

# ADDITIONAL HUMAN RESOURCES INDICATORS

(AT 31/12/2025)

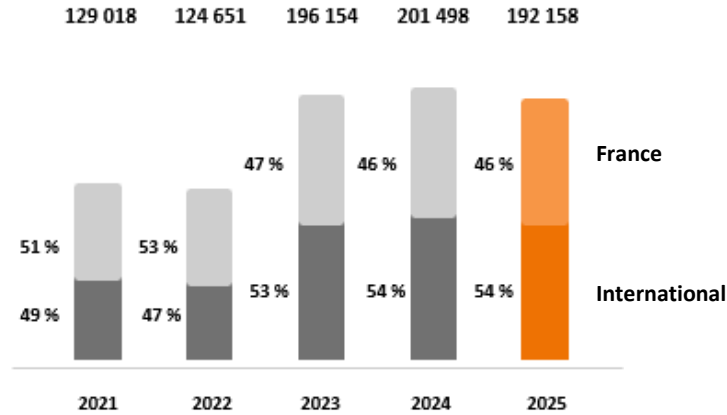
## Workforce profile

### Group headcount by region at 31 December 2025

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
France	28,941	12,623	967	32,770	9,918	3,034	333	88,586	89,518
Europe (excl. France)	11,837	7,246	4	36,744	672	582	22	57,107	60,503
Africa and the Middle East	6,640	5,714		149	144		78	12,725	15,246
North America	12,725	204		3,017	2	24	3	15,975	16,682
Central and South America	425	296		6,617			36	7,374	8,026
Asia Pacific	1,033	8,394		929			35	10,391	10,259
<b>International</b>	<b>32,660</b>	<b>21,854</b>	<b>4</b>	<b>47,456</b>	<b>818</b>	<b>606</b>	<b>174</b>	<b>103,572</b>	<b>110,716</b>
<b>France + International</b>	<b>61,601</b>	<b>34,477</b>	<b>971</b>	<b>80,226</b>	<b>10,736</b>	<b>3,640</b>	<b>507</b>	<b>192,158</b>	<b>200,234</b>

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

### Workforce in France and outside France over 5 years



### Headcount by age range at 31 December 2025

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Under 30	17.4%	19.3%	15.1%	18.7%	23.7%	24.3%	17.8%	18.8%	18.9%
30 to 39	22.4%	29.2%	33.5%	23.4%	29.6%	22.7%	22.1%	24.4%	24.8%
40 to 49	26.1%	26.8%	27.5%	24.2%	26.9%	25%	26.4%	25.5%	25.2%
50 to 59	24.8%	19.7%	20.6%	23.7%	17.9%	22.4%	26.8%	23%	23.2%
60 and over	9.3%	5%	3.3%	10%	1.9%	5.6%	6.9%	8.3%	7.9%

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

Scope <sup>a</sup> : France	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Under 30	18.3%	23.5%	15.2%	22.4%	23.4%	25.3%	25.1%	21.4%	21.6%
30 to 39	20.2%	25.1%	33.5%	23.9%	29.1%	22.4%	22.7%	23.5%	24%
40 to 49	26.6%	25.1%	27.5%	25.2%	27.1%	23.9%	17.8%	25.8%	25.6%
50 to 59	28%	21.6%	20.6%	22.8%	18.4%	22.9%	27.8%	23.8%	24.1%
60 and over	6.9%	4.7%	3.2%	5.7%	2%	5.5%	6.6%	5.5%	4.7%

(a) Coverage rate: 46% of the Group's headcount

### Registered workforce by job category at 31 December 2025

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
<b>France</b>	<b>28,941</b>	<b>12,623</b>	<b>967</b>	<b>32,770</b>	<b>9,918</b>	<b>3,034</b>	<b>331</b>	<b>88,584</b>	<b>89,515</b>
Senior positions	6,579	6,767	783	10,851	5,724	2,502	295	33,501	33,192
Clerical, technical & supervisory	7,698	2,380	184	15,817	4,194	532	36	30,841	31,701
Site workers	14,664	3,476	-	6,102	-	-	-	24,242	24,622
<b>International</b>	<b>32,660</b>	<b>21,854</b>	<b>4</b>	<b>47,456</b>	<b>818</b>	<b>606</b>	<b>176</b>	<b>103,574</b>	<b>110,719</b>
Staff	13,368	10,280	4	23,467	818	606	176	48,719	49,899
Workers	19,292	11,574	-	23,989	-	-	-	54,855	60,820
<b>France + International</b>	<b>61,601</b>	<b>34,477</b>	<b>971</b>	<b>80,226</b>	<b>10,736</b>	<b>3,640</b>	<b>507</b>	<b>192,158</b>	<b>200,234</b>

