

# Bouygues group HR indicators

## Headcount by region at 31 December 2015 <sup>a</sup>

Scope: global	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
<b>France</b>	<b>325</b>	<b>20,425</b>	<b>1,799</b>	<b>34,098</b>	<b>2,844</b>	<b>7,945</b>	<b>67,436</b>	<b>71,791</b>
Europe (excluding France)	25	7,597	82	9,314	39		17,057	17,540
Africa and Middle East	111	8,368	8	6,889	2		15,378	17,434
North America	2	708		4,762	2	2	5,476	5,903
Central/South America	45	605		388			1,038	829
Asia-Pacific	45	12,374		1,450			13,869	13,973
<b>International</b>	<b>228</b>	<b>29,652</b>	<b>90</b>	<b>22,803</b>	<b>43</b>	<b>2</b>	<b>52,818</b>	<b>55,679</b>
<b>France + International</b>	<b>553<sup>b</sup></b>	<b>50,077</b>	<b>1,889</b>	<b>56,901</b>	<b>2,887</b>	<b>7,947</b>	<b>120,254</b>	<b>127,470</b>

(a) Registered workforce, i.e. permanent and fixed-term.

(b) O/w holding company: 173

Indicators available at [www.bouygues.com](http://www.bouygues.com): Number of temporary and occasional workers as full-time equivalents (France), Headcount by type of contract (permanent and temporary – France), Headcount by job category (France).

Headcount declined at **Bouygues Construction's** French operations, owing partly to lower order intake and project completions. Unsupportive business conditions resulted in a 5% drop in hiring over the year.

There continued to be strong momentum in the international activities, although there was a slight decline in the headcount resulting from a fall in business activity within the Africa and Middle East area, as workers were discharged upon completion of work projects, for instance after the handover of the Qatar Petroleum District, or at the end of earthworks projects in Burkina Faso, Gabon and Cameroon.

The global workforce at **Colas**, at 31 December 2015, was down 4.7% relative to 31 December 2014, consistent with the drop in business activity. In France, where the economic environment was challenging, the workforce was down 5.4%. It fell by 5.8% at road construction subsidiaries in mainland France (66% of the workforce), resulting from a further decline in business activity. It was down 9.7% in French overseas departments, tied to a drop-off in business activity (with the exception of the New coastal road project on Reunion Island) and postponements of worksites. Lastly, it dropped by 3% at Smac, Aximum and Spac, due in particular to a sluggish construction market.

Outside France, the workforce decreased by 3.5%, with variations that reflect the trend in business activity in each region. It fell by 4.7% in Europe, following completion of major projects in Central Europe. The workforce was up by 3.8% in the Indian Ocean/Africa/Middle East region as a consequence of stronger business activity in West Africa (Benin and Ivory Coast). It dropped by 8.3% in North America, as a result of changes in the scope of consolidation (disposals, acquisitions and business restructuring) in the US, and by 21% in Asia/Pacific, after disposal of the Wasco subsidiary in Indonesia. The workforce surged by 97% in South America, related in particular to the rail construction projects in Venezuela and Chile.

Headcount relating to property development was stable in France, and in keeping with its international growth strategy, **Bouygues Immobilier** increased its presence in Poland and Morocco.

In June 2014 **Bouygues Telecom** initiated a plan to transform its organisation and reposition the company, with a view to restoring competitiveness through a simplification of the organisational structure, processes and customer offers. A total of 1,362 job losses are included in the terms of this plan.

This downsizing was achieved through internal mobility within the Group and voluntary redundancy arrangements that treated people with respect and were carried out in full compliance with Bouygues group values and in proper consultation with employee representatives.

Bouygues Telecom decided to end the downsizing plan on 27 January 2015, at the end of the voluntary acceptance period, without the need for compulsory redundancies. Employees at Bouygues Telecom concerned by redundancy subsequent to the transformation plan remained in the company's headcount until the end of their contractual notice period, or their redeployment leave, for those choosing this option. Consequently, most were counted as leaving the company in 2015 from a contractual standpoint.

