

Le Minorange

SPECIAL EDITION NO. 1 • WINTER 2023-2024

BOUYGUES GROUP INTERNAL MAGAZINE

BOUYGUES



SPECIAL EDITION CSR

OUR INITIATIVES
OUR COMMITMENTS





14



8



26



52

Le Minorange CSR, Bouygues Group Internal Magazine – Design/Editing: Bouygues – Director of Communication: Pierre Auberger – Director of Internal Publications and Editor-in-Chief: Matthieu Durand – Publication Manager and Editorial Secretary: Nuran Özdémir – Writers: Céline de Buttet, Benoît Dhoms, Émilie Dupas, Amélie Eleouët, Laura Franchet, Justine Moretti – Photography and Illustration: Itala Bernal, Nuran Özdémir – Translation: Gary Breunig, Mercedes Conde, Yuri Eljach-Uribe, Steve Gough, Karin Merkin, Jörg Ruthel – Bouygues SA Translation Department: Mark Caprioli, Joanne Lynch – Photos/Illustrations/computer graphics: Agence Veodi (p. 38), Cyril Abad (pp. 16, 36, 40), Matthieu Apriou (pp. 116 to 121), Jean-Philippe Balte/TFI (p. 55), Aurore Baron (pp. 78 to 79), Frédéric Berthet (back cover, pp. 74 to 77), Thierry Borredon (p. 114), François Bouriaud/Colas (pp. 11, 98), Maud Chalard (back cover, pp. 37 and 115), Yves Chanoit (p. 20), Didier Cocatrix (p. 84), Ivan Coronado (back cover, pp. 46 to 51), Jean Chiscano (p. 97), Julien Cresp (front cover, inside front cover, pp. 12, 20, 26 to 29, 72), Augusto Da Silva (pp. 17, 18, 81), Dominique Delfino (pp. 98, 99), Kevin Deneuchatel (pp. 4, 5), Dragon Rouge (p. 25), So Dupontrenoux (p. 10), Marie Etchegoyen/TFI (p. 56), Arnaud Février (pp. 3, 15, 30, 31, 42, 64), Fidelity/Federation Entertainment/ Cyrille George Jerusalem/ François Roleants/TFI (p. 57), Christian Fleury (front cover, pp. 100 to 105), Erwan Floch (p. 39), Isabelle Francosa (p. 23), Caroline Gasch (back cover, p. 94), Stéphane Gautier (inside front cover, p. 10), Stephan Gladieu (front cover, pp. 109 to 111), Nicolas Grosmond (p. 68), Claire-Lise Havet (pp. 82 to 85), Nedim Imre (front cover, inside front cover, pp. 22, 58, 60 to 63, 86, 87, 88 to 93, 106 to 108), ITC/TFI (p. 56), Julien Knaub (p. 17), Thomas Laisné/ Dragon Rouge (p. 67), Thomas Laisné (p. 68), Philippe Leroux/Verma/TFI (p. 57), Sophie Loubaton (pp. 17, 22, 24, 93), Allison Mann (p. 105), Elodie Maynard (pp. 44, 45, 69 to 71, 80), A. Moullevois (p. 67), Emmanuel Morel/Colas (p. 43), Guillaume Murat (cover, p. 113), Vladimir Partalo (pp. 96, 97), Xavier-Alexandre Pons (p. 38), François Roleants/Federation/TFI (p. 57), Jérémie Souteyrat (pp. 52 to 54), StockPlanets (p. 41), TelSete/TFI (back cover, inside front cover, p. 56), Grant Turner (pp. 59, 60, 62, 63), Alexandra Wolf/photographic (inside front cover, pp. 14, 22, 42), Media Libraries: Bouygues Group (p. 39), TFI (pp. 32 to 35, 43) – Architects: Atelier 5 (pp. 74, 75), KERN Associes (pp. 88 to 93), SCAU/Chaix & Morel and Associes/Art & Build (pp. 83, 84) – Bouygues: 32, av. Hoche, 75378 Paris cedex 08 – Design and Production: SEBUIK – Coordination: Elisabeth Donetti – Art Director: Elodie Maynard – Layout Artists: Manon David, Nathalie Moquay, Anne Zeller – Production Manager: Jean-François Pointe – Photogravure: Point11 – Printer: Aubin Imprimeur. Printed in France on paper from sustainably managed forests.



CONTENTS

SEE
THE COMPLETE
CSR SPECIAL
EDITION



CONTACT
THE MINORANGE
TEAM:
[leminorange@
bouygues.com](mailto:leminorange@bouygues.com)



82



88

01

CSR, ISSUES & STRATEGY

A mainstay of Bouygues, the ethics policy has been strengthened and broadened to address CSR issues. The Group is also implementing an ambitious Climate strategy to curb its greenhouse gas emissions.

PP. 4 TO 19

02

SOCIAL ETHICS, HUMAN RIGHTS, AND HUMAN RESOURCES

Lying at the heart of CSR, social ethics comprises a set of moral principles such as inclusion and diversity, working conditions and employee safety, and involvement in civil society that are deeply rooted in the Group's values.

PP. 20 TO 67

03

ACTIVITIES & SUSTAINABLE DEVELOPMENT

The Group has put sustainable development at the core of its activities. At every stage of a project or service's life cycle, its companies implement sustainable solutions with the lowest possible environmental impact.

PP. 68 TO 121

EDITORIAL

“

CSR gives us the opportunity to transform and differentiate ourselves.

You are reading a special edition of *Le Minorange* that illustrates through examples and personal experiences the Bouygues Group’s strategy and commitments regarding CSR. But what are we speaking about when we say “CSR”?

It is commonly agreed that Corporate Social Responsibility (CSR) is a concept that calls for businesses to reduce their negative impact on natural ecosystems and society by taking into consideration social and environmental factors. In other words, CSR is the contribution that companies make to sustainable development. The Group has identified and ranked the key CSR issues according to their

importance to its external and internal stakeholders and to their impact on its activities. Among those topping our list of priorities are, of course, the climate and the preservation and restoration of biodiversity. The need for action is urgent, as evidenced by the heatwaves, floods, wildfires, and many other climate disruptions we are witnessing. Quantified decarbonization targets for the Group, to be achieved by 2030, were thus presented to the financial community during a Climate Markets Day in December 2020. A system for monitoring the Group’s decarbonization trajectory has been set up to manage this policy’s implementation, with assistance from SBTi, a global organization that

is providing an objective assessment of our business segments’ actions.

Other important subjects are dealt with in this edition too. They include business ethics and social ethics; health, safety, and well-being at work; the issues of inclusion and diversity; and relations with indigenous peoples in certain regions of the world.

We set out to prepare this special edition with modest aims, and we make no claim to having treated these issues exhaustively or to having named all the initiatives in all the business segments. We did, however, want to highlight certain best practices, some of which may be replicated in other business segments. Many other actions no



doubt deserved mention in these pages, but choices had to be made.

This special edition of *Le Minorange* should not give rise to a sense of self-satisfaction, which would be unproductive and hinder our progress. Much remains to be done. We still have a long road ahead of us to attain our goals.

CSR gives us the opportunity to transform and differentiate ourselves. We must continue to improve our management methods and our commercial offerings, relying on our culture and values, which are the strength of the Group. This transformation must, of course, be consistent with our Code of Ethics. There can be no genuine and effective CSR policy without ethics,

which are the guarantee of the Group's credibility and reputation.

You, the women and men who work for Bouygues, are its greatest asset. Through your efforts, we will continue to meet the many challenges that lie ahead and achieve progress for the common good. I know I can count on you. ●

Olivier Roussat
20 NOVEMBER 2023

FOLLOW OLIVIER ROUSSAT
ON THE SOCIAL NETWORKS

 **LinkedIn**
[linkedin.com/in/olivier-roussat/](https://www.linkedin.com/in/olivier-roussat/)

 **X** (formerly Twitter)
[@OlivierRoussat](https://twitter.com/OlivierRoussat)

A PLANET *in* DISTRESS

CLIMATE. Global warming due to human activities is having devastating effects on Earth and its inhabitants. Here's proof in a few key figures.

By Amélie Eleouet

420 MILLION

hectares of forests destroyed between 1990 and 2020 (deforestation), or an area greater than that of the European Union.



+ 30 CM
the increase in sea level between now and 2050 (+ 9 cm between 1993 and 2021).

2.8%
of the water on Earth is fresh water and 0.7% can be used by humans (excluding glaciers and permanent snow).

+ 65%
the increase in the glacier melt rate between 1990 and 2017.

70% TO 90%
of coral reefs will disappear with global warming of 1.5°C and 99% if the increase is 2°C.



x 15
the number of deaths linked to climate phenomena (floods, droughts, storms) during the last 10 years.

Sources: Centre d'information sur l'eau, Commissioner General for Sustainable Development (CGDD), FAO, Intergovernmental Panel on Climate Change (IPCC), United Nations High Commissioner for Refugees, NOAA, WMO, French Public Health Administration, WWF.

+ 51%

in greenhouse gas emissions worldwide between 1990 and 2020 (- 28% in France and - 32% in the European Union).

40,000

premature deaths per year in France and life expectancy reduced by 8 months due to exposure to fine particulate matter.

1 BILLION

people exposed to extreme heat every five years if global warming reaches 1.5°C. In cities with few trees, the human mortality rate linked to heat will increase by 18%.

GLOBAL WARMING

50%

OF THE WORLD POPULATION is threatened by climate change.

+ 1.5°C

There is a 50 percent chance that the global average temperature will rise by 1.5°C by 2026. The increase was 1.1°C between 2011 and 2020.

+ 2°C

The Paris Agreement (2015) aims to hold "the increase in the global average temperature to well below 2°C above pre-industrial levels."

→ **LEARN HOW THE CLIMATE IS CHANGING – A REPORT USING AUGMENTED REALITY BY TF1 (In French)**



→ **READ THE TF1 INFO ARTICLE ON THE MARCH 2023 REPORT OF THE GIEC (In French)**



→ **STAY OPTIMISTIC WITH TF1 AND BOUYGUES TELECOM, which provide clear information and motivating and replicable solutions. (Positive impacts, p. 112)**

6% TO 10%

of animals and plants (1 million species) threatened with extinction by 2050.

6 PANDEMICS

(SARS, Influenza A (H1N1), MERS-CoV, Zika, Ebola, Covid-19) have already occurred in the 21st century, compared with one per century before the 20th century. Among the causes are increased contact between humans and wild animals.

1.2 BILLION

climate refugees by 2050.



THE WORDS OF U S R

CSR, SBTi, SDG, taxonomy...
The array of terms and acronyms associated with Corporate Social Responsibility can be confusing. Here is a short glossary to make understanding CSR easier.

By Céline de Buttet

BIODIVERSITY



All living things and the ecosystems in which they live. This term also comprises the interactions of species with each other and their milieus. The Convention

on Biological Diversity agreed on at the Earth Summit in Rio de Janeiro in 1992 recognized for the first time the importance of preserving biodiversity for all of humanity.

CSR



Corporate Social Responsibility. A policy of integrating social and environmental considerations into a

company's decision-making and having the ability to address the impacts of its decisions and activities on society and the environment. It involves transparent and ethical business practices that contribute to sustainable development, respect the law, and are in conformity with international standards of behavior. It also means integrating social responsibility throughout the organization, implementing it in relation with others, and taking into consideration the interests of stakeholders. (Source: ISO 26000)

CSRD



The Corporate Sustainability Reporting Directive (CSRD) is a

European Union Directive that establishes uniform and strengthened non-financial reporting rules for European companies.

DUTY OF CARE



The obligation of contracting companies to prevent social,

environmental, and governance risks related to their activities. This obligation may extend to the activities of their subsidiaries as well as to their subcontractors and suppliers. The purpose of the Corporate Duty of Vigilance Law, adopted in France in 2017 and applicable to parent companies and contractors, is to ensure that respect for human rights is a central concern of multinational companies.

HUMAN RIGHTS



The inalienable rights of all human beings regardless of their race, sex, nationality,

ethnicity, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to education, and many others.

PARIS AGREEMENT



A legally binding international treaty on climate change. It was adopted by 196 Parties at

the UN Climate Change Conference (COP21) in Paris on 12 December 2015 and entered into force on 4 November 2016. Its goal is to hold the increase in global warming to below 2°C (and preferably 1.5°C) above pre-industrial levels.

SBTi



The Science-based Targets initiative was created in 2015 through a partnership between the Carbon Disclosure Project (CDP), the UN

Global Compact, the World Resources Institute (WRI), the World Wildlife Fund (WWF), and in conjunction with the signing of the Paris Agreement. The SBTi encourages companies to set objectives based on scientific data for reducing their greenhouse gas emissions.

SDG



In 2015, the United Nations set 17 sustainable development goals

(SDG) to be achieved by 2030:

- 1 • No poverty
- 2 • Zero hunger
- 3 • Good health and well-being
- 4 • Quality education
- 5 • Gender equality
- 6 • Clean water and sanitation
- 7 • Clean and affordable energy
- 8 • Decent work and economic growth
- 9 • Industry, innovation, and infrastructure
- 10 • Reduced inequalities
- 11 • Sustainable cities and communities
- 12 • Responsible consumption and production
- 13 • Climate action
- 14 • Life below water

- 15 • Life on land
 - 16 • Peace, justice, and strong institutions
 - 17 • Partnerships for the goals
- The term CSR describes the contribution of companies to meeting these challenges.**

SUSTAINABLE DEVELOPMENT



The Brundtland Report, issued by the United Nations in 1987, defines

sustainable development as "meeting the needs of the present without compromising the ability of future generations to meet their own needs."

TAXONOMY



A European Union classification system identifying business activities that do not

accelerate climate change. The EU Taxonomy Compass is a tool launched by the European Commission in 2018 to guide and promote private-sector investment to achieve climate neutrality by 2050.

An AMBITION for the CLIMATE

STRATEGY. To curb the increase in its greenhouse gas (GHG) emissions, the Group has set ambitious goals. They are coupled with an action plan to reduce the impact of its activities and those of its customers through concrete solutions.

By *Émilie Dupas*

Built by Bouygues Bâtiment International and Bouygues Energies & Services, the Suntop solar farm in Australia is equipped with 440,000 bifacial photovoltaic panels.

The continually increasing concentration of CO₂ in the atmosphere contributes to global warming. This phenomenon has an impact on ecosystems and threatens social peace and the global economy. According to scientific experts, limiting the temperature increase to 1.5°C is no longer an option, but a necessity, and this objective is mobilizing all of society, including the business world.

The Group's first step was to recognize early on its share of responsibility and the beneficial role it can play in fighting climate change. It instituted a decarbonization policy over fifteen years ago, positioning itself as a pioneer in designing positive-energy buildings and carrying out large-scale energy renovation programs for residential and commercial properties. In 2020,

it adopted a climate strategy, supported by a budget of 2.2 billion euros for the period 2022-2024. In line with the Paris Agreement (2015), the objectives of this strategy commit each business segment to reduce its upstream (scopes 1, 2, and 3a) and downstream (scope 3b)¹ greenhouse gas emissions to guide its overall trajectory to 2030.

