

ADDITIONAL HUMAN RESOURCES INDICATORS

(AT 31/12/2024)

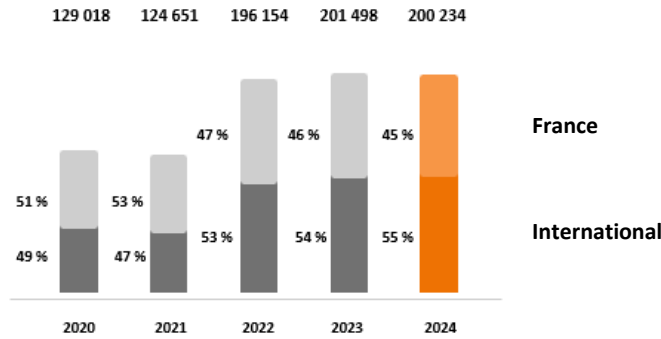
Characteristics of the company's employees

Group headcount by region at 31 December 2024

Scope *: Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
France	12 420	1 028	29 165	32 907	3 144	10 527	327	89 518	92 109
Europe (excl. France)	7 112	91	12 265	39 822	597	594	22	60 503	59 302
Africa and the Middle East	7 220	0	7 635	182	0	108	101	15 246	14 269
North America	142	0	13 491	3 014	28	3	4	16 682	16 628
Central and South America	286	0	416	7 281	0	0	43	8 026	8 100
Asia Pacific	8 449	0	929	844	10	0	27	10 259	11 090
International	23 209	91	34 736	51 143	635	705	197	110 716	109 389
France + International	35 629	1 119	63 901	84 050	3 779	11 232	524	200 234	201 498

(a) coverage rate: 100 % of the Group's headcount

Evolution of french versus international workforce over 5 years



Headcount by age range at 31 December 2024

Scope *: Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024
Under 30	18,5 %	10,2 %	17,7 %	18,8 %	26 %	25,8 %	16,4 %	18,9 %
30 to 39	29,8 %	33,5 %	22,9 %	23,4 %	23,4 %	30,2 %	22,3 %	24,8 %
40 to 49	26,9 %	30,2 %	25,8 %	23,7 %	24,5 %	26,6 %	27,1 %	25,2 %
50 to 59	19,8 %	21,2 %	24,9 %	24,4 %	22,2 %	15,7 %	28,8 %	23,2 %
60 and over	5 %	4,9 %	8,7 %	9,7 %	3,9 %	1,7 %	5,4 %	7,9 %

(a) coverage rate: 100 % of the Group's headcount

Registered workforce by job category at 31 December 2024

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
France	12 420	1 028	29 165	32 907	3 144	10 527	324	89 515	92 103
Senior positions	6 629	880	6 438	10 425	2 501	6 025	294	33 192	34 042
Clerical, technical & supervisory	2 362	148	7 844	16 172	643	4 502	30	31 701	33 069
Site workers	3 429		14 883	6 310				24 622	24 992
International	23 209	91	34 736	51 143	635	705	200	110 719	109 395
<i>Staff</i>	10 687	91	13 336	24 245	635	705	200	49 899	50 453
<i>Workers</i>	12 522		21 400	26 898				60 820	58 942
France + International	35 629	1 119	63 901	84 050	3 779	11 232	524	200 234	201 498

(a) coverage rate: 100 % of the Group's headcount

Average number of employees (new indicator)

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024
Average number of employees	35 956	1 285	64 357	84 301	3 695	10 755	513	200 862

(a) coverage rate: 100 % of the Group's headcount

Average length of service in the Group

Scope ^a : France	Group total 2024	Group total 2023	Group total 2022 ^b
Average seniority in the Group	11	11	12

(a) coverage rate: 45 % of the Group's headcount

(b) excluding Equans

Number of non-employee workers

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Union Workers (End-December)	122			5 338				5 460	n.d.
Interns (end-December) ^b	41	4	41	23	60	15	6	190	n.d.
Temporary workers (Annual FTE) ^b	2 016	31	2 973	2 899	4	12	4	7 938	13 572