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

### Registered workforce by type of contract at 31 December 2025

Scope <sup>a</sup> : France	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Permanent contracts	94.1 %	92.8 %	89.8 %	91.7 %	90.9 %	85.1 %	95.2 %	92.3 %	92.3 %
Fixed-term contracts	5.9 %	7.2 %	10.2 %	8.3 %	9.1 %	14.9 %	4.8 %	7.7 %	7.7 %

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

### Average number of employees

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Average number of employees	62,782	35,258	1,007	82,138	10,816	3,684	499	196,184	200,862

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

### Average length of service in the Group

Scope <sup>a</sup> : France	Group total 2025	Group total 2024	Group total 2023 <sup>b</sup>
Average seniority in the Group	11.2	11.1	10.9

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

## Number of non-employee workers

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Union Workers (End-December)		226		5,085				5,311	5,460
Interns (end-December) <sup>b</sup>	38	37	4	63	17	78	3	240	190
Temporary workers (Annual FTE) <sup>c</sup>	3,814	1,855	16	6,182	5	3	3	11,877	7,938

(a) Coverage rate: 10 % of the Group's headcount

(b) On France scope only

(c) On France scope only for all except Equans

FTE: full-time equivalent

## Workforce movements, mobility and employment of young people

### New hires by job category

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
<b>France</b>	<b>3,229</b>	<b>1,536</b>	<b>207</b>	<b>5,286</b>	<b>1,540</b>	<b>717</b>	<b>43</b>	<b>12,558</b>	<b>13,468</b>
Senior positions	541	592	109	1,284	221	470	23	3,240	3,461
Clerical, technical & supervisory	1,003	515	98	2,798	1,319	247	20	6,000	6,525
Site workers	1,685	429		1,204				3,318	3,482
<b>International</b>	<b>8,000</b>	<b>8,277</b>	<b>4</b>	<b>14,529</b>	<b>450</b>	<b>327</b>	<b>39</b>	<b>31,626</b>	<b>36,650</b>
Staff	1,890	2,126	4	4,219	450	327	39	9,055	9,877
Workers	6,110	6,151		10,310				22,571	26,773
<b>France + International</b>	<b>11,229</b>	<b>9,813</b>	<b>211</b>	<b>19,815</b>	<b>1,990</b>	<b>1,044</b>	<b>82</b>	<b>44,184</b>	<b>50,118</b>

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

### New hires by gender

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Women	1,581	1,355	101	3,777	865	565	16	8,260	8,974
Men	9,648	8,458	110	16,038	1,125	479	66	35,924	41,144
<b>Total new hires</b>	<b>11,229</b>	<b>9,813</b>	<b>211</b>	<b>19,815</b>	<b>1,990</b>	<b>1,044</b>	<b>82</b>	<b>44,184</b>	<b>50,118</b>

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

Scope <sup>a</sup> : France	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Women	424	442	98	874	655	390	12	2,895	3,155
Men	2,805	1,094	109	4,412	885	327	31	9,663	10,313
<b>Total new hires</b>	<b>3,229</b>	<b>1,536</b>	<b>207</b>	<b>5,286</b>	<b>1,540</b>	<b>717</b>	<b>43</b>	<b>12,558</b>	<b>13,468</b>

(a) Coverage rate: 46% of the Group's headcount

## New hires by type of contract

Scope <sup>a</sup> : France	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Permanent contracts	2,052	1,004	110	3,414	442	213	28	7,263	8,147
Fixed-term contracts	1,177	532	97	1,872	1,098	504	15	5,295	5,321
<b>Total new hires</b>	<b>3,229</b>	<b>1,536</b>	<b>207</b>	<b>5,286</b>	<b>1,540</b>	<b>717</b>	<b>43</b>	<b>12,558</b>	<b>13,468</b>