In 2022, the Group received a B rating from CDP, which identifies the companies most

1. *Scope 1: Direct emissions from the company; Scope 2: Indirect emissions related to energy consumption; Scope 3a: Carbon emissions from the entire upstream value chain contributing to the company's production (e.g., suppliers); Scope 3b: Carbon emissions related to the marketing and use of the company's products and services. This Scope currently applies only to Bouygues Immobilier, Bouygues Telecom, and Bouygues SA.*

active in the fight against climate change, placing it above the global average for construction companies. Within the next twelve months, five of the six Bouygues business segments will have had their decarbonization objectives validated by the Science Based Target initiative (SBTi)², and Equans will measure its global carbon footprint to further refine its climate strategy. But beyond the indicators, a transformation of the Group and its businesses is in progress, paving the way for new and more sustainable business models. ●

2. See footnote, p. 13.

AN EXPERT'S VIEWPOINT



VALÉRIE MASSON-DELMOTTE

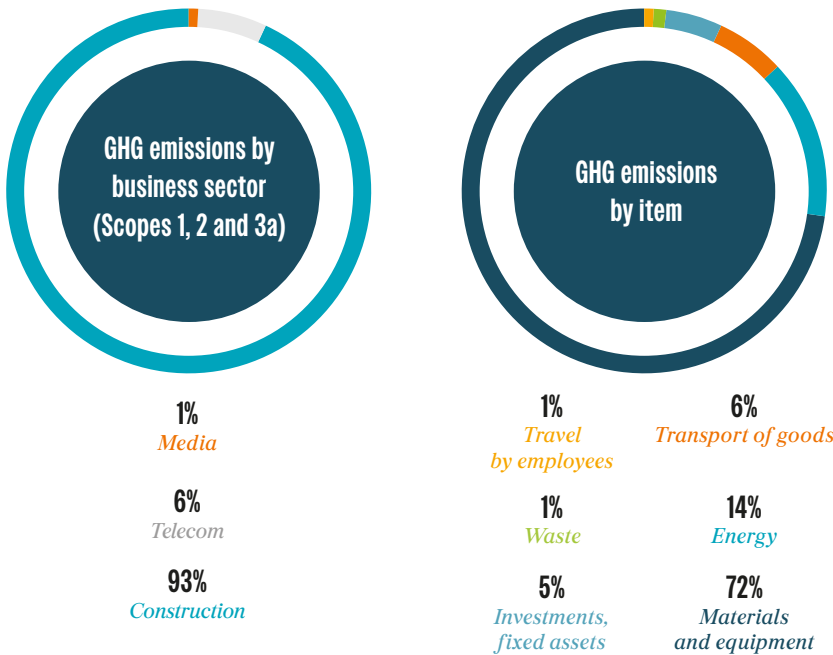
French paleoclimatologist, CEA Research Director, and former Co-chairman of Working Group I of the IPCC¹

Greenhouse gas emissions continue despite climate actions. Each degree of warming brings losses, damage, and other widespread repercussions. One key factor, among other causes², is the accumulation of CO₂ emissions. Without taking measures beyond current policies, we will exceed 1.5°C of warming by 2030. Failure to act would lead to 2°C of warming by 2050 and 2.5°C to 3°C by the end of the century. More effective action can stabilize this trend in twenty years, thereby preventing disastrous consequences for ecosystems, biodiversity, food security, infrastructure, and health. Action on emissions and adaptation are essential. Changes in all human activities are essential. We have the capacity to reduce global emissions by half by 2030 through innovation, energy efficiency, and ecosystem preservation. The IPCC assesses climate risks and actions based on their potential, cost, and benefit. It emphasizes the importance of avoiding inadequate responses and promoting fair transitions that will make low-carbon lifestyles accessible. It does not prescribe a roadmap but emphasizes the importance of a fact-based approach. Despite differences, it is crucial to overcome inaction by relying on data, expertise, and narratives as well as by promoting an evolution in cultural and social norms. Governments, the private sector, and civil society must actively participate in these transformations.

1. The Intergovernmental Panel on Climate Change assesses the state of climate change, its causes, and its impacts.

2. For example, the parasol effect: depending on their properties, aerosol particles can absorb or diffuse solar radiation, thus intensifying or weakening the greenhouse effect.

OUR FOOTPRINT



OUR GOALS

Our GHG emissions goals for 2030

	Validation by SBTi	Reference year	Scopes 1 and 2 (reduction in absolute terms)	Scope 3 (reduction in absolute terms)	Year achieved
Colas	2021	2019	- 30% ^b	- 30%	2030
Bouygues Construction	2023 ^a	2021	- 40%	Construction: -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) Application submitted to the certification organization in 2022 and currently under review.

(b) The reduction in GHG emissions for Scopes 1 and 2 targeted by the Cola group is consistent with a trajectory well below the 2°C as understood by the SBTi. The other business segments have set objectives for a trajectory of 1.5°C.

(c) Subject to the application submission date.

LOW-CARBON CONSTRUCTION PROJECTS

The construction sector is responsible for approximately 30 percent of global greenhouse gas emissions¹ and accounts for 94 percent of the emissions of the Bouygues group. It is thus regarded as one of the key factors to achieving the goals set by the Group in its climate strategy. At every stage of a project's life cycle, from conception and realization to operation, maintenance, and rehabilitation, Bouygues Construction, Bouygues Immobilier, and Colas implement sustainable solutions having the lowest possible environmental impact (*Activities*, p. 68). Efforts are also made to use bio-based materials (*Bio-sourcing*, p. 82) and to begin applying a circular economy approach (*Circular*, p. 74). The energy efficiency of buildings is optimized. The Group also provides soft mobility solutions (e.g., metros and tramways, bicycle paths, electric-vehicle charging stations, green hydrogen stations) and participates

in the development of low-carbon energy infrastructures around the world (offshore wind projects, solar farms, state-of-the-art nuclear power plants).

15 MILLION
TeqCO₂ in 2022
for Scopes 1, 2 and 3a:
the Group's carbon footprint

€2.2BN
allocated to carbon
footprint reduction
(2022-2024)

17,000
employees trained
by 400 workshop leaders
at Climate Fresco

30%
of senior executives
had participated in Prosperity
Without Carbon training
by end-2022

1. Source: International Energy Agency.

↗
On TFI, LCI, and TFI Info,
the tagline "Our Planet" tells
viewers that a news item concerns
the ecological transition.



←
An electric vehicle charging station
installed in Brest by Bouygues
Energies & Services (Equans).





↑
Climate Fresco workshops, like this one at Colas, provide employees with information and training on climate issues.



↑
A bicycle path built by Colas in Lyon.

OBJECTIVE: ENERGY SAVINGS

Delivering effective ways for buildings, cities, and industries to save energy is one of Equans' primary activities (*Streetslighting*, p. 100). The company also aims to expand the use of electricity, as seen with the new metro in Montreal (*On track*, p. 106) and to strengthen its position across the entire energy value chain by developing renewable energy infrastructures.

SUSTAINABLE SOLUTIONS IN TELECOMS AND MEDIA

TFI has a small carbon footprint because of the nature of its activities, but the media group is committed to raising public awareness through ecology-focused programs (*Positive*, p. 112). It also intends to develop eco-production. Bouygues Telecom, meanwhile, is working to improve the energy efficiency of its sites and promote the eco-design and refurbishment of smartphones (*Smart*, p. 80).

A PLAN TO CONTROL ENERGY CONSUMPTION

The Group aims to reduce its energy consumption in France by 10 percent by 2024. In November 2022, all six business segments signed the EcoWatt charter established by RTE, the French electricity transmission system operator, and ADEME, the French Agency for Ecological Transition.

Bouygues is committed to taking actions to reduce its energy consumption such as:

- **Lowering temperatures** in its premises and optimizing electrical consumption (IT, lighting, etc.)
- **Encouraging less travel** with internal combustion vehicles and facilitating remote working
- **Promoting the EcoWatt initiative internally** and expanding the awareness campaign for eco-friendly behavior

These actions will also contribute to the reduction of greenhouse gas emissions for Scopes 1 and 2 by 2030 under the Paris Agreement on climate.

“

*Our employees are our greatest asset
for imagining solutions with a positive impact.*

*Interview with **EDWARD BOUYGUES**,
Deputy CEO of Telecom Development, CSR and Innovation*

By Émilie Dupas



The European Union's decarbonization goals are ambitious: limit global warming to 1.5°C by 2030 and achieve carbon neutrality by 2050. How will the Group contribute to achieving them?

Climate change is a reality, as extreme weather events, dwindling resources, and visible impacts on animal and plant life are already proving. The situation is obviously urgent. As a responsible company, we must reduce our greenhouse gas emissions and offer products and services that are more sustainable. Our business model is evolving in this direction, and we must intensify our efforts. Bouygues satisfies essential needs such as housing, transport, communication, information,

and entertainment. These needs will persist, but the ways of meeting them are changing. Housing, cities, factories, transport, and telecommunication need to be reimagined so that they consume less energy and use non-fossil energy sources. Energy, digital, and industrial transitions are underway, and we must support them. The acquisition of Equans provides us with additional means to do this.

What are our strengths and the challenges in implementing our climate roadmap?

Creativity is at the core of our values. Bouygues was a pioneer in the renovation of buildings nearly twenty years ago.

In 2011, we designed the first positive energy building, which evolved into the positive economy hybrid building (BHEP), combining environmental performance and profitability. France, our home country, has been a pioneer in decarbonization and climate initiatives for over 15 years, giving us a competitive advantage over our international competitors. This commitment is shared by our experienced employees and our talented new ones. In 2022, over 17,000 employees, including 30 percent in senior executive positions, gained greater awareness of climate urgency through Climate Fresco workshops. Our climate strategy, which was defined in 2020, guides us as we strive to achieve the goals

of the Paris Agreement. However, the environmental challenges and available solutions vary by geographic area and activity. That's why, in our organization, our action plans¹ are specific to each business and are currently under review by the SBTi² for certification. Another challenge lies in the perceptions that our stakeholders, and especially our customers, have of low-carbon solutions, since they often view them as expensive. We need to improve the designs of these solutions and continually innovate to make them more attractive. We are only beginning to deal with this complex matter, and we must remain humble as we face this crucial challenge.

What role does innovation play in this context?

Innovation is essential to meeting the needs of our customers, society, and the regions. Accelerating the response to climate change, keeping pace with emerging trends and new practices, adopting new technologies, and developing sustainable business models are priorities. Our employees are our biggest asset. They imagine solutions that will have positive impacts benefiting our customers and society as a whole. We have established intrapreneurship programs focused on climate urgency, and we encourage innovation outside the Group through our €80-million investment fund, Isai Build Venture,

which backs startups offering innovative and disruptive solutions, including ones supporting decarbonization, in our construction businesses. We are also innovating in the construction sector by using bio-based materials like wood and by promoting reuse and renovation.



As a responsible company, we must reduce our greenhouse gas emissions and offer products and services that are more sustainable. Our business model is evolving in this direction, and we must intensify our efforts.

Prefabrication, standardization, and digitalization of processes are crucial to making these measures competitive. This represents a significant change in our working methods, but it will bring tangible benefits by reducing waste, minimizing the carbon footprint, and improving productivity. The early results of using digital models and Bouygues Construction's Bryck³ method are examples of this.

and the use of natural resources, social issues, and human rights. Throughout the Group's history, the human aspect of our activities has been a central concern by way of the basic notion of respect. We now aim to go further in terms of gender equality and diversity. These environmental and human developments reflect societal shifts and are influenced by laws and regulations. The Duty of Vigilance Act obligates us to prevent risks related to human rights and the environment, both within our own companies and at those of our commercial partners. We must also communicate in a more transparent and detailed way. The European taxonomy requires, for example, that we report the share of our revenues, investments, and spending allocated to sustainable activities. The CSRD, which will come into effect in 2024, will require a sustainability report demonstrating the effectiveness of our CSR initiatives in relation to significant issues for our stakeholders. These developments are opportunities to transform our company, strengthen our economic resilience, and ensure the sustainability of our activities and jobs. ●

1. Excluding Equans.

2. The Science Based Targets initiative (SBTi) comes out of a partnership between the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute (WRI), and the World Wildlife Fund. It verifies the alignment of companies' greenhouse gas reduction goals with climate science data.

Besides climate, what are the other CSR issues?

CSR includes climate strategy, but also other matters such as biodiversity, water

3. An approach that combines the "bricks": trades, off-site construction, digitalization, and logistics.

A ROADMAP For ETHICS

COMMITMENT. Every company has ethical duties and responsibilities, and Bouygues is no exception to this rule. Within the Group, respect, integrity, and responsibility are the principles that guide its executives and employees each day. An overview of the Group's positioning on ethics.

By Justine Moretti

Ethics is central to a company's business conduct and the fostering of trust in it, but the boundaries of ethics are sometimes unclear. So, what is ethics? While laws exist, they do not fully encompass its meaning. Executives and employees, stakeholders, public and private partners – all are affected by ethics and expect more than mere compliance with the law. "Ethics is a constant, daily requirement that involves everyone," stresses Martin Bouygues. A discussion of ethics also involves speaking about trust, honesty, and morality. For the Bouygues group, ethics of course requires avoiding conflicts of interest, corruption, and anti-competitive practices. It also means

always showing respect – respect for customers, for employees, and for any person. Ethical behavior is based on compliance with the rules of conduct shared by all the business segments and set forth in documents that are regularly updated in light of new legal or societal rules and norms.

GUIDING EMPLOYEES

In 2006, Bouygues drew up a Code of Ethics to guide employees in their decision-making each day, regardless of their level of responsibility or the business, project, or country involved. This document is supplemented and illustrated by an anti-corruption code of conduct and four compliance programs concerning embargoes and

export restrictions, competition, conflicts of interest, and financial information and stock transactions. Like the Code of Ethics, the compliance programs describe proper behavior and enable employees to deal appropriately with actual situations. This set of documents leads to Group-level policies and procedures within the business segments like the one that lays down rules for giving or receiving gifts and invitations. Oversight of this framework is provided by the Ethics, CSR and Patronage Committee of the Bouygues board of directors. Its missions include helping to define the rules of conduct intended to guide executives and employees' behavior and ensuring their compliance. Like a sentinel, ●●●



←
Two employees chat at the Bouygues Telecom Technical Center.

↓
A team from Bouygues Energies & Services (Equans).



The Bouygues group's success and its future are dependent on inspiring the trust of its employees, shareholders, public and private partners, and, indeed, all stakeholders. To enable the entire Group to continue its development, everyone has a duty to adhere to the Code of Ethics.

OLIVIER ROUSSAT

MULTIPLE TRAINING PROGRAMS

- Since 2018, 544 corporate officers, executives, and employees with the most exposure to risks of corruption and influence trafficking have received training at the **Bouygues Management Institute (IMB)**.
- Since February 2022, **Bouygues Construction** has had a new online training module called ByCompliant. Out of the 5,000 employees who had completed the training by 30 September 2022, 3,600 are considered highly exposed due to their positions.
- At **Bouygues Immobilier**, all new employees complete two mandatory training modules on ethics through the online BI Learn platform. These modules are supplemented by BI Quest seminars.
- **Colas** offers its Fair Play online training program in France and internationally. Available in over nine languages, it is intended for all employees with a work email address. In 2022, 5,228 employees were trained.
- At **TF1**, the online training program launched in 2020 has enabled 95% of permanent employees to receive training.
- In 2022, **Bouygues Telecom** continued its online training programs introduced in 2018. Out of the company's 8,000 employees, 5,423 have completed the anti-corruption module.
- In 2023, **Bouygues SA** launched two online training modules on ethics and anti-corruption for all Group employees.

Data as of 31 December 2022



ETHICS QUIZ

- **It is acceptable to invite a business partner for a meal to celebrate the signing of a contract.**

True. Subject to good judgment (the invitation should not occur in a decision-making context, e.g., during an ongoing tender process) and transparency (the invitation should be declared through the system provided for this purpose). The invitation should also adhere to the rules regarding amounts and frequencies specified in the Code of Ethics.

- **The whistleblower system can only be used for acts of corruption.**

False. Harassment, discrimination, violations of human rights and of health, safety, and environmental rules can also be reported through the whistleblower system.

- **An employee or executive who does not comply with ethics rules can face sanctions.**

True. Failure by an employee or executive of the Group to adhere to ethics rules can result in disciplinary, civil, and even criminal sanctions against that individual.

