2022 INTEGRATED REPORT

MAKING PROGRESS BECOME REALITY

BOUYGUES

1 Bouygues group overview

Who we are, our business model, our key figures for 2022 and the people at the heart of the Group

p. 4–13

2 The strategy of the Group and of its business segments

Our long-term strategies for growing our business and reducing our carbon footprint and that of our customers

p. 14–41

3 How we create value

Creating value for each of our stakeholders

p. 42–53

4 Our governance

Our Board of Directors and senior management team, and our approach to Ethics, Compliance and risk management

p. 54–63

SEE THE TCFD INDEX AND SUSTAINABLE DEVELOPMENT GOALS (SDG) INDEX ON P.64

FRANCE – Bouygues completed the acquisition of Equans in 2022. Here some Equans employees are carrying out electrical maintenance work on solar panels in Lyon, France.

MARTIN BOUYGUES
Chairman of the Board of Directors

> “With the acquisition of Equans, Bouygues is stepping up its contribution to the energy, digital and industrial transitions.”

2022 was a particularly eventful year: war broke out in Ukraine in February, energy and commodity prices soared as inflation returned, and flaring geopolitical tensions cast doubt on the status quo in several regions of the world.

The effects of climate change, from droughts and floods to humid heatwaves and cyclones, were felt in many countries, serving as a salutary reminder of the urgent need for action on the climate and biodiversity.

In October 2022, we completed the acquisition of Equans, a major player in energies and services. This transaction – the largest in Bouygues' history – has significantly increased the size of the Group, taking our workforce to almost the 200,000 mark. In January 2023, following Equans' merger with Bouygues Energies & Services, formerly a subsidiary of Bouygues Construction, **this new business segment is now a world leader in its industry,** accounting for around one third of our sales and half of our headcount. This transformative acquisition, which has shifted the Group's centre of activity heavily towards services businesses, **is stepping up Bouygues' contribution to the energy, digital and industrial transitions.**

We put in a strong showing last year amid a fast-moving and unpredictable environment, **with our full-year 2022 results exhibiting a solid performance and a robust financial position.** Commercial performance was strong in telecoms, and the substantial backlog in the construction and services businesses provides **good visibility on future activity.** These results underscore the Group's resilience and show that its business model is on the right track.

The Group's business segments are pulling out all the stops to implement the Climate strategy, which aims to shrink our carbon footprint considerably by 2030 in line with our pledge to our stakeholders.

As we move into 2023, uncertainty remains high in every arena: economic, social, environmental, and geopolitical. Yet Bouygues can look ahead with confidence in its strengths, foremost among which is its hard-working and dedicated workforce. Our people are united by common values and a strong culture, by a mindset of excellence, and by recognised expertise in their respective fields. **Together, they help to make Bouygues a unique, successful, forward-thinking company ready to rise to the challenges it faces.**

OLIVIER ROUSSAT
Group Chief Executive Officer

“We can look ahead to 2023 with determination and confidence by drawing on our strong fundamentals.”

In 2022, Bouygues expanded its reach with the acquisition of Equans. Can you explain the reasons behind this transaction?

Expanding Bouygues' footprint in the energies and services market was an obvious choice. The industry stands at the crossroads of the energy, industrial and digital transitions, all of which will gather pace in the coming years. Consolidating our foothold in these fast-growing markets presents an opportunity to step up Bouygues' contribution to shaping a low-carbon future. On top of this, there are plenty of good reasons to focus on energies and services: low capital expenditure, regular cash flow, margins that can exceed 5% in normal operating conditions, and healthy risk-spreading across thousands of mostly recurring contracts. Last but not least, success in this line of business depends on effective people management – something that has been at the core of what we do for 70 years. With this acquisition, we are proud to create a new global leader through the merger of Equans and Bouygues Energies & Services, formerly a subsidiary of Bouygues Construction. This new business segment is headed by Jérôme Stubler, a seasoned and respected professional.

How would you sum up 2022 for Bouygues?

The economic environment was particularly complex in 2022. Against this backdrop, we reported good results for 2022, underscoring the strength of our business model. Commercial performance was strong in telecoms, and the backlog in the construction and services businesses provides good visibility on future activity. Our healthy balance sheet is reflected in our very favourable credit agency ratings.
Turning to our CSR strategy, our focus in 2022 was to ramp up the roll-out of initiatives agreed upon in previous years. CSR roadmaps and key performance indicators have been finalised for each of our business segments, and we have the right people with the right skills in place to meet our goals.
We also carried out several wage increases across all our business segments last year as a way to counter the impact of inflation on the cost of living for our employees, especially the lowest earners.

What are Bouygues' main CSR goals for 2023?

By the end of 2023, five of our six business segments will have had their decarbonisation targets endorsed by the Science Based Targets initiative (SBTi). Equans, meanwhile, will have audited its global carbon footprint with a view to developing its climate strategy, and will submit its targets to the SBTi for approval. This endorsement process is a major new milestone that will enhance oversight of our Climate strategy. We have also drawn up a formal energy efficiency plan, and we will review the savings achieved in 2024. In 2023, our business segments will also roll out their biodiversity protection and restoration roadmaps. Amid a growing body of CSR-related regulations, including the roll-out of the European Green Deal, Bouygues is laying the groundwork for compliance with the new Corporate Sustainability Reporting Directive (CSRD). On the human resources front, the Gender Balance plan is now fully embedded across all our business segments, but we still have plenty of work to do. Gender balance is more than a question of fairness and equality: it is instrumental to the Group's success, performance and drawing power.

How do you see 2023 shaping up?

In all likelihood, 2023 will be yet another challenging year. But, time and again, we have proven our ability to adapt. Onboarding Equans' employees will be our number-one priority for the year ahead. The key challenges will be to secure their buy-in to Bouygues' corporate culture, to recruit the new talent that will drive the company's growth going forward, and to significantly improve margins.

Other priorities for the year include completing the transformation of TF1 after the proposed merger with M6 was abandoned. Rodolphe Belmer, the new Chairman and CEO of TF1 group, is tasked with injecting fresh impetus into the business. He will also work with his team on a revamped business model geared towards new viewing habits, with an emphasis on content and non-linear programming.

We can look ahead to 2023 with determination and confidence, buoyed by our strong fundamentals and safe in the knowledge that our people will once again bring their dedication and professionalism to the fore.

Interview date:
22 February 2023

Our strengths

- Dedicated employees
- High value-added products and services
- Spans the entire value chain
- A selective long-term presence worldwide

LEARN MORE

> Learn more about our strengths on the profile page of our corporate website bouygues.com

Scan this QR code (app and internet connection required)

1 Bouygues group overview

Bouygues is a diversified services group operating in markets with strong growth potential. With operations in over 80 countries, the Group draws on the expertise of its people and on the diversity of its business activities to provide innovative solutions that meet essential needs.

FRANCE

Bouygues Travaux Publics, as lead firm of a consortium, designed, built and installed the 71 foundations of the wind farm in the waters off Le Havre in Normandy (France). With total output of around 500 MW, the Fécamp offshore wind farm is expected to produce the equivalent of the domestic electric power consumption of around 770,000 people, or over 6% of the population of France's Seine Maritime administrative department.

Who we are

Backed by a shared culture, our six business segments embody four strengths that shape the identity of our unique Group.

OUR VISION

It is the Bouygues group's firmly held belief that meeting day-to-day needs with an ethical and responsible attitude helps drive improvement for society as a whole.

OUR PURPOSE

To make life better every day for as many people as possible

2022 key figures

196,154
employees worldwide

€44.3[a] bn
Sales

4 sectors of activity

6 business segments

Over 80 countries

(a) Equans consolidated in Q4 2022.

OUR BUSINESS SEGMENTS

Key figures at 31 December 2022

Construction businesses

100%[a] — 100%[a] — 96.8%[a]

92,008[b] Employees

€26,686[b]m Sales

Energies and Services

100%[a]

89,642[c] Employees

€17,683[d]m Sales[e]

Media

44.5%[a]

3,444 Employees

€2,508m Sales

Telecoms

90.5%[a]

10,344 Employees

€7,532m Sales

(a) The proportion of share capital held by Bouygues SA.
(b) Excluding Bouygues Energies & Services.
(c) Including Bouygues Energies & Services.
(d) Bouygues Energies & Services + Equans combined figure, proforma unaudited 2022 data.
(e) Equans consolidated in the Group over Q4 2022 for the amount of €3,757 million in sales.

Acquisition of Equans: a key milestone in the Group's development

On 4 October, Bouygues completed the acquisition of Equans, a key milestone in the Group's development, making Bouygues a world leader in the promising energies and services market, which is at the heart of the environmental, industrial and digital transitions.

The new business segment consisting of Equans and Bouygues' Energies & Services arm will generate around €17 billion in sales, employ around 90,000 people in over 20 countries and enjoy increased capacity to design and roll out innovative and sustainable products and services.

The geographical and technical fit between Equans and Bouygues' Energies & Services arm will offer many opportunities for all Bouygues group employees who share a common culture and strong values. The acquisition therefore makes the Group even more resilient while creating value for all stakeholders.

FRANCE
Jérôme Stubler
President of Equans

"To ramp up the energy, digital and industrial transitions, Equans has the technologies in electrical, HVAC and mechanical engineering that can decarbonise buildings, industries, urban environments and transport infrastructure."

AUSTRALIA – Bouygues Energies & Services (with Bouygues Construction Australia) is in charge of the Suntop solar farm project which comprises the installation of 440,000 photovoltaic panels using the latest bifacial technology.

People are at the heart of our Group

Our people, in all their diversity, are the most important resource of the Bouygues group. They share a strong culture in each of the Group's business segments. Our people work for the benefit of the Group and its customers by applying their passion and entrepreneurial spirit. We therefore pay special attention to recognising their contribution.

The Group recognises everyone's contribution

Offering fair, equitable and dynamic remuneration

Across all countries and subsidiaries, the Group applies a pro-active and merit-based remuneration policy tailored to each employee. This approach, which is a mark of our respect, underpins how we recognise our people's skills, performance and potential.

The Group is careful to set overall remuneration at a level that adequately rewards employees for meeting or surpassing personal and team targets. In December 2021, and again in March and September 2022, the Bouygues group made it a priority to help employees in the lowest wage brackets, both in France and abroad, mitigate as far as possible the negative impacts of the rising cost of living. These employees were also paid a special one-off bonus.

Giving employees a share in the company's profits

Bouygues believes that a company is above all about human endeavour, and that sharing the value created with employees is a way to strengthen their sense of attachment to the Group.

As early as 1969 in France, Bouygues launched its first employee share ownership plan in the form of a compulsory profit-sharing scheme. And in 1989, with a view to further consolidating its drawing power, it set up a company savings scheme (PEE), with the level of employer top-up contributions to the scheme raised on regular occasions.

At 31 December 2022, 51,200[a] employees owned shares in the Group, making Bouygues the CAC 40 company with the highest level of employee share ownership. In addition to these schemes, the Group has also introduced collective retirement savings schemes, such as Percol. Similar arrangements are on offer in other countries (Share Incentive Plan), "ShareBY" for Bouygues Construction and Colas UK in the United Kingdom and PEGI in Hong Kong and Switzerland.

The Group also operates a voluntary profit-sharing scheme, which includes financial rewards for performance against operational targets. In France, 91% of employees are currently covered by a voluntary profit-sharing arrangement.

Employee representation and input

High-quality labour relations are a particular strong point within the Group, founded on a constructive policy in which trade unions and other employee representative bodies make an active contribution. In France, we maintain ongoing dialogue with our partners through:

- **A high degree of participation:** turnout in Bouygues' workplace elections of 75.4%[b,c] (83.8% excluding Equans).
- **Strong grassroots employee representation,** with 4,837 elected representatives serving on 407 bodies, amongst a total workforce of 92,049 (up 39.2% versus 2021) in France.

Labour relations are also shaped by the France Group Council and the European Works Council[d], which represents employees from 19 European countries. These two entities, comprising members from local employee representative bodies, hold forthright discussions with senior executives on matters such as jobs, healthcare and workplace safety.

In 2022, 208 agreements were signed or renewed across the entire Bouygues group in France and over 68%[a] of subsidiaries with over 300 employees outside France have an employee consultation body.

Spotlight on Equans

Equans employees naturally have a part to play in delivering on Bouygues' strategy. And they are rightly entitled to share in the value created. From 1 January 2023, employees in France will be able to sign up for a company savings scheme (PEE) that benefits from specific employer top-up contribution rules that will be subject to regular review.

LEARN MORE

> See also p. 38–39 and 50 of this report
> www.bouyguesepargnesalariale.com
> 2022 Universal Registration document, Chapter 3 "SNFP"

(a) Excluding Equans.
(b) Including Equans, at 31 December 2022.
(c) Compared with a national average of 38.24% in March 2021 according to Haut Conseil du dialogue social (France's national council on labour relations).
(d) A minimum of 250 employees must be working in the given country to have a representative.

UNITED STATES – Bouygues believes that a company is above all about human endeavour. In this photo, employees at Reeves, one of Colas' subsidiaries in the US.

The four fundamentals of our culture

Respect: the Group's paramount value

The Group's employees are its strongest asset. Their dedication is the source of our success. Respect is paramount to living and working together harmoniously. It breeds motivation and fosters pride in being part of the Group. Respect drives performance and motivates our people to work responsibly for the benefit of our customers.

Imparting expertise: the key to future success

Experience is key and makes all the difference in our business activities, making us more competitive. At Bouygues, sharing our knowledge and values, particularly through our guild orders, is how we succeed as a team. For us, imparting expertise means:

- sharing our knowledge, our experience and the values that unite and drive us forward;
- supporting our colleagues and helping them to develop, and
- maintaining intergenerational bonds and promoting a fraternal attitude.

This strong culture of imparting expertise spreads out into our ecosystem of business partners, bringing benefits for the Group's people, our customers and society at large.

Trust: the cornerstone of our business

Our Group is highly decentralised. Trust is therefore essential to ensure its growth as it nurtures our entrepreneurial culture. As a result our business segments are able to operate with a great deal of freedom, thus allowing decisions to be made at the grassroots level. For us, an organisation based on trust means that our people:

- are open and transparent in their dealings with others, are rewarded for demonstrating initiative, give their time generously and share in their successes;
- learn from their successes and failures, and
- have the space and freedom to push boundaries and do things differently.

Creativity: how we rise to human and technical challenges

Creativity is fundamental to our successes and a source of motivation. It gives the opportunity to our people to propose innovative and differentiating solutions. When they have the freedom to be creative and have the resources to act, they are empowered to take the initiative:

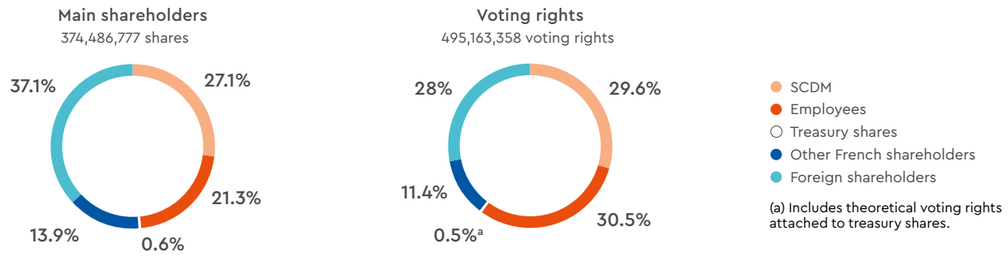
- As curious, innovative and dedicated employees, they use innovative thinking to design original and sustainable products and services that meet our customers' expectations and help us maintain our competitive edge.
- Regardless of their role and position, they put their talent to work for the good of the entire Group – and for the benefit of society as a whole.

Group key figures in 2022

Long-standing core shareholders

Bouygues' ownership structure is based on two long-standing core shareholders:
- SCDM, a simplified joint stock company controlled by Martin Bouygues, Olivier Bouygues and their families;
- employees, through a number of dedicated mutual funds.

Ownership structure At 31 December 2022

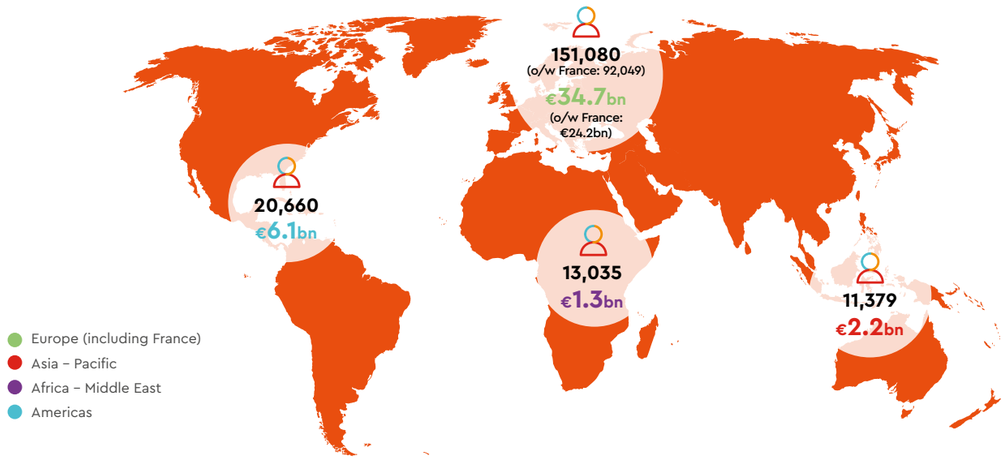


(a) Includes theoretical voting rights attached to treasury shares.

The Group's strong international dimension

HEADCOUNT AND SALES BY REGION

at 31 December 2022, including Equans 2022 proforma



Over 80 countries
where the Group has activities

53%
of the Group's headcount is outside France

People are at the heart of our Group

Over 68%
of Group companies[a] outside France have an official employee representative body

83.8%
turnout in workplace elections[b] in France in 2022

20.6%
share of women managers[c] worldwide (up 1.7 points versus 2021)

(a) Companies employing over 300 people, excluding Equans.
(b) Excluding Equans. National average: 38.24% (March 2021). Source: Haut Conseil du dialogue social (France's national council on labour relations).
(c) 2021–2023 Gender balance plan indicator. The 2022 figure includes Equans (France scope).

A robust financial performance

Equans consolidated in Q4 2022.

€44,322m
Sales

€2,018m
Current operating profit from activities

€973m
Net profit attributable to the Group

€795[a]m
Free cash flow

€7,440[b]m
Net debt

(a) Before WCR and excluding frequencies.
(b) Includes acquisition of Equans estimated at €6.5bn at the date of acquisition.

Strong CSR[a] performance

B
The Group's score in the CDP's Climate Change 2022 list

Top 5
The Group's position in the Heavy Construction sector ranking of 26 European firms

AA
Rating given by the non-financial rating agency MSCI

348%
increase in number of suppliers asked to carry out an EcoVadis assessment

(a) Corporate Social Responsibility.

Our business model

The Bouygues group's business model is based on a sustainable use of natural resources and the decarbonisation of its four sectors of activity. Its resilience ensures a long-term future for the Group whilst creating value for its stakeholders.