## Breakdown by gender <sup>a</sup>

Scope: global	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
<b>Percentage of women, France</b>	<b>36.0%</b>	<b>18.3%</b>	<b>47.4%</b>	<b>8.7%</b>	<b>51.1%</b>	<b>43.8%</b>	<b>18.7%</b>	<b>18.9%</b>
Managerial (women)	37.1%	23.8%	39.5%	14.4%	49.1%	33.5%	26.4%	26.2%
Clerical, technical & supervisory (women)	33.0%	29.9%	69.0%	23.1%	57.9%	50.8%	33.7%	34.7%
Site workers (women)		0.7%	15.1%	0.6%			0.7%	0.7%
<b>Percentage of women managers, France <sup>b</sup></b>	<b>24.7%</b>	<b>10.8%</b>	<b>26.1%</b>	<b>7.6%</b>	<b>37.3%</b>	<b>23.9%</b>	<b>15.9%</b>	<b>13.7%</b>
<b>Percentage of women, international</b>		<b>19.2%</b>	<b>55.6%</b>	<b>11.5%</b>	<b>30.8%</b>		<b>15.8%</b>	<b>15.1%</b>
Women staff		23.9%	55.6%	25.0%	30.8%		24.5%	24.9%
Women workers		15.4%		2.7%			9.5%	8.44%
<b>Percentage of women managers, global <sup>c</sup></b>		<b>11.6%</b>		<b>12.8%</b>			<b>12.41%</b>	<b>11.8%</b>

(a) Registered workforce, i.e. permanent and fixed-term.

(b) As a proportion of employees in department head and more senior grades in France.

(c) Indicator applying to international companies with more than 300 employees and management structures of local companies. Coverage: 87% of the international headcount.

The proportion of women amongst managers of the **Bouygues group** rose in France and internationally, reflecting the impact of its diversity policy and the recruitment of women managers, especially in France.

Gender equality advanced at every level of **Bouygues Immobilier**, continuing a trend that has been under way for several years. The company even bettered the targets established in conjunction with employee representatives, with women representing nearly 40% of employees in executive roles, while the proportion of female managers continued rising.

## Workforce by age range <sup>a</sup>

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Under 25	2.8%	5.3%	6.9%	4.4%	6.7%	9.6%	5.4%	6.0%
25-34	30.4%	30.7%	29.3%	22.0%	24.0%	39.1%	27.0%	28.0%
35-44	27.7%	27.2%	32.3%	27.1%	31.2%	36.7%	28.6%	28.6%
45-54	23.4%	26.1%	22.4%	31.7%	28.5%	12.5%	27.3%	26.2%
55 and over	15.7%	10.7%	9.1%	14.8%	9.6%	2.1%	11.7%	11.2%

(a) Permanent and fixed-term staff. Coverage: 57% of the Group's headcount.

Indicators available at [www.bouygues.com](http://www.bouygues.com): Average age and seniority (France).

The decrease in recruitment at **Bouygues Construction** affected the under-35 bracket, which dropped from 38.2% of total headcount in 2014 to 36% in 2015.

With strong generational diversity and over 10% of employees aged over 55, Bouygues Construction pays close attention to age management and the different cycles of employees' working lives. Transferral of knowledge is a valued principle and one seen as vital given that 6% of employees have been with the company for 30 years or longer. This is carried out in several ways, from internal training courses led by experienced employees to mentoring to help orientate young newcomers and provide guidance on assignments.

Information meetings on the subject of retirement, open to employees aged 55 and over, have been up and running since 2010. So far, 1,400 such employees have been informed about the legal and administrative aspects of retirement, end-of-career choices and the persons to contact for personalised support, where necessary.