- **An employee is allowed to send work documents to their personal email to work from home.**

False. Sending documents to an unsecured email can lead to the unintentional disclosure of confidential information belonging to the Group.

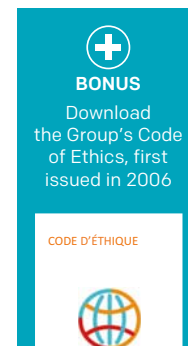


The team at Winnovation, the Group's market and technology intelligence company in the United States, meets with potential external partners.

...

the Committee keeps a close eye on the changing environment in which the Group operates.

Last, while good judgment and common sense can prevent straying down an unethical path, the Group has been committed to educating employees on ethical issues and the policies pursued in all the businesses for many years (*Training, p. 15*). ●



WHISTLEBLOWING, A TOOL FOR ETHICS

Since 2018, and with a revamp in 2022, the Group has provided employees and others with a whistleblower system that allows them to report, anonymously if they wish, any behavior that is unethical or in violation of the law.

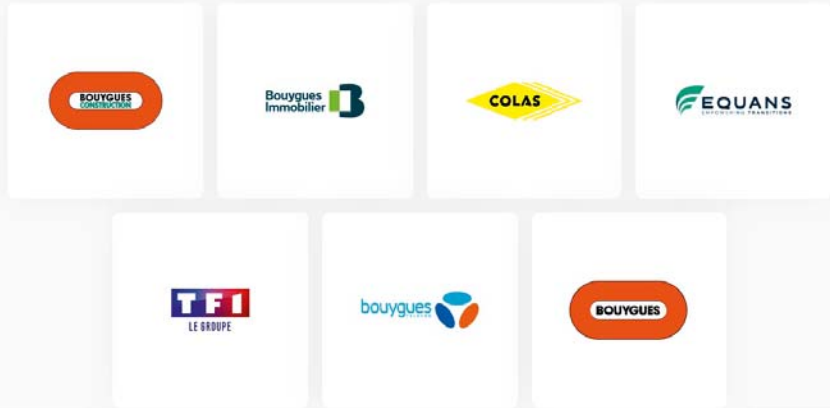


↓
A meeting at the headquarters
of Bouygues Immobilier.



BIENVENUE SUR LA PLATEFORME D'ALERTE WELCOME TO THE WHISTLEBLOWING FACILITY

Merci de cliquer sur l'icône du Métier concerné par votre alerte / Please click on the icon of the Entity concerned by your alert



CONTACTS

Ethics officers to contact in each business segment:

Bouygues SA/Group

Didier Casas
DC@bouygues.com

Bouygues Construction

Isabelle Balestra
i.balestra@bouygues-construction.com

Bouygues Immobilier

Pascale Neyret
p.neyret@bouygues-immobilier.com

Colas

Emmanuel Rollin
emmanuel.rollin@colas.com

Equans

Ivana Zovko
ivana.zovko@equans.com

TF1

Julie Burguburu
jbg@tf1.fr

Bouygues Telecom

Juliette Lallemand-Victor
jlallema@bouyguetelecom.fr



BONUS

An interview
with Jean-Manuel
Soussan and
Didier Casas
about the
new whistleblower
platform



“

*It is possible to reconcile ethics, business,
and sustainable development.*

*An interview with **DIDIER CASAS**, General Counsel of the Bouygues group*

By Justine Moretti



You joined the Group in 2011. Have you noticed any changes concerning ethics?

Ethics is a priority in the Group. In nearly fifteen years, the concept of ethics has grown both broader and stronger. First, it has expanded to include new matters. Ethics is no longer limited to the fight against corruption; it now applies to human rights, health and safety, fundamental freedoms, and the environment.

To keep up with the growing number of ever-more demanding and restrictive

regulations related to ethics, the Group had to make its ethics framework more robust, especially at the international level.

We must develop and implement an ethics policy everywhere the Group operates and in all our business segments, regardless of what they may ask for.

How is the Group's ethics strategy structured today?

It proceeds from the basic belief that unethical behavior cannot guarantee

long-term success. No concessions should be made when an employee's behavior is unethical. Several key points follow from this. First, we have a vital need to provide ongoing training to all employees and especially the legal staff, since they, along with our colleagues in HR, are the primary ethics representatives. But such training is also essential for all the Group's managers who interact with clients and external partners. The second immediate issue is to encourage people to speak freely and to continue communicating about

our whistleblower system, which allows employees and outside parties to report unethical behavior such as moral or sexual harassment, violation of competition rules, or corruption (*Whistleblowing*, p. 17). And last, we must continually monitor changes in ethics regulations.

“

We must develop and implement an ethics policy everywhere the Group operates and in all our business segments, regardless of what they may ask for.

Is it still possible to reconcile ethics, sustainability, and business?

The answer is, of course, yes, and the Group has even made a commitment to it. This has been Martin Bouygues' conviction for years. It is inconceivable that Bouygues would undertake a project without first assessing its consequences from the ethical and sustainability standpoints. Investors also prefer projects that meet these criteria. Similarly, we have a duty to refuse to do certain projects, to operate in certain countries, or to collaborate with certain partners if their ethical standards do not measure up. I would also add that sustainability is becoming a very important matter for our employees, especially younger ones. If we want our

Group to continue to attract talented people, it is essential to have high standards in this regard.

How can a culture of ethics be promoted with employees?

To promote the Group's culture of ethics, we need ambassadors and more events. Adoption of this culture will be aided by strong commitment from top management, which needs to infuse this culture into everyday life at work. The role of the ethics officers is also crucial; they are the primary ethics ambassadors in the businesses. They guide employees concerning the proper behavior to adopt – for example, if an employee is wondering whether it is alright to accept a gift or an invitation from a supplier. Ethics and compliance officers are there to explain the relevant policies and help employees make the right decisions. Training plays a key role in this process. To sum up, continuous training, guidance, and, when necessary, sanctions are required to increase everyone's ethics awareness. ●

FOLLOW DIDIER CASAS
ON THE SOCIAL NETWORKS



www.linkedin.com/in/didier-casas/

AN EXPERT'S VIEWPOINT



ANTONIN LÉVY
Partner,
Antonin Lévy & Associés

Companies operating in multiple countries must have strong ethics policies. Developing their businesses will involve addressing major ethical issues, such as combating corruption and money laundering and complying with international economic sanctions and competition rules. In recent years, environmental, social, and governance criteria have become essential too, with the rules governing them also crucial and vital to innovation. The best guarantee that a company will act ethically is the existence of a strong internal culture that everyone shares. Training and communicating throughout the organization on this subject are important ways of spreading this culture. It is essential for everyone, from top management to employees, to understand that embracing ethics is necessary for the company's growth and everyone's protection.

SOCIAL ETHICS

HUMAN RIGHTS AND HUMAN RESOURCES

There are all-women teams from Bouygues-Thai working in the Summit Tower project in Bangkok.

WELL-BEING AND SAFETY

- 26 • Living quarters, aiming for well-being
- 32 • Protection in conflict zones
- 36 • Safety on the line
- 40 • A foundation of social protection
- 44 • Social dialogue in action

DIVERSITY AND INCLUSION

- 46 • Gender equality
- 52 • Diversity in reality and in fiction

COMMITMENT

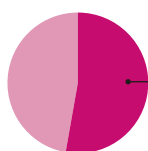
- 58 • On ancestral lands
- 64 • Action for the future

INTENDED FOR EVERYONE'S BENEFIT, SOCIAL ETHICS COMPRISES A SET OF MORAL PRINCIPLES DEEPLY ROOTED IN THE GROUP'S VALUES. IT HAS THE AIM OF ENGENDERING ABSOLUTE RESPECT FOR HUMAN RIGHTS. THESE UNIVERSAL AND INALIENABLE RIGHTS INCLUDE THE RIGHT TO LIFE, FREEDOM, AND, IN THE REALM OF WORK, THE ABOLITION OF FORCED LABOR AND CHILD LABOR, THE REJECTION OF ANY FORM OF DISCRIMINATION, AND THE PROVISION OF A SAFE AND HEALTHY WORK ENVIRONMENT. SOCIAL ETHICS FORMS THE BASIS OF THE GROUP'S HR POLICY.

By Amélie Eleouet

ISSUES *and* PROSPECTS

ATTRACT AND RETAIN TALENTED EMPLOYEES



53%
of employees
work abroad



196,154
employees
worldwide



84,831
employees having
received training

NEW HIRES
worldwide
(11,200 in France)

39,800

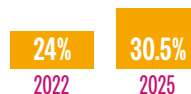
6,071

**INTERNS AND
WORK-STUDY
PERSONNEL**
welcomed by the Group
in France

(Figures for 2022)

PROGRESS IN GENDER EQUALITY

WOMEN IN GOVERNANCE BODIES

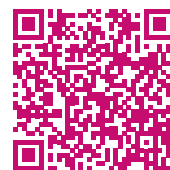


WOMEN MANAGERS



3 HR FUNDAMENTALS

Respect
Trust
Fairness



See the Group's HR Charter

The **PILLARS** of the **HR POLICY**

Inspired by social ethics and a commitment to employee development, the Group's human resources policy has four goals.

RESPECTING HUMAN RIGHTS

The Group has always made people a central concern in its activities. To ensure that human rights are fully respected, it adheres to the fundamental standards of the International Labour Organization (ILO) and promotes human rights in the more than 80 countries where it operates. On joining the Group, new employees are asked to take note of its HR Charter and Code of Ethics. If they observe a violation of this Code, they can report it using the whistleblower platform provided by each business segment, which ensures that the information communicated remains confidential (*Whistleblowing*, p. 17).

ENSURING THE HEALTH, SAFETY, AND WELL-BEING OF EMPLOYEES

Protecting the physical and mental well-being of employees is a top priority. Since 2019, the Group has implemented BYCare, an international program that provides a foundation of social protection beyond the regulations of each country (*Protection*, p. 40). In the field, the businesses implement systems and initiatives in their operations to provide for their employees' safety. These include, for example, training for sales advisors at Bouygues Telecom and for TFI journalists sent on assignment to conflict zones (*Conflict*, p. 32); Safety Day at Bouygues Construction and Safety Week at Colas; and many others. The construction businesses also make sure that the base camps for their workers meet high standards of comfort (*Living quarters*, p. 26). Employees' well-being has also been improved by the implementation of teleworking whenever possible, supported

with online collaborative tools, training, and equipment to ensure comfortable working conditions. In parallel, campaigns have been conducted to make employees aware of their right to disconnect. The Group's dynamic compensation and benefits policy also helps to see that everyone enjoys a decent standard of living.

ATTRACTING AND DEVELOPING TALENTED PEOPLE

In a rapidly changing labor market in which there is a shortage of labor and an image deficit for certain activities, it is essential to attract talented people, echo their aspirations, and support them in their careers within the Group. The businesses have established relationships with academic institutions and make visits to middle and high schools to encourage girls to pursue careers through events like Smart City



People are the Group's most important asset. That means their spirit and skills are the source of our success and progress.

MARTIN BOUYGUES

Week (Bouygues Construction and Colas) and Girls@tech (Bouygues Telecom), among others. About 40,000 new employees were hired worldwide in 2022. The Group offers these new recruits and its other employees technical and personal development training programs. Bouygues Immobilier relies on its digital learning platform BI Learn for this purpose. The Bouygues Management Institute, created in 1999, offers training to 500 managers in the Group and, through its Trajectoire program, prepares women employees to take on larger roles.

PROMOTING DIVERSITY AND GENDER EQUALITY

Fairness is one of the fundamental principles embodied in the Group's HR Charter, which considers diversity an asset and key factor of performance. There is also a strong commitment to developing inclusive recruitment processes and work environments, as seen at Equans UK & Ireland (*Diversity p. 52*). Another major issue is giving women a larger place in the Group through gender equality action plans. The goal is to step up the pace at which women are moving into management positions (the target is 21.5 percent by end-2025) and into technical roles, as is happening at Equans Perú (*Gender diversity, p. 46*). Hiring people with disabilities and increasing employees' awareness of this subject are being addressed with the Starting B program, which supports paralympic athletes. A variety of social inclusion actions are being taken too, especially through the corporate foundations (*Action, p. 64*).●



ROSE-MARIE VAN LERBERGHE

Independent Director, Bouygues Board of Directors, and Chairwoman of the Ethics, CSR and Patronage Committee

“Social ethics issues are firmly rooted in the Group.”

What is your background and your role on the Bouygues Board of Directors?

I have held a variety of positions, but primarily in the social field. In the public sector, I created the Delegation General for Employment and Vocational Training a little over twenty years ago. I was also head of the AP-HP¹, the Paris public hospital administration, for four years. In the private sector, I spent ten years in the Danone group as Director of Social Development before becoming Director of Human Resources, where I was involved in building the company's operations in Latin America and especially in Asia. So, I am very familiar with HR policy matters at the international level. Today, I am an Independent Director on the Bouygues Board of Directors and Chairwoman of the Ethics, CSR and Patronage Committee.

The Groupe has created a Social Ethics Department. Your thoughts on this initiative?

To my knowledge, Bouygues is the only CAC 40 company to have taken this excellent step.

1. Assistance publique-Hôpitaux de Paris.

It is in line with the Group's values, and it will also contribute to its reputation. The Group has a tradition of decentralizing its activities, but the creation of a Social Ethics Department is a clear reflection of the need to have a minimum of centralized direction and control in addition to an international vision.

As regards social ethics, what are the Group's strengths and what are the challenges it must address?

Bouygues' culture and values are a great strength, as is its employees' pride in working for it. Social ethics are deeply rooted in the Group, especially through the HR Charter. Making the Group attractive and securing the loyalty of talented people are priorities, so its ability to meet job candidates' expectations regarding ethics and equal opportunity is crucial. Another important matter is the situation of older employees and the end of their careers. Besides the physical burden of jobs, we need to think about work arrangements and the transmission of know-how.

“

Our actions have a positive impact on improving social standards and skills.

*Interview with **JEAN-MANUEL SOUSSAN**,
Senior Vice President and Director of Human Resources, Bouygues Group*

Interview by Amélie Eleouet



Social ethics are central to the Group's HR policy. What are your aims?

A socially unethical company is inconceivable. The Group considers women and men its greatest asset, and this is perhaps what sets us apart from other companies. The Social Ethics Department was created within the Human Resources Department to meet our requirements for respecting human rights, ethical behavior within the company, diversity, inclusion, and the physical and mental well-being of our employees. Its purpose is to establish

a common platform across the Group, a framework, guarantees, quantifiable social principles, and an inclusive and responsible leadership model. Our responsibilities are even greater because we outsource some of our activities. We must ensure that human rights are upheld through clauses in our contracts with our partners and through on-site monitoring, especially in other countries. Regarding diversity and inclusion, we want to guarantee equal opportunity by assessing skills and deal with cognitive biases – that is, prejudices and

preconceptions that influence the hiring process – through manager training. There are never ready-made solutions in these matters. It is a complex task that requires finding the right balance with a proactive approach, without stigmatizing the differences that characterize the company and society.

How can we reconcile this social ethics policy with the demand for competitiveness?

Our task consists in moving things forward in a sensible manner without

forgetting the company's primary function, which is to produce goods and services for our customers. We support universal ethics, which may lead us not to work in certain countries if the reality there is counter to human rights and our ethical principles.

We cannot compromise on safety and health with respect to performance. One of the HR department's key roles is to ensure the well-being of our 196,154 employees. BYCare, our international social protection system (*Protection, p. 40*), was launched in 2019 to establish a proper social platform that would progressively benefit each employee. The first step was the creation of guaranteed life insurance for everyone. In January 2024, BYCare will be expanded to include universal parental coverage. Our actions have a positive impact on improving social standards and skills.

“

We cannot compromise on safety and health with respect to performance.

What are the major challenges that must be addressed today?