(a) coverage rate: 100 % of the Group's headcount

(b) On France scope only

FTE : full-time equivalent

Workforce movements, mobility and attraction of young employees

New hires by job category

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
France	1 545	53	3 392	5 567	794	2 055	62	13 468	15 057
Senior positions	547	32	565	1 293	488	491	45	3 461	3 977
Clerical, technical & supervisory	501	21	1 127	2 989	306	1 564	17	6 525	7 494
Site workers	497		1 700	1 285				3 482	3 586
International	8 684	6	9 322	18 204	53	357	24	36 650	35 285
<i>Staff</i>	2 300	6	2 106	5 031	53	357	24	9 877	10 254
<i>Workers</i>	6 384		7 216	13 173				26 773	25 031
France + International	10 229	59	12 714	23 771	847	2 412	86	50 118	50 342

(a) coverage rate: 100 % of the Group's headcount

New hires by gender

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Women	1 244	28	1 832	4 315	516	1 011	28	8 974	9 560
Men	8 985	31	10 882	19 456	331	1 401	58	41 144	40 782
Total new hires	10 229	59	12 714	23 771	847	2 412	86	50 118	50 342

(a) coverage rate: 100 % of the Group's headcount

New hires by type of contract

Scope ^a : France	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Permanent contract	995	31	2 187	3 669	274	947	44	8 147	9 603
Fixed-term contracts	550	22	1 205	1 898	520	1 108	18	5 321	5 454
Total new hires	1 545	53	3 392	5 567	794	2 055	62	13 468	15 057

(a) coverage rate: 45 % of the Group's headcount

Internships, apprenticeship and professional training contracts during the year

Scope ^a : France	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Number of internships hosted during the year	535	13	1 347	856	225	249	38	3 263	3 969
Number of apprenticeship contracts during the year	524	18	849	1 389	259	362	10	3 411	3 359
Number of professional training contracts during the year	49	2	94	160	12	100	0	417	582
Total of people on work/study contracts during the year	573	20	943	1 549	271	462	10	3 828	3 941

(a) coverage rate: 45 % of the Group's headcount

Internships, apprenticeship and professional training contracts at 31 December 2024

Scope ^a : France	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024
Number of interns at end-December	41	4	41	23	60	15	6	190
Number of apprenticeship contracts at end-December	790	44	1 536	2 354	333	591	10	5 658
Number of professional training contracts at end-December	68	0	146	177	12	81	0	484
Total number of people on work/study contracts at end-December	858	44	1 682	2 531	345	672	10	6 142

(a) coverage rate: 45 % of the Group's headcount

People formerly on work/study contracts hired during the year^a

Scope ^b : France	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Former interns hired during the year	159	0	218	80	36	24	3	520	776
People formerly on apprenticeship contracts hired during the year	137	0	135	334	76	50	0	732	946
People formerly on professional training contracts hired during the year	23	0	27	85	12	3	2	152	225
Total of people on work/study contracts hired	160	0	162	419	88	53	2	884	1 171

(a) New hires following the end of the work/study contract over the last 3 years

(b) coverage rate: 45 % of the Group's headcount

Departures by job category

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
France	1 336	235	3 838	5 632	714	2 150	49	13 954	15 032
Senior positions	619	208	656	1 329	405	489	40	3 746	4 136
Clerical, technical & supervisory	411	27	1 182	3 115	309	1 661	9	6 714	7 116
Site workers	306		2 000	1 188				3 494	3 780
International	9 192	13	8 654	18 401	189	267	36	36 752	34 391
Staff	2 287	13	1 974	5 386	186	267	36	10 149	10 419
Workers	6 905		6 680	13 015	3			26 603	23 972
France + International	10 528	248	12 492	24 033	903	2 417	85	50 706	49 423

(a) coverage rate: 100 % of the Group's headcount

Departures by gender

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Women	1 264	132	1 584	4 054	552	968	21	8 575	8 964
Men	9 264	116	10 908	19 979	351	1 449	64	42 131	40 459
Total departures	10 528	248	12 492	24 033	903	2 417	85	50 706	49 423