ACQUISITION OF EQUANS

The Bouygues group's business model as presented here is based on the original consolidation scope, i.e. discounting the contribution of Equans (acquired on 4 October 2022) other than for headcount and breakdown of sales (based on pro-forma figures*).

* In order to give a more representative picture of the Group in light of the acquisition of Equans on 4 October 2022 and the merging of Bouygues Energies & Services into Equans in early 2023 (consolidated within Bouygues Construction until end-2022), the sales percentages for Equans are calculated on the basis of (unaudited) pro-forma figures as if the acquisition of Equans had taken place on 1 January 2022, while the 2022 sales figures for Bouygues Energies & Services have been attributed to the Energies & Services arm.

Our resources

at 31 December 2022

HUMAN CAPITAL

- 196,154[a] employees, driven by a strong culture and diverse expertise and skills sets
- 39,822 people hired worldwide (up 7.3% since 2021)
- 3,005 people on work/study contracts hosted in 2022 (up 33% since 2019)

ECONOMIC AND FINANCIAL CAPITAL

- A stable ownership structure
- A strong financial structure

NATURAL CAPITAL

- A Climate & Biodiversity strategy to improve the Group's environmental footprint
- Colas' circular economy initiatives, which are sources of environmental and economic benefits
- Colas' and Bouygues Telecom's greenhouse gas emissions reduction targets, which are endorsed by the Science Based Targets initiative (SBTi)
- 92% of Bouygues Construction's sales covered by Iso 14001[b]

PRODUCTIVE CAPITAL

- **Group:**
  - €2.1 billion in net capital expenditure
- **Construction businesses:**
  - A global footprint: over 18,000 Bouygues Construction worksites, plus Colas' network of 800 profit centres and 3,000 materials production units (quarries, asphalt mixing and ready-mix concrete plants, one bitumen production plant)
  - 2.7 billion tonnes of authorised aggregate reserves[c] for Colas
  - Colas' Campus for Science and Techniques: the leading private road construction research centre in the world (100 engineering design offices and 50 laboratories in France and worldwide)
- **Media:**
  - TF1's production subsidiaries operate in 11 different countries
- **Telecoms:**
  - Over 22,600 mobile sites and a diverse portfolio of frequencies

Macrotrends

Population growth and urbanisation

The climate emergency, biodiversity and resources

Digital and technological transformation

Changing behaviour in society

OUR PURPOSE: To make life better every day for as many people as possible

CONSTRUCTION BUSINESSES

48%

of sales*

A developer, builder and operator of integrated solutions for the construction of complex buildings and infrastructure

> N°4 world player[d]

ENERGIES & SERVICES

33%

of sales*

A world leader in the promising energies and services market, which is at the heart of the environmental, industrial and digital transitions.

TELECOMS

14%

of sales*

A leading provider of mobile and fixed connectivity solutions in France, serving the B2B and B2C markets

> N°2 for the quality of its mobile network in mainland France, according to the 2022 survey by Arcep, the French telecoms regulator

MEDIA

5%

of sales*

France's leading TV media group, spanning the entire value chain (production, broadcasting and digital)

> 33.6% share of its main target audience[e]

(a) Including Equans
(b) Environmental Management System.
(c) Colas' share; also Colas' share of an additional 1.3 billion tonnes of potential reserves.
(d) Based on international sales excluding country of origin (ENR Top 250 International Contractors, August 2022).
(e) Médiamétrie – Target audience: women under 50 who are purchasing decision-makers.
(f) Excluding Equans.
(g) Executive committee/management committee, excluding business segment heads and corporate officers. Global scope, including Equans, France scope.
(h) "Department head and higher". Global scope, including Equans, France scope.
(i) Dividend per share relative to the closing price of the previous year. Amount submitted for approval by the Board of Directors at the next Annual General Meeting of 27 April 2023
(j) Targetable expenditure refers to the portion of expenditure that can be subject to CSR initiatives. Expenditure equates to invoiced amounts

How we create value

at 31 December 2022

OUR CUSTOMERS

- €44.3 billion in sales of which 36% eligible and 5.2% aligned with green taxonomy criteria
- €33.8 billion of backlog for the construction and services businesses (excluding Equans)
- 77 of the 100 best TV viewing figures in 2022
- 15.2 million mobile customers (excluding MtoM)

OUR PEOPLE

- Payroll: €8,043 million
- Employees outside France covered by the BYCare employee benefits programme: 100%[f]
- Number of employee shareholders: 51,200 (40.4% of the worldwide headcount)
- Turnout in workplace elections in France: 83.8% (national average in 2021: 38.2%)
- Workplace accident frequency rate: 4.51 (down 4.65% versus 2021)
- Women on executive bodies[g]: 19%
  Women managers[h]: 20.6%
- Employees trained: 84,831 (up 11.5% versus 2021)
- Digital media campaign to raise awareness of disability, in support of the Group's disability-friendly policy

THE FINANCIAL COMMUNITY

- €777 million in dividends paid out
- 6.42% dividend yield[i]
- €2.55 in net profit per share
- €224 million allocated to the share buyback programme in 2022

OUR SUPPLIERS AND SUBCONTRACTORS

- €29,488 million in procurement spend with suppliers and subcontractors
- 62.7% of business-segment spend subject to CSR assessments (targetable expenditure[j])

CIVIL SOCIETY

- Taxes and levies paid: €3,403 million
- Distributed to communities: €67 million
- Academic partnerships (Essec, CentraleSupélec, Arts et Métiers ParisTech etc.) in France and abroad: over 30
- Deserving students supported by the Francis Bouygues Corporate Foundation since its creation in 2005: 1,189

2 The strategy of the Group and of its business segments

The Bouygues group and its business segments roll out long-term strategies to seize the growth opportunities related to the macrotrends in their eco-system and reduce their carbon footprint.

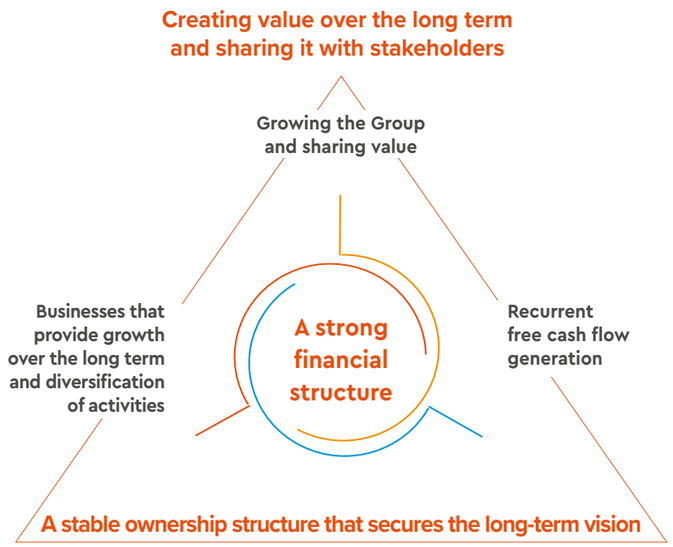
FINLAND

At the end of 2021, Colas completed the acquisition of Destia, a Finnish group specialising in road, rail and energy infrastructure. Destia (Colas) is currently building a new 10 km section of National Highway 3, some 180 km north of Helsinki.

Group strategy

The Bouygues group works to create value over the long term and share it with its stakeholders. It has defined a strategic framework through which its business segments roll out their operational strategies in order to fulfil the Group's corporate purpose, which is to make life better every day for as many people as possible.

The virtuous circle of the Group's strategy



The Bouygues group's business segments drive growth over the long term since they all satisfy essential needs and operate in buoyant sectors. Evidence from recent years shows that its diverse business model is a source of resilience, enabling it to cushion the Group from fluctuating business cycles.

The Group provides its business segments with the means and resources they need to grow and achieve their strategic goals. Bouygues SA sets the overall strategic vision, contributes specialist expertise and maintains consistent practices across the Group, while allowing space for distinctive approaches.

The business segments' performance depends on meticulous management and on operational and financial action plans. It is further boosted by innovation, which aims to add ever increasing value added to products and services, to reduce greenhouse gas emissions and to preserve biodiversity.

The value created, primarily expressed in the form of cash flow generation, is invested in a way that enables the business segments to grow and capture targeted external growth opportunities, such as the acquisitions of EIT by Bouygues Telecom and Destia by Colas, and the proposed merger between TF1 and M6. Likewise, the acquisition of Equans in 2022 presents an opportunity for Bouygues to become a world leader in a high-growth sector at the intersection of the environmental, industrial and digital transitions, and will help build the Group's resilience and support value creation. Moreover, the Group's energies and services activities are asset light and generate a high level of cash.

In order to ensure its independence and future viability, the Group also maintains a robust financial structure which, along with its sound business model, is reflected in its favourable credit ratings from Standard & Poor's and Moody's.

GROUP
Pascal Grangé
Deputy CEO
Group Chief Financial Officer

"The acquisition of Equans, which we all have a duty to make a success, is a fantastic opportunity to create value over the long term for all of the Group's stakeholders."

Macrotrends

POPULATION GROWTH AND URBANISATION

The growth[a] in the world's population, combined with an ageing population in certain countries, means that new aspirations must be addressed whilst reducing social inequalities and risks to health.

RELATED OPPORTUNITIES FOR BOUYGUES

- **Devise solutions to satisfy demand for housing (new build and renovation) and amenities (schools, hospitals, bridges, tunnels, commercial buildings etc) more inclusive and reversible**
- **Improve the resilience (such as adaptation to climate change) and decarbonisation of building, transport and telecommunications infrastructure in both urban and rural areas**
- **Provide multi-technical services, especially to ensure energy savings, for both local authority and business customers**

(a) In 2022, the Earth passed the milestone of eight billion inhabitants.

THE CLIMATE EMERGENCY, BIODIVERSITY AND RESOURCES

The climate emergency[a] and the absolute necessity of preserving biodiversity[b] and natural resources[c] require radical and swift changes to business models and consumer habits.

RELATED OPPORTUNITIES FOR BOUYGUES

- **Foster the emergence of new low-carbon, more modular and reversible construction techniques**
- **Improve the active and passive energy efficiency of residential, commercial and industrial buildings, as well as the biotope area factor**
- **Develop an efficient telecommunications network (5G), public transport (tram, cable car, rail), and renewable (hydroelectric, photovoltaic and wind) and nuclear energy generation infrastructure in order to cut users' and customers' carbon footprints**

(a) 400 Gt of CO_2 in order to remain below the 1.5° C mark by 2100 despite the fact that 37.5 Gt of CO_2 are still being emitted every year (Source: IPCC)
(b) Since 1970 68% of wild vertebrate animals have disappeared, and one million out of eight million animal and plant species are in danger of extinction (Source: IPBES).
(c) 1.75 Earths would be required to regenerate what humanity consumes in natural resources each year (Source: Global Footprint Network).

DIGITAL AND TECHNOLOGICAL TRANSFORMATION

The digital transformation concerns all sectors of the economy and changes the ways we communicate, learn, work, produce, inform and entertain ourselves. The shortage of qualified workers and the cybersecurity risk are making businesses more vulnerable.

RELATED OPPORTUNITIES FOR BOUYGUES

- **Support customers' new behaviour thanks to the quality, enhanced security and reliability of Bouygues Telecom's networks**
- **Invent new digital services, especially for the media, telecoms and industrial maintenance sectors (datacentres, factories, etc.)**
- **Use Big data to make solutions more fit-for-purpose and improve the sustainable management of physical flows**
- **Integrate renewable energy generation and storage solutions, as well as electromobility, into buildings**
- **Develop innovative and scalable solutions in IT infrastructure, automation and robotics, hypervision, and Building Information Management (BIM) in order to improve overall equipment performance**

CHANGING SOCIETAL BEHAVIOUR

As new societal trends emerge with the rise of e-commerce and the collaborative economy, the digitisation of working methods, inflation and growing awareness of the climate emergency are changing the ways we live and consume.

RELATED OPPORTUNITIES FOR BOUYGUES

- **Pursue the customisation and segmentation of products and services in order to improve the customer experience in property development, B2B and B2C telecommunications, media and energy services**
- **Offer solutions based on modularity and reversibility, and ones that improve intensity of use of spaces and infrastructure**
- **Develop collaborative methods to co-design projects, with the aim of promoting the sustainable urban environment concept**

Sustainable Development Goals (SDGs)

As a signatory of the UN Global Compact, the Bouygues group has pledged to align its operations and strategies with 10 principles, based on the fundamental texts of the United Nations, in the areas of human rights, labour, the environment and anti-corruption[a].

Bouygues' contribution to the attainment of the UN's Sustainable Development Goals (SDGs) focuses mainly on the ones listed below, which are tightly connected to the Group's core businesses and aligned with the core values that underpin its corporate culture, such as respect.

SDGs	EXAMPLES OF BOUYGUES' CONTRIBUTION
Respect	• Ensuring fair and equitable remuneration • Ensuring health, safety and well-being in the workplace for all employees • Ensuring a common core of employee benefits outside France (BYCare) • Training employees, supporting learning and promoting occupational integration • Promoting gender balance through a second action plan (2021–2023) and dedicated targets • Encouraging diversity and inclusion • Maintaining high-quality labour relations through employee representative bodies • Fostering a culture of ethics and compliance
Climate	• Having the business segments' decarbonisation targets endorsed by the SBTi (endorsement obtained or pending) • Offering low-carbon solutions to our customers • Developing climate change-resilient neighbourhoods • Building renewable energy infrastructure and offering energy optimisation solutions • Helping to raise public awareness about the green transition • Reducing the environmental footprint of digital technology
Resources	• Protecting biodiversity, especially in the construction sector • Incorporating lower-emission materials (low-carbon concrete, timber) into projects • Implementing policies to incentivise suppliers to reduce their carbon footprints • Embodying the Group's purchasing requirements in a CSR Charter for Suppliers and Subcontractors • Preventing and mitigating the main risks to human rights, and to the health and safety of human beings and the environment, in the Group's purchasing policy
Progress	• Making life better every day for as many people as possible • Satisfying essential needs such as housing, transportation, generating and saving energy, bringing people closer together and communication • Rolling out innovative, sustainable solutions

(a) unglobalcompact.org

A strategy of innovation for the benefit of users

We have made innovation a cornerstone of our model in order to address the major challenges faced by our customers, communities and society as a whole. Our priorities include boosting our response to the challenges posed by climate change, keeping pace with emerging trends and new practices, embracing technological change, and priming ourselves for new, sustainable business models. Innovation happens everywhere in the world, across all the Group's business segments. It is a process shaped by customer requirements, in-house initiatives and best practice shared by our people.

- **Innovate to address the challenges of the ecological and energy transition**
  For instance, Bouygues Construction has developed **BySprong**, a solution for massively scaling up the high-quality energy renovation of buildings while reducing costs through large-scale roll-out. In spring 2022, Bouygues Energies & Services unveiled **HyVision**, a green hydrogen energy supply system for mobile telecoms sites. The roll-out makes Bouygues Telecom the first carrier to operate this kind of system, which reduces CO_2 emissions by 70%.

- **Innovate to keep pace with changing customer needs and behaviours**
  In 2022, Bouygues Immobilier launched **Loji**, a fresh approach to housing based on adaptable, ready-to-move-into loft apartments that occupants can configure and reconfigure at will as their living requirements change.

- **Innovate to harness the power of digital technology for the benefit of customers and employees**
  Colas' **2in** platform collates soil composition information, as-built drawings, road pavement monitoring data and site photos all in one place, delivering a range of benefits including optimised predictive maintenance.
  In April 2022, TF1 welcomed Workflowers to its Media Lab incubator programme. The start-up's **Carbon Pilot** tool will be incorporated into **Newen Studios'** production workflows, giving content producers a way to manage reductions in the carbon footprint of the group's TV programmes.

- **Innovate to detect new opportunities**
  To help it detect and exploit future growth opportunities, Bouygues can call on two technology intelligence units located outside France (Bouygues Asia in Tokyo and Winnovation in the United States), on its academic partnerships (with the Center for Integrated Facility Engineering (CIFE) at Stanford University and with the Industrial Liaison Program (ILP) at MIT, both in the United States), on its innovation programmes in Israel and elsewhere, and on partnerships with other outside organisations.

GROUP
Marie-Luce Godinot
Senior Vice-President,
In charge of Innovation,
Sustainable Development and
Information Systems for the Group

"Innovation enables businesses to embrace the sweeping transformations underway, whether they be changing customer behaviour, the environmental transition or the human resources transformation."

- **Leverage Group-wide communities and programmes to share knowledge and drive innovation**
  Within the Group, ByTech is an in-house IT, digital and innovation community, where employees working in these roles can discuss their projects and share feedback. The Group's intrapreneurship programme aims to foster the emergence of innovative, value-adding projects by championing the use of entrepreneurial approaches in-house, by boosting cross-disciplinarity between its business segments and by strengthening the dedication of its employees.

Our main CSR challenges

Updated in 2019, the Bouygues group's materiality matrix[a] identifies and ranks its main CSR challenges based on their importance to external and internal stakeholders and their impact on its business operations.

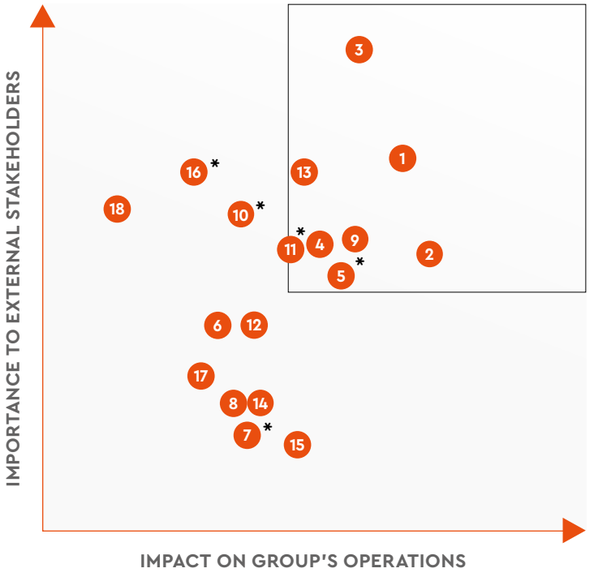
In this report, Bouygues provides tangible solutions to meet the main expectations expressed by its stakeholders, most notably in terms of:

- **Business ethics:** Bouygues undertakes to comply with the strictest standards when doing business (see p. 60-61).
- **Climate risk:** the Group has identified the impacts of climate change on its business segments and has responded with a comprehensive, coherent Climate strategy (see p. 28-37).
- **Quality of customer and user experience:** Bouygues offers a simple and pleasant experience to all its customers and users (see p. 46-51).
- **Health & safety and quality of life at work:** Health & safety is among the Group's highest priorities. Another is keeping up with employees' changing needs (see p. 38).

FRANCE
Stéphane Citerne
One safety Director
Colas

"Colas enlists the support of its people to consolidate its health & safety culture worldwide through the roll-out of rules that are common to all its sites."

BOUYGUES GROUP'S MATERIALITY MATRIX



Challenges marked with an asterisk (*) are those whose impact is set to increase in the coming years.

