



ADDITIONAL HUMAN RESOURCES INDICATORS

(AT 31/12/2022)

Headcount by job category

Scope: Global	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2022 Group total	2021 Group total
France^a	518	21,920	1,568	29,315	25,994	2,890	9,844	92,049	66,126
Senior positions	419	10,224	1,233	6,042	7,695	2,289	5,352	33,254	25,285
Clerical, technical & supervisory	99	6,696	335	7,710	10,062	601	4,492	29,995	19,867
Site workers		5,000		15,563	8,237			28,800	20,974
International	198	30,972	105	28,292	43,484	554	500	104,105	58,525
Staff	198	16,467	105	13,037	19,694	554	500	50,555	28,885
Workers		14,505		15,255	23,790			53,550	29,640
France + international	716	52,892	1,673	57,607	69,478	3,444	10,344	196,154	124,651

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

Headcount by age range

Scope: Global	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Under 25	5.9%	9.5%	9.7%	7.1%	8.5%	11.1%	12.2%	8.6%	7.5%
25-34 years old	24.7%	24.2%	28.9%	20.1%	20.3%	25.2%	31.8%	22.1%	23.3%
35-44 years old	28.1%	28.3%	29.1%	26.7%	24.5%	25.3%	29.6%	26.5%	27.8%
45-54 years old	26.2%	23.1%	22.5%	26.1%	24.4%	25.6%	21.5%	24.4%	25.6%
55 and over	15.1%	14.9%	9.8%	20.0%	22.3%	12.8%	4.9%	18.4%	15.8%



In France

Average number of part-time workers

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Average number of part-time workers	12	518	42	267	117	221	1,177	1,189

(a) Excluding Equans

Headcount by type of contract

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Permanent contracts [%]	94.4	93.1	88.6	94.9	91.7	84	91.6	92.8	93.6
Temporary contracts (%)	5.6	6.9	11.4	5.1	8.3	16	8.4	7.2	6.4

Average age and average length of service

Scope: In France (number of years)	2022 Group total	2021 Group total	2020 Group total
Average age	41	41	41
Average length of service in the Group	11	12	12

Temporary/occasional workers

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Number of temporary/occasional workers (FTE)	6	3,609	24	2,455	1,491	44	7,629	8,604

(a) Excluding Equans



Base labour relations on constant and constructive dialogue

Collective agreements negotiated

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Labour relations/Right to vote/Right to organise	2	27	1	30	9	5	74	21
Remuneration/Employee benefits/Collective bargaining arrangements	2	37	6	22	9	10	86	106
Worktime and workplace organisation	3	4	0	2	1	6	16	27
Quality of life at work/Diversity and gender balance of professions	0	16	0	2	0	0	18	15
Job and career management	0	7	0	0	0	0	7	3
Other	1	4	1	0	0	1	7	10
Total number of collective agreements negotiated including mandatory annual negotiations	8	95	8	56	19	22	208	182

(a) Excluding Equans

Attract and recruit talent

New hires by gender

Scope: Global ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Men	132	10,410	116	18,800	421	2,000	31,879	30,142
Women	56	2,868	125	2,920	668	1,306	7,943	6,979
Total new hires	188	13,278	241	21,720	1,089	3,306	39,822	37,121

(a) Excluding Equans



New hires by job category (new indicator)

Scope: Global ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
In France	152	3,306	233	3,879	713	2,946	11,229	10,597
Senior positions	138	1,175	199	725	419	746	3,402	3,242
Clerical, technical & supervisory	14	1,498	34	1,118	294	2,200	5,158	4,785
Site workers		633		2,036			2,669	2,570
International	36	9,972	8	17,841	376	360	28,593	26,524
Staff	36	4,201	8	4,758	376	360	9,739	7,409
Workers		5,771		13,083			18,854	19,115
Total new hires	188	13,278	241	21,720	1,089	3,306	39,822	37,121

(a) Excluding Equans

Departures by gender

Scope: Global ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Men	149	10,063	156	16,759	455	1,782	29,364	30,815
Women	53	2,282	156	2,126	685	1,190	6,492	6,101
Total departures	202	12,345	312	18,885	1,140	2,972	35,856	36,916

(a) Excluding Equans

In France

People on work/study contracts hired during the year (new indicator)

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Apprenticeship contracts	3	172	12	173	13	51	424	n.a.
Professional training contracts	1	49	3	82	5	6	146	n.a.
Total people on work/study contracts hired	4	221	15	255	18	57	570	n.a.

(a) Excluding Equans

n.a.: not applicable.