(a) coverage rate: 100 % of the Group's headcount

Reasons for departures (permanents contracts only)

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024
Departure at the employer's initiative	51,2 %	65,7 %	46,4 %	28,9 %	50,5 %	40,2 %	52,2 %	38,4 %
Voluntary departure	42,7 %	32,6 %	38,7 %	53,7 %	45,5 %	54,6 %	44,9 %	47,8 %
End-of-career departure	3,6 %	1,6 %	12,3 %	9,2 %	3,7 %	0,8 %	1,5 %	8,4 %
Other	2,5 %	0,1 %	2,6 %	8,2 %	0,3 %	4,4 %	1,4 %	5,4 %

(a) coverage rate: 100 % of the Group's headcount

(b) « Other » include: death, invalidity

Turnover

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024
Turnover ^b	15,1 %	20,5 %	12,8 %	16,8 %	10 %	14,2 %	13,8 %	15,1 %
Voluntary turnover ^{b c}	6 %	3,5 %	5 %	9 %	4,5 %	7,8 %	6,2 %	7,2 %

(a) coverage rate: 100 % of the Group's headcount

(b) permanents contracts only

(c) resignations of employees on permanent contracts and terminations of trial periods at the initiative of the employee on a permanent contract

Diversity

Group workforce by gender at 31 December 2024

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Women	18,7 %	49,4 %	12,9 %	18,5 %	55,7 %	38,3 %	32,1 %	18,8 %	18,9 %
Men	81,3 %	50,6 %	87,1 %	81,5 %	44,3 %	61,7 %	67,9 %	81,2 %	81,1 %

(a) coverage rate: 100 % of the Group's headcount

Female employees in the Group by job category

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Women on executive committees ^b	22,2 %	12,5 %	26,7 %	16,7 %	50 %	40 %	8,3 %	25,9 %	23,8 %
Women "High-Flyer" managers ^c	24,1 %	41,4 %	18 %	23,3 %	48,8 %	39,2 %	40 %	25,3 %	23,7 %
Women with Manager status ^d	19,1 %	39,8 %	14,6 %	16,8 %	50 %	34,6 %	27,6 %	22,1 %	21,4 %
Women in senior positions and in equivalent positions in the international activities	28,8 %	46,7 %	21,3 %	18,7 %	54 %	35,1 %	44,8 %	25,6 %	25 %
Women with Staff status ^e	28,6 %	49,4 %	24,5 %	19,7 %	55,5 %	38,3 %	32,1 %	25,7 %	25,5 %
Women with Worker status ^f	6,6 %	n.a.	4,1 %	16,6 %	n.a.	n.a.	n.a.	9,4 %	9,7 %

(a) coverage rate: 100 % of the Group's headcount

(b) business segment executive committees or general management committees, excluding business segment CEOs

(c) high-flyer women managers: managers identified as High Potential in the internal "Nine Box" repository.

(d) indicator redesigned for the international scope to harmonise definition with France. Managers are employees who are department heads or higher in France or have an equivalent status internationally

(e) supervisory, managerial and technical employees

(f) site worker

Disabled employees

Scope ^a : France	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Number of employees with disabilities	467	17	828	1 243	129	441	5	3 130	2 554

(a) coverage rate: 45 % of the Group's headcount

Labour relations and work organization

Employee asked to respond to a satisfaction survey

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Employees covered by a satisfaction survey	73 %	88 %	91 %	93 %	50 %	7 %	97 %	84 %	90 %

(a) coverage rate: 100 % of the Group's headcount

Collective agreements negotiated

Scope ^a : France	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Labour relations/Right to vote/Right to organise	7	1	4	16	2	1		31	107
Remuneration/Employee benefits/Collective bargaining arrangements	19	1	30	23	9	11	3	96	113
Worktime and workplace organization			5	5	3	9	1	23	17
Work-life balance/Diversity of professions and gender balance	1		1	8	2	6	1	19	18
Jobs and career management	1				3	2		6	14
Other	1	1	4	7		1	0	14	19
Total number of collective agreements negotiated including mandatory annual negotiations	29	3	44	59	19	30	5	189	288