1. **Business ethics, respect for Human rights and compliance**
2. **Climate risk**
3. **Quality of customer and user experience**
4. **Health and safety, and quality of life at work**
5. The circular economy, raw materials and waste management*
6. Water
7. Adjustment to climate change*
8. Responsible purchasing and relations with economic partners
9. Innovation capacity
10. Impact of digital technology and integration into products and services*
11. New uses and adaptability of business models*
12. Health impact of products and services
13. Use of personal data and cybersecurity
14. Local presence and socio-economic development in the regions
15. Environmental impact of business activities
16. Skills and employability*
17. Diversity, equality and social cohesion
18. Employee dedication and intrapreneurship

LEARN MORE

> Materiality matrix (methodology)

Scan this QR code (app and internet connection required)

> 2022 Universal Registration document, Chapter 3 "SNFP"

(a) Responses to all material issues for the Group, along with a methodological note on our materiality matrix, can be found in the Group's Universal Registration Document (which will be published on bouygues.com on 23 March 2023).

Major risks identified[a]

SECTOR OF ACTIVITY CONCERNED	RISKS	IMPACT*	EXAMPLES OF ACTIONS IMPLEMENTED
CONSTRUCTION BUSINESSES	• **Operational risks associated with major projects in the design or execution phases**	●●	• Specific process for approving and managing major projects, with findings shared with senior management
	• **HR risk, loss of expertise and talents**	●●	• Spotting skills and talents, making professions more appealing to potential employees
	• **Risk related to geopolitical instability**	●●	• Location diversification strategy, a selective approach to projects and active monitoring
	• **Risks associated with cycles in the property market**	●	• Cautious management of the land bank
ENERGIES & SERVICES	• **Risk related to a change in the economic environment**	●	• Diversification of customer sectors of activity, customer solvency analysis
MEDIA	• **Competitive environment, emergence of new players and behaviour**	●	• Audience quality, innovation in content, products and services, maintaining the edge over competitors
TELECOMS	• **Competitive environment and market trends**	●●	• Network quality and customer experience, which give Bouygues Telecom a reputation as the operator that people can trust
	• **Continuity of service**	●	• Site security, business continuity plan, crisis management plan
BOUYGUES SA/ GROUPE	• **Cybersecurity and business continuity**	●●	• Protective mechanisms for systems and data • Supervision, web surveillance and security incident management • Cyber-risk insurance, audits, cyberattack simulations, partnerships
	• **Acquisitions and diversification**	●	• Investment committees set up, systematic review process, definition and monitoring of risks
	• **Ethics and compliance**	●	• Wide dissemination of the Group Code of Ethics, compliance programmes and the Internal Control Reference Manual; strengthening of teams; visible commitment from executives, training
	• **Climate risk**	●	• Implementation of the Group's Climate strategy (unveiled in December 2020): awareness-raising campaigns, development of partnerships • Adapted products and services, helping customers become more energy efficient

● moderate impact ●● significant impact
(*) Estimated impact and probability of occurrence, on a scale of 1 to 2

(a) Other major events may occur and have an impact on business activity.

LEARN MORE

> 2022 Universal Registration Document, Chapter 4, Risks and risk management

The strategic priorities of the Bouygues group's businesses

Strategy of the Construction businesses

Bouygues Construction is a global leader in sustainable construction in the building and civil works sector. Spanning the entire value chain, it draws on a wealth of skills and expertise in building design, construction, renovation and conversion.

In order to keep pace with the transformation related to the climate emergency, Bouygues Construction works to add new expertise, methods, products and services to its portfolio. In support of this endeavour, it pursues an ambitious climate strategy, backed by a responsible supply chain and a firm set of societal pledges. For Bouygues Construction, employee health and safety, respect for human rights and business ethics are core fundamentals.

Develop low-carbon buildings and infrastructure

Bouygues Construction has unrivalled expertise in developing the critical infrastructure on which society depends – from low-carbon and renewable energy power generation systems (nuclear, offshore wind and solar), to public and electro-mobility transport networks, urban renewal and regeneration projects, and sustainable residential, commercial and industrial buildings.

With close to 60% of its sales generated outside France, Bouygues Construction is aiming to expand its footprint into new developed, high-potential markets.

Building differently

In its drive to "build without destroying", it is rolling out eco-design through the use of bio-based materials, embracing timber construction through the WeWood initiative, conducting R&D into low-carbon concrete, recycling and reusing materials through the dedicated Cynéo platform, and taking steps to dramatically reduce worksite waste and increase energy efficiency. This also means ramping up the renovation and conversion of existing buildings, such as through BYSprong, a solution for large-scale energy renovation of housing. And in keeping with its "building differently" philosophy, Bouygues Construction is shifting to mass-scale, digital technology-powered production methods with a focus on optimising design, using prefabricated structures and building outside normal cycles.

Continue putting people first

Bouygues Construction wants to preserve its precious resource while transforming its corporate and managerial culture and preparing its people for the challenges that lie ahead. Trust, simplicity, teamwork and pioneering spirit are the four core values that underpin this strategy.

UNITED KINGDOM – Bouygues Travaux Publics, as part of the Bylor consortium, is building the structural elements of the two EPR reactors for the future Hinkley Point nuclear power plant.

2022 key figures

32,728
Employees
without Bouygues Energies & Services

€9,304m
Sales
€13,167m in sales with Bouygues Energies & Services consolidated within Bouygues Construction until 31 December 2022

€276m
Current operating profit from activities
without Bouygues Energies & Services (€137m)

€14.1bn
Backlog
without Bouygues Energies & Services (€6.5bn)

Operational priorities

- **Full compliance with the core fundamentals: health and safety, business ethics and human rights.**
- **Reduce CO_2 emissions in line with SBTi targets and develop a responsible supply chain.**
- **Expand the network of subsidiaries and win more large-scale projects outside France.**
- **Commit to low-carbon infrastructure projects and solutions.**
- **Transform the businesses through mass production and digitisation.**

COLAS

Colas, a major player in transport infrastructure construction and maintenance, enjoys a strong grassroots presence worldwide. Its ambition is to be the world leader in innovative and responsible mobility solutions.

AUSTRALIA – A Colas Australia team lays SMA10-graded asphalt on a road near Clybucca, New South Wales.

Global demand for green mobility is on the rise under the combined effect of urban sprawl, population growth and the climate emergency. Colas offers innovative and responsible solutions for its customers and users, drawing on its international expertise, its local presence and its capacity for innovation.

Make optimum use of its industrial activities, especially quarries and bitumen

The control of essential road-building resources, such as aggregates and bitumen, is a strategic priority for Colas. Over the years, it has taken a strong position in aggregates by investing in new quarries, while also working to increase its bitumen storage and distribution capacity. The objective of this approach is twofold:

- to better control the quality and availability of its supply of aggregates and bitumen, while improving safety and helping to preserve the environment at its industrial sites, and
- to strengthen its competitive position.

Pursue targeted expansion abroad

Colas, which generates over half of its sales outside France, is aiming to expand its international activities through external growth operations in the United States, Northern Europe, Germany and other targeted geographies. Its strategy is to make new acquisitions as a way to establish leading positions on local markets where it already operates. Colas has a proven track record of integrating companies of all shapes and sizes into its road and rail transport infrastructure businesses, in many parts of the world.

Develop and implement low-carbon solutions

To combat climate change, Colas has launched an ambitious strategy to decarbonise its activities and to contribute to carbon neutrality, focusing on:

- its production methods – solutions for energy savings, recycling, hydrogen-powered plant, etc.
- the products and services it develops for its customers and users – contract-based solutions (long-term contracts, road pavement monitoring, etc.), technical solutions (warm or cold asphalt mixes, bio-based binders, cold in-place recycling of used pavement, etc.) and digital solutions (new digital technology- and data-enabled services).

Step up its digital transformation

Colas has embarked on a sweeping digital transformation. This process, which is backed by new technologies and big data, is reshaping every part of its business – processes, systems, facilities and ways of working – for the benefit of employees and customers. Colas is harnessing the power of digital technology to improve service quality, strengthen its competitive position and open opportunities for new services and new business activities.

2022 key figures

57,607
Employees

€15,529m
Sales

€468m
Current operating profit from activities

€11.7bn
Backlog

Operational priorities

- **Complete the integration of Destia (a leading player in transport infrastructure in Finland, acquired in late 2021) and Hasselmann (a railway infrastructure construction firm in Germany, acquired in 2022).**
- **Continue the roll-out of the Act and Commit Together (ACT) project, which embodies Colas' eight CSR pledges, with a particular focus on the SBTi-endorsed targets set out in the low-carbon roadmap: a 30% reduction, by 2030, in both its direct greenhouse gas emissions (scopes 1 and 2) and its upstream indirect emissions (scope 3a).**
- **Pursue ongoing transformation initiatives and operational excellence programmes for its industrial activities.**

For over 60 years, Bouygues Immobilier has been present throughout its entire value chain, from property development to urban planning and operation. Its core business is to design living spaces that reflect the needs of all users. Each year, Bouygues Immobilier hands over around 10,000 new homes.

Rethink new housing and integrate more green spaces into urban environments

Demographic and climate-related challenges, coupled with behavioural changes, are prompting a review of our approach to housing. Bouygues Immobilier commissioned L'ObSoCo[a] to conduct an exclusive study into aspirations and expectations on this subject in France. It launched *Cœur de Vie*, a brand-new residential property offering that directly addresses the needs uncovered in the survey with configurable homes that set new standards for comfort and sustainability. This model applies to all new housing built in 2022 and beyond.

This move underscores Bouygues Immobilier's commitment to limiting land take, to increasing soil permeability and to developing outdoor spaces which encourage biodiversity and allow people to experience nature in all its developments. This three-pronged approach involves conducting a "flash" ecosystem assessment, maximising the permeable share of the development's ground surface and, in keeping with its biodiversity and occupant well-being pledges, installing a signature garden concept – designed with input from environmental engineers and landscapers – that meets the criteria of the "Jardin de Noé" label.

Build office properties fit for the future

Today's workers split their time between the office, third places and the home. In response to these new patterns, Bouygues Immobilier has developed the *Bureau Généreux* (generous office) programme – a fresh approach to commercial property that envisions office spaces as pleasant places to work and spend time, maximising benefits for employees, businesses, the local community and the planet. All Bouygues Immobilier office properties currently under construction qualify for the BBCA low-carbon-building label.

Decarbonise its products and services

Bouygues Immobilier's ambition is to play its part in lowering emissions by cutting the carbon footprint of its neighbourhoods, housing units and office properties. It is pursuing this goal in two ways: building differently and championing more eco-conscious behaviours, by embarking on more refurbishment, redevelopment and conversion projects, using lower-emission materials wherever possible, installing heat pumps and urban cool islands to keep homes comfortable in summer, and helping occupants reduce their own carbon footprints.

In its drive to cut the carbon footprint of its own developments, Bouygues Immobilier has struck strategic partnership deals with suppliers of innovative building materials such as low-carbon concrete[b], wood-based concrete, bio-based paints derived from seaweed and plant resin, and low-carbon glass.

Design new products

Property needs to keep pace with changes in society and the ever-evolving needs of occupants, residents and local communities. Recognising this imperative, Bouygues Immobilier has designed a range of new products that cater to specific segments of the population, from coliving spaces, configurable loft apartments (Loji) and co-working facilities (Wojo), to heritage building renovation and sheltered housing for the elderly (Les Jardins d'Arcadie).

FRANCE – Bouygues Immobilier has launched Loji, an exclusive offering of customisable loft apartments developed for easy adaptation to the diversity of city-dwellers' lifestyles, e.g. young working people, families, pensioners, etc.

2022 key figures

1,673
Employees

€2,032m
Sales
including co-promotions: €2,212m

€37m
Current operating profit from activities
including co-promotions: €57m

15
projects carrying the BiodiverCity label or covered by a commitment to obtain it

Operational priorities

- **Rethink the construction process with an emphasis on consultation and outreach.**
- **Embrace new approaches (*Cœur de Vie*, the garden concept) and diversify its products and services.**
- **Combat global warming by building differently.**

(a) Observatoire Société et Consommation
(b) Wood-based concrete contains 60% wood pellets instead of conventional inert aggregates.

Energies and Services strategy

On 4 October 2022, the Bouygues group completed the acquisition of Equans. Following its combination with Bouygues' Energies & Services arm on 1 January 2023, the new Equans business segment is now a world leader in energies and services. Equans provides its customers with tangible, distinctive solutions that address the major challenges facing society today: the energy, industrial and digital transitions.

AUSTRIA – Equans has a strong international footprint with operations in over 20 countries. In this picture, an employee of Equans Kältetechnik, Equans' Austrian subsidiary that develops cooling solutions and high-performance heat pumps.

Raise the bar for operational excellence at the grassroots level

Drawing on sales of around €17 billion, a headcount of nearly 100,000 highly-qualified people, the strength and density of its geographical footprint, and a solid reputation backed by local, long-standing brands, Equans enjoys excellent technical know-how in design, installation, maintenance and high-performance services, using a unique combination of skills and expertise in the following fields: HVAC (heating, ventilation, and air conditioning), cooling and fire protection, maintenance, digital and ICT, electrical and mechanical engineering, and robotics. Its people carry out their duties in strict compliance with a framework based on three main priorities: safety, ethics and cybersecurity.

Contribute to a low-carbon energy future

Developing renewable energy sources is a major challenge of our time. In response, Equans is aiming to consolidate its position all along the energy value chain – by developing renewable energy infrastructure, by upgrading and expanding high- and medium-voltage transmission networks, by carving out a specialist niche in low-carbon mobility (electric vehicle charging infrastructure, rail electrification and e-highways), by helping its customers transition to heat pumps, and by focusing on high-growth markets (such as clean technology, gigafactories and data centres).

Harness data and connectivity to boost overall project performance

Equans has created Equans Digital to help boost the energy efficiency, technical performance and usability of its customers' systems and facilities. Leveraging new technologies and big data, Equans operates in three high-growth markets:

- Fibre-to-the-Home (FTTH) and Fibre-to-the-Building (FTTB) in Europe, and in Germany in particular
- Data centres, where it is developing sustainable energy and cooling solutions to limit their environmental footprint
- Smart cities, buildings and industries

Take hyper-specialisation to the next level

Equans helps manufacturers embrace the opportunities of the fourth industrial revolution, from energy efficiency and smart automation, to robotics, mechanics and imaging systems. Drawing on its key capabilities in air and fluid treatment for clean rooms, it is ideally placed to support the growth of the European pharmaceutical, biotechnology and microelectronics industries. Equans' entities also boast the multi-technical expertise to meet the stringent technical and regulatory standards that apply to nuclear power plants at all stages of their life cycle: construction, operation and dismantling.

2022 key figures

89,642
Employees
including Bouygues Energies & Services

€17,683m
Sales[a]
including Bouygues Energies & Services

€415m
Current operating profit from activities
o/w current operating profit from activities at Bouygues Energies & Services of €137m

€25.2bn
Backlog
including Bouygues Energies & Services

Operational priorities

- **Complete the successful integration of Bouygues Energies & Services, securing buy-in to a shared culture and a new organisational structure that aims to create value for the business and its customers.**
- **Continue rolling out the operational performance plan, which focuses on increasing cash generation and current operating margin (project turnaround, purchasing, pricing, selective approach and efficiency).**
- **Become the "best and safest place to work" by attracting and hiring talented people with the right skills and by training and retaining its employees.**
- **Expand its position in high-growth markets.**

(a) Bouygues Energies & Services + Equans combined sales figure, proforma unaudited 2022 data. Equans consolidated in the Group over Q4 2022 for the amount of €3,757 million in sales.

Strategy of the Media businesses

TF1 LE GROUPE

TF1 wants to positively inspire society by informing and entertaining as many people as possible. As France's leading TV media group, it keeps pace with the way people consume content. All along the value chain, the group is refocusing its efforts on content creation, multichannel streaming and production.

FRANCE – The TV series *Women at War* enjoyed a successful launch in September 2022 on TF1, which is also its co-producer. Scoring six million viewers on average over its eight episodes, the show was then exported abroad via Netflix to 214 different geographies.

The French broadcasting landscape has undergone sweeping changes in recent years. Content consumption now takes different forms, from traditional linear TV to non-linear options. This transformation creates significant opportunities in terms of value creation, for both audiences and advertisers. As a result, TF1 is reasserting its strategic goals, namely to:

Keep pace with the shift in viewing habits by speeding up the transformation of its business model

- Maintain a distinctive content offering tailored to new linear and non-linear viewing habits (the MyTF1/MyTF1Max hybrid streaming service);
- Bolster its offering for advertisers, through data-driven and targeted approaches, in a growing digital advertising market;
- Design innovative commercial offers that keep pace with media convergence, such as targeted TV advertising and hybrid internalised programming mode (MPI).

Consolidate its position in production through Newen

Demand for high-quality, local and multi-genre content is rising sharply. In response to this trend, pure players such as Netflix and Apple TV+, along with traditional broadcasters, are turning to the unique expertise of independent production companies such as Newen.
Newen boasted an extremely healthy backlog in 2022, attributable to its recognised expertise, the diversification of its customer base and content formats, and its continued international expansion, which included the acquisition of Anagram (Sweden and Norway). Going forward, Newen is aiming to consolidate its position in production while strengthening synergies in the distribution of content.

Fight climate change

As a signatory of the Climate Contract, TF1 is staking out a position as a leading force for change, taking action to cut its carbon emissions, raise awareness about environmental issues among its viewers and help customers to integrate environmental targets into their advertising campaigns.

2022 key figures

3,444
Employees

€2,508m
Sales

€322m
Current operating profit from activities

77
of the 100 best TV viewing figures in 2022

Operational priorities

- **Keep pace with changes in how video content is consumed and monetise these new practices.**
- **Continue Newen's international expansion.**

Strategy of the Telecoms businesses

bouygues TELECOM

Bouygues Telecom is a major player in the French telecommunications market, harnessing the very best technology to bring people closer together for over 25 years. It provides high-quality networks, products and services tailored to the needs of its 15.2 million mobile customers (excluding MtoM) and 4.7 million fixed customers.

As a socially responsible business, Bouygues Telecom facilitates access to more sustainable digital services for all. The company is seeking to consolidate its position in the buoyant French market through its "Ambition 2026" strategic plan, unveiled at the beginning of 2021, which aims to accelerate its growth by focusing on the following three priorities:

Become the number 2 in mobile as recognised by customers

Bouygues Telecom is the third-ranked mobile operator in France[a]. Its ambition is to become the country's number two operator, as recognised by its customers, by capitalising on the quality of its mobile network – as the leading alternative mobile operator in France[b] for the ninth year running – and of its brand, products and services. It also intends to build on its extensive store footprint and on its long-term distribution partnership with the Crédit Mutuel-CIC banking group, under which it benefits from a complementary nationwide distribution network of over 4,500 local bank branches. Bouygues Telecom is also focused on maintaining the excellent quality of its 4G network and on continuing the roll-out of its 5G network.

Gain an additional 4.5 million FTTH[c] customers by 2026

Bouygues Telecom is ramping up the roll-out of fibre across France as it seeks to increase its FTTH coverage (to 35 million premises marketed in 2026) and gain an additional three million customers[d] by 2026.