(a) Coverage rate: 46% of the Group's headcount

## Internships, apprenticeships and professional training contracts during the year

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
<b>France</b>									
Number of internships hosted during the year	1286	499	26	905	202	193	41	3,152	3,263
<b>Total of people on work/study contracts during the year</b>	<b>933</b>	<b>547</b>	<b>81</b>	<b>1,463</b>	<b>391</b>	<b>205</b>	<b>19</b>	<b>3,639</b>	<b>3,828</b>
Number of apprenticeship contracts during the year	838	498	72	1,309	366	202	17	3,302	3,411
Number of professional training contracts during the year	95	49	9	154	25	3	2	337	417
<b>International</b>									
Total of apprenticeship contracts <sup>b</sup> in the international activities during the year	357	184	1	401		1		944	n.d.

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

(b) Apprenticeships and other types of young employees benefiting from support arrangements provided by the company when hired.

## Internships, apprenticeships and professional training contracts at 31 December 2025

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
<b>France</b>									
Number of interns at end-December	38	37	4	63	17	78	3	240	190
<b>Total number of people on work/study contracts at end-December</b>	<b>1,601</b>	<b>870</b>	<b>89</b>	<b>2,422</b>	<b>622</b>	<b>292</b>	<b>13</b>	<b>5,909</b>	<b>6,142</b>
Number of apprenticeship contracts at end-December	1,485	815	80	2,271	601	287	11	5,550	5,658
Number of professional training contracts at end-December	116	55	9	151	21	5	2	359	484
<b>International</b>									
Number of apprenticeship contracts <sup>b</sup> in the international activities at end-December	353	107		1,231		2		1,693	n.d.

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

(b) Apprenticeships and other types of young employees benefiting from support arrangements provided by the company when hired.

### People formerly on work/study contracts hired during the year <sup>a</sup>

Scope <sup>b</sup> : France	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Former interns hired during the year	266	168	1	99	27	73	6	640	520
People formerly on apprenticeship contracts hired during the year	201	151	1	298	39	46	0	736	732
People formerly on professional training contracts hired during the year	30	30	0	97	2	7	0	166	152
<b>Total of people on work/study contracts hired</b>	<b>231</b>	<b>181</b>	<b>1</b>	<b>395</b>	<b>41</b>	<b>53</b>	<b>0</b>	<b>902</b>	<b>884</b>

(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 <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
<b>France</b>	<b>3,635</b>	<b>1,341</b>	<b>245</b>	<b>5,074</b>	<b>2,020</b>	<b>691</b>	<b>46</b>	<b>13,052</b>	<b>13,954</b>
Senior positions	644	604	193	1,066	510	412	33	3,462	3,746
Clerical, technical & supervisory	1,220	393	52	2,893	1,510	279	13	6,360	6,714
Site workers	1,771	344		1,115				3,230	3,494
<b>International</b>	<b>9,959</b>	<b>9,109</b>	<b>1</b>	<b>14,845</b>	<b>337</b>	<b>317</b>	<b>53</b>	<b>34,621</b>	<b>36,752</b>
<i>Staff</i>	2,157	2,214	1	4,870	337	317	53	9,949	10,149
<i>Workers</i>	7,802	6,895		9,975				24,672	26,603
<b>France + International</b>	<b>13,594</b>	<b>10,450</b>	<b>246</b>	<b>19,919</b>	<b>2,357</b>	<b>1,008</b>	<b>99</b>	<b>47,673</b>	<b>50,706</b>

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

### Departures by gender

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Women	1,783	1,359	122	3,021	994	580	26	7,885	8,575
Men	11,811	9,091	124	16,898	1,363	428	73	39,788	42,131
<b>Total departures</b>	<b>13,594</b>	<b>10,450</b>	<b>246</b>	<b>19,919</b>	<b>2,357</b>	<b>1,008</b>	<b>99</b>	<b>47,673</b>	<b>50,706</b>