(a) coverage rate: 45 % of the Group's headcount

Employees who have taken part in regular performance and career development reviews

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024
France								
Senior positions	95 %	87 %	94 %	97 %	95 %	95 %	88 %	95 %
Clerical, technical & supervisory	91 %	88 %	91 %	100 %	97 %	80 %	100 %	94 %
Site workers	92 %			98 %				96 %
International								
Staff	91 %	78 %	63 %	75 %	-	60 %	-	75 %
Workers	69 %	n.a.	-	64 %	n.a.	n.a.	n.a.	64 %
Women	94 %	86 %	79 %	88 %	95 %	92 %	91 %	88 %
Men	92 %	87 %	80 %	80 %	94 %	87 %	87 %	82 %

(a) coverage rate: 100 % of the Group's headcount

Health & Safety

Number of employees with a recognised occupational illness

Scope ^a : France	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Number of employees with a recognised occupational illness ^a	65	0	99	82	0	0	0	246	296

(a) coverage rate: 45 % of the Group's headcount

Workplace accidents

Scope ^a : Global	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	2023 Group total ^b
Number of recordable workplace accidents with days lost (employees)	208	1	381	516	18	101	3	1 228	820
Rate of recordable workplace accidents ^c with days lost (employees)	2,82	0,52	3,43	3,78	3,19	5,95	6,91	3,55	3,7
Severity rate ^d of workplace accidents among employees	0,29	0,03	0,30	0,24	0,08	0,50	0,72	0,28	0,33

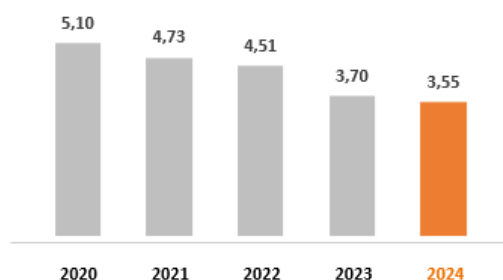
(a) coverage rate: 100 % of the Group's headcount

(b) excludes Equans

(c) Number of workplace accidents (excluding accidents subsequent to faintness) involving time off work x 1,000,000/number of hours worked.

(d) Number of days off work as a result of a workplace accident (excluding accidents related to faintness) x 1,000/number of hours worked

Severity rates evolution over the last 5 years



Temporary workers safety

Scope ^a : France	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Number of temporary workers (full-time equivalent)	2 016	31	2 973	2 899	4	12	4	7 938	13 572
Number of workplace accidents involving temporary workers	119	0	138	126	0	0	1	384	417
Number of fatal accidents among temporary workers	0	0	0	0	0	0	0	0	0

(a) coverage rate: 45 % of the Group's headcount

Training

Training initiatives

Scope ^a : Global	Group total 2024	Group total 2023 ^b	Group total 2022 ^b
Number of trained employees	134 771	107 106	84 831
Number of training hours	2 667 502	2 425 877	1 552 069
Average number of training hours per trained employee	19,8	22,6	18,3

(a) coverage rate: 100 % of the Group's headcount

(b) France scope + companies with more than 300 employees worldwide

Training by theme

Scope ^a : France	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	Bouygues SA and other	Group total 2024	Group total 2023
Safety	42,7 %	4,9 %	60,7 %	46,5 %	8,2 %	9,4 %	20,2 %	46,2 %	47,6 %
Management/Personal Development/Languages	23,3 %	25,4 %	6,5 %	18,1 %	40,1 %	14,1 %	43,5 %	16,4 %	16,1 %
Professional Skills	34 %	69,7 %	32,8 %	35,4 %	51,7 %	76,5 %	36,3 %	37,4 %	36,3 %

(a) coverage rate: 45 % of the Group's headcount