It markets products and services tailored to changing consumer habits, providing innovative, eco-designed, best-in-class fixed devices that deliver the very best user experience. For the second consecutive year, Bouygues Telecom ranked top for its Wi-Fi performance[e].

Increase market share in fixed B2B and become a fixed wholesale[f] player

Bouygues Telecom is aiming to double its market share in the SME segment by drawing on its multi-channel distribution network, and on its position as a benchmark in customer relations in B2B and a leading connectivity operator. It also plans to monetise its FTTO and FTTA[g] infrastructure in B2B and expand its wholesale fixed offering by capitalising on its expertise and leading position in wholesale mobile.

A recap of the "Ambition 2026" strategic plan's financial targets for 2026:
- Sales from services of over €7 billion;
- EBITDA after Leases[h] of around €2.5 billion;
- An EBITDA after Leases margin[i] of around 35%, and
- Free cash flow[j] of around €600 million.

Reduce its carbon footprint, while maintaining the highest possible standards of service, and encourage customers to use digital technologies more sustainably

(see p. 33 for more)

FRANCE – Bouygues Telecom operates over 500 stores spread throughout France to bring it closer to its customers

2022 key figures

10,344
Employees

€7,532m
Sales

€694m
Current operating profit from activities

Over 500
stores in France

Operational priorities

- **Continue increasing the value-added of the mobile customer base by boosting the value proposition.**
- **Ramp up the marketing of FTTH[c].**
- **Increase its share of the fixed B2B market by five points by 2026.**

(a) Since the acquisition of Bouygues Telecom Business Distribution (BTBD) at the end of 2020.
(b) Survey by Arcep (the French telecoms regulator), October 2022.
(c) Fibre-To-The-Home.
(d) Compared with end-2020.
(e) Overall Wi-Fi performance (nPerf Wi-Fi internet connections survey for the first half of 2022).
(f) The wholesale market for telecoms operators.
(g) Fibre-To-The-Office; Fibre-To-The-Antenna.
(h) Current operating profit after taking account of the interest expense on lease obligations, before (i) net depreciation and amortisation expense on property, plant and equipment and intangible assets, (ii) net charges to provisions and other impairment losses, and (iii) effects of losses of control. These effects relate to the impact of the remeasuring of retained interests.
(i) EBITDA after Leases/sales from services
(j) Calculated before changes in WCR related to operating activities and excluding 5G frequencies.

Our Climate strategy

Given the challenges posed by the climate emergency, the Bouygues group has defined a climate strategy to reduce greenhouse gas emissions over its entire value chain and help the customers and users of its products and services to achieve their decarbonisation targets.

Bouygues has made a tangible pledge to reduce its carbon footprint and that of its customers by 2030. The targets for reducing greenhouse gas emissions chosen by each of the Group's business segments have been adjusted as part of the process to obtain endorsement by the Science-Based Targets initiative (SBTi)[a].

Following Colas in 2021, Bouygues Telecom obtained endorsement for its short-term targets in 2022 from SBTi. Bouygues Construction, Bouygues Immobilier and TF1 also filed their targets with SBTi in 2022, and Equans plans to do the same in 2023.

In addition to setting their short-term targets, the business segments have also outlined the main drivers to be rolled out in the short and mid-terms and the metrics for tracking them.

Besides setting targets and describing how they intend to achieve them, in 2022 the Group's business segments also launched all or some of the tangible actions of the Climate strategy:

- More robust carbon audit calculations, as well as product lifecycle assessments.
- For scopes 1 and 2: modification of the energy sources used and actions to reduce energy use (ISO 50 001, monitoring of energy use and worksite oversight, energy efficiency etc.).
- For scope 3, the actions carried out related to eco-design, an increase in the amount of "low-carbon" material (low-carbon concrete, timber, etc.), the development of the circular economy, changes to current ranges in order to offer more sustainable products and services that are adapted to tomorrow's climate and support for Group customers and suppliers to help them reduce their carbon footprint and resource use together.

GROUP
Edward Bouygues
Group Deputy CEO

"SBTi endorsement is both recognition of the relevance of our Climate strategy and a guide that will help us to improve further."

(a) A joint initiative of the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).

OUR 2030 GREENHOUSE GAS EMISSIONS REDUCTION TARGETS

	ENDORSEMENT BY SBTi	REFERENCE YEAR	SCOPES 1 AND 2 (absolute reduction)	SCOPE 3 (absolute reduction)	TARGET ACHIEVEMENT YEAR
Colas	2021	2019	-30%[b]	-30%	2030
Bouygues Construction	2023[a]	2021	-40%	Building: -30% in physical intensity Civil Works: -20% in absolute terms	2030
Bouygues Immobilier	2023[a]	2021	-38%	-28%	2030
Bouygues Telecom	2022	2021	-29.4%	-17.5%	2027
TF1	2023[a]	2021	-30%	-30%	2030
Equans	2024[c]	2021	To be defined in 2023		2030

(a) Targets currently under review following filing with the certifying body in 2022.
(b) Colas group's scope 1 and 2 greenhouse gas emission reduction targets are consistent with the SBTi's "well below 2°C" level of ambition. The targets set by the other business segments are aligned with a temperature of 1.5°C above pre-industrial levels.
(c) Subject to the date of submission of the application.

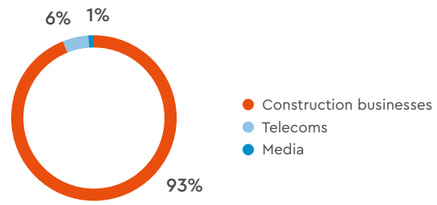
Reducing our carbon footprint

For scopes 1, 2 and 3a[a], Bouygues' carbon footprint was a little more than 15 million tonnes of CO_2 equivalent in 2022. Most emissions are attributable to purchases by the Group and to the energy used by worksites and other installations. The construction businesses account for a decisive part of this result.

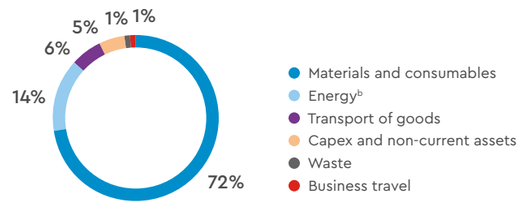
The Group and each of its business segments manage the Climate strategy and its objectives within a specific governance structure, with regular monitoring by Bouygues' Ethics, CSR and Patronage Committee and Board of Directors (see p.57 for more).

Our carbon footprint in 2022
(with Bouygues Energies & Services and excluding Equans)

Greenhouse gas emissions by sector of activity (Scopes 1, 2 and 3a[a])



Greenhouse gas emissions by source



(a) Scope 1 (direct emissions), scope 2 (indirect emissions related to energy, especially the production of electricity and heat) and scope 3a (other indirect upstream emissions).
(b) Energy use (on-site combustion); electricity, steam, heat or refrigeration; and emissions related to the energy production process.

Energy efficiency

In response to the demand for greater energy efficiency, the business segments have signed the EcoWatt Charter and have pledged to take action to reduce their energy use. These actions form part of the Group's Climate strategy and will contribute to achieving scopes 1 and 2 greenhouse gas emissions reduction targets. The aim of these actions is a 10% reduction in the energy use of the Group in France by 2024 versus 2019. Colas and TF1 have also signed the GRTgaz Ecogaz Charter.

To ensure the correct roll-out of these actions and to verify the expected outcomes, a specific governance has been set up based on a network of "energy efficiency" officers.

The business segments' energy-saving measures can be divided into several categories:

- **General energy efficiency measures:** at **Bouygues Telecom**, for example, mobile network equipment is switched to energy-saving mode at night in order to limit consumption, with no impact on users;
- **Energy flexibility** measures designed to avoid overloading the grid: **Bouygues Construction**, for instance, has a contract in place at Challenger, its headquarters, that reduces electricity demand by 400 kW through thermal inertia, load management and ground source heat pumps, and
- **Webinar and poster campaigns** to raise employee awareness about eco-friendly behaviour, the responsible use of digital technology, and the extra steps they can take in the event of a selective power cut. The EcoWatt system was also highlighted internally amongst employees.

10%
saving in the Group's energy use in France by 2024

FRANCE - Colas France is partnering with Saipol (Avril group) to supply its trucks with Oleo 100, a fuel made entirely from French rapeseed oil that reduces vehicle CO_2 emissions by 60%.

Strategy for decarbonising the construction businesses

Bouygues Construction has incorporated the Climate strategy and the SBTi targets set in 2022 into its new strategic plan. It deliberated with its subsidiaries with a view to mapping out emissions-reduction targets for 2030 based on identified drivers, as well as drawing up context-appropriate performance indicators.

Objectives and action plan

Separate scope 3 emissions reduction targets, for between 2021 (the reference year) and 2030, have been set for each area of activity in order to take account of operational constraints and sector-specific calculation methods.

In order to factor in thinking about the environmental impact from the earliest stage possible, a scoring tool has been developed to assess projects' carbon footprint. Using this tool, carbon performance is reviewed alongside financial indicators at the selection, tender and implementation phases.

The related measures involve action by employees across various teams: engineering (implementing eco-design principles, extending the lifespan of products), purchasing (which represents a significant share of the carbon footprint) and sales (identifying innovative, high-potential projects such as bio-based and natural materials, or modular or prefabricated construction methods).

Mass production methods (SmartFabrik) boosted by digital technology can help ensure traceability, materials optimisation and a better lay-out of the various elements in order to reduce wastage, as well as the calculation and improvement of the environmental impact.

Business opportunities

Bouygues Construction is supporting its customers' renewable energy projects, and in 2022 expanded its range of infrastructure solutions for offshore wind power with the exclusive acquisition of OO-STAR floating foundation technology from Floating Wind Solutions. Bouygues Construction is also rolling out new products and services to support its decarbonisation strategy, particularly by focusing on alternative materials, such as concrete with a lower carbon footprint, recycled steel, timber-frame construction with WeWood and energy renovation.

Progress made

- **Roll-out of the in-house "Agir pour le Climat" (Fight Climate change) training programme, which reached 43% of employees (target for 2023: 100%).**
- **Launch of Cynéo, a platform intended to build a community of repurposed material providers focused on technical centres, and to massively scale up the application of circular economy principles in the construction sector.**
- **Roll-out of the BYSprong solution, with the launch of two projects in 2022 encompassing 500 housing units.**
- **The WeWood initiative is aiming for 30% of projects to be timber-based by 2030.**

400

Bouygues Construction suppliers and subcontractors attended the Committed Supply Chain Forum (CSC Forum) to discuss the decarbonisation targets to be achieved.

Colas is rolling out its Climate strategy under the umbrella of its ACT project. Progress on the strategy's six priorities and 29 pledges is overseen by representatives of each of its subsidiaries and the geographies in which it operates. Known as sponsors, these individuals are responsible for translating the strategy into local actions.

Objectives and action plan

Since 2021, Colas' greenhouse gas emission reduction targets have been aligned with the SBTi's "well below 2°C" level of ambition, across all scopes.

In 2022, Colas introduced a new methodology for calculating its carbon footprint based on physical flows and spending data contained in its financial information systems. This new methodology allows Colas to calculate emissions by major purchasing category.

Colas is developing a broad portfolio of tangible solutions to climate-related challenges by increasing the share of low-temperature surfacing compounds, using cold asphalt mixes, rolling out in-place recycling of road pavement, and using plant-based binders in place of bitumen, as well as hydraulic binders.

Colas is rolling out renewable power generation systems at its sites, such as installing solar panels at its quarries in the Czech Republic, wind turbines in Belgium, and its first hydrogen-powered generator (replacing a diesel generator) in France.

Business opportunities

As well as developing new products that aim to reduce its carbon footprint, Colas is also exploring tangible solutions to build the resilience of urban environments to future climate hazards. These including mitigating the effects of urban heat islands, replanting land via environmental engineering methods, installing rainwater retention and filtration systems (Urbalith, Raincol), and using Colclair surfacing, which has a high albedo (surface reflectivity).

Progress made

- **Launch of the Valormat and Ecotri platforms, which aim to increase Colas' production of recycled materials by 50% by 2026.**
- **Use of low-carbon concrete for the foundations and track bed for the western section of the T3 tram line in Paris (a joint project with RATP, the Paris transport authority).**
- **Creation of a dedicated soft mobility business line.**
- **300 trucks powered by Oleo 100, a bio-based fuel.**

160

platforms for the new Valormat network which recycles mineral waste from building and civil works projects into aggregates.

JAPAN
Kaoru Naganuma
Director of Colas Japan

"For Japan, which has committed to achieving carbon neutrality by 2050 and where surface area is very limited, the Wattway solution is a complementary offer for producing renewable energy that is much appreciated by customers."

FRANCE
Elisabeth Benedetto
Director, BU Energies at Bouygues Energies & Services

"Operating over the entire energy value chain means that we can provide a unique range of products and services to address the challenge of integrating renewable energies into the energy mix. We provide energy companies and businesses, as well as our partners within the Group, with innovative solutions."

Owing to its position on the upstream part of the value chain, Bouygues Immobilier is ideally placed to embed innovation in its property development projects and to limit the environmental impact of buildings throughout their lifecycle, including for end-users.

Objectives and action plan

The main driver relates to building users (scope 3b). Following the entry into force of RE2020, the new environmental regulation that applies to all new housing built in France, Bouygues Immobilier's priority in 2022 was to identify ways to dramatically reduce production-related emissions. For residential properties, which are the main source of greenhouse gas emissions, the average carbon footprint stands at 1,100 kg of CO_2 per square metre of living space over 50 years, for both construction and operation.

Bouygues Immobilier has unveiled "Cœur de Vie", a new approach that will be rolled out across all new-build housing projects in order to pre-empt the new regulatory limits under RE2020 for energy use (through the systematic installation of heat pumps) and for the impact of building materials. In all developments to which it applies this approach, Bouygues Immobilier also plans to install electric vehicle charge points, bike parking and other amenities to encourage soft mobility.

In addition to its established greenhouse gas emission reduction targets for 2030, Bouygues Immobilier has also pledged to reduce its emissions by 90% by 2050.

Business opportunities

Bouygues Immobilier has launched Loji, a new and exclusive range of configurable residential properties inspired by office layouts, using post-and-beam construction, a single type of floor covering, and the elimination of radiators by adopting a system using air as the heat-transfer medium. These compact homes are compatible with the 2025 performance levels under RE2020.

In addition, Bouygues Immobilier has launched a new range of housing units with gardens, in keeping with its biodiversity strategy (see p.36–37).

Progress made

- **Second place in the 2022 BBCA low-carbon building ranking for Bouygues Immobilier in recognition of the amount of surface area (m^2) awarded with the BBCA label.**
- **Construction of the first white lower carbon footprint concrete wall at the AL-FA apartment complex in Marseille: the greenhouse gas emissions of this material are 30% lower than that of conventional concrete.**
- **Roll-out of the neighbourhood-wide carbon footprint calculation method and development of the "BBCA Quartier" framework for low-carbon neighbourhoods.**
- **Participation in the "Convention des Entreprises pour le Climat" (Corporate Convention for the Climate).**
- **Signing of partnership agreement with Hoffmann Green Cement Technologies to use its zero-clinker low-carbon cement.**

Strategy for decarbonising the energies and services businesses

EQUANS

Equans' business activities are closely linked to the energy transition. Through its local work on customers' buildings and infrastructure, it is optimising production and operation processes, helping its customers to reduce their carbon footprint.

Objectives and action plan

Equans was created in 2021 and its scope was finalised in mid-2022. As a result, the shape and content of its climate strategy is still being defined with the help of the Bouygues group. Once complete, the strategy will be rolled out across Equans' entities with a view to setting emission reduction targets and, from 2023, implementing operational solutions at a faster pace. In 2022, Equans completed a comprehensive audit of its greenhouse gas emissions in France, across all scopes, in conjunction with Carbone 4, an environmental consultancy. Going forward, its priorities are to carry out its worldwide carbon footprint audit, to identify measures to reduce its emissions in the medium term (such as by applying circular economy principles) and to introduce a more robust lifecycle assessment method for its customers' projects.

Business opportunities

Limiting energy use is more important than ever. For this reason, Equans is rolling out tangible solutions to help its customers comply with the "Éco Énergie Tertiaire" decree, which sets out energy use reduction requirements for commercial properties in France. It has also developed an "Energy Efficiency Plan", a programme that helps customers quickly identify sources of energy savings and develop an appropriate work plan.

Equans was involved in the revamp of street lighting in Washington, DC, in the United States, which cut the municipality's energy use by half (avoiding 38,000 tonnes of CO_2 eq. of emissions per year).

Equans is also working to bring electrification to emerging countries. For instance, a new 40 km regional train line recently entered into service in Senegal, achieving a 90% reduction in carbon emissions per passenger (expressed in CO_2 eq.) compared with the same journey made by car.

Finally, Equans also has renowned expertise in the nuclear industry and has ambitions to consolidate its position all along the energy value chain, primarily by developing renewable energy infrastructure and carving out a specialist niche in low-carbon mobility (electric vehicle charging infrastructure, rail electrification and e-highways).

Under its energy and carbon performance contracts, Equans guarantees that its systems and facilities operate as efficiently as possible, and has pledged to reduce their energy use over the long term.

40%

Digital solutions, including those rolled out by Equans, are a fundamental driver for obtaining major savings of 30% to 40% in energy use.

FRANCE
Céline Tevissen
Bouygues Telecom group Purchasing Director, commenting on the operator's renewable energy contract

"Since the beginning of 2020, before the energy crisis, we have implemented a decarbonised electricity purchasing strategy by making renewable energy a long-term priority. Today, more than ever, this beneficial strategy for the environment and the climate will boost our resilience and economic performance, against a backdrop of inflation and uncertainty in electricity prices in the short and medium term."

Strategy for decarbonising the media and telecoms businesses

TF1 LE GROUPE

Although the TF1 group has a smaller carbon footprint than the Bouygues group's other business segments, it has embarked on several initiatives, both in-house and with partners all along its value chain. For instance, the TF1 group is a co-founder of the non-profit Ecoprod and is actively engaged in its work to foster more sustainable practices in the broadcasting sector.

As a media group, TF1 has a critical role to play in raising public awareness and sharing information about climate change and solutions for mitigating its effects.

Objectives and action plan

In 2022, TF1 mapped the impact of its purchases of goods and services with a view to prioritising particular purchasing categories as part of efforts to reduce its scope 3 emissions.

Eco-production is a key focus area of TF1's Climate strategy. Its subsidiary Newen, for instance, has pledged to reduce its carbon footprint by 20% by 2025 (relative to 2021 levels). The TF1 group is also working with Ecoprod and France's National Centre for Cinema and the Moving Image (CNC) on developing more robust, harmonised methods for calculating TV production's carbon footprint.

Business opportunities

- TF1 Pub was involved in developing "La Fresque de la Publicité", an awareness-raising workshop, as a leading partner of Youmatter[a], the organisation behind the concept. Participants learn about the full extent of the sector's environmental impacts and work together to identify potential solutions.
- TF1's News Department launched "Notre planète" (Our planet), a new label that appears on all climate-related sections and reports in news bulletins.
- The "Ushuaïa TV For Change" collection, which is available to view for free on MYTF1, comprises flagship environmental shows from the TF1 group's Ushuaïa TV channel.