**Bouygues Telecom** has a low proportion of employees aged above 55 because it is a relatively new company.

## External recruitment by job category

Scope: global	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
<b>France<sup>a</sup></b>	<b>44</b>	<b>831</b>	<b>165</b>	<b>1,718</b>	<b>500</b>	<b>694</b>	<b>3,952</b>	<b>4,665</b>
Managerial	32	449	121	185	260	206	1,253	1,176
Clerical, technical & supervisory	12	265	43	185	240	488	1,233	1,553
Site workers		117	1	1,348			1,466	1,936
<b>International<sup>b</sup></b>		<b>12,184</b>	<b>29</b>	<b>14,369</b>			<b>26,582</b>	<b>30,249</b>
Staff		3,225	29	2,447			5,701	5,270
Workers		8,959		11,922			20,881	24,979
<b>France + International</b>	<b>44</b>	<b>13,015</b>	<b>194</b>	<b>16,087</b>	<b>500</b>	<b>694</b>	<b>30,534</b>	<b>34,914</b>

(a) Permanent contracts.

(b) All contract types.

Indicator available at [www.bouygues.com](http://www.bouygues.com): Internships during the year (France).

In France, tough business conditions, especially in the construction industry, led to a 15% drop in hiring.

As over half of **Bouygues Construction's** sales are generated outside France, international recruitment remained at a high level for the purpose of staffing key projects, e.g. in Hong Kong or the UK. In France, recruitment was steady though weaker than two or three years ago in view of the difficult economic backdrop.

Recruitment levels at **Colas** remained high, with an increase of 6%. In France, due to the decline in business activity, hires were down 22%, falling by 42% at road construction subsidiaries in mainland France, by 6% in French overseas departments and by 31% at the specialised activities.

Outside France, permanent and seasonal hires remained at a high level, rising 11% over the year. Traditionally, in certain countries where Colas operates in North America, Africa and Asia, hiring levels (especially for workers) are affected by the seasonal nature of business activities. In the United States, for example, there were 3,602 new hires, including 3,119 site workers.

Hiring levels were high in Africa, driven by strong business activity in West Africa (Benin and Ivory Coast). In Morocco, recent hires have mainly been aimed at renewing skills in production, purchasing, sales and works supervision.

In Europe, hiring efforts reflected the development of business activities, including an acquisition by Colas UK. In the railways business, the number of new hires rose to meet the needs of specific projects, especially outside France.

**Bouygues Immobilier** opted to safeguard jobs, diversify activities and expand internationally.

In 2015, **TF1** continued to hire selectively, focusing on the acquisition of expertise – especially in the digital arena, for the benefit of e-TF1.

Conditions did not improve for **Bouygues Telecom** in 2015, culminating in the loss of some 1,400 employees. Recruitment was therefore kept to a minimum, limited to the expansion of the 4G and fixed networks, B2B operations, customer relations and stores. None of these operations were concerned by the 2014 voluntary redundancy plan.

## Number of departures (permanent employees)

	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
<b>Number of dismissals, France (permanent employees)</b>	10	1,093	36	1,913	77	322	3,451	3,365 <sup>a</sup>
<b>Number of departures, global (all types of contract)</b>		14,046	12	14,937			28,995	29,532

(a) At Colas, the figure for 2014, which did not include the special case of redundancies at the time of project completion when an employee was rehired to a worksite on a long-term contract in the same year, has been adjusted for comparability with the 2015 number.

Indicator available at [www.bouygues.com](http://www.bouygues.com): Reasons for departure (France).

The number of dismissals was stable at **Bouygues Construction** in France. In its international activities, this new indicator should be viewed in light of the high number of recruitments. The project structure of business activities accounts for the intensive use of locally sourced, temporary labour, with contracts running for short times and expiring upon completion of construction cycles or projects. The completion of several projects in Africa (particularly in Mozambique and Rwanda) accounts for the high level of departures.

At **Colas**, the number of dismissals in France increased in 2014, and included 1,103 terminations due to the completion of worksites. As part of the reconfiguration of the plant operated by Société de la Raffinerie de Dunkerque (a refocusing on bitumen production alone), a plan carried out in 2015 included 15 compulsory redundancies and 37 voluntary departures. In some countries outside France, the number of departures remained high due to the seasonal nature of business activities.