Internships during the year

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Number of internships during the year	36	1,225	58	1,093	308	346	3,066	3,331

(a) Excluding Equans

Reasons for departure

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Resignations (%)	34.6	52.9	50.2	35.3	50.4	40.7	43.3	38.9
Dismissals (%)	5.3	30.2	15.7	37.8	19.2	26.2	30.8	31.7
Negotiated terminations (%)	7.5	3.7	23.2	8.9	19.4	8.3	8.0	13.3
Other reasons ^b (%)	52.6	13.2	10.9	18.0	11.0	24.8	17.9	16.1

(a) Excluding Equans

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

Voluntary turnover

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Voluntary turnover	11.6%	7%	8.7%	3.6%	7%	9%	5.8%	5.1%

(a) (Σ 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 (permanent employees)

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Number of dismissals	7	770	36	1,090	70	424	2,397	2,407

(a) Excluding Equans



Ensure health, safety and well-being in the workplace

Number of hours worked

Scope: Global ^a (‘000)	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Number of hours worked	715	96,465	2,464	113,398	5,123	16,148	234,313	236,326

(a) Excluding Equans

In France

Absenteeism rate^b

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Absenteeism rate ^b	1.5%	4.6%	2.7%	6.1%	3.2%	5.9%	5.3%	5.1%

(a) Excluding Equans

(b) Permanent employees

Number of employees with a recognised occupational illness

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Number of employees with a recognised occupational illness	0	94	0	95	0	0	189	195

(a) Excluding Equans



Develop careers

In France

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

Scope: France ^a (€ '000)	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Employer's total gross top-up contribution to the company savings scheme (PEE)	1,004	52,793	4,004	48,677	5,955	20,982	133,415	129,467
Employer's total gross top-up contribution to the collective retirement savings scheme (PERCOL)	117	4,165	393	2,990	1,259	1,811	10,735	10,314

(a) Excluding Equans

Gross amount of profit-sharing (paid in 2022 in respect of 2021)

Scope: France ^a (€ '000)	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Voluntary profit-sharing	956	14,619	2,627	693	13,674	11,885	44,454	26,676
Compulsory profit-sharing		23,084		17,644	11,888	11,419	64,035	38,943
Total	956	37,703	2,627	18,337	25,562	23,304	108,489	65,619

(a) Excluding Equans

Employees asked to respond to a satisfaction survey

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Employees covered by a satisfaction survey		88.8%	96.4%	94.1%	99%	66.5%	88.7%	88%

(a) Excluding Equans



Percentage of employees receiving a formal annual appraisal

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Senior positions	74%	95%	93%	70%	95%	86%	87%	87%
Clerical, technical & supervisory	54%	91%	92%	71%	95%	68%	78%	61%
Site workers		88%		17%			37%	35%
Total	70%	92%	93%	29%	95%	78%	69%	63%

(a) Excluding Equans

Employees receiving an increase^a in salary by gender in 2022

Scope: France ^b	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom
Women receiving an increase in salary (%)	98.3%	92.8%	87.3%	90.8%	69.4%	91.3%
Men receiving an increase in salary (%)	94.6%	87.6%	81.8%	87.9%	68.2%	88.5%

(a) 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 (b) Excluding Equans

Promotion rate

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Senior positions	10%	12%	16%	5%	7%	11%	10%	10%
Clerical, technical & supervisory		15%	23%	3%	2%	8%	9%	7%
Site workers		11%		2%			5%	4%
Total	9%	13%	17%	3%	6%	10%	8%	7%

(a) Excluding Equans

Training by theme

Scope: France ^a	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	TF1	Bouygues Telecom	2022 Group total	2021 Group total
Health and safety	0.1%	57.9%	6.1%	57%	14.5%	5.2%	44%	49.8%
Management/ personal development/ languages	41.6%	13%	15.2%	6.2%	41%	14.3%	11.3%	9.6%
Skill/profession	58.3%	29.1%	78.7%	36.8%	44.5%	80.5%	44.7%	40.6%

(a) Excluding Equans



Number of e-learning hours (new indicator)

Scope: France - International (companies with over 300 employees) ^a	2022 Group total	2021 Group total
Number of employees trained using e-learning	30,157	n.a.
Number of hours of e-learning training	92,951	n.a.
Average number of e-learning training hours per trained employee	3.1	n.a.

(a) Excluding Equans

n.a.: not applicable.

LEARN MORE

See also the Bouygues group's 2022 Universal Registration Document, Chapter 3, by clicking [on this link](#).