(a) Youmatter is an on-line free news media site specialising in the analysis of major societal themes.

Progress made

- **Signature of a climate agreement with Arcom, the French broadcasting authority, under which the TF1 group pledges to report on performance in relation to its carbon footprint reduction, responsible advertising and public awareness-raising commitments.**
- **Completion of carbon audits for media sales and advertising campaigns.**
- **Receipt of eight separate awards by TF1 group at the Deauville Green Awards, an international green-themed film festival.**
- **Launch of a special advertising offer to promote environmentally responsible products and services.**
- **Funding by TF1 Pub of public information campaigns about environmental labels and criteria.**
- **Renewal of the "Responsible Supplier Relations & Purchasing" label, for the third year running.**

bouygues TELECOM

Amid exponential growth in the use of digital technology, Bouygues Telecom is committed to maintaining the highest standards of service for its customers and stakeholders while taking steps to continue shrinking its environmental footprint, which mainly comprises emissions from purchases and from the roll-out and use of its telecommunications networks.

Objectives and action plan

Bouygues Telecom has taken a range of measures in recent years, including switching to renewable energy sources, improving the energy efficiency of its systems and facilities (e.g. using free-cooling technology in data centres), purchasing low-carbon materials and rolling out eco-design approaches with its suppliers. Promoting digital sustainability through awareness-raising is a central plank of the Climate strategy, which Bouygues Telecom achieves by providing customers with a carbon calculator and spreading the word about eco-friendly behaviour.

To help it achieve its scope 2 emissions reduction target, Bouygues Telecom has signed a renewable energy supply contract, which runs to 2024 and covers both corporate and commercial activities.

As well as providing on-line carbon footprint training for all its people, the operator has also run targeted awareness-raising initiatives for Bouygues Telecom Entreprises sales staff and created climate- and environment-focused roles in several departments in order to ramp up employees' skills.

Business opportunities

Bouygues Telecom has developed the first eco-designed WiFi 6 internet modem to receive the "Green Product Mark" from TÜV Rheinland. The modem is made of at least 90% halogen-free recycled plastic and its power consumption has been reduced by 18% compared to the previous WiFi 6 box.

Progress made

- **Hosting of a Green Hackathon to develop prototype digital solutions that encourage customers and employees to reduce their environmental footprint.**
- **Collection of 252,000 used handsets as part of a campaign to extend the lifespan of mobile phones.**
- **Over 70,000 downloads of the *"Mon empreinte smartphone"* app, which helps people reduce their environmental impact on a daily basis (20% of these downloads were by non-Bouygues Telecom customers).**
- **Partnership between Bouygues Telecom and mobility specialist Betterway to launch the sustainable mobility mobile plan.**

EXAMPLES OF SOLUTIONS

A climate roadmap for the News department

The TF1 group News Department unveiled its climate roadmap on 27 September 2022. One of the key measures of this roadmap was the creation of a committee of environmental experts. Convened with the support of consultant and researcher Mathieu Jahnich, the committee comprises ten experts from all backgrounds (agriculture, energy, sustainable consumption, biodiversity, waste management and digital responsibility), providing comprehensive coverage of themes related to the ecological transition.

TF1 LE GROUPE

FRANCE - TF1's Experts Committee comprises 10 experts from all backgrounds. Here with Thierry Thuillier, Executive Vice-President of the TF1 group's News department.

UNITED KINGDOM - Colas UK rolled out the Recycol solution: an in-place recycling process for the rehabilitation of degraded or used road surfaces.

Recycol in the United Kingdom

In the UK, Colas demonstrated its pioneering approach to in-place recycling of road pavement by resurfacing three streets in Coventry with Recycol. The Seve eco-comparison software was used to calculate CO_2 savings before the work began.

COLAS

A "Super low energy" building in Singapore

Dragages Singapore (Bouygues Construction) is completing the BCA Academy project in Singapore. This new training centre for Singapore government's building and construction authority will be a laboratory for testing and developing low-carbon solutions in Singapore. The project includes two very low energy use buildings of 7 and 16 storeys. While the "Zero energy" building is built entirely of wood, the "Super low energy" building is built entirely of prefabricated modules from Dragages Singapore's plants in Singapore and Malaysia which are then assembled.

SINGAPORE - Bouygues Construction reduced the carbon footprint of the construction and operation of **the BCA Academy project in Singapore.**

Heat pumps in Austria

Since 2020, Equans has been installing ammonia heat pumps in Austria. Ammonia is an environmentally friendly natural refrigerant. Equans won several awards in 2022 for its innovative, high-performance heat pump solutions.

EQUANS

AUSTRIA - Equans Kältetechnik, the Austrian subsidiary of Equans and heir to Escher Wyss, **a company founded in 1947 in Lauterach,** develops high-performance cooling and heat pump solutions.

Rehabilitation of the Hôtel des Postes building in Strasbourg

The major rehabilitation work on the Hôtel des Postes building in Strasbourg had a lower carbon footprint than an equivalent new-build project, used fewer resources and raw materials, preserved the existing structures where possible, and applied circular economy principles. The project has been awarded the Effinergie label for renovated residential property and the BREEAM label for new-build commercial property. Many of the timer-framed windows were either refitted to the building or recycled for use elsewhere. The teams also retained and refurbished most of the internal doors, while the carpet was removed and repurposed as insulation.

Bouygues Immobilier

FRANCE - In Strasbourg, Bouygues Immobilier is in charge of rehabilitating the Hôtel des Postes building in order to create 100 new housing units.

A power supply solution fuelled by green hydrogen

Bouygues Telecom became the first operator to implement a power supply system fuelled by green hydrogen at its mobile sites. The joint initiative with Bouygues Energies & Services and Powidian significantly reduces the operator's environmental footprint at these sites, with a 70% cut in CO_2 emissions and sound levels 100 times lower than with a traditional fossil fuel-driven generator (noise reduction of 20 db). The supply system, known as HyVision, was rolled out at a 4G mobile site in Meyrargues in southern France. The B truck, shown in the photo, can be used to provide mobile coverage in areas that are temporarily crowded, such as concert or festival venues.

bouygues TELECOM

FRANCE - The 5G Truck, Bouygues Telecom's green hydrogen power supply solution used at Longchamps racecourse in July 2022 to boost 4G and 5G coverage for the summer festivals held there.

Biodiversity: our roadmap

Biodiversity protection and restoration ranks alongside the climate emergency as a key concern for the Bouygues group. This is especially true for its construction businesses, which operate in one of the sectors that places the greatest strain on nature according to the IPBES[a].

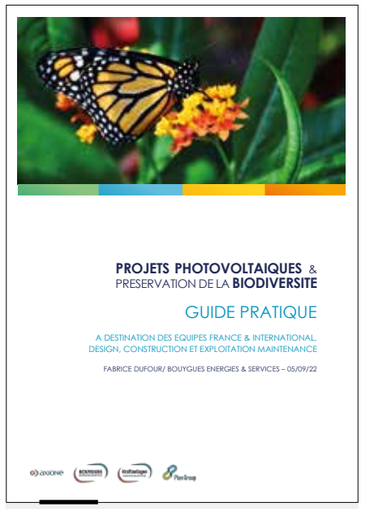
Address the loss of greenfield sites and contribute to protecting nature

Land-use change is a key challenge for the Group and its customers. Urbanisation, reduced soil permeability and habitat alteration all lead to a reduction in biodiversity.

The Group's construction businesses recognise these impacts, both direct and indirect, on living things and natural eco-systems and are therefore taking action to protect and restore nature and wildlife. Under its vision for 2025, Bouygues Immobilier has pledged to take the following three key measures for every project it undertakes:

- conducting a "flash" environmental impact assessment (carried out by an environmental engineer under a framework contract);
- using the Biodiversity calculator to determine the extent of biodiversity-supporting spaces (completed at the vetting committee stage), and
- installing its newly-launched signature garden concept to provide a haven for biodiversity (according to a predefined set of specifications)

FRANCE - "Les Sentes de Bailly" is a property development west of Paris handed over by Bouygues Immobilier that comprises 84 homes. It won a "Victoires du Paysage 2022" award for its outdoor spaces, which are conducive to biodiversity. The planted area was designed from the outset with the help of a landscape gardener and an environmental engineer.



WORLD - Bouygues Energies & Services and WWF France worked together on this practical guide on protecting biodiversity in photovoltaic projects.

Bouygues Construction is framing its new Biodiversity policy – which started to be rolled out in 2021 – around three areas of action, adapted to each entity depending on its specific issues and the nature of its business. One of these priorities is for Bouygues Construction to be the driving force on biodiversity whenever it is responsible for designing a project. By 2030, it also aims to guarantee that 100% of timber used in its construction projects is certified and sourced from sustainably managed forests. Environmental engineers at its subsidiary, Elan, are responsible for promoting urban biodiversity regeneration in its customers' projects. These experts also help to ensure that the company factors biodiversity into its products and services.

Under its ongoing "Quarry Biodiversity" programme, Colas is working to turn its quarries and gravel pits into favourable environments for the development of ecological niches. Colas is also committed to rolling out and promoting rewilding methods, as well as alternative techniques such as drainage ditches, infiltration basins, Urbalith and other water management solutions. In France, it trialled a new training programme in conjunction with ESA Angers, a prestigious agronomy and agriculture college, to equip employees from different backgrounds with advanced environmental engineering skills.

Bouygues Construction and Bouygues Immobilier track and measure their impacts using the BiodiverCity® label[b], which was established in 2014 to encourage the factoring of biodiversity considerations into project design. In November 2022, Bouygues Immobilier took first prize in the "project owner" category at the BiodiverCity® awards. It has also set a target of making 25% of its developments (by surface area) biodiversity-positive by 2025.

Combat the spread of invasive alien species (IAS) and reduce pollution

Construction and development work can also cause pollution and lead to the introduction of IAS, putting biodiversity under severe pressure. As a result, Colas may be an unintentional propagator of invasive alien plant species at its locations and worksites. To counter this known issue, Colas has undertaken local inventory and monitoring initiatives. It is also trialling treatments for some invasive species such as Japanese knotweed.

Promote nature, enlist the support of staff and raise public awareness

The Bouygues group considers that it has a role to play in protecting nature:

- TF1 raises awareness among its viewers, in particular through its Ushuaïa TV channel, which last year broadcast 2,800 hours of programmes on wildlife, conservation and other biodiversity-related themes, accounting for one-third of its schedule. In 2022, flagship documentaries covered subjects such as deforestation, the link between biodiversity loss and pandemics, and the suffering endured by dolphins in captivity. Bouygues Telecom Bbox customers can now watch a selection of the channel's programmes free of charge.
- Bouygues Immobilier delivered biodiversity training to 95% of its employees in 2022. In the summer, it unveiled its garden concept with a demonstrator at the "Jardins Jardin" exhibition, which was open to the public.
- Last year, Colas dedicated its annual Environment Day to the topic of biodiversity loss. It also launched an e-learning module and hosted a workshop to educate its employees about diversity, as well as running initiatives to raise awareness among residents living near its sites.
- Bouygues Energies & Services produced a practical guide to biodiversity protection at solar farms.

Support public and private biodiversity initiatives

Bouygues Construction, Bouygues Immobilier and TF1 have signed up to the Act4Nature alliance, which brings together companies pledging to incorporate biodiversity into their business strategies. Bouygues Construction and Bouygues Immobilier are also founding members of the IBPC[c], with the latter also having a seat on its Board of Directors and serving as its vice-president. Bouygues Immobilier is a founding member of "Go Big for Nature", an initiative that aims to develop tools for measuring biodiversity and its positive externalities on property development projects. It is also part of RE2020 working group 7, which is tasked with developing a harmonised BAF[d] for the industry. The Bouygues group and TF1 (through Ushuaïa TV) were partners of the Earth University event which took place at Unesco in Paris in November 2022.

The business segments also agreed or renewed partnerships with two prominent conservation charities: WWF[e] and the LPO[f].

The Bouygues group sponsored the creation of a free, massive open on-line course (MOOC) on biodiversity by the non-profit Engage. It is also a sponsor of "Le Grand Défi", an initiative that calls on companies and their business ecosystems to shape a new, regenerative model for economic prosperity.

Finally, Bouygues group representatives attended the UN Biodiversity Conference (COP15), held in Montreal, Canada, in December 2022.

SWITZERLAND - The "Nature et économie" foundation has awarded its quality label to Carrières d'Arvel SA (Colas) for its efforts to reintroduce nature at its Villeneuve site. These have helped to maintain and even increase biodiversity at this site, via a series of measures defined by a biologist. The photo shows the introduction of bees and the associated melliferous plants.

FRANCE
Olivia Conil-Lacoste
Director of Sustainable Development, Bouygues Immobilier

"The garden concept is part of our *Cœur de Vie* residential property offering and is fully aligned with our biodiversity targets."

(a) Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services.
(b) The first label awarded to construction and renovation projects that factor in biodiversity.
(c) International Biodiversity and Property Council.
(d) Biotope area factor.
(e) World Wildlife Fund in France.
(f) The French bird protection league.

Our strategic HR priorities

As a decentralised group founded on ethical principles, Bouygues places its people – skilled, dedicated team players – at the top of its scale of values. Our Human Resources policy is founded on HR ethics and employee development. Rolling out our processes worldwide and expanding the reach of our HR development programmes is a key area of focus.

FRANCE – An initiative of Bouygues Energies & Services, Electra is the first job retraining scheme consisting entirely of women looking to become electricians. In the photo, Morgane Prime with her tutor Idir Sidhoum.

GROUP
Jean-Manuel Soussan
Senior Vice-President
Group Human Resources Director

"We want every employee to experience a fulfilling journey in a Group based on strong values and an exemplary ethical human resources policy."

Our priorities are to recruit and onboard new hires without distinction as to origin, gender or other characteristics, to ensure health or safety in the workplace, to improve our employees' skills and to provide job satisfaction for all our people.

ENSURING HEALTH, SAFETY AND WELL-BEING IN THE WORKPLACE

We work extremely hard, all year round, to prevent accidents in our construction businesses – where the risks are highest – by providing safety equipment and training, as well as detection and monitoring of near-accidents.
Our business segments have also introduced various initiatives to foster well-being among their employees. For instance, teleworking has been rolled out across all the Group's business segments wherever possible, and we aim to ensure that employees have the equipment they need to do so.

Following an initial trial in 2022, the Group is planning to conduct a global engagement survey in 2023 in order to better understand the needs and wants of its employees at the grassroots level.

ATTRACTING AND SUPPORTING TALENTED PEOPLE

The Group welcomed around 39,800 new hires globally in 2022, of which 11,200 in France alone – figures that demonstrate the importance of attracting and retaining talented people to the success of our businesses. We offer career opportunities in France and abroad, with plans to advertise 12,000 vacancies[a] in 2023. In order to build our workforce, we maintain close ties with academic institutions in every part of the world. We proactively pursue employee referrals, work/study contracts and internships as an enduring source of new talent: in 2022, we hosted 3,066 interns and 3,005 people on work/study contracts.

Skills development

In order to keep pace with the energy, industrial and digital transitions, and with new customer behaviours, we are training our employees and equipping them for the professions of the future – from new building methods (through Bouygues Construction's WeWood Academy) to digital literacy skills (in partnership with Netexplo).

In 2022, 75.4% of the Group's employees took at least one training course[b]. We are also working to expand the global reach of our training programmes, especially at Bouygues Construction and Colas, which are aiming to offer uniform skills development opportunities for employees in all locations.

We also work hard to sustain our capacity for innovation within our workforce through intrapreneurship schemes, such as the Group-wide "Les Entrepreneur(e)s" programme, which are designed to strengthen employee buy-in and encourage value-enhancing projects.

IMB[c], the Group's training academy for top managers, nurtures and spreads our corporate culture. With courses such as "Carbon-free prosperity" and "Inclusive management and performance", its purpose is to equip them to meet tomorrow's challenges and to ramp-up career advancement for women (see p. 9). More generally, reshaping managerial practices goes hand in hand with our strategy.

Encouraging internal job mobility

The Group uses internal job mobility as another way to attract and retain employees. Due to the diversity of our activities and professions, we are well-placed to offer rewarding and instructive career paths in France and abroad. Our cross-disciplinary communities – focusing on areas such as technology and innovation (ByTech), human resources and data – are open to employees from across our business segments, shaping appealing career opportunities for our people.

Dynamic HR policies

In 2019, we launched a programme called BYCare, which aims to ensure a common core of employee benefits at all Group locations worldwide, especially regarding death coverage. In 2022, BYCare covered all the Group's employees (excluding Equans). The next steps for this programme, which goes further than the requirements of the local legislation in each country, will be to harmonise parental leave and long-term disability coverage.

REPRESENTING ALL SECTIONS OF SOCIETY

Bouygues signed the National Manifesto for the Occupational Integration of People with Disabilities in 2019 and the Diversity Charter[d] in April 2022. In keeping with these commitments, we carry out awareness-raising and training initiatives on issues related to diversity.

Increasing gender balance

Gender balance is a major driver of performance and can help accelerate the transformation of our Group. In 2022, the Group hired 13.8% more women than in 2021. In order to boost women's representation in the workforce, we focus on two priorities: ensuring equal treatment for women and providing career development opportunities for female employees across the Group, including managers and senior executives.

WORLD - The very-high-safety angle grinder, the result of three years of R&D in partnership with Fein, is now in use in France and worldwide.

Spotlight on Equans

The Equans management onboarding day, held on 18 October 2022 (see p. 50), was followed up by a number of tangible actions. Equans employees have demonstrated their intention to embrace and nurture our culture. For 2023, our priorities include raising awareness of our ethical human resources policy as part of ongoing strategy and method alignment.

Our 2021–2023 Gender Balance plan sets short- and medium-term targets, measured against global performance indicators, which are factored into the performance-linked pay of Group senior executives. Specifically, our targets are to increase the proportion of women on executive bodies (executive committees and management committees) to 30% by 2023, and to have women occupy 20% of managerial positions[e] by the same date.

The Group provides the necessary resources for their advancement through its mentoring scheme for women, which has supported over 1,100 female employees in France since 2014. IMB[c] also runs "Trajectoire", a dedicated training programme for female executives, which currently has 40 participants in France and abroad.

More and more diverse

At Bouygues, we believe that our differences make us stronger. Our disability-friendly policy emphasises engaging communication initiatives (see p. 50), run in conjunction with the Group's business segments, as a way to change attitudes towards disability. As part of this policy, we also seek to increase the recruitment of people with disabilities – both visible and non-visible – and facilitate their advancement within the Group.

More generally, we strive to shape an inclusive working environment where everyone feels free to express themselves and enjoys the same career opportunities, regardless of their social origin, sexual orientation, gender identity or other personal characteristics.

A focus on occupational integration

We run a range of occupational integration initiatives, primarily through our corporate foundations (see p. 51).