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

### Reasons for departures (permanents contracts only)

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Departure at the employer's initiative	48%	53.9%	83.2%	35.6%	41%	45.7%	65.5%	43.2%	38.4%
Voluntary departure	36.3%	39.9%	15.8%	48.8%	53.2%	43.1%	33.3%	43.8%	47.8%
End-of-career departure	12.8%	4.1%	0.5%	9.5%	0.6%	8.5%	1.2%	8.6%	8.4%
Other <sup>b</sup>	2.9%	2.1%	0.5%	6.1%	5.2%	2.7%		4.4%	5.4%

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

(b) "Other" includes: death, invalidity

Scope <sup>a</sup> : France	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Departure at the employer's initiative	45.8%	51.4%	83.2%	25.7%	46.9%	41.1%	50%	39%	38.3%
Voluntary departure	31.4%	44.1%	15.8%	53.5%	45.9%	45.2%	47.1%	43.9%	46.5%
End-of-career departure	18.3%	3.2%	0.5%	12.8%	0.8%	10.7%	2.9%	11.4%	9.7%
Other	4.5%	1.3%	0.5%	8%	6.4%	3%		5.7%	5.5%

(a) Coverage rate: 46 % of the Group's headcount

## Turnover

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Turnover <sup>b</sup>	12.2%	16.4%	21.9%	14.8%	14.1%	8.5%	18%	14.2%	15.1%
Voluntary turnover <sup>b c</sup>	4.4%	6.6%	3.5%	7.7%	7.5%	3.7%	6%	6.4%	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 2025

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Women	13.1 %	19.2 %	48.6 %	18.8 %	38.5 %	54.4 %	31.8 %	19 %	18.8 %
Men	86.9 %	80.8 %	51.4 %	81.2 %	61.5 %	45.6 %	68.2 %	81 %	81.2 %

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

### Female employees in the Group by job category

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Women on executive committees <sup>b</sup>	29.4%	25%	14.3%	16.7%	27.3%	50%	8.3%	24.7%	25.9%
Women with Manager status <sup>c</sup>	14.9%	19.8%	39.4%	17.4%	33.9%	45%	28.5%	21.9%	22.1%
Women in senior positions and in equivalent positions in the international activities	21.6%	29.4%	46%	19.6%	35%	53.1%	45.6%	25.9%	25.6%
Women with Staff status <sup>d</sup>	24.5%	29.5%	48.6%	20%	38.5%	54.4%	31.8%	25.9%	25.7%
Women with Worker status <sup>e</sup>	3.8%	5.9%	n.a.	16.7%	n.a.	n.a.	n.a.	9.1%	9.4%

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

- (b) Business segment executive committees or general management committees, excluding business segment CEOs  
(c) 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  
(d) Supervisory, managerial and technical employees  
(e) Site workers  
n.a.: non applicable

### Employees with disabilities at 31 December 2025

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Number of employees with disabilities (France)	915	490	11	1459	447	160	5	3,487	3,130
Number of employees with disabilities (International activities) <sup>b</sup>	403	81	0	855	0	10	0	1,349	n.d.
Number of employees with disabilities (Global)	<b>1,318</b>	<b>571</b>	<b>11</b>	<b>2,314</b>	<b>447</b>	<b>170</b>	<b>5</b>	<b>4,836</b>	3,130

(a) Coverage rate: 46 % of the Group's headcount

(b) Employees that fall within the definitions provided by legislation in each country. This applies particularly to those countries where there is a legal duty to employ people with disabilities

### Health & Safety

#### Number of employees with a recognised occupational illness

Scope <sup>a</sup> : France	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Number of employees with a recognised occupational illness <sup>a</sup>	159	94	0	110	0	1	0	364	246

(a) Coverage rate: 46 % of the Group's headcount

#### Workplace accidents

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	2024 Group total <sup>b</sup>
Number of workplace accidents resulting in time off work (Employees)	425	185	1	538	100	22	1	1,272	1,228
Workplace accident frequency rate <sup>c</sup> (Employees)	3.84	2.71	0.70	3.97	5.83	4.09	2.28	3.75	3.55
Severity rate <sup>d</sup> of workplace accidents resulting in time off work (Employees)	0.28	0.27	0.03	0.28	0.61	0.19	0.70	0.30	0.28

