lower fuel consumption. Rounding things out, virtually all waste is recycled, and solar panels have been installed on some facilities. With CVU, London is turning green! ▶



The control room keeps track of CVU's operations on the network and takes calls.

Two main activities

Since 1995, Colas Ltd, with in particular:

- a Private Finance Initiative (PFI) contract at Portsmouth for the renewal and maintenance of 418 km of roads and related works and services (lighting, winter maintenance, green spaces, etc.) in this port city for 25 years;
- three Managing Agent Contractor (MAC) contracts for the management and maintenance of 3,200 km of

motorway in the A-one+ joint venture. Each contract is for five years, with the possibility of a two-year extension.

Since 2007, Colas Rail Ltd, with in particular:

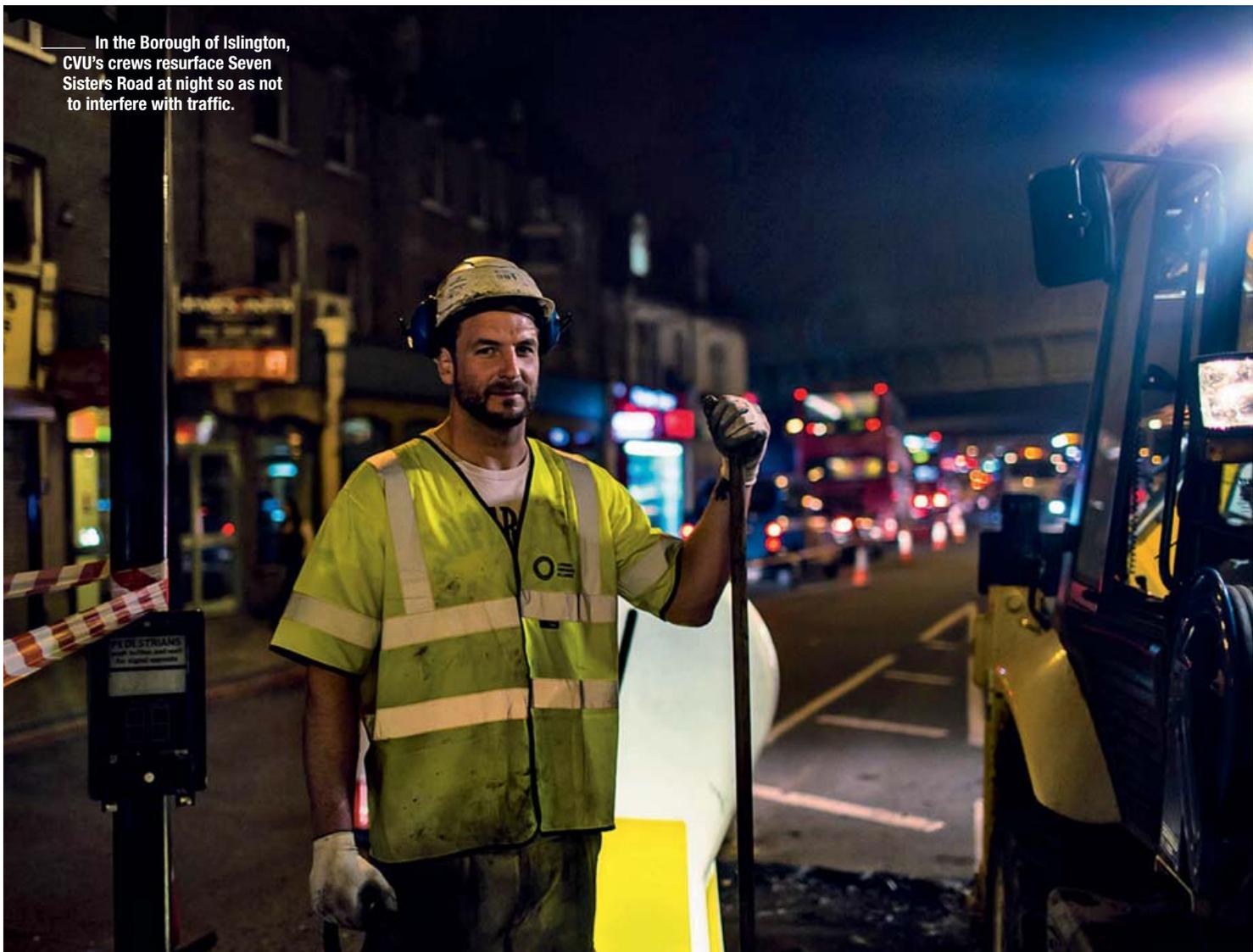
- maintenance and renewal of railway tracks in the network managed by the private-sector operator Network Rail (32,000 km); this represents 700 km of tracks renewed each year since 2007.