## Average annual gross salary by job category (permanent staff) and trend

Scope: France <sup>a</sup> €	Holding company and other	Bouygues Construction	Bouygues Immobilier <sup>b</sup>	Colas	TF1 <sup>c</sup>	Bouygues Telecom <sup>d</sup>
Managerial <sup>e</sup>	82,162	59,414	63,618	61,250	70,954	59,967
<i>Change vs. 2014</i>	3%	-0.3%	-2%	-1%	2%	-1%
Clerical, technical & supervisory	32,804	32,165	29,668	35,935	40,461	26,303
<i>Change vs. 2014</i>	-2%	-0.1%	1%	0.3%	0.7%	-0.5%
Site workers		27,309	19,327	25,862		
<i>Change vs. 2014</i>		0.7%	0.5%	2%		

(a) As the information systems of international activities are not integrated into those of French operations, full consolidation is not possible.

(b) Excluding sales staff.

(c) Including journalists.

(d) Including customer relations advisers.

(e) Trend at year-end taking account of staff leaving and joining in each category.

Coverage: 57% of the Group's headcount.

Indicators available at [www.bouygues.com](http://www.bouygues.com): Total gross contribution by employer to the company savings scheme (France), Total amount of profit-sharing (paid in 2015 in respect of 2014) and Percentage of employees promoted (France).

For all Group entities operating in France, the year was marked by a challenging economic context and no inflation. Consequently, wage policies continued to show restraint.

At **Bouygues Construction**, for clerical, technical and supervisory staff in France, lower profits resulted in a drop in variable remuneration and bonus payments, leading to lower annual remuneration. Having said that, special attention was paid to ensuring remuneration was not eroded in the lowest pay brackets, especially for site workers.

Total payroll at **Colas** in France was deliberately maintained flat.

Compensation policy at **TF1** in 2015 aimed to reward staff accomplishments in keeping with business results, with managers bearing the brunt of wage restraint. Importantly, employees on maternity leave in 2015 received a negotiated average pay increase.

At **Bouygues Telecom**, 5,288 employees not awarded an annual bonus received a gross premium of €500 as a reward for their participation in the company's transformation. Since the company did not return a profit in 2014, it was not in a position to assign funds to staff profit-sharing in 2015 with reference to the preceding calendar year.

## Calculation of working hours (permanent and fixed-term staff)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Hourly	43.1%	53.9%	36.5%	82.3%	30.1%	60.3%	67.4%	67.2%
Annual (incl. senior executives)	56.9%	46.1%	63.5%	17.7%	69.9%	39.7%	32.6%	32.8%

The indicator is specific to France and thus excludes international data. Coverage: 57% of the Group's headcount.

Indicator available at [www.bouygues.com](http://www.bouygues.com): Average number of part-time workers (France).

At **Bouygues Construction**, the flat hourly rate is predominant despite a slight drop in the past three years reflecting a contraction in site-worker headcount in France to less than one-third of the total.

The breakdown in working-time systems at **Bouygues Immobilier** has shifted marginally towards a fixed-day basis, resulting from a drop in site-worker headcount at Ossabois, a subsidiary manufacturing timber frames, owing to a downturn in business.

## Existence of individual or collective rules relating to worktime organization <sup>a</sup> in international activities

Scope: outside France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total
Existence of rules relating to worktime organisation in international activities		80.8%		100%			90.6%

(a) New indicator for 2015. Holding company and other, Bouygues Immobilier, TF1 and Bouygues Telecom are not covered by this indicator on account of its scope. Only companies employing more than 300 people operating outside France are concerned.

Coverage: 87% of international headcount.

With the exception of five Bouygues Construction companies in Asia, international subsidiaries with more than 300 employees have rules determining the duration of work.

## Absenteeism (permanent staff)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Absenteeism	3.1%	3.7%	2.1%	5.1%	2.9%	5.0%	4.5%	4%

Coverage: 57% of the Group's headcount. Absenteeism is defined as the number of calendar days absent as a result of workplace accidents, commuting accidents, occupational diseases and other illnesses versus [average number of permanent staff x 365].

The rate of absenteeism was 0.5 percentage points higher than in 2014, at 4.5%, close to the national private-sector benchmark of 4.6% in 2014, which was 7.4% higher than in 2013 (according to a survey by Alma Consulting Group 2015).