With the retirement age going up, we will have to think about how to assist employees in the latter part of their careers. The signing and implementation of an agreement with national and European labor organizations and its

extension on a global scale is one of our priorities in 2024. Furthermore, our employer brand is not yet sufficiently recognized. We still project an image of toughness, which is the opposite of what we really are. We carry out many projects that combine technical complexity, innovation, sustainability, and social ethics, but we do not do enough to let people know this. This is related to our history; we have always been a discreet Group. To become more attractive, we must be more willing to communicate.

Therefore, we need to implement a continuous improvement policy to meet the challenge of making the Group attractive in a rapidly changing and competitive job market. If we show that we are a diverse company that reflects society, we will be more attractive and in that way deal with our recruitment issues. We are also a large group capable of offering through mobility a wide range of missions across the globe and providing our employees with diverse and enriching career paths. ●

FOLLOW JEAN-MANUEL SOUSSAN ON THE SOCIAL NETWORKS



www.linkedin.com/in/jean-manuel-soussan/

PODCASTS STARTING B.



In a series of podcasts, high-level handisport athletes and employees recount the paths of their lives to help everyone better understand disability.



EMPLOYEE PORTRAITS

Mobility, training, starting a career, disability... nine employees describe their experiences in the Group.



WOMEN SPEAK UP

In Benin, Madagascar, and Peru, employees in the Group talk about their jobs and have a message for young women who would like to join the Group.





Living quarters, **AIMING for WELL-BEING**

HOUSING. Beyond the temporary buildings set up on construction sites to provide for their teams' needs during working hours, Bouygues Construction and Colas sometimes must build comfortable and secure living quarters to house their employees for the full period of a project. We visit some in Bangkok and Madagascar.

By Justine Moretti and Céline de Buttet



↑
The Bouygues-Thai village of Muang Thong Thani, in the northern suburbs of Bangkok, is currently home to 277 employees.

BOUYGUES-THAI

2,120
employees in 2022

More than
30 YEARS
in operation in Thailand

3
living quarters, including
two at Bangkok, in 2023

1,981
employees housed
in the living quarters

BOUYGUES VILLAGES IN THE HEART OF BANGKOK

For over three decades, Bouygues-Thai has actively participated in the constant transformation of the bustling Thai capital. One major challenge it faces is providing accommodations for its employees, many of whom come from regions far from the worksites. Square meters in Bangkok are expensive and in high demand, making it difficult for many employees to find affordable housing in the city. That’s why the Bouygues Construction subsidiary has created two villages in Bangkok to house its workers. Muang Thong Thani, in the northern suburbs, currently has 277 residents; Rama 9, in the heart of the city, houses 1,071

employees who are working in one of the five major construction projects the company is carrying out in the city center (*Summit Tower*, p. 23). “The well-being of our employees in our living quarters is a priority,” says Surasidhi SinAmporn, human resources director at Bouygues-Thai. “That’s why we make every effort to ensure they feel at home in these villages.” The company has chosen to locate the living quarters close to the worksites and has adopted a policy of welcoming and hiring spouses, as is common in Thailand when families leave the countryside for the cities. Children can also live in these quarters and attend nearby schools.

JUST LIKE HOME

Adhering to Bouygues Construction’s standards and the recommendations of the International Labour Organization, these living quarters are like true urban villages, providing all conveniences necessary for the well-being of employees. Each residence is secure and equipped with essential facilities: double or triple bedrooms for families, showers and toilets, shared kitchens, an entertainment room with a television, an infirmary, a grocery store, laundries, sports equipment, a takraw court (a kind of foot volleyball very popular in Thailand), and free Wi-Fi. “As the head of the Rama 9 village, I make sure that our residents ●●

Employees at Rama 9 do their shopping in the grocery store at the living quarters.



The convenience and facilities of the Bouygues-Thai villages where my husband and I have lived for 19 years make our daily life much easier. It's nice to live in an 'all-inclusive' place, where our co-workers, our neighbors, also become our friends. That proves to me that the company is truly interested in the well-being of its employees.

KANYARAT KHWEYEN
Site manager in the Summit Tower project and a resident of Rama 9

... feel safe and comfortable," says Sommai Ang-Kam, whose team is on site 24 hours a day. Housekeeping is done daily to provide a clean and pleasant living environment. "I check every day to see that the common areas are clean," adds Amnuay Seeta, head of the Muang Thong Thani village. "I also make sure there are no problems like power outages. When the employees return from a long day at work, they should not have to deal with situations like that." At the end of the day, a bus brings the workers back from the construction sites to the living quarters. Parents reunite with their children, who are returning from school. The village comes alive: some people play badminton, others cook in the shared spaces, do their laundry, or get together in front of the television. Around ten o'clock, everyone heads to their room and the lights go out one after another. An island of calm in the heart of a city that never sleeps. ● J.M.

STANDARDS FOR LIVING QUARTERS

More than ten years ago, Bouygues Construction defined a set of standards for the construction of living quarters for its employees around the world based on the recommendations of the International Labour Organization. These standards, which are continually improved, ensure a minimum level of facilities and living conditions regardless of the country or place of work.



↑
In the Summit Tower project, 48 percent of the employees are women.

SUMMIT TOWER, A TOP-RATED PROJECT

The Summit Tower project is one of five being carried out by Bouygues-Thai in Bangkok. Slated for delivery in July 2024, the 202-meter-high building will have 46 floors of offices and house a hotel. This project, which has received Bouygues Construction's "TopSite" CSR certification, is exceptional in that 48 percent of the workers are women.



←
A shared space for dishwashing.

↑
During their free time, employees play takraw, a very popular sport in Thailand.

WELL-BEING
AND SAFETY

→
The natural surroundings
of the living quarters along
the Saloum River provide a
relaxing environment.

MADAGASCAR: LIFE IN THE BUSH

Seen from the air, the living quarters look like a charming lodge in the bush. And for good reason, since that is what they were. Originally created for tourists and hunters, the site consisted of three bungalows, a large building, a few picnic tables, and an unfinished swimming pool. With the arrival of the pandemic, business collapsed. “Owing to a lack of available housing around the construction site, and for reasons of safety, I started looking for some land where we could build living quarters for our expatriate workers,” says Alain Chauvet, director of the RN6 projet at Colas Madagascar (*Local jobs*, p. 23). “I asked around among the locals, and I came up with this.” Colas Madagascar leased the site, put up a fence around the land, which is now guarded round the clock, built seven bungalows, and, in February 2023, got the swimming pool working. Concrete floors, brick walls,

falafa roofs made of the dried leaves used in traditional dwellings to protect against the heat. Each resident of these living quarters has a 30-sq.-m studio with basic furnishings, a kitchenette, and a bathroom, but also a television, optical fiber, and air conditioning. The large original building now houses the dining hall, with a television corner, kitchen, and laundry room. For electricity, the living quarters are equipped with a photovoltaic installation, which is replaced a few hours each day by a generator, making them completely independent from the frequently unreliable local power grid. Two wells supply non-potable water for the toilets and green spaces.

ISOLATION AND CONVENIENCE

The natural surroundings of the living quarters near the Saloum River offer a relaxing change from the intense pace on

COLAS IN MADAGASCAR

More than
70
years in operation

2,604
employees
(June 2023)

2
living quarters in 2023



↑
Two cleaning women
and two gardeners
are employed onsite.

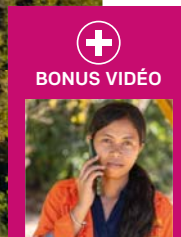


→
Employees get together
during meals served
in the dining hall.



LOCAL JOBS AND BONUSES

With support from Colas Projects, Colas Madagascar won a contract in 2021 to renovate 232 kilometers of Route Nationale 6, between the towns of Ambanja and Diego-Suarez, in the northwest of the country. The majority of the 800 people employed in the project were recruited locally and live at home. Malagasies who have had to relocate during the work receive a bonus to enable them to pay rent and expenses. Two expatriates with families are housed separately at Ambanja, where they can enroll their children in school. To ensure healthcare for employees in a country badly lacking in medical facilities, two Malagasy doctors are available to everyone in the project, and a doctor based in France can be reached by phone.



the worksite. There are eight French people living here, soon to be joined by two new recruits, one an expatriate from Cameroon. Alain Chauvet, a 34-year veteran of Colas who has lodged in seven living quarters over that period, is quick to say “it’s the most beautiful and best equipped of all the ones I’ve lived in.” An enjoyable environment that seeks to compensate for the isolation and lack of entertainment. Jean-Luc Azzolini, head civil engineering supervisor, is a *zamatany*, a “child of the land” (a native of the island), who was born in Tamatave while his father, whose career at Colas Madagascar spanned 52 years, was working there. “I have stayed at other living quarters, including one at Port-Bergé, a 12-hour drive from the nearest town. It was very isolated, but there were many more

of us. Life here is very peaceful.” Everyone can get together at the dining hall, where meals are served three times a day. Three cooks take turns in the kitchen. Two cleaning women and two gardeners are also employed at the site. Erica Fenoniaina oversees logistics and manages the staff, budget, and stocks. “I buy fresh produce every two days at Ambilobe, and once a month I go to Diego-Suarez, which is a three-hour drive from here, to stock up on cheese, meat, and milk.” Once this project is finished, Erica will continue her career at Colas in Antananarivo, where she did studies in hospitality. As for the living quarters, once the power supply installations are dismantled, it will be returned to its owner, who will have gained a few additional bungalows. ● *C. de B.*





Photojournalists Michel Scott and Frédéric Petit near the front at Donetsk, in Ukraine.

PROTECTION *in* CONFLICT ZONES

SECURITY. To protect its photojournalists, TF1's General Affairs and Safety Department has developed a comprehensive approach that includes physical training and psychological support throughout the assignments of these news professionals in conflict zones.

By Laura Franchet



JOURNALISTS AT TF1
AND LCI (2021-2022)

13,219

trips
(France and abroad)

1,454

employees sent into the field

77

countries
(coverage of events)

↓
*Since January 2023, twenty-eight
journalists from the TF1 Group
have been sent to cover the conflict
between Ukraine and Russia.*



“Do not fight your fear. Use it to take the right actions in the field,” advises Yann Bessette, safety and security director at TF1. Harsh but vital words spoken during a briefing in August 2023 of two photojournalists who might be heading off to Ukraine in the coming weeks. Loïc Gorgibus and Frédéric Petit are members of a backup team that could be sent into the field at any time depending on how events unfold. “This briefing is part of a program set up in cooperation with the News Department’s management to support photojournalists before, during, and after their mission,” says Bessette. At TF1, the Safety and Security Department falls under the General Affairs and Safety Department. It is divided into three services: safety, security, and external affairs. Protecting employees while on

assignment, managing crises, and dealing with threats during live broadcasts are among the missions it performs every day.

TRAIN AND EQUIP

Various training programs are organized to protect photojournalists. A five-day course conducted by the French armed forces is held at the National Commando Training Center in Collioure, in southwestern France. It is rounded out by an internal program at TF1 where they learn the basic rules of self-protection in war zones. “This two-day program is divided into four modules: pre-departure instructions, rules for protection in dangerous areas, stress management – this module is conducted by a physician – and first aid in the field,” explains training manager Sania El Hakkaoui. The photojournalists also receive a first-aid kit. They need to know how to apply a tourniquet and compression bandages to treat injuries promptly before medical help arrives. Twice a year, there is a meeting of the Personal Protection Equipment (PPE) commission, which is made up of the Medical Department and managers from the News and General Affairs and Safety departments. “It determines, based on the country and level of danger, the types of PPE that photojournalists must carry with them,” says Bessette.



*Ensuring journalists’ safety
is the priority of the TF1
and LCI news departments.*

GUILLAUME DEBRÉ
Deputy Head of News, TF1



↑
Charline Hurel reporting from Ukraine for LCI.

←
Liseron Boudoul, a reporter at TFI, shown here on assignment in Afghanistan. In 2023, she received the Légion d'honneur for her 36-year career as a journalist.

Commonly used equipment includes bulletproof vests, satellite phones, helmets, protective suits, and dosimeters to measure radioactivity levels. “We are also working on implementing training in nuclear, radiological, biological, and chemical risks, which are increasingly present, especially in the war between Russia and Ukraine.”

UKRAINE, A UNIQUE CONFLICT

Frédéric Petit has worked as a photojournalist at TFI for 36 years. He has covered events in France and around the world – nights of rioting, the “yellow vests” demonstrations in France, genocide in Rwanda, the war in Afghanistan, and many others. “I have observed real recognition by TFI’s management and employees that photojournalists need support,” notes Petit. The violent events of recent years in France have led to greater protection for the news teams. Since September 2022, more than 500 security agents have been deployed across the country, compared with fewer than one hundred in the previous year. When the conflict between Russia and Ukraine broke out in February 2022, travel procedures were made stricter too. Since January 2023, twenty-eight journalists have been sent there. “This conflict is

unique because we can connect to the network as soon as we leave the front lines,” notes Charline Hurel, a photojournalist at LCI. “This war is also being waged electronically, so the Russians can track the positions of their adversaries.” The security department at TFI is working to identify and contract suppliers of security services for its employees, even in the disputed region of Donbass. Another phenomenon being observed: the photojournalists are getting younger, and more of them are women, as exemplified by Esther Lefebvre, Claire Cambier, and Solenn Riou, who were sent to Israel following the attacks by Hamas in early October 2023.

PSYCHOLOGICAL FOLLOW-UP

Medical follow-up is provided to photojournalists when they return from the field, including the possibility of consulting a trauma specialist to talk about their experiences. “The first time I saw a trauma specialist, I was hesitant because I was afraid of coming across as a liar,” says Petit. “I eventually opened up and talked for an hour and a half. The new generation of photojournalists is better equipped to deal with traumas because they are receiving more psychological support.” For

COORDINATION AT GROUP LEVEL

At Bouygues SA, the Group Security Department has implemented a general policy, which is complemented by a risk analysis in each business segment. Current issues and threats are discussed every two months at a meeting of the Group Security Committee, which is also attended by the security managers from the business segments. In its international operations, the Group uses SSF Locator, a tool that provides real-time information on the locations of employees on assignment as well as direct support in the event of incidents. Detailed instruction sheets with the names of emergency contacts are also available to them. All data related to security issues (risk mapping, country profiles, travelers guides, etc.) are accessible to everyone on the Group’s Intranet. “The Group Security Department also has other missions such as government relations, monitoring, training, crisis management, and close protection of executives,” says Christian Crémel, director of Group Security. “Our role is to analyze the situation, anticipate, and make the right decisions to protect employees.”

twenty-five-year-old Loïc Gorgibus, the assignment in Ukraine will be his first in a conflict zone. During the security briefing, Bessette stresses a crucial point: “Besides the trauma specialist, you can identify a person you trust as someone to confide in.” When it comes to safety, whether physical or psychological, TFI leaves nothing to chance. ●



Bouygues Telecom's technicians carry out over 100,000 operations in France every year.

SAFETY on the LINE

WORKING CONDITIONS. Bouygues Telecom's technicians and salespeople face risks to their health and physical well-being every day. The company has therefore implemented a range of preventive measures and support.

By Justine Moretti

Bouygues Telecom relies for its expertise on a diverse team of employees who play a vital role in the deployment of its fixed and mobile networks in France. Among them, 220 technicians are on the front lines of connectivity. Performing more than 100,000 operations each year at over 25,000 sites in France, they often work in potentially hazardous conditions. They are exposed to electrical risks, the risk of falling, and risks on the road due to the distances between the places they are working.

To ensure their well-being and safety, the company provides employees with extensive training on safety rules to be followed during their work and when handling electrical equipment. It includes the wearing of personal protective equipment (PPE), instruction in first aid procedures, training to obtain electrical certification, and information on the risks involved in over-exposure to electromagnetic fields.