LEARN MORE

> 2022 Universal Registration document, Chapter 3 "SNFP"

(a) Including Equans, excluding Latin America.
(b) Employees in France and abroad, excluding distance learning.
(c) The Bouygues Management Institute (IMB) was founded by Martin Bouygues in 1999.
(d) Any employer wishing to take a proactive approach in favour of diversity and therefore go much further than the legal requirements in the fight against discrimination may sign up to this charter of pledges.
(e) Department head or higher in France, and equivalent grades in other geographies.

Performance

In 2022, the Bouygues group accelerated its growth, with sales up 18% and current operating profit from activities up by €284 million, mainly due to the contribution of the Equans acquisition over the whole of the fourth quarter of 2022. The Group achieved all of its 2022 guidance, underscoring the strength of its business model.

2022 financial results

The backlog in the construction businesses reached a record level of €33.8 billion and that of Equans (excluding Bouygues Energies & Services) came to €18.7 billion, thus providing good visibility on future activity. TF1's audience share also remained at a high level among two key target audiences: women under 50 who are purchasing decision-makers, and the 25–49 age group. Bouygues Telecom maintained good sales momentum over the year. At end-December 2022, mobile plan customers stood at 15.2 million following the addition of 449,000 new customers. In the fixed segment, Bouygues Telecom had three million FTTH customers, buoyed by 674,000 new adds over the full year.

Group sales totalled €44.3 billion, up 18%. This increase would have been 8% without the contribution of Equans. The sales figure was driven by good commercial performances by the Group's business segments and by inflation.

Current operating profit from activities was over €2 billion in 2022, up €284 million versus 2021 and up €154 million excluding Equans. The current operating margin from activities, without Equans, held up at 4.5%. This performance reflects, in particular, the improvement in profitability at Bouygues Construction, in its Building and civil works and Energies & Services arms, and at Bouygues Telecom.
Net profit attributable to the Group came to €973 million, versus €1,125 million in 2021. Excluding Alstom's contribution of €219 million in 2021, net profit attributable to the Group would be up €67 million.

The Group enjoys a healthy balance sheet. Bouygues' net debt at end-December 2022 was €7.4 billion, versus €941 million at end-December 2021. This year-on-year change is mainly due to two items: the acquisition of Equans for an amount estimated at the date of acquisition at €6.5 billion and share buybacks for €224 million.

Buoyed by the excellent 2022 results, the Group's Board of Directors will ask the Annual General Meeting to maintain a dividend of €1.80 per share.

FINANCIAL RATINGS
at 31 December 2022

	LONG-TERM	OUTLOOK
Standard & Poor's	A-	Negative outlook
Moody's	A3	Stable outlook

Outlook

The outlook below is based on information known to date.

In an unstable environment, marked by inflation, rising interest rates and currency volatility, the Group is aiming for 2023 sales close to those of 2022, as well as an increase in its current operating profit from activities (COPA). This outlook is based on 2022 proforma financial information that assumes the Equans acquisition was completed on 1 January 2022, namely sales of €54.4 billion and current operating profit from activities of €2,164 million.

For 2023, Bouygues Telecom is targeting:

- an increase in sales billed to customers
- EBITDA after Leases of around €1.9 billion
- gross capital expenditure of around €1.5 billion excluding frequencies

FRANCE - Bouygues Construction is building the Olympic Aquatics Centre in Saint-Denis, north of Paris, which will be one of the major sports facilities of the upcoming Olympic Games in Paris.

Our overall performance

Scope: Global

	2020	2021	2022	Factored into the remuneration of Executive Officers 2021	Factored into the remuneration of Executive Officers 2022	SDG*
HUMAN CAPITAL						
• Workplace accident[a] frequency rate	5.1	4.7	4.5[b]	■	●	8
• Share of women managers[c] (department head or higher)	17.4%	18.9%	20.6[d]%		●	5
• Number of employees trained	80,165	76,087	84,831[b]			8
• Number of employees with disabilities (in France)	1,927	1,904	1,993[b]			8
ECONOMIC CAPITAL in millions of euros; Equans consolidated in Q4 2022.						
• Sales	34,694	37,589	44,322			9 and 11
• Current operating profit from activities	n.a	1,734	2,018			
• Current operating profit	1,222	1,693	1,962	■	●	
• Net profit attributable to the Group	696	1,125	973	■	●	
• Net debt	1,981	941	7,440[e]	■	●	
• Bouygues share price performance[f]	-11.2%	-6.4%	-10.96%	■	●	
NATURAL CAPITAL						
• Carbon emissions millions of tonnes of CO_2 equivalent	15.9	16.5	15.4	■	●	13
• Carbon intensity in tonnes of CO_2 equivalent per € million of sales	461	437	377		●	13
• CDP score	A-	A-	B	■	●	13
• Percentage of recycled asphalt aggregate in hot and cold asphalt mixes sold	n.a	16%	17.5%	■	●	12 and 15
• Handsets collected for recycling or re-use	228,494	256,194	296,189	●	●	12

■ Criterion or performance condition factored into variable renuneration.
● Theme factored into the criteria and performance conditions of the 2022 remuneration policy.
(*) It is Bouygues' policy to help attain the UN Sustainable Development Goals (SDG), with a focus on these five, which are tightly connected to its core businesses. See also p.18 of this report.
(a) Number of accidents involving time off work x 1,000,000/Number of hours worked.
(b) Excluding Equans.
(c) Indicator of the 2021-2023 gender balance plan.
(d) Includes Equans (France scope).
(e) Acquisition of Equans for €6.5 billion, estimated at the date of acquisition, and buyback of treasury shares for €224 million
(f) Share price performance between 2 January after market opening and 31 December after market close.
n.a. = not applicable

3 How we create value

Drawing on its resilient business model, the Bouygues group aims to create value over the long term for all its stakeholders.

UNITED KINGDOM

Bouygues Travaux Publics is helping to build the HS2 high-speed rail line, which will connect London to Birmingham.
The Bouygues Construction subsidiary is working on a 21.6 km section of the country's second high-speed rail line.

Creating value

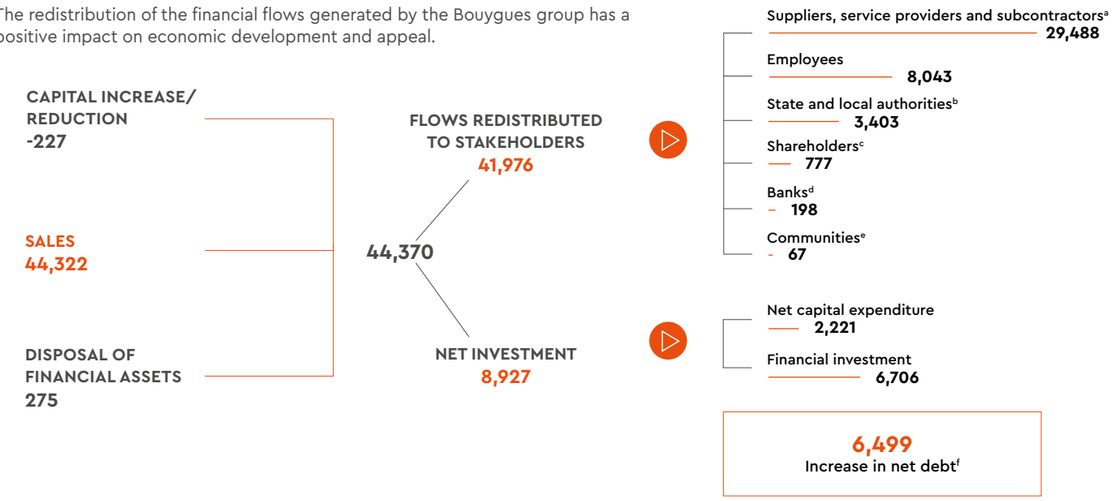
The Group's strategy aims to create value for all its stakeholders.

The Group wants to expand its existing business segments, which all operate on buoyant sectors, by carrying out targeted external growth transactions, while at the same time ensuring that its products and services remain competitive and that its profitability targets are met, which are both essential to its long-term viability. This development strategy, coupled with the diversity of our business segments, provides the Group with a high level of resilience, allowing us to generate free cash flow over the long term for the benefit of our customers, our employees, our shareholders and, more broadly, all our stakeholders.

FINANCIAL FLOWS GENERATED BY THE GROUP IN 2022

€m

The redistribution of the financial flows generated by the Bouygues group has a positive impact on economic development and appeal.



(a) Purchases and other external expenditure.
(b) Corporation tax, social security contributions, sectoral taxes, other taxes (o/w 2,503 in France).
(c) 2021 dividends paid in 2022, of which €99 million paid to employees.
(d) Cost of net debt.
(e) Donations, patronage and sponsorship.
(f) After changes in the working capital requirement (WCR), currency effects and the amount (net of tax) received on the closing out of the pre-hedging swaps.
The contribution of Equans to the financial flows generated by the Bouygues group in 2022 only factors in the sales posted in Q4 2022.

LEARN MORE

> 2022 Universal Registration Document, Chapter 3 "SNFP"

CREATING VALUE FOR ALL STAKEHOLDERS

GROUP RESILIENCE

EMPLOYEES
Career development opportunities, upskilling

SHAREHOLDERS
Dividend growth policy

Competitive shareholder returns

SUPPLIERS
Ramp-up of co-innovation and co-development partnerships

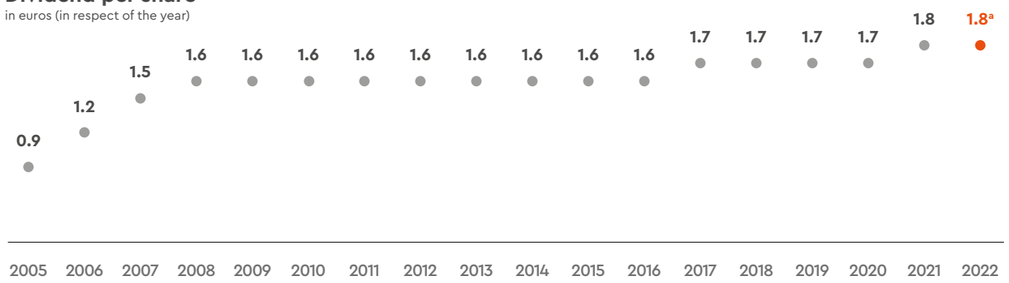
CIVIL SOCIETY
Helping to decarbonise, reduce the isolation of rural communities, fight the digital divide and promote French and European culture

CUSTOMERS
Innovative, sustainable and high-quality products and services

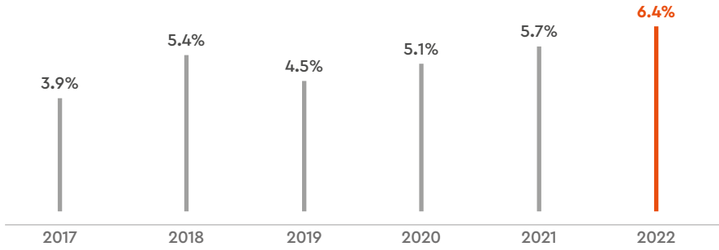
DIVIDEND POLICY FORMS PART OF A LONG-TERM STRATEGY

Dividend per share

in euros (in respect of the year)



Dividend yield[a]



(a) Divided per share relative to the closing price of the previous year. Submitted for approval by the Board of Directors to the Annual General Meeting of 27 April 2023.

Tax policy

The Group is committed to exemplary tax conduct in all the countries where it operates, in keeping with the fundamentals of its culture. This conduct is based on seven key principles, which are described below.

1. Geographical operations strategy

The Group's decision to establish operations in a particular country is determined by its desire to develop the best products and services and to serve its clients in that country as well as possible. The Group may therefore be present (albeit marginally) in countries viewed as preferential tax jurisdictions. This strategy is driven exclusively by commercial objectives.

2. Fiscal citizenship

The Group does not have an aggressive tax policy. This means it only carries out transactions that have a strictly commercial motivation and are not artificial. The entities used are not based on tax optimisation schemes. The Group pays a substantial amount in taxes and duties both in France and abroad.

3. Compliance with legal requirements and tax laws

To this end, the remit and resources of its tax management are structured so as to achieve perfect compliance with evolving regulations in countries where the Group operates.

4. Respect for OECD principles

Intra-group transactions, which are detailed in the transfer pricing documentation, are limited within the Group. They are priced in line with the "principle of free competition" enshrined in OECD recommendations and by the European Union.

5. Relations with local tax authorities

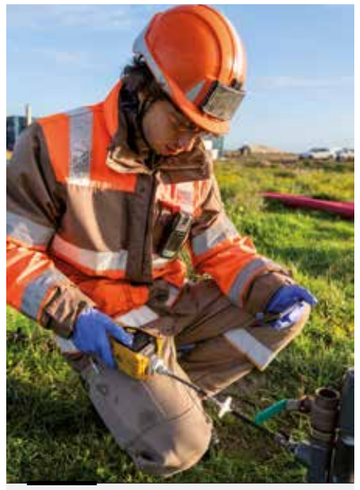
The Group strives to build and maintain constructive relations with local authorities based on mutual respect.

6. Managing tax risk

Tax management seeks to eliminate, to the extent possible, the risk arising from uncertainty or complexity in interpreting laws and regulations, and to defend the Group's interests while respecting the spirit and letter of the texts and the objective sought by the legislator.

7. Governance

This tax policy is set out at the level of Bouygues SA and has been brought to the attention of the Group's Board of Directors. The Chief Executive Officers and Chief Financial Officers of Group entities, assisted by their tax teams, implement this policy locally. Each year, the correct application of this policy is reviewed by internal control and, where relevant, by internal audit.



FRANCE - At the Dunkirk refinery decontamination site, a Colas Environnement employee takes readings to measure the pollutants present in the soil.

LEARN MORE

> Tax policy

Scan this QR code (app and internet connection required)

For customers

The Bouygues group prioritises meeting the needs and expectations of its customers. To this end, the business segments develop innovative, environmentally friendly products and services that create value.

FRANCE - Bouygues Immobilier's Seine Parisii project aims to transform a former brownfield site in Cormeilles-en-Parisis, west of Paris, into a mixed-use neighbourhood around a marina.

CHAMPIONING RESPONSIBLE PRACTICES

Seine Parisii. UrbanEra, Bouygues Immobilier's subsidiary specialising in developing and managing mixed-use neighbourhoods, is transforming a brownfield site in Cormeilles-en-Parisis, west of Paris. Seine Parisii is a new district taking shape around a marina, where the emphasis is on fostering new habits and practices. Alongside convenience stores and other amenities, the neighbourhood will be especially designed to encourage walking, cycling and public transport. The River Seine will also be a central feature of the development, with plenty of opportunities for river and harbour cruises and other water-based activities. Construction work at the site began in autumn 2022.

FRANCE - Climate-related formats on the TF1 and LCI TV channels, such as this weather forecast presented by Evelyne Dhéliat, now carry a new label: "Notre planète" (Our planet).

TF1 news climate roadmap. TF1 group's News department is pursuing and stepping up efforts to raiser viewers' awareness about the ecological transition. All new climate-related formats and reports in TF1 news bulletins, as well as in programmes on LCI and TF1 Info, now carry a new label: "Notre planète" (Our planet). The group has also convened a committee of environmental experts to help editorial teams prepare features on the ecological transition. These efforts reflect TF1's determination to help boost media coverage about climate issues throughout France.

Source. Mounting concerns over the environmental impact of digital technology are prompting a shift towards more socially responsible consumer practices and increased support for good causes. "Source", the new plan from Bouygues Telecom, is a direct response to this emerging trend. Combining digital sustainability and mutual assistance, the plan is aimed at people who want to adopt new, more responsible consumption habits. How does it work? The plan comes with 40 GB of monthly data. Any unused data remaining at the end of each month is automatically converted into "droplets", which customers can donate to the non-profit of their choice directly via the app.

BUILDING CLOSE TIES WITH CUSTOMERS

Rethinking customer relations

Bouygues Telecom is using innovation to shape a closer relationship with its customers to help it meet their needs better. In 2022, for instance, it introduced a new system whereby customers can enjoy direct video contact with an advisor. In 2016, it established a Customer Committee composed of around 30 customers, including 20 new members who joined the committee in 2022. The committee works directly with employees to identify and prioritise customers' needs, giving members a say in continuous service quality improvement. The committee is also tasked with choosing three favourites from among NGO projects selected by the Bouygues Telecom Corporate Foundation so that they may receive additional support.

Bouygues Immobilier uses satisfaction surveys carried out at the time of purchase and handover, together with the Net Promoter Score[a], to gain insights into customer satisfaction and to ensure the continuous improvement of services and construction quality. It also consults residents and other local stakeholders during the project design and construction phases.

Dense local coverage

Equans and Bouygues Energies & Services are harnessing their multi-technical expertise to support the industrial, energy and digital transitions in urban and rural communities. To achieve this, they need to be close to their customers, which is why they operate in over 20 countries and have over 400 branches in France alone.

Colas operates in over 50 countries worldwide, drawing on a dense network of local sites to deliver its services, primarily in transport infrastructure maintenance (for roads, rail, airports and more). As a result, Colas completes thousands of small projects each year, sourcing the bulk of its materials locally.

FRANCE
Laure Joslet
Head of B2B and B2C marketing at Bouygues Telecom

"This co-construction process, facilitated by the Customer Committee, is key to ensuring that our customers' requirements are fully adressed."

FRANCE - Bouygues Telecom has launched a new service allowing customers to enjoy direct video contact with an advisor.

The "*Mon empreinte smartphone*" app (My Smartphone footprint), which encourages more sustainable mobile phone use, has been downloaded over

70,000 times

(a) Used to measure customer satisfaction and the likelihood someone will recommend a brand, product or service. It expresses the percentage of customers likely to recommend the brand, product or service (promoters), minus the percentage of dissatisfied customers (detractors).

MOBILITIES

Metro

Colas Rail has been heavily involved in the construction of Cairo's metro system since 1980. In April 2022, Colas Rail signed a contract with Mitsubishi Corporation for the construction of the first phase of line 4 of the Cairo metro. The 19-km long line will have 16 stations and serve several famous sites such as the Grand Egyptian Museum and the Giza pyramids. This major transport link will make travel easier for all by offering new connections and relieving road traffic congestion.

COLAS

EGYPT - Colas and Bouygues Construction have been involved in the construction of Cairo's metro system since the 1980s.

High-speed rail line

In the UK, Bouygues Travaux Publics is building HS2 Phase One, the country's second high-speed rail line, which will connect London to Birmingham. This vast, technically challenging venture demands a broad set of skills and expertise. Daniel Altier, Project director for HS2 Phase One, says: "This is a future-shaping project for the UK, which has made rail freight a central element of its levelling up agenda for the north of the country."

UNITED KINGDOM - Just outside London, Bouygues Travaux Publics and VSL, both Bouygues Construction subsidiaries, are helping to build Section C1 of what will soon be the country's second high-speed rail line.

Bus rapid transit link

In French Guiana, Colas is helping to build a new 10-kilometre bus rapid transit (BRT) system. "Working on a public transport project that will make a real difference to people's lives is an incredibly rewarding experience," says works supervisor Léa Blandin. Aside from the bus lanes, the network will also include a maintenance centre and 21 bus stops. Particular emphasis is placed on biodiversity around the project site, with an environmental engineer providing regular input.

