



ADDITIONAL CSR INDICATORS BOUYGUES.COM (AT 31/12/2021)

Headcount by job category

Scope: World	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
France*	492	21,996	1,537	29,105	3,384	9,612	66,126	66,117
Senior positions	387	10,139	1,196	5,794	2,654	5,115	25,285	24,704
Clerical, technical & supervisory	105	6,559	341	7,635	730	4,497	19,867	19,809
Site workers		5,298		15,676			20,974	21,604
International	233	30,917	102	26,306	576	391	58,525	62,901
Staff	233	16,089	102	11,494	576	391	28,885	27,974
Workers		14,828		14,812			29,640	34,927
France + international	725	52,913	1,639	55,411	3,960	10,003	124,651	129,018

*In the international activities, expatriates governed by French law are included in the Staff and Workers registered workforce.

Average number of part-time workers in France

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Average number of part-time workers	13	503	33	270	143	227	1,189	1,284

Headcount by type of contract (France)

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Permanent contracts [%]	94.1	93.6	89.9	95.5	84.8	91.8	93.6	94.4
Temporary contracts (%)	5.9	5.4	10.1	4.5	15.2	8.2	6.4	5.6



Average age and average length of service (France)

Scope: France (years)	2021 Group total	2020 Group total	2019 Group total
Average age	41	41	41
Average length of service in the Group	12	12	12

Headcount by age range

Scope: World	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Under 25	6.5%	7.6%	9.0%	6.5%	10.1%	11.4%	7.5%	7.8%
25-34 years old	24.2%	23.9%	28.9%	20.3%	30.4%	33.1%	23.3%	25.5%
35-44 years old	28.8%	28.1%	30.9%	27.0%	26.5%	30.4%	27.8%	27.3%
45-54 years old	26.6%	25.3%	21.1%	27.0%	22.7%	20.7%	25.6%	24.5%
55 and over	13.9%	15.1%	10.1%	19.2%	10.3%	4.4%	15.8%	14.7%

Number of internships during the year (France)

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Number of internships during the year	48	1,331	75	1,060	394	423	3,331	2,870



Number of temporary/ occasional workers (France)

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Number of temporary/ occasional workers (as full-time equivalents)	4	3,846	17	3,275	1,441	21	8,604	7,207

New hires by gender

Scope: World	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Men	127	9,880	134	17,803	427	1,771	30,142	34,711
Women	39	2,500	138	2,544	630	1,128	6,979	5,978
Total number of new hires	166	12,380	272	20,347	1,057	2,899	37,121	40,689

Departures by gender

Scope: World	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Men	110	12,083	191	16,646	351	1,434	30,815	33,939
Women	20	2,165	205	2,123	558	1,030	6,101	5,895
Total number of departures	130	14,248	396	18,769	909	2,464	36,916	39,834



Reasons for departure (France)

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Resignations [%]	30.1	51.6	46.3	29.0	46.7	38.6	38.9	35.3
Dismissals (%)	9.6	31.3	30.6	35.9	21.7	25.2	31.7	35.8
Negotiated terminations [%]	0	5.7	14.9	18.5	19.1	11.9	13.3	12.3
Other reasons* [%]	60.3	11.4	8.2	16.6	12.5	24.3	16.1	16.6

NM: non-meaningful

*"Other reasons" include: death, retirement and terminations of trial periods (at the initiative of the employee or employer)

Voluntary turnover

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Voluntary turnover	6.1%	6.2%	8.6%	3.5%	6.1%	6.5%	5.1%	3.9%

*(\sum Resignations of employees on permanent contracts + Terminations of trial periods at the initiative of the employee on a permanent contract)/average annual registered workforce on permanent contracts).

Number of dismissals in France

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Number of dismissals (permanent employees)	7	736	82	1,210	76	296	2,407	2,353

Absenteeism rate^a

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Absenteeism rate ^a	0.7%	4.6%	1.1%	6.1%	2.7%	4.9%	5.1%	5.1%

(a) Permanent employees



Number of employees with a recognised occupational illness

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Number of employees with a recognised occupational illness	0	79	0	113	2	1	195	142

Number of hours worked

Scope: World	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Number of hours worked	839,746	103,842,968	2,473,990	108,038,151	6,144,809	14,986,279	236,325,943	250,463,258

Employer's gross top-up contributions to the company savings scheme (PEE) and to the collective retirement savings scheme (PERCOL)

Scope: France (€ '000)	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Employer's total gross top-up contribution to the company savings scheme (PEE)	1,265	50,314	4,196	48,158	5,769	19,765	129,467	119,764
Employer's total gross top-up contribution to the collective retirement savings scheme (PERCOL)	119	4,174	435	2,805	1,083	1,698	10,314	5,717



Gross amount of profit-sharing (paid in 2021 in respect of 2020)

Scope: France (€ '000)	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Voluntary profit-sharing	846	674	278	1,370	13,975	9,533	26,676	18,404
Compulsory profit-sharing	-	12,180	-	5,211	4,558	16,994	38,943	39,899
Total	846	12,854	278	6,581	18,533	26,527	65,619	58,303

Percentage of employees asked to respond to a satisfaction survey

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Percentage of employees covered by a satisfaction survey	49%	89%		98%	99%	67%	88%	53%

Percentage of employees receiving a formal annual appraisal

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Senior positions	92%	94%	89%	72%	95%	82%	87%	70%
Clerical, technical & supervisory	99%	90%	94%	30%	93%	65%	61%	58%
Site workers	-	88%	-	13%	-	-	35%	35%
Total	94%	91%	90%	29%	95%	74%	63%	55%

Employees receiving an increase in salary by gender in 2021

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom
% Women receiving an increase in salary [%]	92%	82.7%	33.1%	77%	40.7%	82.7%
% Men receiving an increase in salary [%]	79.1%	82.1%	30.5%	84.6%	32.1%	78.4%

*Number of employees receiving an increase in salary by gender/Number of employees on a permanent contract present in the company for 12 months by gender



Promotion rate

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Senior positions	16%	11%	9%	7%	6%	10%	10%	10%
Clerical, technical & supervisory	10%	10%	3%	3%	10%	8%	7%	11%
Site workers	-	8%	-	2%	-	-	4%	11%
Total	15%	10%	8%	3%	7%	9%	7%	11%

Training by type

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Safety	0.0%	62.6%	4.4%	77.2%	8.0%	3.6%	49.8%	41.3%
Management/ personal development/ languages	46.1%	9.0%	10.6%	7.0%	37.8%	9.2%	9.6%	12.7%
Professional	53.9%	28.4%	85.0%	15.8%	54.2%	87.2%	40.6%	46.0%



Collective agreements negotiated

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2021 Group total	2020 Group total
Labour relations/ Right to vote/ Right to organise	0	11	0	9	1	0	21	12
Remuneration/ Employee benefits/ Collective bargaining arrangements	4	34	2	46	5	15	106	69
Worktime and workplace organisation	2	16	1	2	3	3	27	29
Quality of life at work/Diversity and gender balance of professions	0	9	0	0	0	6	15	24
Job and career management	0	0	1	0	1	1	3	6
Other	2	4	0	3	0	1	10	19
Total number of collective agreements negotiated including mandatory annual negotiations	8	74	4	60	10	26	182	159