IN-HOUSE TEAMS AND SUBCONTRACTORS

The same attention is paid to the safety of employees who connect and maintain the fiber optic telephone and Internet lines at its customers' locations. They face risks related to working at heights, frequent road travel, drilling into walls, the presence of utility networks (e.g., water and electricity) and asbestos, and even the threat of aggression. Each technician must, for example, receive specific training and sign a safety plan with infrastructure operators to work in an area. This plan defines

the working methods in terms of quality and safety.

Subcontractors perform most of these operations, so Bouygues Telecom makes sure they provide the same level of workplace safety training as it does. It has implemented a self-certification procedure for all technicians from outside companies who connect lines for its customers. This ensures they meet the same health, safety, and quality requirements as its own teams when on the job.

SAFETY IN STORES

Bouygues Telecom's 3,000 sales advisors, who are in direct contact with the public at its 523 stores in France, sometimes must deal with rude customers and, on rare occasions, burglaries. To ensure their safety, Bouygues Telecom has taken preventive measures. Employees in the Bouygues Telecom Clubs Network (RCBT) receive special mandatory training provided by the company Preventis in handling rudeness. The program ●●●



WELL-BEING
AND SAFETY



... covers stress management, detection of signs of aggressiveness, and examples of how to react in certain conflictual situations. A telephone helpline is also available to sales advisors who are dealing with a belligerent customer in a store. A report is made on these calls to allow an analysis of the sources of tension so that preventive and remedial measures can be taken. Surveillance cameras have been installed in all the stores, and some are equipped with safes or smoke generators to



Technicians must wear personal protection equipment (PPE) when working in the field.



A helpline is available to sales advisors who are dealing with a belligerent customer in a store.

discourage burglaries. Last, psychological support provided by psychologists from Preventis is offered to employees if needed. Since these phenomena concern all retail and distribution brands, telecom operators have taken part in discussions through the French Telecommunications Federation and relevant authorities to introduce additional preventive measures. ●



BOUYGUES SUPPORTS THE #STOPE INITIATIVE

On behalf of the Group, Edward Bouygues, Deputy CEO of Telecom Development, CSR and Innovation, signed the founding commitment act of #StOpE (Stop Everyday Sexism in the Workplace) on 25 January 2023. This is the first intercompany initiative intended to combat attitudes, statements, and behaviors based on stereotypes that are aimed directly or indirectly at a person or group of people based on their gender. These seemingly harmless actions subtly delegitimize and demean individuals and cause suffering. They may include jokes, comments about maternity, signs of disrespect, unsolicited compliments or criticisms of physical appearance, and exclusionary practices, among others. By signing this founding commitment, the Group pledges to take actions in its businesses throughout the year such as applying the principle of zero tolerance, penalizing offensive behavior, and distributing educational materials to employees to recognize and address sexist behavior.



Equans has established 12 Golden Rules for health and safety that employees must follow. Here, a team from Bouygues Energies & Services works on a 400,000-volt electrical line in central France.

A FOUNDATION of SOCIAL PROTECTION

SOCIAL JUSTICE. Health, well-being, and quality of life at work are fundamental human rights recognized by the United Nations and the International Labour Organization. Since its founding in 1963, the Group has been committed to preserving the physical and mental well-being of its employees. In 2019, a new step was taken with the launch of BYCare, a social coverage program open to all Bouygues employees worldwide.

By Amélie Eleouet

BYCARE, A UNIVERSAL SOCIAL PROTECTION PROGRAM

In 2018, with the Group employing 67,000 people in many entities and countries, corporate management believed it was time to conduct a complete inventory of internal social coverage. The findings were clear: the levels of health, social security, and retirement coverage were very uneven from one country to the next and sometimes even within the same country. As a result, the decision was made to establish a basic social protection framework for all entities worldwide.

BEST PRACTICES

On 9 October 2019, the Group's Human Resources department, in collaboration with the Central Risk and Insurance department, launched BYCare, a social coverage program based on best practices found in each country. This program benefiting all Group employees worldwide initially provided coverage for all-cause death and accidental death during work. The first step was to offer minimum coverage equal to 18 months of base salary in the event of death from any cause in addition to any mandatory benefit in each country. In the event of accidental death during work, the program guarantees a minimum of two years of base salary. The Group thus gave priority to protecting employees and their families against the most serious risks.

INTERNATIONAL ROLLOUT

A communications plan accompanied the introduction of BYCare. The insurance broker Willis Tower Watson assisted in coordinating the rollout with local brokers and insurers and in supplying detailed reporting on the project's implementation. The next step, in 2024, is expanding the program to include universal parental coverage. An agreement was signed in September 2023 with the Group's European Works Council (*Action, p. 44*) and extended by management to all countries where

the Group operates. At each stage of the program's development, the methodology remains the same: assess what exists, set benchmarks based on best practices, estimate associated costs, and define the minimum coverage to be offered by the Group. With their integration into the Group in October 2022, Equans' international operations have joined the BYCare program. Additional steps are being considered for expanding the minimum social protection framework internationally. ●



As of 1 January 2024, Bouygues will offer parental coverage to employees working at its companies abroad through its social protection program BYCare.



BYCARE IN FIGURES

PERCENTAGE OF
EMPLOYEE BENEFICIARIES
BEFORE EQUANS' INTEGRATION
(AS OF 31/03/22):

Death, all causes:

98.5%

Death, accidental
during work:

98.3%

EMPLOYEE BENEFICIARIES
AFTER EQUANS' INTEGRATION:

Death, all causes:

89.1%

Death, accidental
during work:

94.3%



↑
A Bouygues Telecom employee during a medical check-up with an occupational physician.

→
Personal protective equipment (PPE) must be worn for all types of work, as seen here in the Central Kowloon Route project, carried out by Bouygues Construction in Hong Kong.



HEALTH AND SAFETY COME FIRST

Ensuring the physical well-being of employees is a moral duty and a firm commitment of the Group's management and those of its business segments. In 1965, Bouygues was the first company in France to require that its workers wear a safety helmet, even before it became mandatory by law. Today, personal protective equipment (PPE)¹ is obligatory for all types of work, regardless of the activity.

Colas has partnered with several schools and research centers to develop a method for predicting construction site accidents

using artificial intelligence and data analysis (weather, time, external events, etc.). Initial results have been shared with Bouygues' other business units under the supervision of the Group's QHSE department. Colas is also working on setting up a professorship in the application of AI to safety.

On construction sites, the workday begins with a safety briefing and, for Bouygues Construction teams, warm-up exercises. Employees regularly receive training on health and safety matters, notably during Safety Week at Colas and Safety Day at Bouygues Construction. TFI also provides training and support to its photo-journalists who are sent on assignment to conflict zones (*Protection*, p. 32). At

Bouygues Telecom, safety is a concern both for its technicians, who work with electrical equipment, and for its sales advisors in stores (*Safety*, p. 36). Equans, whose employees are given 12 Golden Rules on health and safety to strictly follow, is also taking steps to deal with long-term workplace risks and hazards and their impact on physical and mental health. Positions and methods of adapting and mechanizing workstations are closely examined. There are also initiatives related to well-being at work such as detecting early warning signs and supporting individuals coping with problems. At Colas Rail, a predictive check-up for breast cancer by Predilife, a predictive medicine company, was offered to female



↑
A network of physicians employed by Colas in Madagascar treats employees and holds regular meetings to provide information on illness prevention.

employees on International Women's Rights Day. Bouygues Construction created a Psychological Health Observatory in 2011 to assess employees' well-being using questionnaires that are reviewed by occupational health physicians. Complementing this observatory is a listening and support system provided by workplace psychologists from outside the company. ●



←
TFI offers training and support to photojournalists who travel to conflict zones. Shown here, H el ene Bonnet, reporting from Ukraine.

MUTUAL AID COMMITTEE

Created by Francis Bouygues in 1969, the Mutual Aid Committee is a non-profit association whose mission is to provide assistance in the form of loans or gifts to employee members facing temporary or unforeseen difficulties. These may be related to challenging family situations such as separation or death, health issues, disabilities, or temporary financial problems. Membership can be obtained during the hiring process or at any other time through the Human Resources department of each company that is a member of the Mutual Aid Committee.

The Committee is governed by a board of directors with up to 12 members, who are company employees who take on this role in addition to their regular job. They meet twice a month to review and respond to each request in a personalized and confidential manner. More than 100 employees on average benefit from this solidarity program each year.

THE SOCIAL DIALOGUE IN ACTION

An illustration on a yellow background featuring the word 'ACTION' in large, white, bold, sans-serif capital letters. Four stylized human figures are positioned around the word. A woman in a red top and purple pants sits on the 'A'. A man in a red sweater and brown pants sits on the 'I'. A man in a red jacket and dark pants stands on a small wooden stool next to the 'A', pointing towards it. A woman in a red top and purple pants stands next to the 'N', holding a white tablet. Each figure has a pink speech bubble next to them, containing three horizontal lines. The overall theme is social dialogue and action.

SOCIAL RELATIONS. Because people are the lifeblood of its activities, the Group considers social dialogue both an asset and a strength. Relations with employees and their representatives are conducted through multiple platforms and channels designed for communication and negotiation. Here's a concise survey.

By Justine Moretti



SOCIAL DIALOGUE

All negotiations, consultations, and exchanges of information within a company on social and economic matters, according to the International Labour Organization (ILO).

Platforms for dialogue, consultation, and negotiation

SOCIAL AND ECONOMIC COMMITTEE

4,837 ELECTED MEMBERS*

407 BODIES*
representing the personnel in France in 2022 (+39.2% compared with 2021).

GROUP COMMITTEE FRANCE

30 SEATS

*including Equans.

EUROPEAN WORKS COUNCIL (EWC)

19 COUNTRIES REPRESENTED

40 SEATS

1 LOCAL EWC COMMISSION IN THE UK

1 IN SWITZERLAND

75.4%

OUR PARTICIPATION RATE IN COMPANY ELECTIONS in France in 2022 (including Equans).

208

COMPANY AGREEMENTS negotiated, signed, or renewed in France in 2022 (+14.3% compared with 2021, excluding Equans).

86 on salaries, social benefits, and/or statutes

74 on social dialogue, trade union and/or voting rights

18 on quality of work life (QWL), diversity, and/or gender equality

16 on the organization of work and/or working hours

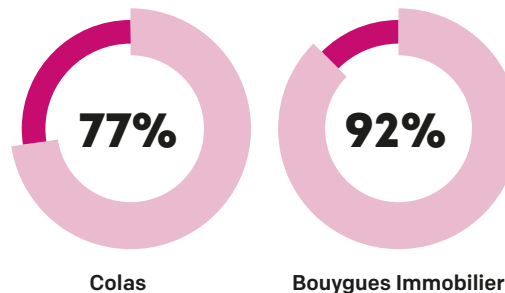
7 on job and career management

7 on other subjects

Perception surveys

of employees concerning their satisfaction and our business strategies

Participation rate in 2022



OVER

68%

of the Group's companies with more than 300 employees working abroad have formal representation of their personnel.

EXCHANGES between employees and senior management of the business segments and the Group during briefings, breakfasts, and lunches.

Annual reviews

which give employees an opportunity to speak with their direct supervisor in a formal meeting.

Intranet portals

and internal social networks to stay informed and communicate such as Bylink, Viva Engage, and others.



“The quality of social relations in the Group reflects the involvement of all our employees, whose participation rate in company elections is exceptionally high. These elections are a key factor of inclusion, unity, and social progress.”

JEAN-MANUEL SOUSSAN
Senior Vice President and Director of Human Resources, Bouygues Group



Gender **EQUALITY**

PERU. Equans Perú is taking on the challenge of gender equality through an ambitious policy of inclusion and diversity. With women now representing 23 percent of the company's workforce, this approach is evident in the field and in the strategic vision of a predominantly female management committee.

By Laura Franchet

In the southern suburbs of Lima, Equans Perú is helping to build a 4,000-m² data center.





↑
Collecting an oil sample
at an electrical substation.
←
Technician Eva Huamani
puts on a suit to protect her
from electrical shocks.

→
An Equans Perú team
installs the cooling
equipment essential
for the future data
center's operation.

During rush hour, the roads outside the touristic center of Lima are clogged with trucks loaded with fruits and vegetables and buses packed with sleepy-eyed workers. In this morning chaos, under a *cielo del burro* (sky the color of a donkey's gray coat), an Equans van is parked in the right lane beside a long wall where a small door opens into an electrical transmission substation. Technician Eva Huamani puts on a suit to protect her from electrical shocks before she and a partner go into the substation to extract some of the oil

used to cool the transformer. "This sample will be analyzed to make sure that it doesn't contain any organic pollutants that are a danger to health," she explains. Under a three-year contract that started in May 2022, Equans' Peruvian subsidiary is collecting more than 7,000 samples from the electric utility Enel's distribution network substations. Operations manager Katherine Bautista oversees the work with the client: "It's essential to follow the procedures in this type of operation because we have to cut off the power for two hours, and we are in an

urban environment with a lot of traffic." Bautista has been with the company for nine years and has witnessed progress in gender diversity there, something not happening everywhere in the country: "Women used to be limited mainly to administrative roles, but now they are more directly involved in projects."

CHANGING TIMES

This progress is evident in another major project of Equans Perú in the southern suburbs of Lima. "We are building a 4,000-square-meter data center for ...



NETWORKS TO ENCOURAGE GENDER DIVERSITY

Considered a performance factor and accelerator of the Group's transformation, gender diversity is spotlighted in women's and multigender networks created in the business segments and in ten countries: *Welink* (Bouygues Construction), *À part égale* (Bouygues Immobilier), *We Colas* (Colas), *We Together & Women Together* (Equans), *Fifty-Fifty* (TF1), *BouygT'elles* (Bouygues Telecom) and *Bytogether* (Bouygues SA). More than 3,000 employees, both women and men, participate in these networks to promote initiatives on eight themes: gender diversity, LGBTQIA+, caregivers, diversity, parenthood, leadership, accessibility, and intergenerational relations.

EQUANS PERÚ

2,100
employees

23%
of the personnel
are women

26
contracts in progress

20
clients



→
Kathy Sotomayor has been a price studies engineer on the data center construction project since April 2022.

A COMMITMENT TO PERU

Equans Perú aspires to have a positive impact on society. Through the corporate social responsibility program Juntos, employees can make material contributions to schools and assist in cleaning beaches and rivers. Since 2016, a team from the company has been working in a public interest program in the rural region of San Martín. There, in the heart of the Peruvian jungle, photovoltaic panels are being installed to provide electricity for the first time to more than 12,000 people. “Three million people in Peru do not have access to electricity,” points out chief commercial officer Karime Perales. “This concession contract is one of the largest national projects proposed by the Ministry of Energy and Mines.”

•••

a very large mobile operator in South America,” says Patricia Verástegui Dávila, a civil engineer and one of eight women on the project management team. To design and construct this data center within the specified timeframe, the company has relied on modular construction and Building Information Modeling (BIM). “We are also installing the cooling equipment that is essential for the data center’s operation,” says Valeria Álvarez, a quality engineer. The authority and expertise of the women in charge of the project are recognized by the workers, but it hasn’t always been so simple. Dávila remembers being the only woman on a construction site after completing her civil engineering studies in 2002. “Since then, the industry has evolved a great deal, and Equans Perú’s inclusion policy has encouraged more women to join

the company,” she adds. “My role today is to answer their questions and show them the path to a career in a historically male-dominated sector.”

REPRESENTATION AT ALL LEVELS

Management has initiated a program of inclusion and diversity to promote women at all hierarchical levels. “Our predominantly female management committee reflects this ambition,” says Omar Lam, CEO of Equans Perú. “It is our responsibility as leaders to strengthen our commitment to ensuring that workplaces are safe and fair for everyone and that skills and talent are more important than gender.”