COLAS

GUIANA - 300 Colas employees are working on this bus rapid transit link. The photo shows Léa Blandin, a works supervisor at the maintenance and stabling facility

UNITED STATES - Systecon, a US subsidiary of Equans, has been operating in West Chester, in the suburbs of Cincinnati, for over 50 years. In this plant, employees are producing modular HVAC solutions.

ENERGY OPTIMISATION

Energy efficiency

The drive for more modern, energy-efficient buildings demands high value-added solutions for managing intermittent power sources, and for optimising energy generation, distribution and use. Equans provides the infrastructure and targeted solutions required to address these challenges, from heat pumps and LED lighting to decentralised and combined energy systems and low-carbon mini-grid and micro-grid technologies.

EQUANS

Green hydrogen

Bouygues Energies & Services is deepening its expertise in green hydrogen, building on ongoing advances to shrink the carbon footprint of its operations – and, in doing so, staking out a position as a pioneer in the field and setting an example for zero-carbon mobility. It is currently testing use cases at around dozen projects in France and abroad. "With renewable hydrogen, we're expanding our range of solutions to help customers decarbonise their businesses," says Caroline Mazzoleni, Deputy Director of Hydrogen and Smart Energies at Bouygues Energies & Services.

BOUYGUES ENERGIES & SERVICES

FRANCE - In south-west France, Bouygues Energies & Services is working on the Sepher project, whose aim is to roll out electricity generation systems using hydrogen produced from renewable energies at remote locations operated by DSNA (France's air traffic control agency).

For employees

Through our efforts in 2022, we deepened our commitment to gender balance and inclusion, consolidated our drawing power and extended a warm welcome to our colleagues at Equans.

Welcoming and onboarding Equans

On 4 October 2022, the Group completed the acquisition of Equans, a former Engie subsidiary. An onboarding day for the company's 86 top managers, organised by Bouygues SA, was held on 18 October. In a departure from standard practice, each Equans manager was paired with a Bouygues group manager – an arrangement that fostered interaction and eased the induction process. Members of the Group Management Committee gave an interactive presentation that provided a detailed overview of the Group, touching on the fundamentals of its culture, its financial and HR ethics, and its five long-standing business segments.

Listening to employees

In 2021, Colas conducted its first "Dialogue" survey to gauge employee satisfaction on issues such as safety and well-being in the workplace. It repeated the exercise in September 2022 (in 49 countries and 22 languages) to measure changes in these perceptions, with an impressive 77% of employees taking part in the survey. Bouygues Construction entities also conducted internal perception surveys, which again registered high employee participation rates (75% in Switzerland, 82% in France), as at Bouygues Immobilier (82%).

WORLD - At the Equans manager onboarding meeting, each Equans manager was paired up with a manager from the Bouygues group. In the photo, Olivier Feist, Chief Financial & Performance Officer France for Equans sits with his "mentor" Sandrine Brissart, Director of Human Resources for Bouygues Telecom

FRANCE - The Starting B. social media campaign during the 2022 EWPD.

Training, hiring and raising awareness

The IMB "Trajectoire" programme, which took gold at the "Grand Prix Syntec Conseil" 2022 awards held in Paris, is geared exclusively towards high-flying female employees. For the 40 women who took part, the programme was an opportunity to prepare to take on wider responsibilities, to develop their individual and collective impact, to work towards their career goals and to build their network.

In France, Colas has launched a wide-ranging, multi-channel recruitment campaign backed by a strong message that emphasises the multitude of career opportunities on offer. It offers individually tailored career guidance and occupational integration support through schemes such as its Graduate Programme and international business internships. Bouygues Immobilier uses its BI Learn on-line learning platform to train employees outside France, either in English or in their mother tongue.

In France, Bouygues Construction and Colas showcased their activities during "Smart City Week" as a way to encourage young girls still at school to consider careers in the construction sector. On 7 December, they were introduced to technical and technological professions at the Girls@tec event, hosted by Bouygues Telecom in Paris and Bordeaux.

Meanwhile, the #MonStageChezTF1 scheme gave a group of 14-year-old school students, selected via a nationwide video contest, a chance to go behind the scenes at TF1 and learn more about its professions.

Championing inclusion

The annual Group-wide mentoring scheme for women was run for a fifth time in 2022. A total of 130 women have been mentored through this scheme over the past five years.

As part of "Speak Up", a procedure for combating sexist behaviour and harassment in the workplace, Bouygues Construction's harassment liaison officers gave presentations to senior executives and distributed an internal guide. Colas ran a global communication campaign, as part of which it distributed a new booklet entitled "Gender Discrimination: See it, Name it, Stop it".

In 2021, Bouygues boosted its disability-friendly policy by launching Starting B., a new initiative that structures the Group's actions to raise awareness of disability. In 2022, the Group published a series of inspirational podcasts that aim to change attitudes towards disabilities – both visible and non-visible – among employees and the wider public.

LEARN MORE

> See the Starting B. campaign

Scan this QR code (app and internet connection required)

For civil society

Bouygues and its business segments engage in dialogue with civil society. Through their corporate foundations and dedicated departments, senior management and employees back a wide variety of projects, including initiatives to support non-profits and underprivileged communities.

Supporting deserving school leavers

The Francis Bouygues Corporate Foundation provides high achiever grants and moral support to motivated school leavers who face financial difficulties in higher education and helps them fulfil ambitious career goals. Since 2005, some 1,189 students from over 40 countries have received financial support and assistance from Group mentors, whose role is to be attentive to their grant-holder and provide tailored advice. They also promote values based on trust, sharing and mutual respect. In 2022, the Foundation welcomed its 18th intake.

Support for the not-for-profit sector

At France's "National Forum for Non-profits and Foundations", held in October 2022, Bouygues Telecom and its Foundation officially announced a series of pledges for the non-profit sector. Bouygues Telecom is working to widen access to technology and harness its power to bring people closer together. Through its corporate foundation, it provides the technology, funding and expertise that non-profits and their volunteers need.

Its people's commitment

The business segments actively encourage employees to do their bit for local charities and non-profits. Bouygues Immobilier held its annual Solid'R corporate community action day, supporting around 60 organisations, in France and abroad, working in areas that tie in with its sustainable development strategy. In north-western France, for instance, employees took part in a community litter-picking drive.

Also in 2022, all the Group's business segments stepped up to support people affected by the war in **Ukraine**: supplies, essential items and electronic equipment were collected and donated to help refugees.

FRANCE - Since 2005, 1,189 students have been supported by the Francis Bouygues corporate foundation.

IVORY COAST - Colas is carrying out a reforestation operation in the Yapo-Abbé forest reserve, 30 km from Abidjan, as part of the educational project "Forest and Life" which aims to plant 22,000 trees (7,000 in France and 15,000 in Ivory Coast). Over 600 children in both countries are taking part in this endeavour.

FRANCE
Oumou
a Francis Bouygues Foundation grant-holder

"I was surprised to learn that the Foundation doesn't just award grants. It provides long-term moral support, which is what really counts."

For suppliers and subcontractors

Bouygues proactively applies environmentally responsible principles in its purchasing and outsourcing. It aims to select partners offering products and services that innovate in technology, the environment and society.

WORLD - All of the group's suppliers met at Challenger, Bouygues Construction's head office, on 23 November for the Committed Supply Chain Forum (CSC Forum) to discuss climate change and the decarbonisation targets to be achieved. In total, over 400 French and international Bouygues Construction suppliers and subcontractors took part in the event.

CSR CHARTER FOR SUPPLIERS AND SUBCONTRACTORS

The Group-wide CSR Charter for Suppliers and Subcontractors, which was introduced in 2009 and updated in 2022, sets out the key commitments that must be upheld by companies wanting to do business with the Group. This document is appended to orders and/or contracts managed by the parent company and by the purchasing departments of its five business segments. The charter imposes certain requirements and failure to comply can lead to measures that may go as far as contract termination.

In the foreword to the updated version, Martin Bouygues and Olivier Roussat emphasise two priorities: mitigating environmental harm and preventing the risks of serious human rights abuses. The wording of the charter reflects these priorities and contains two additions:

- The following clarification is given in the section on climate, biodiversity and resources: *"The Supplier strives to co-construct and offer solutions that minimise the greenhouse gas emissions related to its products and services (e.g. eco-designed products, bio-based materials, circular economy and/or function-oriented business models)."*
- In the sub-section on the use of forced or compulsory labour, the final paragraph reads as follows: "All recruitment costs (passport, visa, insurance, travel, medical examination costs, etc.) must be covered by the employer and not the employee."[a]

LEARN MORE

> CSR Charter for suppliers and subcontractors

Scan this QR code (app and internet connection required)

(a) In reference to the "Employer Pays Principle" championed by the Institute for Human Rights and Business: The Employer Pays Principle | Institute for Human Rights and Business (ihrb.org)

ENGAGING WITH SUPPLIERS

In 2022, all of the Group's business segments held Supplier Conventions. At these events, dubbed "Carbon Fighters", each business segment invites key suppliers and subcontractors to discuss responsible supply chain and purchasing priorities and to help identify the associated drivers. Éric Bouret, Director of Purchasing at Bouygues Construction, said: *"As a leading construction company and a major buyer, we have a duty to provide the impetus and to get the ball rolling. But we can't do that without the input of our suppliers and subcontractors."*

All of the Group's business segments also subject their suppliers to performance assessments by EcoVadis (a platform that assesses CSR performance and responsible purchasing).

75%

of Bouygues Construction's carbon footprint stems from its purchasing. The Supplier Conventions are therefore vital opportunities to enlist Bouygues' supply chain in decarbonising its business.

FRANCE
Éric Bouret
Purchasing Director, Bouygues Construction group

"Today, the construction sector accounts for 38% of greenhouse gas emissions and 70% of the waste produced in France. As a result, it is imperative that we act together to promote sustainable construction."

4 Our governance

The Bouygues group enjoys stable governance that allows it to implement its value-creation strategy over the long term. In keeping with its culture, diverse activities and unique ownership structure, the Group focuses on trust and empowerment, as well as on dialogue between the parent company and the business segments.

FRANCE

Directors of the Bouygues group attended a training session in September 2022 entitled "The economy and the climate emergency".

A Board of Directors serving a long-term vision

Membership of the Board of Directors

at 23 February 2023

- Martin Bouygues
  Chairman

- Olivier Bouygues

- Charlotte Bouygues
  Standing representative of SCDM[a]

- William Bouygues
  Standing representative of SCDM Participations

- Félicie Burelle[b]

- Pascaline de Dreuzy

- Clara Gaymard

- Benoît Maes

- Rose-Marie Van Lerberghe

- Alexandre de Rothschild

- Bernard Allain

- Béatrice Besombes

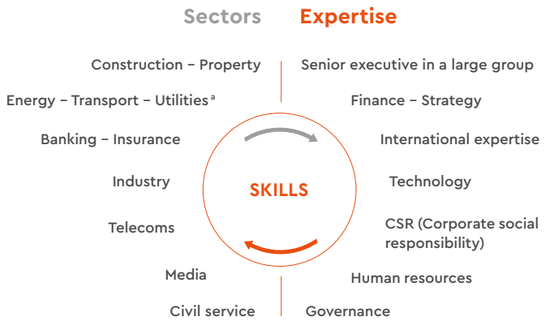
- Raphaëlle Deflesselle

- Michèle Vilain

● Member of the SCDM[b] group ● Independent director ● Non-independent external director
● Director representing employees ● Director representing employee shareholders

(a) SCDM is a simplified joint stock company controlled by Martin Bouygues, Olivier Bouygues and their families.
(b) Félicie Burelle has been a director since 28 April 2022. She replaced Colette Lewiner.

VARIED AND COMPLEMENTARY EXPERIENCE AND SKILL SETS



(a) Water, electricity and other public services.

Key figures

at 23 February 2023

50% Independent directors[a]	**50%** Women on the Board[a]
9.2 years Average seniority of directors	**56.6 years** Average age of directors
5 directors with CSR/Climate experience	**6** directors with international experience

(a) Excluding directors representing employees and employee shareholders.

Work of the Board and its committees in 2022

WORK ON THE GROUP'S MAJOR STRATEGIC CHALLENGES

The Board of directors ensures the Group's strategy is followed. All major strategic decisions affecting Bouygues and its business segments are reviewed during meetings. In 2022, the Board focused mainly on the acquisition and integration of Equans, the proposed merger between TF1 and M6, innovation in the construction industry, the Climate strategy, sustainable and responsible initiatives (energy efficiency, inflation, etc.), the green taxonomy and the Gender Balance plan.

(a) Corporate social responsibility.

2022 key figures

98%
Average attendance

6
Board meetings of which 3 dedicated to acquisitions

16
Committee meetings of which 4 dedicated to CSR and 7 to remuneration and governance

THE WORK OF THE THREE SPECIAL COMMITTEES IN 2022

Audit Committee

Benoît Maes
Chairman

Main duties:

- Oversees the preparation of accounting, financial and non-financial information
- Monitors the effectiveness of internal control and risk management systems
- Examines the risks and main litigation map
- Monitors the work of the auditors

5 meetings
100% average attendance

Selection and Remuneration Committee

Pascaline De Dreuzy
Chair

Main duties:

- Makes recommendations to the Board on appointments and term-of-office renewals for directors, the CEO and Deputy CEOs
- Makes recommendations to the Board on the composition of committees
- Proposes the remuneration policy for corporate officers to the Board of Directors

6 meetings
100% average attendance

Ethics, CSR and Patronage Committee

Rose-Marie Van Lerberghe
Chair

Main duties:

- Ensures compliance with the Group's values and rules of conduct
- Monitors issues related to compliance, CSR and changes to business models
- Examines the statement on non-financial performance and the vigilance plan and gives its opinion to the Board on these matters
- Gives opinion to the Board on patronage initiatives

5 meetings
100% average attendance

LEARN MORE

> 2022 Universal Registration Document, Chapter 2.4
"The Board of Directors" (available on bouygues.com on 23 March 2023)

Senior management team and remuneration

The Group Management Committee comprises the parent company Executive Officers and the business segments heads, who all have vast experience in the Group. Each business segment defines its own strategy within the overall vision as determined by the parent company. As such, the business segments work to meet the Group's major challenges whilst retaining significant freedom in managing their operations. Continuous and constructive dialogue between the parent company and the business segments is key to ensuring harmonisation and coordination at the highest level.

Senior management team

at 23 February 2023

Bouygues SA:

The parent company has a significant presence on the boards of each of the Group's six business segments, enabling it to help define their strategy and play an active part in making their important decisions.

Olivier Roussat
Chief Executive Officer

Edward Bouygues
Deputy CEO
Telecoms development, CSR and Innovation

Pascal Grangé
Deputy CEO
Chief Financial Officer

Marie-Luce Godinot
Senior Vice-President Innovation, Sustainable Development and Information Systems

Jean-Manuel Soussan
Senior Vice-President Director of Human resources

Didier Casas
General Counsel

The business segments' senior management team:

Each business-segment head attends all Bouygues group Board meetings.

Pascal Minault
Chairman and CEO
Bouygues Construction

Bernard Mounier
Chairman
Bouygues Immobilier

Frédéric Gardès
Chairman and CEO
Colas

Jérôme Stubler[a]
President
Equans

Rodolphe Belmer[b]
Chairman and CEO
TF1

Benoît Torloting
CEO
Bouygues Telecom

PROPORTION OF WOMEN IN SENIOR MANAGEMENT (AT MANAGEMENT COMMITTEE/EXECUTIVE COMMITTEE[c] LEVEL)

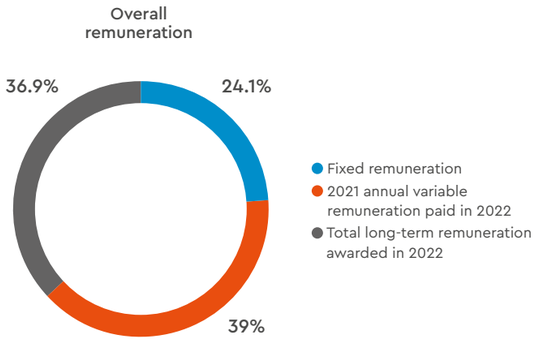
Bouygues Construction	Bouygues Immobilier	COLAS	EQUANS	TF1 LE GROUPE	bouygues TELECOM
10%	18%	12%	15%	36%	41%

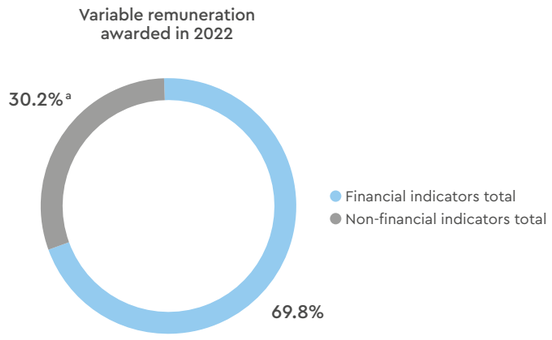
In line with practices at the parent company, the Boards of Directors of each business segment are supported by committees that enhance their decision-making in areas such as audit, business ethics and remuneration.

(a) Bouygues completed the acquisition of Equans on 4 October 2022.
(b) Rodolphe Belmer was appointed CEO of TF1 on 27 October 2022. He is Chairman and CEO of TF1 since 13 February 2023.
(c) Data at 31/01/2023 relating to all of each management committee or executive committee, including the chair, chief executive officer or chair & chief executive officer.

REMUNERATION OF THE CEO

Remuneration for Olivier Roussat in 2022





(a) 17.1% of the criteria used to determine variable remuneration encompasses a set of CSR criteria such as compliance, gender balance, health and safety, the environment, and the Group's human resources commitments made at the time of the Equans acquisition and 13.2% refer to other non-financial criteria relating to management.

REMUNERATION STRUCTURE FOR 2023

The remuneration principles applied in 2022 were in the same vein as in 2021, namely to make remuneration contingent on attainment of annual targets, long-term performance and non-financial criteria linked to the Climate strategy and the Gender Balance plan.

	OBJECTIVES OF THE REMUNERATION STRUCTURE	CRITERIA AND CONDITIONS GOVERNING REMUNERATION
Fixed remuneration	Fixed remuneration is determined according to the level and complexity of the person's responsibilities, experience in the post and length of service with the Group, and practices followed by groups or companies carrying out comparable activities.	n.a.
Annual variable remuneration	Annual variable remuneration is designed to make executive pay contingent on attainment of annual targets and progress on strategy, in a manner consistent with corporate interests.	• Business performance • Financial structure • Progress on strategic priorities • Non-financial performance: compliance, health and safety, Climate and Gender balance strategies, management
Long-term variable remuneration	The long-term variable component links senior executive pay to the attainment of medium- and long-term targets and strategic priorities, as well as strengthening alignment between the interests of executives and minority shareholders.	• Continuing employment condition • Long-term variable pay is contingent on business performance (ROCE), share performance (benchmarking) and non-financial performance (Climate and Gender balance strategies).

n.a.: not applicable

Ethics and compliance: a permanent commitment by the Group

A CODE OF ETHICS

AN ANTI-CORRUPTION CODE OF CONDUCT AND FOUR COMPLIANCE PROGRAMMES

- Financial information and securities trading
- Competition
- Conflicts of interest
- Embargoes and export restrictions

A "GIFTS AND HOSPITALITY" POLICY

Stakeholder committee

The stakeholder committee met for the third time in June 2022, following previous meetings in 2018 and 2021. Its members included seven eminent figures from outside the Group, chosen for their representativeness and their expertise, plus members of the Group Duty of Vigilance committee. The committee serves as a forum for constructive dialogue to help move Bouygues' vigilance plan forward.