Almost all international subsidiaries (98.1%) with over 300 employees officially monitor absenteeism.

## Turnout in elections for employee representatives (1st round, principals)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Turnout in the most recent works council elections	89%	86%	73%	83%	80%	69%	82%	82%

The indicator is specific to France and thus excludes international data. Coverage: 57% of the Group's headcount.

Indicators available on [www.bouygues.com](http://www.bouygues.com): Percentage of employees covered by a satisfaction survey (France), Percentage of employees receiving a formal annual appraisal (France).

Turnout was high at **Bouygues Construction** in a year when many employee representative bodies were renewed, with nine entities conducting elections.

At **Colas**, renewal of employee representatives took place at the parent company Colas SA, Colas Nord-Picardie and Colas Île-de-France Normandie (selected locations).

## Collective agreements negotiated

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Number of collective agreements negotiated, including mandatory annual negotiations	4	139	6	106	20	9	284	248

Coverage: 57% of the Group's headcount.

## Workplace accidents

Scope: global	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Frequency rate <sup>a</sup> of workplace accidents among staff		4.6	7.8	6.8	2.7	4.3	5.6	6.0
Severity rate <sup>b</sup> of workplace accidents among staff		0.27	0.20	0.52	0.24	0.16	0.38	0.37
Number of fatal accidents		4		5			9	10

(a) Number of accidents involving time off work x 1,000,000/number of hours worked. In France, these are accidents leading to more than one day off work, reported to and recognised by healthcare authorities. Outside France, for 2014, Colas counted accidents that are reported and recognised by the relevant health authorities. Bouygues Construction counted accidents leading to at least one day off work. For 2015, all entities counted accidents from the first day of certified absence from work.

(b) Number of days off work as a result of a workplace accident x 1,000/number of hours worked.

At **Bouygues Construction**, after several years of steady improvements, safety indicators were slightly worse. Broadly speaking, the French construction entities posted stable or improved results. However, the frequency rate rose marginally at certain sites and major international projects, where business activity had been strong in 2015. Four fatal accidents regrettably occurred, including an employee collapsing during working hours and a commuting accident. The other two accidents concerned site workers at work.

At **Colas**, the number of workplace accidents involving time off work fell by 12%. The frequency rate improved from 7.66 to 6.84, as did the severity rate (0.52 compared with 0.53 in 2014).

These results reflect the high level of commitment by managers, especially internationally. There were sadly five fatal workplace accidents. Two occurred in France (at Colas Centre-Ouest and at Colas Sud-Ouest), while the other three took place in Madagascar, Ivory Coast and Gabon.

## Social protection outside France<sup>a</sup>

Scope: outside France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Social protection outside France		92%		100%			96%	94%

(a) Percentage of companies employing more than 300 people, operating outside France, providing social protection to employees. Coverage: 87% of the international headcount.

Social protection schemes are a key priority in the local HR policies of **Bouygues Construction** and are steadily being introduced to new sites. This is shown by the sharp increase in the percentage of coverage last year, from 86% to 92%. The goal is still that each employee will be covered for personal risks (death and incapacity at the very least). At **Colas**, the 100% rate reflects the existence of a company-wide policy.

## Occupational illnesses

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Recognised occupational illnesses	0	72	2	148	0	0	222	193

The indicator is specific to France and thus excludes international data. Coverage: 57% of the Group's headcount.

Though showing an increase, the figure for 2015 was low, conveying the positive impact of the health & safety policy, ergonomics initiatives and the constant efforts to improve worksite equipment, which reduces arduousness.

## Work/study training contracts

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Number of apprenticeship contracts		195	27	251	26	68	567	731
Number of professional training contracts	1	84	67	170	123	100	545	747
<b>TOTAL</b>	<b>1</b>	<b>279</b>	<b>94</b>	<b>421</b>	<b>149</b>	<b>168</b>	<b>1,112</b>	<b>1,478</b>

Coverage: 57% of the Group's headcount.