To attract talented women to the company, Equans Perú communicates the qualifications it is seeking to partner training organizations and participates in job fairs.

↓
Equans was responsible for the maintenance of the sports infrastructure for the 2019 Pan American and Parapan American Games in Lima.



↑
Gema Arroyo, athletics fields manager.





We make it a point of honor to recruit women, help them to progress, and give them the opportunity to reach the highest positions in the company.

PATRICIA MURGUÍA
Skills, Health, and Safety Manager
at Equans Perú

The Equans Perú Management Committee: Omar Lam, CEO (left), Karime Perales, Beatriz Gálvez, Guillermo Sánchez, and Patricia Murguía.



↑
Rosario Jimenez and Willy Mendes, athletics fields operators at Equans.

On May 5th, a partnership agreement was signed with the Pachacútec Foundation, which works to bring young people into the job market. “This partnership allows us to promote our job offerings to female students in the industrial electricity field,” explains Patricia Murguía, skills, health, and safety manager at Equans Perú. “We want to show young women that there is no shortage of opportunities in our sector.” Peru does indeed have a lot to offer owing to its substantial need for infrastructure development and electrification. With 22 years of experience, Equans Perú is well-positioned to propose solutions to support municipalities and industrial firms in their energy, industrial, and digital transition. One example is the first-of-its-kind contract signed with the Legado Group. “Equans was responsible for the maintenance of the athletic fields and facilities for the 2019 Pan American and Parapan American Games in Lima. More than 500 employees were involved in the operations to maintain in good condition facilities extending over an area of 600,000 square meters,” says Gema



Arroyo, the athletic fields manager. “This project is the first facility management contract for infrastructure signed with the public sector in the country,” notes chief commercial officer Karime Perales. “It opens the door to new maintenance contracts for other infrastructure projects.” All of which will be more opportunities for women employees to demonstrate their expertise. ●

DIVERSITY
AND INCLUSION



UNITED KINGDOM
FRANCE



DIVERSITY IN REALITY *and* IN FICTION



Shahid Bashir, Head of Diversity, Equity & Inclusion, and Pam Wright, Chief HR Officer, at Equans UK & Ireland.

INCLUSION. One conviction is shared throughout the Group: diversity is an asset and an advantage. An illustration is provided by Equans UK & Ireland, which is allocating resources and taking initiatives to create a fairer, more welcoming, and more productive work environment. The battle against discrimination in all its forms is also a theme of programs on TF1 and productions of Newen Studios.

By Amélie Eleouet

EQUANS: DIVERSE CITY

With one inhabitant in three born outside the UK and more than 200 languages heard on its streets, London is one of the most multicultural cities in the world. It seems obvious to everyone at Equans



Through our Working Parents and WOMEN Together networks, we have reassessed our maternity leaves, maternity pay, and paternity leaves. It moves us to a much more competitive space when we look at our competitors.

PAM WRIGHT
Chief HR Officer,
Equans UK & Ireland

UK & Ireland that people should be accepted as they are. “Building an inclusive culture starts beyond recruitment by equipping everyone to have a really clear and common language around diversity”, says Chief HR Officer Pam Wright. Time was thus spent in early 2023 developing an online learning program to provide information to employees.

The next step is to address the cognitive biases at work during the recruitment process: that is, the prejudices and stereotypes that lead people doing the hiring to choose someone who resembles them. An in-house training program on inclusive hiring has therefore been set up. Notes Shahid Bashir, Head of Diversity, Equity & Inclusion at Equans UK & Ireland: “We make a point of working with recruitment agencies that have a track record of working with diverse candidate pools.”

A LEADING EMPLOYER BRAND

The employer “brand”, the image conveyed by the company internally to its employees and externally to job candidates, is also important in combatting discrimination. The Communication and HR departments have been doing extensive work on the issues of diversity, equity, and inclusion, including the publication of reports and articles on social media and the company website, which is currently being enhanced to be fully accessible to people with disabilities.

Within the company, 13 percent of employees are also members of one of the networks focused on diversity, young people, gender equality, parenting, disability, and LGBTQIA+¹ issues. Their initiatives, which are regularly communicated both inside and outside the company, include Black History Month² and the Lunch & Learn get-togethers organised to raise awareness about LGBTQIA+ specific issues. Management must embrace this approach too, says James Graham, Divisional CEO Digital & Energy Services and Executive

1. LGBTQIA+: lesbian, gay, bisexual, trans, queer, intersex, and asexual.
2. A celebration of the achievements of individuals of Caribbean or African origin modelled on Black History Month in the United States, which has been observed there in February since 1976.



↑
Thirteen percent of the company's employees are members of a network like Working Parents or the LGBTQIA+ network.

sponsor for DE&I. “If candidates see a diverse and gender-balanced senior leadership team, they are more likely to come work with us.”

THE IMPORTANCE OF DATA

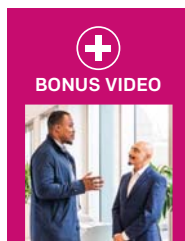
Unlike in France, the collection of statistics on ethnicity is legal in the UK. “We can thus see how many promotions are taking place through the ethnic minority lens”, explains Pam Wright. “We can also collect data on religion, beliefs, and sexual orientation. This enables us to see how diverse our organization is and to ensure that we are creating an inclusive culture where anyone can thrive.” It is a step-by-step process, but one being pursued with determination. ●

HELPING WOMEN BECOME STRONGER

"Lots of women have that impostor syndrome", says Andrea Schaffell, Equans' WOMEN Together network co-chair and Director of Shared Services for Equans UK & Ireland. Hence the desire to empower women employees. "Through mentorship and coaching, we help women to be stronger and to have a voice. It's helping them step back and put into perspective what they think their long-term objective is and then work on it step by step."



↑
James Graham, Divisional CEO Digital & Energy Services and Executive sponsor for DE&I, and Andrea Schaffell, WOMEN Together network co-chair and Director of Shared Services, at Equans UK & Ireland.



→
One in three residents of London was born outside the UK.



TFI FICTION PROGRAMS THAT MIRROR SOCIETY

The number one mission of fiction programming in the TFI Group is to represent society in all its diversity. The aim is to tell upbeat and inspiring stories of strong individuals to acquaint a broad public with often difficult subjects and encourage discussion both inside and outside the home. Proving the strength of this editorial approach was the success in 2017 of *Mention particulière*, which tells the story of a student with Down's Syndrome who decides to take the exam for her high school diploma, and of the first season of the series *Les bracelets rouges* in 2018, which deals with young people in hospital who are battling disease day after day. The fourth season was broadcast on the channel last September. Two very popular daily series, *Demain nous appartient* (2017) and *Ici tout commence* (2020), produced by the TFI subsidiary Newen Studios, also tackle the theme of discrimination during popular viewing hours. "We are taking on



Les bracelets rouges (2018) is a popular series in which young hospital patients battle illness daily without forgetting to get on with their lives.



Hélène de Fougerolles, Marie Dal Zotto, and Bruno Salomone, the actors in the telefilm *Mention Particulière* (2017).

LÉO LORLEAC'H NOÉ WODECKI KALI BOISSON ESTHER BLANC NOAH DERIC

LES BRACELETS ROUGES

DES LIENS PLUS FORTS QUE TOUT



social issues: disability, homosexuality, same-sex parenthood, gender identity, and fatphobia," explains Aude Thévenin, producer of *Demain nous appartient*.

SCENARIOS AND CASTING

"Newen Studios is committed to dealing with the subjects of diversity, equity, and inclusion, both within the Group and in the content it produces," explains Ludivine Svaldi, communications director and co-director of the Diversity and Inclusion Committee at Newen Studios. Origins, social milieus, sexual orientation... the scenarios feature a rich variety of characters and situations created by screenwriters who are themselves of different genders and from different ...

... DIVERSITY
... AND INCLUSION

...
backgrounds and generations. The idea is also to call on showrunners who have lived the situations they are depicting. That is the case of Fanny Riedberger, the creator of the series *Lycée Toulouse-Lautrec*, which takes place in an institution in the Paris region for both disabled and able-bodied students. Riedberger in fact attended the same school as her disabled brother to give him support. To meet the obligations imposed by Arcom¹, TFI has taken a concrete step to promote diversity by adding clauses relating to gender diversity to its production contracts. While gender parity is now required in the choice of directors, getting more women on the technician teams is going to take some time. On the other hand, diversity is very much in evidence on the screen. “We open the castings to all types of profiles,” says Aude Thévenin. In

1. *Audiovisual and Digital Communication Regulatory Authority.*

2020, Newen Studios launched Immersion Cinéma, a program for fledgling actors with an emphasis on diversity. Some of the participants have obtained roles in its productions.

SOCIETAL IMPACT

The impact of TFI’s fiction programs is measured in terms of audience, price (see sidebar opposite), and the reactions they provoke. In *Demain nous appartient*, the couple Jack and Rayane went viral on TikTok with the hashtag #Jayane. Institutions have gotten involved too. The series *Lycée Toulouse-Lautrec* prompted France’s Minister of National Education and Youth and the Minister of State for the Disabled to go to this facility in January 2023 to promote inclusiveness in schools. One more proof that at TFI, diversity is indeed a reality in the world of fiction. ●



A major media company with broad appeal like TFI can move things forward in a positive way through its daily fiction programming, where society is shown in all its diversity.

FABRICE BAILLY
Director of Programs and Acquisitions
at TF1



↑
Ici tout commence, one of TFI’s daily fiction programs produced by Newen Studios.

→
The popularity of Jack and Rayane, the couple in Demain nous appartient, exploded thanks to social media.



THE SERIES
LYCÉE TOULOUSE-LAUTREC
IN NUMBERS

4.2 MILLION
viewers per episode
on average

Named
BEST SERIES
at the Festival de la Fiction
de La Rochelle 2022

More than
15 MILLION
viewers have tuned in to
the series



↑
The series takes place in Lycée Toulouse-Lautrec, a real school attended by both disabled and able-bodied students.

←
The success of this series about an inclusive school even sparked interest at French government ministries.

↓
TF1 aired the fourth season of the series Les bracelets rouges in September 2023.



DISABILITY, ON THE AIR AND IN THE COMPANY

For 14 years, the TF1 Group's Mission Handicap has been raising employee awareness and facilitating the integration of new employees with disabilities by communicating its actions on social networks and at recruitment forums. On Duo Day, the national day for disability awareness, TF1 brings people with disabilities on the air as co-presenters for the weather report and spots during newscasts. Newen Studios, meanwhile, supports Jaris, a program sponsored by the NGO Act'Pro Ile-de-France. Its mission is to provide disabled workers with training in audiovisual occupations and then give them their first job experience.

COMMITMENT



AUSTRALIA
CANADA



On **ANCESTRAL** **LANDS**

HUMAN RIGHTS. Australia and Canada are home to Aboriginal and Indigenous peoples, the first inhabitants of these lands before colonization. They have in common unique cultures, an attachment to their ancestral land, and a painful history. Bouygues Construction and Colas are committed to their recognition and integration.

By Émilie Dupas and Justine Moretti



↑
For the opening of new offices at the headquarters of Bouygues Construction Australia, in Sydney, Thomas Dahlstrom, an elder of the Camaraigal community, conducts a purification ceremony to bring harmony.

**ABORIGINAL PEOPLES
IN AUSTRALIA**

470,000
Aboriginal and Torres Strait Islander peoples in a population of 22 million

More than
500
distinct Aboriginal groups

200
different languages

AUSTRALIA, LAND OF RECONCILIATION



Aboriginal and Torres Strait Islander peoples represent about 3 percent of the Australian population, and we want them to represent at least the same proportion of our employees.

MARK GREENHILL
Industrial Relations Manager,
Bouygues Construction Australia

Celebrated on the 25th of April, Anzac Day is a national day of commemoration when, starting from dawn, Australians pay tribute to their soldiers who fought in the First World War. At the same time, the Aboriginal and Torres Strait Islander peoples recall the price they too have paid fighting for recognition of their presence on this land before British colonization, which spanned from 1788 to Australian independence in 1901. Since the 1990s, the country has marched forward on the long road of reconciliation. “People from these communities are denied employment and face linguistic barriers and racism,” says Rob Hyatt, from the Koorie Heritage Trust, a Melbourne-based organization dedicated to preserving and promoting Aboriginal culture. “To recruit Aboriginal and Torres Strait Islander peoples, we often go through the elders [the guardians of traditions

and ancestral laws - ed.],” explains Mark Greenhill, industrial relations manager at Bouygues Construction Australia. In May 2023, this subsidiary launched the Reconciliation Action Plan (RAP). “Aboriginal and Torres Strait Islander peoples represent about 3 percent of the Australian population, and we want them to represent at least the same proportion of our employees,” says Greenhill. Bouygues Construction Australia is also committed both to conducting its activities with respect for their culture and to having its employees learn about that culture through workshops. The Group’s other local subsidiaries are taking the same approach. AW Edwards established an RAP in 2020 and is implementing initiatives specifically for young people. “We want to offer job opportunities to young people in the Aboriginal communities, so we have set up a partnership with a university in ●●

COMMITMENT



Seved Robin, CEO of Bouygues Construction Australia, and Fabrice Geoffrey, Project Director, with members of local communities near the Suntop solar farm in New South Wales.



To decorate the ventilation building of West Connex (a road tunnel in Sydney), Bouygues Construction Australia commissioned a work from the artist Anna Dowling, a descendant of the Bidjigal people. AUD 65 million, or about twice the targeted amount, was paid to Indigenous companies and individuals who were involved in this project.



... Sydney through which they accept students in the fields of science, engineering, mathematics, and construction,” notes Elijah Hammond, head of this initiative at AW Edwards. Equans joined the movement in October 2023. “We want to give people from these communities training and employment opportunities as well as have a supplier base,” says Faiyaz Devjee, human resources director at Equans Australia and New Zealand. Building in Australia means building on ancestral lands. Every project begins with

consultations with the local communities. “At Suntop, we made a detailed presentation to the community of our solar farm project¹ and carried out a land survey. We systematically ordered archaeological studies to protect any artefacts that might be found there. We also hired Aboriginals for up to 14 percent of the workforce in the project,” says Greenhill, who did not

1. A 15-month project delivered by Bouygues Construction Australia and Bouygues Energies & Services in 2021, this solar farm consists of 440,000 solar panels spread over more than 470 hectares in New South Wales.

A PARTNERSHIP TO HELP YOUNG PEOPLE AT RISK

In May 2023, Bouygues Construction Australia formed a partnership with Whitelion, an NGO founded in 1999 to support young people at risk. “We organize six-month mentoring programs with volunteers from the company to help these young people set goals, acquire skills, and create positive connections for their future,” says the program’s manager, Lindsey Hoog. “This program is not specifically for Aboriginals, but we are helping about forty of them in our branch.”

encounter any opposition to it. “We regard these infrastructures as positive because we use them too,” says Thomas Dahlstrom, an elder of the Camaraigal community. “We must coexist with people from different horizons. I prefer to speak of that rather than of reconciliation.” ● *E.D.*



← Members of the Mohawk Nation celebrate National Indigenous Peoples Day at the Old Port of Montreal.

↓ The Mohawks number about 20,000, making them the largest of the eleven Nations.