In 2006, the Bouygues group introduced a Code of Ethics, which sets out the main values to which the Group and its employees are expected to adhere in performing their professional duties, no matter where they are in the world. This code is intended to help employees make decisions in real-life situations by referring to clear and precise principles. The Code of Ethics is available at bouygues.com/en/ethics-and-compliance/

The Code of Ethics is supplemented by an Anti-Corruption Code of Conduct and a series of Compliance programmes, through which the Group reiterates the main regulations and rules of conduct that apply. These ethics-related documents specify the measures for information, prevention, control and penalties that are to be implemented within the business segments. More specifically, the Anti-Corruption Code of Conduct outlines the Bouygues group's zero-tolerance stance on corruption and influence peddling. It reiterates its position as to the duty of vigilance that everyone must exercise, along with the resulting responsibilities – especially for senior executives. The Anti-Corruption Code of Conduct is available at bouygues.com/en/ethics-and-compliance.

These ethics-related documents, which are disseminated to employees, are updated regularly based on feedback. In 2017, a new programme on embargoes was disseminated to employees. In 2020, the Group also published a new "Gifts and Hospitality" policy, setting out guidance on when and how employees are permitted to offer or accept gifts and invitations in the course of their professional duties. In 2022, the Group updated its Code of Ethics and its Anti-Corruption Compliance programme – now known as the Anti-Corruption Code of Conduct – to factor in recent legislative and regulatory developments and to make these documents more tangible and operational.

The corporate whistleblowing facility also underwent a revision following the transposition of the European Directive on the protection of whistleblowers. As a result, the in-house procedure for reporting and processing whistleblowing alerts, which is included in the Code of Ethics, was updated and an internal investigation charter was drafted in order to define a set of common principles to be followed when carrying out internal investigations within the Group. Finally, the on-line platform, in existence since 2018, was overhauled in 2022 to facilitate and encourage the use of the whistleblowing facility. The platform is accessible at: https://alertegroupe.bouygues.com

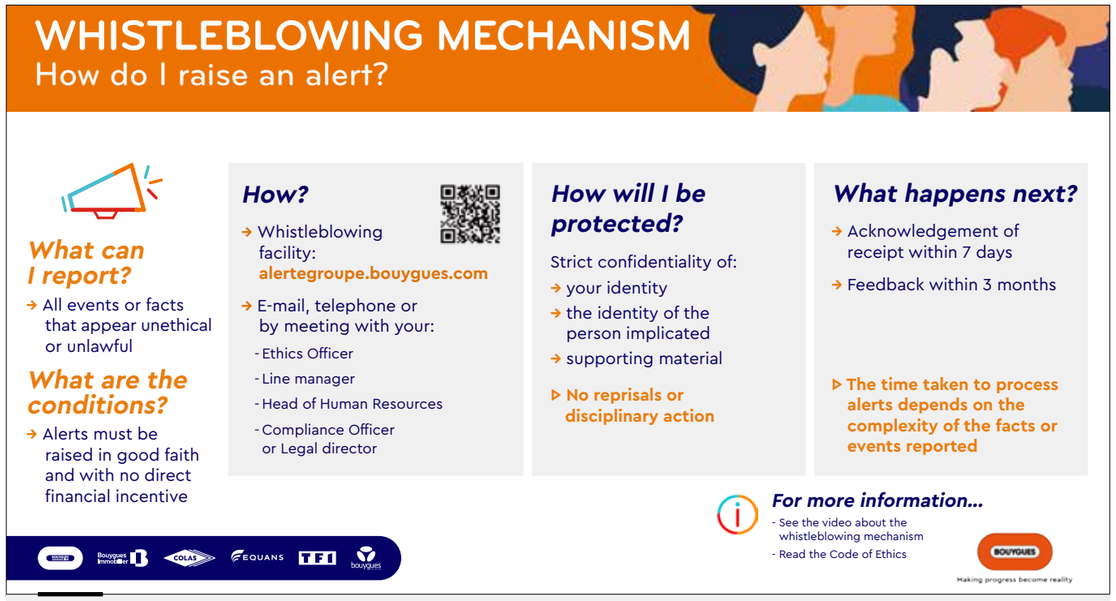
As with the parent company, each business segment has its own Ethics committee and Ethics officer. In 2022, the Ethics, CSR and Patronage Committee and Bouygues' Board of Directors took stock of the measures and mechanisms implemented under the Sapin 2 law.

LEARN MORE

> The Group whistleblowing facility

Scan this QR code (app and internet connection required)

WORLD - In 2022, the Group updated its Code of Ethics and its Anti-Corruption Compliance programme – now known as the Anti-Corruption Code of Conduct – to make these documents more tangible and operational and to factor in the latest regulatory and legislative developments.



WORLD - A new whistleblowing platform was launched at the start of 2023. It can be accessed in all the geographies where the Group operates.

Exercising our duty of vigilance

The Bouygues group is intent on preventing serious infringements of human rights and fundamental freedoms and safeguarding its personnel and the environment. Bouygues' vigilance plan includes measures to identify and prevent violations and address safeguarding concerns in relation to:

- human rights and fundamental freedoms
- the health and safety of its personnel and
- the environment

arising from the business activities of the Bouygues group, its subsidiaries, and the subcontractors and suppliers with which it maintains an established business relationship. It is an integral part of the Group's policy on business ethics and has been implemented in each of the five business segments.

Governance of the vigilance plan

The content of the Group's vigilance plan is based on contributions from business segment committees comprising representatives of their respective CSR, Legal, Purchasing, Human Resources, Health & Safety, and Internal Audit and Control departments. There are also several inter-business segment committees, including the Duty of Vigilance, Climate and Biodiversity, Responsible Purchasing, QSE, Sustainability and Non-financial Reporting committees.

The vigilance plan is also reviewed and endorsed by the executive body of each business segment (on matters within their remit), by Bouygues' Group Management Committee and by the Bouygues SA Ethics, CSR and Patronage Committee.

Pinpointing the main risks

Each business segment has identified, analysed and ranked its risks. The main risks for the Group are connected with:

- risks relating to environmental damage, including water and soil pollution, biodiversity loss, and climate change mitigation and adaptation;
- human rights abuses and violations of fundamental freedoms, especially undeclared work, child labour and forced labour;
- risks relating to security, workplace accidents, occupational illnesses and other health matters, and
- risks relating to supply chains and outsourcing.

Vigilance plans

Formally identifying duty of vigilance risks has led to tougher existing measures and new prevention and mitigation actions. Specific Group-wide governance measures have been implemented by each business segment to oversee the action plans, resulting in higher levels of collaboration among the departments concerned. These measures were presented to the Bouygues Ethics, CSR and Patronage Committee. Other measures and initiatives that apply across the Group include the Human Resources charter and the Climate roadmap.

The Group-wide CSR Charter for Suppliers and Subcontractors, which was updated in 2022, sets out the key commitments that must be upheld by companies wanting to do business with the Group. This document is appended to orders and/or contracts managed by each purchasing department within the Group. Failure to uphold these rules can lead to measures up to and including termination of the contract.

Under a framework contract signed in 2022, the five business segments can now use the EcoVadis platform to assess the CSR performance of their suppliers and subcontractors.

This means that suppliers and subcontractors can be included in remedial measures. In the past two years, 13,224 CSR assessments have been carried out. Each business segment ensures, through external audits, that their suppliers uphold the CSR obligations incumbent upon them. In total, 211 on-site audits have been conducted since 2015 at Bouygues Construction and at Bouygues Telecom.

Whistleblowing facility

In 2006, the Group set up a corporate whistleblowing facility to receive and process all whistleblowing alerts, including those relating to duty of vigilance obligations. The facility is described in the Code of Ethics. An on-line platform was also set up, which was overhauled in 2022 in order to facilitate and encourage the reporting of whistleblowing alerts (see p.60)

The whistleblowing facility is accessible to all and guarantees the strict confidentiality of the whistleblower's identity, the identity of the person(s) implicated in the whistleblowing alert, and the confidentiality of all related information.

LEARN MORE

> 2022 Universal Registration document
- Chapter 3 "SNFP", section 3.4.1
- Chapter 4 Risks and risk management, section 4.3

CSR oversight

Last year, the entire Board of Directors attended an expert-led training session to ensure that the Group's directors factor climate-related issues into their decision-making.

FRANCE – Edward Bouygues introduces the training course for the Group's directors held at Bouygues SA headquarters in September 2022.

GROUP
Rose-Marie Van Lerberghe
director, Chairwoman of the Ethics, CSR and Patronage Committee

"There's no time to waste. The Bouygues group is working hard on this front, with solutions rolled out across all of its business segments. The challenge now is to quicken the pace of progress."

In September 2022, Bouygues group directors attended a training session on the economic implications of the climate emergency. The members of the Board of Directors heard presentations on sustainable finance and the transition to a low-carbon future from three expert speakers: Jean-Marc Jancovici (founder of Carbone 4 and The Shift Project), Laurent Babikian (director at the CDP) and Fabrice Bonnifet (Bouygues' Sustainable Development Director). Laurent Babikian said: *"Training company directors on climate matters is useful because it ensures that informed decisions are made at the very top of the organisation."*

The Bouygues group took this proactive step in order to achieve the very highest standards of climate-related governance, and in view of the importance of this subject to its stakeholders. The idea behind the initiative is to equip Board members with a clear understanding of the impact of climate change on the economy and on the Group's business models, as well as to alert them to the need to rethink these models and to foster the emergence of new low-carbon solutions within its business segments.

GROUP
Clara Gaymard
director

"The Bouygues group plays a central role in our society, especially on account of the diversity and extensive footprint of its business segments. Its full engagement in supporting the environmental transition is absolutely essential."

Managing the risks inherent to the Group's business activities

Risk management is based on the principles which guide employees, namely: prudent thinking, application of experience, pre-emptive action and long-term vision, transparency, and collegial decision-making.

HONG KONG – An employee of Dragages Hong Kong (Bouygues Construction) where the Group has operated for over 50 years.

Risk management procedure

Each year, the major risks – from strategic and operational to financial, legal, IT and ethical risks – are identified and assessed at the operating entity, business segment and Group levels. Action plans are drafted and monitored to improve control over these risks.

This procedure, which follows an annual cycle, involves a large number of operational and support employees who work to supply regular, transparent information to governance bodies and share expertise between generations.

Index

TCFD[a]

	Page(s) of the Integrated Report
GOVERNANCE	
a) Describe the board's oversight of climate-related risks and opportunities	p. 1, p. 56-57, p. 62
b) Describe management's role in assessing and managing climate-related risks and opportunities	p. 2-3, p. 58-59
STRATEGY	
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	p. 17, p. 20, p. 28-37
b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning	p. 16-17, p. 28-37
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	not applicable
RISK MANAGEMENT	
a) Describe the organisation's processes for identifying and assessing climate-related risks	p. 21, p. 62-63
b) Describe the organisation's processes for managing climate-related risks	p. 21, p. 62-63
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	p. 21, p. 62-63
METRICS AND TARGETS	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	p. 41
b) Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks	p. 28-29
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	p. 28-37, p. 41

(a) Task Force on Climate-Related Financial Disclosures. This working group was created following a request by the leaders of the G20 countries. Its aim is to encourage companies and organisations to disclose their climate-related financial risks transparently so that investors may take this into account in their decision-making process (EcoAct definition).

Sustainable Development Goals (SDGs) index

No poverty
p. 18, p. 8-9

Good health and well-being
p. 18, p. 8-9

Quality education
p. 18, p. 38-39

Gender equality
p. 18, p. 38-39

Affordable and clean energy
p. 18, p. 28-35, p. 46-47

Decent work and economic growth
p. 16, p. 18

Industry, innovation and infrastructure
p. 18, p. 19, p. 22-24

Sustainable cities and communities
p. 18, p. 46-49

Responsible consumption and production
p. 18, p. 22-27

Climate action
p. 18, p. 28-37

Life on land
p. 18, p. 36-37

About this Integrated Report

This Integrated Report has been written with all Bouygues group investors, employee shareholders, staff members and other stakeholders in mind.

Purpose: to provide an overview of the Bouygues group, its priorities and its business segments, and explain how it creates long-term value – both financial and non-financial.

Methodology: drawing inspiration from the benchmark framework proposed by IIRC[a], it is the result of collaboration between the Group's senior management and departments at the parent company and in each of the six business segments.

Scope: this report covers fiscal year 2022. The methodology and the scopes of the indicators are described in the Group's Universal Registration Document (available on-line at bouygues.com from 23 March 2023).

Main changes since the previous report: this sixth Integrated Report covers a year in which the Group welcomed Equans as its sixth business segment. It describes the progress made in 2022 in terms of the Group's Climate strategy.

It also details its HR strategy and outlines the value created for its stakeholders. The strategy section of this report contains a fuller description of the Group's risks, its materiality matrix and the SDGs.

Readers are invited to send their questions and comments to:

rapport.integre@bouygues.com

(a) International Integrated Reporting Council

Overview of Group publications

UNIVERSAL REGISTRATION DOCUMENT

Business, financial, accounting, legal, human resources, environmental and social information for the previous year (regulated information). Filed with the AMF (the French securities regulator) every year (in 2023 on 22 March).

INVESTOR PRESENTATIONS

Presentation of the Bouygues group's results, strategies and outlook

BOUYGUESDD AND BOUYGUES INNOVATION BLOGS

News about the Group's CSR initiatives
www.bouyguesdd.com

News about innovation within the Group with a focus on intrapreneurship and open innovation
www.bouygues-innovation.com

BOUYGUES.COM & SOCIAL MEDIA

All the Bouygues group's news, information, publications and job offers of the Bouygues group

Scan this QR code (app and internet connection required)

BOUYGUES GROUP
32 avenue Hoche
F-75378 Paris cedex 08
Tel.: +33 (0)1 44 20 10 00
bouygues.com
LinkedIn: linkedin.com/company/bouygues/

Contacts

Shareholders and investors
Armelle Gary
Investor Relations Director
Tel.: +33 (0)1 44 20 10 79
investors@bouygues.com

Registered share service
Gaëlle Pinçon – Marie-Caroline Thabuy
Tel.: +33 (0)1 44 20 10 61/11 07
Toll free number: 0 805 120 007
(free from a fixed line in France)
servicetitres.actionnaires@bouygues.com

Corporate Communications department
Digital & media team
Tel.: +33 (0)1 44 20 12 01
presse@bouygues.com

BOUYGUES CONSTRUCTION
Challenger
1 avenue Eugène Freyssinet – Guyancourt
F-78061 Saint-Quentin-en-Yvelines cedex
Tel.: +33 (0)1 30 60 33 00
bouygues-construction.com
LinkedIn : linkedin.com/company/bouygues-construction/

BOUYGUES IMMOBILIER
3 boulevard Gallieni
F-92445 Issy-les-Moulineaux cedex
Tel.: +33 (0)1 55 38 25 25
bouygues-immobilier-corporate.com
LinkedIn : linkedin.com/company/bouygues-immobilier/

COLAS
1 rue du Colonel Pierre Avia
F-75015 Paris
Tel.: +33 (0)1 47 61 75 00
colas.com
LinkedIn: linkedin.com/company/colas

EQUANS
49-51 rue Louis Blanc
92400 Courbevoie
Contact-media@equans.com
equans.com
LinkedIn: linkedin.com/company/equans

TF1
1 quai du Point du jour
F-92656 Boulogne-Billancourt cedex
Tel.: +33 (0)1 41 41 12 34
groupe-tf1.fr
LinkedIn: linkedin.com/company/groupetf1/

BOUYGUES TELECOM
37-39 rue Boissière
F-75116 Paris
Tel.: +33 (0)1 39 26 60 33
corporate.bouyguestelecom.fr
LinkedIn: linkedin.com/company/bouygues-telecom/

PEFC Certified
This product is from sustainably managed forests and controlled sources
PEFC 10-31-3162
pefc-france.org

e-accessibility

February 2023 • Bouygues group • Translation: Martin Hemmings and the Bouygues SA Translation department **• Design and production:** TERRE DE SIENNE **• Printed by:** DEJA LINK (Seine-Saint-Denis) • Paper is from sustainably managed forests • Complies with accessibility standards for web content and has ISO 14289–1 certification: Ipedis

Packaging: Certified against the NF T 51–800 standard, the Biopress HC mailing film used to send this publication to Group employees is home compostable and partially bio-based.

Front cover: Systecon, Equans' US subsidiary, has been operating for over fifty years in West Chester, a suburb of Cincinnati. In this factory, the employees manufacture customised modular heating, ventilation and air conditioning solutions.

Photo and rendering credits: Cyril Abad (p. 38); Aurore Baron (p. 50); Jacques Basile (p. 5); F. Berthet (p. 54, 62); V. Breton (p. 58); Bouygues Construction (p. 52); Bouygues Telecom (p. 27, 47); Julien Calligrafi/Colas (p. 37); Y. Chanoit (p . 40, p. 59); J. Chiscano (p. 58); D. Cocatrix (p. 19, p. 53, p. 58); Colas (p. 20, p 29, p. 35); Colas Rail (p. 48); Personal collection (p. 31, 32, 34, 35, 62); J. Cresp (front cover, p. 16, 25, 28, 35, 49, 56, 58); A. Da Silva (p. 58); Dragages Singapore (p. 34); C. Dubois/TF1/Quad Drama (p. 26); EDF UK (p. 22); Equans (Inside front cover, p. 7); A. Février (p. 3, 56, 58, 63); I. Franciosa (p. 62); Greg Gonzales (p. 37); Hawkeye Production/Colas (p. 51); Nedim Imre (p. 46, p. 48, p. 49); Florence Joubert (p. 14); Kréaction (p. 46); R. Klohs photographie (p. 39); J.-F. Labat/Capa Pictures (p. 56); Louis Teran/Dragon Rouge (p. 50); Thomas Laisné (p. 51); Jonathan Le Blanc (p. 7); S. Loubaton (Message from the Chairman, p. 38, p. 58); J. Lutt/Capa Pictures (p. 58); David Michaud (p. 31); G. Pavarini (p. 24); F. Roelant/TF1 (p. 46, p. 58); Shutterstock (p. 53); Shoootin (p. 36); Jeremie Souteyrat (p. 42, p. 48); Peter Taylor (p. 9); Grant Turner (p. 23); L. Zylberman (p. 51). **Architects:** AADDP Architects LLP (p. 34); Atelier Xavier Bohl (p. 46); J-M. Dumas and M. Sananikone/Tag Architecture (p. 36); Weber & Keiling (p. 34)

BOUYGUES

Making progress become reality