Recruitment of students on work/study contracts by the **Bouygues group** adapted to the business slowdown in France, accounting for the 25% decline relative to the previous year. Monitoring and quality of assignments offered remain a priority in anticipation of possible permanent recruitment subsequently.

## Training (permanent staff) <sup>a</sup>

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2014 Group total	2013 Group total
Percentage of payroll spent on training	2.4%	4.1%	3.6%	4.0%	3.0%	3.2%	3.8%	3.9%
Average number of days training per employee per year	2.40	2.46	2.48	2.48	2.62	2.21	2.45	2.48

(a) Data on training refers to the Group training audit published in 2015 in respect of 2014. Information concerning 2015 is not available because the approved joint collection body (OPCA) follows a non-calendar year.

As the information systems of international activities are not integrated into those of French operations, full consolidation is not possible.

Coverage: 57% of the Group's headcount.

Despite the challenging economic context in France, the Group continued to offer two to three days of training per employee on average. Investment on training continues to remain above statutory obligations.

## Existence of a formal training plan in the international activities <sup>a</sup>

Scope: outside France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Existence of a formal training plan in the international activities		81%		96%			89%	88%

(a) Holding company and other, Bouygues Immobilier, TF1 and Bouygues Telecom are not covered by this indicator on account of its scope.

Only companies employing more than 300 people operating outside France are concerned.

Coverage: 87% of international headcount.

Indicator available at [www.bouygues.com](http://www.bouygues.com): Training by type (France).

## Existence of a formal diversity policy in international activities <sup>a</sup>

Scope: outside France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total
Existence of a formal diversity policy in international activities		46.1%		66.7%			56.6%

(a) New indicator for 2015. Holding company and other, Bouygues Immobilier, TF1 and Bouygues Telecom are not covered by this indicator on account of its scope. Only companies employing more than 300 people operating outside France are concerned.

Coverage: 87% of the international headcount.

Outside France, subsidiaries in the US and European countries, for example, are actively fighting discrimination in the workplace, including sexism, in accordance with local legislation.

## Disabled workers (permanent and fixed-term)

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Number of disabled workers	3	555	33	942	68	261	1,862	1,869
Number of disabled workers hired		7	4	6	9	16	42	61
Sales with sheltered workshops and disability-friendly companies	€2,326	€2,248,985	€393,490	€1,383,472	€370,700	€451,956	€4,850,929	€4,409,622

International consolidation has not yet been carried out. Coverage: 57% of the Group's headcount.

Sourcing from the sheltered sector rose sharply within the **Bouygues group** thanks to the work of purchasing managers and disability liaison officers within each entity.

## Existence of employee representative bodies in the international activities <sup>a</sup>

Scope: outside France (companies with more than 300 employees)	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Existence of employee representative bodies in international activities		58%		74%			66%	69%

(a) Holding company and other, Bouygues Immobilier, TF1 and Bouygues Telecom are not covered by this indicator on account of its scope.

Only companies employing more than 300 people operating outside France are concerned.

Coverage: 87% of the international headcount.

The decline in this indicator at **Bouygues Construction** is due to the application of the 300 employee cut-off point, and does not reflect the proactive policy in this area. Relative to 2014, one more entity reported the existence of employee representation. The decrease in the percentage was due to the fact that several companies without employee representative bodies crossed the 300-employee mark in 2015, e.g. VSL (China) and VSL (Thailand).

## Supplementary indicators (at 31 December 2015)

### Headcount by job category

Scope: Global		Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Headcount by job category	<b>France</b>							<b>68,216<sup>a</sup></b>	<b>72,654<sup>a</sup></b>
	Managerial	237	9,218	1,224	5,692	2,186	3,230	<b>21,787</b>	<b>23,196</b>
	Clerical, technical & supervisory	88	5,528	522	8,797	658	4,715	<b>20,308</b>	<b>21,379</b>
	Site workers	0	6,459	53	19,609	0	0	<b>26,121</b>	<b>28,079</b>
	<b>International</b>							<b>52,038</b>	<b>54,789</b>
	Staff	228	12,789	90	9,033	43	2	<b>22,185</b>	<b>22,256</b>
	Workers	0	16,083	0	13,770	0	0	<b>29,853</b>	<b>32,533</b>
	<b>France + international</b>							<b>120,254</b>	<b>127,470</b>

(a) Includes Bouygues Construction expatriates governed by French law.