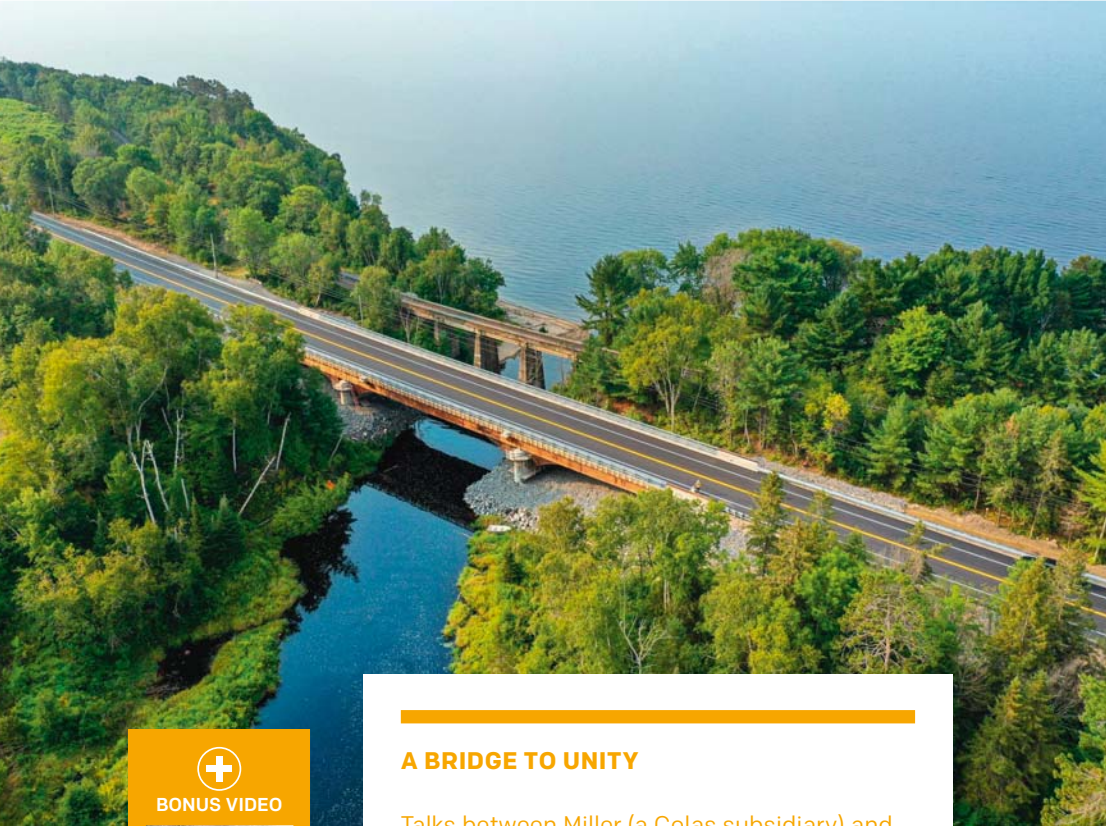


ON THE PATH TO TRUST IN CANADA

At the Old Port of Montreal, facing the St. Lawrence River, enchanting songs rise to the beat of a drum. Wearing traditional dress, adults and children of the Mohawk Nation dance before a captivated audience. The ceremony has begun under the noonday sun on this 21st of June, which marks the National Indigenous Peoples Day in Canada and a time for reconciliation, deemed essential by the government to heal the painful wounds of the past. Historically oppressed, deprived of their culture, and chased from their lands due to colonization, the first inhabitants of present-day Canada are now asking for recognition. While there is no legal obligation

for companies to take this into account in their activities, the Colas teams in Canada are working day after day to build a relationship of trust with the Indigenous communities (*A bridge, p. 62*). “With operations in eight of the thirteen provinces and territories, Colas quickly realized that virtually all the projects to be carried out were on ancestral lands of a community,” says Pierre Berté, director of Business Development, Innovation, CSR, and Indigenous Affairs at Colas in Canada. “For ethical reasons, the agreement and participation of the Indigenous communities have become crucial issues for us. Gaining the trust of peoples whom history has made suspicious is a long process (*Quinlan, p. 62*). “When

we work with a community, we must take into consideration its cultural imperatives and adapt our organization and our processes accordingly,” adds Berté. For example, during construction of the Iqaluit airport (2014-2017), in the Canadian Far North, Bouygues Construction and Colas halted work for several days to allow Inuit employees to participate in traditional hunting and fishing campaigns. The workers from this community would have lost their credibility and social role if they had been unable to go fishing to feed their families. Another key initiative is to teach Colas employees about the cultures and practices of Indigenous peoples. This approach has borne fruit, as Colas has collaborated ●●



BONUS VIDEO



A BRIDGE TO UNITY

Talks between Miller (a Colas subsidiary) and the Nipissing First Nation concerning the signing of a commercial agreement began in 2003. This led to the construction of a bridge connecting the community to the town of North Bay, in northeastern Ontario. The project, which was managed by the joint company Nipissing-Miller GP, was carried out using local workers and companies belonging to community members.



WALTER QUINLAN

Member of the Nipissing First Nation and coordinator of relations with Indigenous peoples for Miller, a Colas subsidiary

What motivated you to join Miller?

Last winter, I participated in a job fair organized by Miller at Nipissing. I was very impressed by the company's commitment to establishing relations with the communities. That encouraged me to join Miller in May 2023.

What does your work involve?

Miller Northern has 20 years of experience forming relationships of trust with the First Nations. My responsibilities include weekly visits with our worksite teams and collaboration with our partners. For example, on June 21st, during National Indigenous Peoples Day, I attended the celebrations in the Nipissing First Nation with our vice president, Jean-Pierre Breton.



... with Indigenous communities in Canada more than 57 times since 2014. All the subsidiaries participate in the PAR program¹, which implements processes in the companies to consider the reality of Indigenous communities in their businesses. This program is supported and certified by the Canadian Council for Aboriginal Business (CCAB). ● *J.M.*

¹ Progressive Aboriginal Relations.



← ↙ ↓

Scenes from the documentary *The Territory*, available on the Disney+ platform.




A COMBAT IN THE SPOTLIGHT

Produced by Newen Studios (TF1) through its Danish subsidiary Real Lava, the documentary *The Territory* (2022) presents the fight by the Uru-eu-wau-wau Indigenous community against deforestation in the Amazon rainforest in Brazil. Directed by Alex Pritz, the film has received numerous awards, including the Audience Award and the Special Jury Prize at the prestigious Sundance Film Festival. "We have not only ensured the film's global distribution, but also made possible an impactful campaign where we focus on the enormous challenges and consequences of deforestation in the Amazon, especially for the climate," says Sigrid Dyekjaer, director of Real Lava.



ACTION *for the* FUTURE

FONDATION FRANCIS BOUYGUES



Martin Bouygues and Jean-François Guillemin, president of the Francis Bouygues Foundation, surrounded by sponsors and scholarship recipients in the program's eighteenth year in October 2022.

ENGAGEMENT. The Group takes pride in participating in solidarity and civic actions. The Francis Bouygues Foundation provides support to motivated high school graduates who face financial difficulties in pursuing high education. Much more than just assistance, it is a human adventure!

By Justine Moretti and Amélie Eleouet

Become an engineer, business developer, lawyer, neurosurgeon, investigative journalist, fashion designer... The scholarship recipients of the Francis Bouygues Foundation are all pursuing a dream, and the Foundation, headed by Jean-François Guillemin, helps them to realize it. Since 2005, the Foundation has assisted deserving high school graduates who are selected for their outstanding academic record and ambitious career plans and who come from very modest family backgrounds. Starting in February each year, the Foundation sends a letter to more than 2,100 high schools and educational guidance centers in France and to French high schools abroad presenting the program, whose goal is to restore upward social mobility. Scholarship recipients are chosen based on their application and an interview with a jury of three members of the board of directors, which is made up of executives from the Group and experts in the field of education. The 100 new awardees receive a scholarship, which is reviewed on a case-by-case basis each year. Since 2005, a total of 1,289 students of more than 40 nationalities have been supported. The assistance is not only financial; it is also personal. Each scholarship recipient is mentored by a sponsor, most of whom are employees of the Group. “While initially it is the financial need that prompts students to apply, what they remember among the key factors of their success is the support they received from their sponsor,”

FONDATION FRANCIS BOUYGUES

La Fondation m'a permis de réaliser mon rêve

Joanna

Business developer dans une entreprise d'impression d'emballages secondaires pour les parfums et cosmétiques.
 Master of Science Management in International business, Grenoble École de management (2022) et Master 2 Marketing International de la parfumerie et de la cosmétique CY Cergy Paris Université/ISIPCA/ESSEC (2023)
 Boursière d'excellence de la Fondation de 2017 à 2022

Créée en 2005, la Fondation Francis Bouygues accorde chaque année des bourses d'excellence à des bacheliers motivés confrontés à des difficultés financières dans la poursuite de leurs études. Pendant son cursus, chaque élève boursier est accompagné par un parrain ou une marraine, collaborateur du groupe Bouygues, ou par un(e) ancien(ne) boursier(ère) de la Fondation. Depuis sa création, la Fondation a soutenu 1 289 étudiants.

www.fondationfrancisbouygues.com

BOUYGUES

Donnons vie au progrès

↑
 Each year, the Francis Bouygues Foundation launches an advertising campaign in the French national and regional press highlighting scholarship recipients.

says secretary general Christel Navarro. Enriched by their experience and diversity, these mentors guide their mentees, help them develop, and expand their network. “It is an important connection and often a wonderful shared human adventure,” notes Guillemin. “Our originality and strength are our ability to rely on the enthusiasm and generosity of Bouygues employees and former Foundation scholars, who, through their involvement as sponsors, give back what they received.” ●

“
 That gifted and hardworking young people cannot pursue higher education for social or financial reasons always struck me as a great injustice. Our Foundation allows us to help a certain number of them.

MARTIN BOUYGUES



Bérengère Bouvier

Sponsor – Regional Director, Auvergne Rhône-Alpes, at Bouygues Immobilier

“As a sponsor, I have mentored three young people since 2011: Camille, Antonin, and now Soufiane, each on a different academic path, ranging from statistics to astrophysics. I have not applied any specific method in assisting them. Instead, I decided just to be available, attentive, and ready to adapt to their individual needs, whether it’s helping them find internships or simply giving them a call on the evening before exams to offer encouragement.

The experience is mutually rewarding. Our mentees are looking for moral support and guidance at each new stage of their education. They gain self-confidence, and we help them believe they can have a positive impact. In return, they connect me to the next generation. That enriches my experience and helps me in my work. Being a sponsor for the Foundation gives meaning to my activity. I feel useful. I even managed to persuade one of my colleagues to become a sponsor and help a young person realize their dream.”

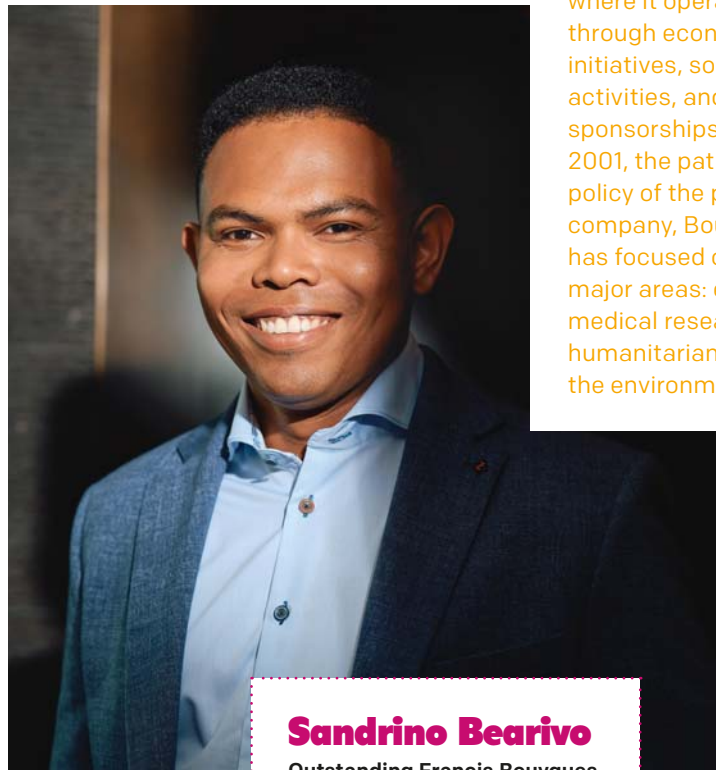
FOUR FOCUSES OF PATRONAGE

The Bouygues group contributes to the economic and social development of the regions and countries where it operates through economic initiatives, solidarity activities, and sponsorships. Since 2001, the patronage policy of the parent company, Bouygues SA, has focused on four major areas: education, medical research, humanitarian aid, and the environment.

“I was a Foundation scholarship recipient from 2006 to 2011. My two most memorable experiences were coming to the Foundation on avenue Hoche for the first time and attending the scholarship ceremony with my mentor. It was a powerful moment because being together on the stage testified to those long years where he was always there for me. Today, I am the founder of an IT consulting and services company called Macity. My goal is to create jobs in Madagascar, my native country, to be able to provide opportunities for young people there and to help European companies find talent locally. But I also want to put Madagascar on the international stage. The Francis Bouygues Foundation transforms lives, and it transformed mine.”

Sandrino graduated with a Master’s in Networks and Telecommunications from Insa Rennes (2011) and an MBA in Strategy and Economic Warfare from the School of Economic Warfare¹ in Paris (2016).

1. Economic warfare generally refers to the modes of conflict between economic agents within one or multiple economic systems.



Sandrino Bearivo

Outstanding Francis Bouygues Foundation Scholar, 2006



GENEROSITY OF GUILD MEMBERS

During the celebration of the 60th anniversary of the Minorange Guild, which took place in France in June 2023, forty teams of Guild members from around the world participated in contests to raise funds on behalf of the Francis Bouygues Foundation. At the end of these competitions, the Guild presented a check for 60,000 euros to support the Foundation's activities.



BONUS

The Group's engagement on behalf of civil society



BUSINESS SEGMENT FOUNDATIONS

- **Bouygues Construction's foundation**, established in 2008, is about to change its patronage policy. While maintaining its commitment in France and abroad, it is expanding its actions to provide support in the fields of education and the transmission of knowledge and know-how.
- Created in 2009, the **Bouygues Immobilier Foundation** has recentered its mission this year on the development and support of joint initiatives to make cities where the company operates more likable by giving all their residents access to the arts and nature.
- After 30 years of involvement in the field of contemporary art, the **Colas Foundation** is shifting its focus to supporting initiatives to promote the social and professional integration of children and young people through education, economic activities, sports, and culture, both in France and internationally.
- The newly created **Equans Foundation**, established in late 2023, is dedicated to the fight against energy poverty.
- For over ten years, the **TF1 Foundation** has promoted professional integration in the media industry of young people covered by the city's priority neighborhood policy.
- The **Bouygues Telecom Foundation** makes volunteering easier through its partnership with Benenova. It also supports the development of newly created nonprofits (16 since 2021) with its incubator Incub'Asso. It relies on the involvement of employees, who also participate in its governance.

ACTIVITIES AND SUSTAINABLE DEVELOPMENT

Bouygues Construction renovated the 44,000-sq.-m Morland administrative complex in the 4th arrondissement of Paris.

CIRCULAR ECONOMY

- 74 • The new virtuous cycle in construction
- 80 • A program as smart as our smartphones
- 82 • Building better with bio-sourcing

SUSTAINABLE URBANISM AND BIODIVERSITY

- 88 • At Marseille, Bouygues reinvents the city
- 94 • Restore nature to its rightful place
- 100 • Streetlighting, Washington takes the LED
- 106 • On track to sustainable mobility

RAISING PUBLIC AWARENESS

- 112 • Positive impacts

CAREER

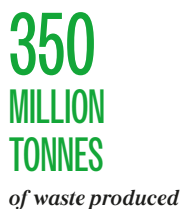
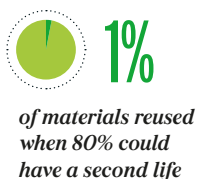
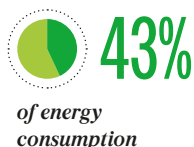
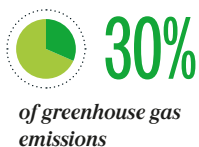
- 116 • Jobs with more sustainability

ECO-RESPONSIBLE SOLUTIONS. THE GROUP HAS PUT SUSTAINABLE DEVELOPMENT AT THE CORE OF ITS ACTIVITIES. AT EACH STAGE OF A PROJECT OR SERVICE'S LIFE CYCLE, FROM CONCEPTION AND REALIZATION TO OPERATION, MAINTENANCE, AND REHABILITATION, ITS COMPANIES IMPLEMENT SUSTAINABLE SOLUTIONS WITH THE LOWEST POSSIBLE ENVIRONMENTAL IMPACT.