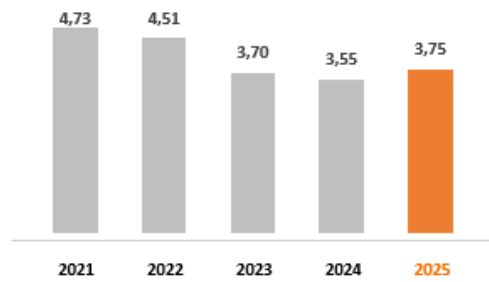
(a) Coverage rate: 100% of the Group's headcount

(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 subsequent to faintness) x 1,000/number of hours worked

#### Severity rates over the last 5 years



### Safety of temporary workers

Scope <sup>a</sup> : France	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Number of workplace accidents involving temporary workers	137	71	0	139	0	0	0	347	384
Number of fatal accidents among temporary workers	0	0	0	0	0	0	0	0	0

(a) Coverage rate: 46% of the Group's headcount

### Training

#### Training initiatives

These indicators now relate to last year (2025) and include all the data recorded in the tools as of the end of December 2025.

Scope <sup>a</sup> : Global	Group total 2025	Group total 2024 <sup>b</sup>	Group total 2023 <sup>b</sup>
Number of trained employees	128,718	134,771	107,106
Number of training hours	2,558,426	2,667,502	2,425,877
Average number of training hours per trained employee	19.9	19.8	22.6

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

(b) Data relates to the previous year, namely 2023 and 2022 respectively

Scope <sup>a</sup> : France	Group total 2025	Group total 2024 <sup>b</sup>	Group total 2023 <sup>b</sup>
Number of trained employees	70,683	71,097	65,049
Number of training hours	1,473,158	1,466,634	1,487,309
Average number of training hours per trained employee	20.8	20.6	22.9

(a) coverage rate: 46 % of the Group's headcount

(b) Data relates to the previous year, namely 2023 and 2022 respectively

#### Training by theme

Scope <sup>a</sup> : France	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Safety	61.4%	36.1%	17.9%	43.5%	5.3%	7.6%	10.4%	43.4%	46.2%
Management	4.8%	16.9%	11.5%	20.2%	8.7%	21.2%	6.2%	16.5%	n.a.
Professional Skills	25.1%	44.2%	55.6%	33.3%	74.1%	45.3%	40.8%	35.1%	37.4%
Cross-disciplinary Skills	8.7%	2.8%	15%	3%	11.9%	25.9%	42.6%	5%	n.a.

(a) Coverage rate: 46% of the Group's headcount

## Labour-management dialogue and work organisation

### Collective agreements negotiated

Scope <sup>a</sup> : France	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Labour relations/Right to vote/Right to organise	4	4		14		3		25	31
Remuneration/Employee benefits/Collective bargaining arrangements	29	18	5	37	18	9	3	119	96
Worktime and workplace organisation	7			8	3	1		19	23
Work-life balance/Diversity of professions and gender balance	1	13	1	9	1	3	1	29	19
Jobs and career management			2	2	5	2		11	6
Other	5		2	8	2			17	14
<b>Total number of collective agreements negotiated including mandatory annual negotiations</b>	<b>46</b>	<b>35</b>	<b>10</b>	<b>78</b>	<b>29</b>	<b>18</b>	<b>4</b>	<b>220</b>	<b>189</b>

(a) Coverage rate: 46% of the Group's headcount

### Employees asked to respond to a satisfaction survey

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
Employees covered by a satisfaction survey	96%	73%	92%	100%	82%	61%		92%	84%

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

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

Scope <sup>a</sup> : Global	Colas	Bouygues Construction	Bouygues Immobilier	Equans	Bouygues Telecom	TF1	Bouygues SA and other	Group total 2025	Group total 2024
<b>France</b>									
Senior positions	97 %	98 %	95 %	94 %	97 %	96 %	90 %	96 %	95 %
Clerical, technical & supervisory	94 %	96 %	96 %	87 %	96 %	94 %	100 %	91 %	94 %
Site workers		84 %		75 %				78 %	96 %
<b>International</b>									
Staff	63 %	94 %	8 %	78 %	69 %	100 %	100 %	77 %	75 %
Workers		77 %		71 %				72 %	64 %
<b>Women</b>	79 %	97 %	85 %	85 %	94 %	95 %	91 %	87 %	88 %
<b>Men</b>	82 %	92 %	88 %	79 %	97 %	96 %	97 %	83 %	82 %

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