### Part-time work

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Average number of part-time employees	14	528	67	341	203	416	<b>1,569</b>	<b>1,635</b>

### Reasons for departure

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Resignation	<i>nm</i>	31.9%	41.8%	14.7%	35.9%	45.5%	<b>25.3%</b>	<b>21.8%</b>
Dismissal	<i>nm</i>	52.9%	25.0%	56.0%	45.3%	46.6%	<b>52.6%</b>	<b>30.7%</b>
Negotiated termination	<i>nm</i>	8.5%	25.6%	11.4%	17.6%	7.4%	<b>10.6%</b>	<b>8.5%</b>
Other reasons <sup>a</sup>	<i>nm</i>	6.7%	7.6%	17.9%	1.2%	0.5%	<b>11.5%</b>	<b>39.0%</b>

(a) Includes terminations of trial periods at the initiative of the employer or employee.

## Employees covered by a satisfaction survey

Scope: Global	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Percentage of employees covered by a satisfaction survey	-	94%	89%	57%	61%	70%	67%	86%

## Percentage of staff receiving a formal annual appraisal

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Managerial	75%	84%	95%	45%	80%	92%	75%	75%
Clerical, technical & supervisory	81%	86%	95%	42%	80%	93%	69%	65%
Site workers		86%	92%	29%			45%	38%
<b>Total</b>	<b>77%</b>	<b>85%</b>	<b>95%</b>	<b>35%</b>	<b>80%</b>	<b>93%</b>	<b>61%</b>	<b>58%</b>

## Temporary/occasional workers

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Number of temporary/occasional workers (full-time equivalents)	4	3,227	56	3,602	290	91	7,270	8,325

## Interns

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Internships during the year	21	1,523	116	1,357	466	207	3,690	4,151

## Employer's contribution to the company savings scheme

Scope: France (€ '000)	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Employer's total gross contribution to the scheme	624	35,894	3,413	28,913	6,780	12,057	87,681	84,156

## Percentage of employees promoted

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Managerial	11%	11%	7%	4%	8%	14%	9%	9%
Clerical, technical & supervisory	9%	10%	6%	4%	8%	7%	6%	10%
Site workers		7%	0%	3%			4%	9%
<b>Total</b>	<b>11%</b>	<b>9%</b>	<b>7%</b>	<b>3%</b>	<b>8%</b>	<b>10%</b>	<b>6%</b>	<b>9%</b>

## Amount of profit-sharing (paid in 2015 in respect of 2014)

Scope: France (€ '000)	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 total	2014 total
Voluntary profit-sharing	592	8,596	2,515	0	1,920	0	13,623	24,101
Compulsory profit-sharing	0	23,041	6,762	9,852	4,039	0	43,694	48,210
<b>Total</b>	<b>592</b>	<b>31,637</b>	<b>9,277</b>	<b>9,852</b>	<b>5,959</b>	<b>0</b>	<b>57,317</b>	<b>72,311</b>

## Training by type

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Safety	13.02%	38.98%	5.61%	50.3%	5.15%	3.83%	38.84%	33.63%
Management/ personal development/languages	52.09%	17.68%	28.02%	4.24%	37.54%	12.52%	11.41%	13.92%
Professional skills	34.89%	43.34%	66.37%	45.46%	57.31%	83.65%	49.75%	52.45%

## Headcount by type of contract

Scope: France	Holding company and other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2015 Group total	2014 Group total
Permanent contracts	99.08%	96.98%	91.16%	97.44%	88.7%	92.74%	96.23%	96.1%
Temporary contracts	0.92%	3.02%	8.84%	2.56%	11.3%	7.26%	3.77%	3.9%

## Average age and average length of service

Scope: France (years)	2015 Group	2014 Group
Average age	41	40
Average length of service in the Group	12	12