Colas in the United Kingdom



The Palace of Westminster, where the Houses of Parliament meet, and the tower of Big Ben.

In the Borough of Islington, CVU's crews resurface Seven Sisters Road at night so as not to interfere with traffic.





**CATHERINE JENTILE
DE CANECAUDE**
TF1 bureau chief



GAËTAN LECOÏNTE
producer and
cameraman



GUY WATINE
editor

LIVE FROM LONDON

Along with Washington and Jerusalem, TF1 has a bureau in London, opened there in 1975, the year the channel was founded. Each year, 300 reports produced by the bureau's three-person team are shown on the air.

“To celebrate the twentieth anniversary of the Channel Tunnel in May of this year, we interviewed the first two workers, one French and one British, who shook hands in the tunnel after the breakthrough, and we spoke with a top chef who had officiated under the Channel. As for the World War I centennial, we looked for unusual subjects: the Zeppelins used at this period, the Unknown Soldier, and, since we know how fond the English are of animals, we'll be sure to talk about their fate during the conflict.” Ideas come thick and fast during the weekly editorial meeting at TF1's London office¹. The operation is run by three people: Catherine Jentile de Canecaude, correspondent and bureau chief since 2005, formerly senior Middle East reporter; Gaëtan Lecoïnte, producer and cameraman; and Guy Watine, editor. It might be a small team, but

it still manages to do 300 stories a year for TF1 and LCI, in filmed reports lasting between one and fifteen minutes (when an important event is covered in the weekend newscasts), or delivered live, in duplex², or on the telephone³.

A little later, after interviewing passers-by on Oxford

Street, one of the city's main shopping thoroughfares located a short walk from the office, the trio heads for Buckingham Palace. “The French are crazy about anything related to the royal family. Just like other TV channels from all over the world, we spent hours in front of Saint Mary Hospital last July waiting for the birth of Prince George”, recalls Jentile de Canecaude. “The TF1 channel is not very well known in the UK, but people we speak to are always amazed by the size of our audiences, which are unmatched here. What's nice is that while the English are strict in following procedures, they are polite, and above all, they know how to speak in front of a camera. And they like to do it, too!” It's time for the Changing of the Guard, with a horse parade and music out of a James Bond movie played by the Royal Guards band. TF1's viewers are going to love it. 

“People we speak to are always amazed by the size of our audiences, which are unmatched here”

Catherine Jentile de Canecaude,
TF1 bureau chief



Parade of the Horse Guards
near Buckingham Palace.

1/ TF1 also has bureaus in Washington and Jerusalem. Elsewhere, in Rome and Moscow, for example, the channel has journalists who work for it occasionally.

2/ A duplex communications system allows two parties in different places to speak to each other in both directions simultaneously during a television broadcast.

3/ A journalist may be reached by telephone during a television broadcast, but there is no image with the call.



Catherine Jentile de Canecaude interviews passers-by on Oxford Street with producer and cameraman Gaëtan Lecointe and editor Guy Watine.



The team prepares its reporting at its office in Soho, a district popular with tourists.

The Bouygues group in the United Kingdom in 2013

6,650
employees

€1,8
billion of turnover