By Benoît Dhomps

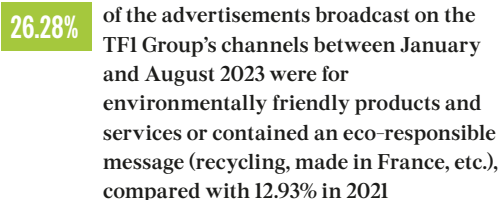
ISSUES *and* PROSPECTS

IMPACT OF CONSTRUCTION AND CIVIL WORKS IN FRANCE OVER ONE YEAR



ECOFUNDING, THE FIRST ECO-RESPONSIBLE ADVERTISING FUND

Launched in 2022 by TF1 Pub, TF1's advertising space marketer, Ecofunding finances advertising campaigns for products and services certified by ADEME, the ecological transition agency.



DIGITAL SAVINGS

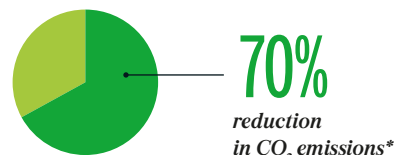


30% to 40%

less energy consumed thanks to digital solutions offered by Equans

GREEN HYDROGEN

Bouygues Telecom is the first operator to supply some of its mobile network sites with energy produced with green hydrogen.



100 TIMES LESS NOISE EMITTED*

* Compared with a site powered by an electric generator.

The main phases of an ECO-RESPONSIBLE PROJECT

OPTIMIZED CONCEPTION



As of the conception phase of a project or service, the business segments implement solutions to reduce its impact on the planet. There are standards and regulations that companies must consider. For example, RE 2020 encourages Bouygues Construction and Bouygues Immobilier to construct public and residential buildings that are positive energy, meaning they produce more energy than they consume. Archisobre, the office building concept developed by Bouygues Construction, obtains a two-thirds reduction in the carbon footprint by using low-energy technologies, wood or bio-sourced materials for structural elements, and circular economy methods. In Bouygues Immobilier's "Coeur de vie" housing approach, heat pumps and bicycle storage are standard items incorporated in the conception phase of all residential projects. To align their projects with recognized eco-responsible practices, the design teams also follow the processes to obtain environmental certifications (BREEAM, LEED, HQE, etc.) and labels (BBCA, BiodiverCity, etc.). Product life cycle analysis allows environmental impacts to be quantified so that steps may be taken upstream to reduce them. Increasingly, the Group's designers are selective in their approach to technology and favor low-tech solutions¹. Bouygues Telecom's Bbox Internet WiFi 6, for instance, was eco-designed: the modem is 90 percent recycled plastic, and it consumes 18 percent less electricity than the preceding generation of modems. Equans devises tailor-made solutions aimed at consuming *less* through energy efficiency and installation control systems; at consuming *green* with photovoltaic or geothermal installations; and consuming *flexibly*, especially through automation and management systems in buildings and factories.

1. "Low tech" means technologies that are simple, inexpensive, accessible to all, and easily repairable.

SUSTAINABLE CONSTRUCTION

The Group's objective is to minimize the disturbances caused by its construction sites. Digitalization, digital modeling, and better use of data collected during the execution phase allow the construction cycle to be optimized and streamlined. Industrialization and prefabrication also help avoid some heavy on-site operations. Increasing use is made of materials that are less polluting, eco-friendly, bio-sourced, recycled, or reclaimed (*Bio-sourcing*, p. 82). Bouygues Construction has created Cyneo, a subsidiary specializing in the reuse of construction materials to promote the circular economy in the building sector. Waste management is becoming the standard, and electric-powered machinery is starting to appear on worksites in some projects. In the battle against noise, Bouygues Construction has developed the Byoasis simulator and the Silens software to better organize its worksites and work schedules. Finally, actions are being taken with ecologists to preserve local biodiversity during and after the construction work (*Restore nature*, p. 94).





INTEGRATED MAINTENANCE AND REHABILITATION

Another way to lessen the impact of a project or product is to extend its lifespan through maintenance and rehabilitation. In 2021, Bouygues Telecom launched the Sustainable Smartphone Solutions program, based on the 4R approach: repair, repurchase, refurbish, and recycle (*Smart*, p. 80). Developed by Bouygues Construction, the BYSprong solution transforms “energy inefficient” buildings into positive energy buildings. Bouygues Immobilier launched Nouveau Siècle, a subsidiary specializing in the rehabilitation of historical or remarkable buildings, and Coverso, an offering that transforms offices into housing, thus providing communities with new urban recycling possibilities that involve zero net artificialization. Colas, meanwhile, has developed 2IN (twin), a digital twinning system that optimizes development projects and supports predictive maintenance of infrastructure. Through facility management, Equans ensures that installations are operated to optimal advantage from the technical, functional, and environmental standpoints.

ADAPTABLE STRUCTURES

Building more sustainably also calls for designing modular and evolvable buildings than can be adapted for new uses. Bouygues Building Ile-de-France, supported by its experts working for the WeWood brand and in partnership with the manufacturer TH, has come up with a groundbreaking solution for modular classrooms made from bio-sourced materials. Another innovation offered by Bouygues Immobilier is “Loji,” a range of configurable lofts that can be adapted over time to satisfy their owners’ changing desires and needs. Their adaptability is in line with the requirements of the European taxonomy: Loji was awarded the first NF Habitat HQE taxonomy profile certification in September 2023. ●



“

Our business model consists in offering our customers high-performance solutions to meet their own CSR challenges.

*Interview with **MARIE-LUCE GODINOT**, Senior Vice President, Innovation, Sustainable Development and Information Systems*

By Benoît Dhoms



What are the main CSR challenges that the Group is facing?

There are a lot of them! First, in terms of the environment, we need to contribute to the ecological and energy transition to combat climate change and its effects, to protect biodiversity, and to ensure the preservation of water and natural resources. As for social and societal challenges, the Group has always made people central to its activities in terms of the way our employees are treated and the notion of respect, which is fundamental. Today, we want to go a step further regarding gender equality,

diversity, and inclusion. We also want to have a positive impact on society and on the regions where we operate. And we must continue our efforts and remain firmly committed to our fundamentals, which include ethics, health and safety, and basic human rights.

The Bouygues Group has diverse activities and is present in 80 countries. That means the problems, risks, and opportunities are extremely diverse too. Our ability to have an impact on these issues, our capacity to change our way of working, and our capacity to provide our customers with relevant solutions

vary by geographic location and business activity. There is not always a single answer. But the Group, which is primarily a service company, can depend on its greatest strength: the men and women who constitute it.

What is the Group's strategy for integrating CSR into its business model?

Each of the Group's business segments has considered the strategy it should adopt according to its activities and where it operates geographically. Take, for example, the battle against climate

AN EXPERT'S VIEWPOINT



MARTIN FISCHER

*Professor of Civil and Environmental
Engineering, Stanford University*

Corporate Social Responsibility involves many issues. There are environmental, societal, and ethical questions among others. In a group like Bouygues, where there is a lot of diversity, it is necessary to find the right mix, draw up a road map, and communicate it to all employees. For that to work, the top management must demonstrate sensitivity, empathy, flexibility. Large companies would like the same CSR policy to be applied by all employees everywhere, but it's necessary to adapt for cultural differences. The CSR vision and objectives are not the same if one lives in Mexico City, Geneva, or Shanghai. On the management side, an organization and procedures must be put in place and a foundation of shared knowledge created to define goals and best practices. Information must come up from the field. Digital tools and data collected with them are crucial. It can then be determined whether the goals that have been set are realistic and scenarios can be constructed to make the organization more agile and meet CSR requirements.

change. TFI can have a significant impact by increasing the public's awareness and understanding of climate change issues. This is crucial because there can be no transition without public acceptance. For companies like Bouygues Construction and Bouygues Immobilier, the challenges are different because the construction and civil works sector is a big emitter of greenhouse gases. One solution will be to replace the materials we customarily use with lower-carbon ones such as bio-sourced materials, wood, and even straw. Another example with Equans: its ability to build infrastructures for renewable energy production will have a positive impact.



*Innovation helps the Group
keep pace with the profound
transformations taking place.*

Our business model consists in providing our customers with high-performance solutions to meet their own CSR challenges: at Bouygues Immobilier, the rehabilitation of historical buildings or the transformation of offices into housing; at Colas, the development of sustainable mobility and more responsible technical solutions such as low-temperature or cold asphalt mixes, bio-sourced binders and recycled materials; at Equans, the optimization of energy resource use, among other solutions. Our expertise enables us to offer a wide range of products and services that we can adapt according to the requirements of our

customers in the public and private sectors.

In each business segment, CSR issues will of course vary depending on the portfolio of solutions we offer to support our customers on these issues and on how we manage our impacts and conduct our activities while integrating the fundamentals of ethics, health and safety, and human rights, including in our supply chains.

We must be able to send a responsible message that is also commercially viable.

What role does innovation play in the CSR policies?

Innovation helps the Group to keep pace with the profound transformations taking place – by accelerating the response to the challenge of climate change; by integrating emerging trends and new practices; by embracing technological changes; and by preparing for new, less impactful, and more sustainable business models. It is also a tremendous factor of differentiation. Innovation is therefore crucial.

The challenges confronting us are immense. Technological innovation will be essential to dealing with them. However, it will not be sufficient.

Moderation, responsible consumption, sustainability, and circularity will also be necessary, and innovation can contribute to these things. CSR is a powerful driver of innovation. ●

FOLLOW MARIE-LUCE GODINOT
ON THE SOCIAL NETWORKS



www.linkedin.com/in/marie-luce-godinot/



The new **VIRTUOUS CYCLE** *in* **CONSTRUCTION**

ECO-RESPONSIBILITY. Circular economy involves producing goods and services sustainably by reducing the consumption and wasteful use of resources as well as the production of waste. The recovery and recycling of materials are the core activities of the Ecotri and Valormat platforms in France and a key part of the Bern 131 project in Switzerland.

By Amélie Eleouet and Benoît Dhomps

The site of the Bern I31 project in Switzerland is technically challenging due to the proximity of a highway and railway lines.



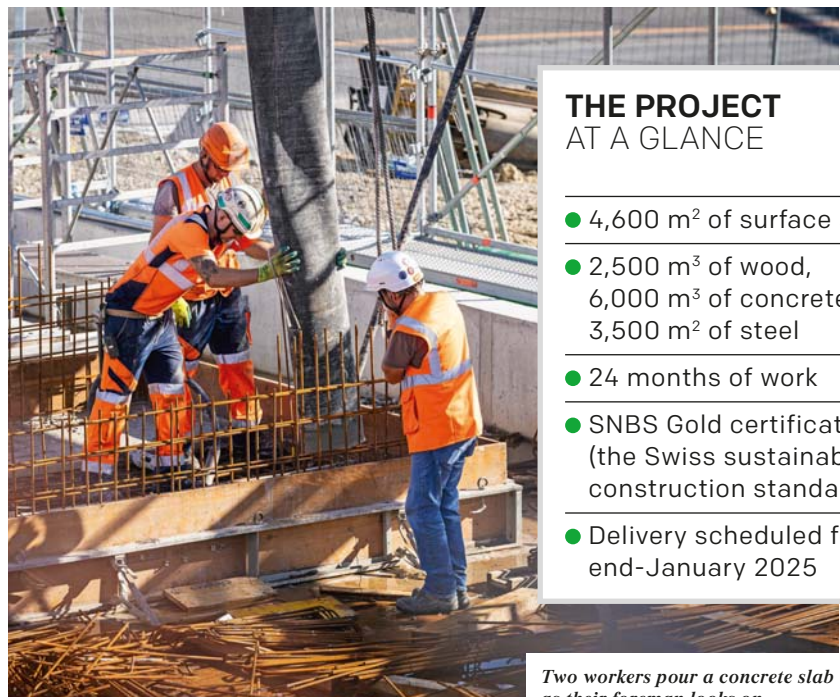
SWITZERLAND: SUSTAINABILITY THROUGH THE REUSE OF MATERIALS



Bern 131 is being constructed on the former site of a logistics warehouse. Some of the materials from the warehouse will be reused.

Under a clear blue Swiss sky, not far from the business district and Wankdorf train station in Bern, around thirty workers from Losinger Marazzi, a subsidiary of Bouygues Bâtiment International, are busy constructing the new Bern 131 service building. It is a modern, sustainable, and uniquely designed building whose originality lies in its triangular shape and curved façades. Its ambition is to become a new emblem of Bern and revitalize the site located at the northern entrance to the city.

“In this period of change, we have adopted a climate strategy with reusability as one of its pillars. Under these circumstances, it is important, even essential, to develop groundbreaking projects like Bern 131. They demonstrate that sustainable construction is technically and economically viable,” explains Lennart Rogenhofer, climate



THE PROJECT AT A GLANCE

- 4,600 m² of surface area
- 2,500 m³ of wood, 6,000 m³ of concrete, 3,500 m² of steel
- 24 months of work
- SNBS Gold certification (the Swiss sustainable construction standard)
- Delivery scheduled for end-January 2025

Two workers pour a concrete slab as their foreman looks on.



←
Applying formwork oil with a pulveriser.

↓
Lennart Rogenhofer, climate officer, and Harald Schroedl, marketing and research manager at Losinger Marazzi, with a model of the future Bern I31 building.



+

BONUS VIDEO

officer at Losinger Marazzi, whose job is to coordinate the implementation of the company’s climate strategy. The Bern I31 project is exceptional owing to the extensive use of wood, the large number of photovoltaic panels on the roof and facade, and the significant amount of greenery. “The building will produce more energy throughout the year than it consumes,” adds Rogenhofer. The site’s proximity to the train station will also encourage future users to opt for soft mobility.

DIGITAL TWIN

Developed and built for Swiss Prime Site Immobilien, Bern I31 will be located on the former site of a logistics warehouse. A 3D scanner was used to precisely identify the types and quantities of materials that made up this structure. Then, by modeling the existing structure with a digital twin, it was possible to recover the steel framework, pillars, and a large portion of the façade. These materials will be used to reconstruct the warehouse at another location. “This is a major success in terms of circular economy within the framework of our climate

strategy,” says Harald Schroedl, marketing and research manager at Losinger Marazzi. “And it means we have prevented the emission of 60 tonnes equivalent of CO₂.”

TECHNICAL CHALLENGES

“This construction site presents technical challenges due to its shape and location,” notes Hermene Mapangou, construction supervisor and head of wood construction and special works for the project. “The geometric data require adaptation of the formworks, and they make the execution more complex. Because there are railway lines and a highway very close by, the use of cranes is strictly controlled, and noise regulations mean that effective sound insulation is essential.” Construction got underway on 7 November 2022, with delivery of the building scheduled for the end of January 2025. “We were able to envisage this project despite its location at the intersection of a highway and railways lines,” concludes Rogenhofer. “Rehabilitating a site like this rather than building on new land is a sustainability issue, just as convincing investors of its potential is.” ● A. E.



↑
Hermene Mapangou, construction supervisor and head of wood construction and special works for the project.



↑
Valormat has 140 sites and Ecotri 15 waste disposal facilities in their networks.

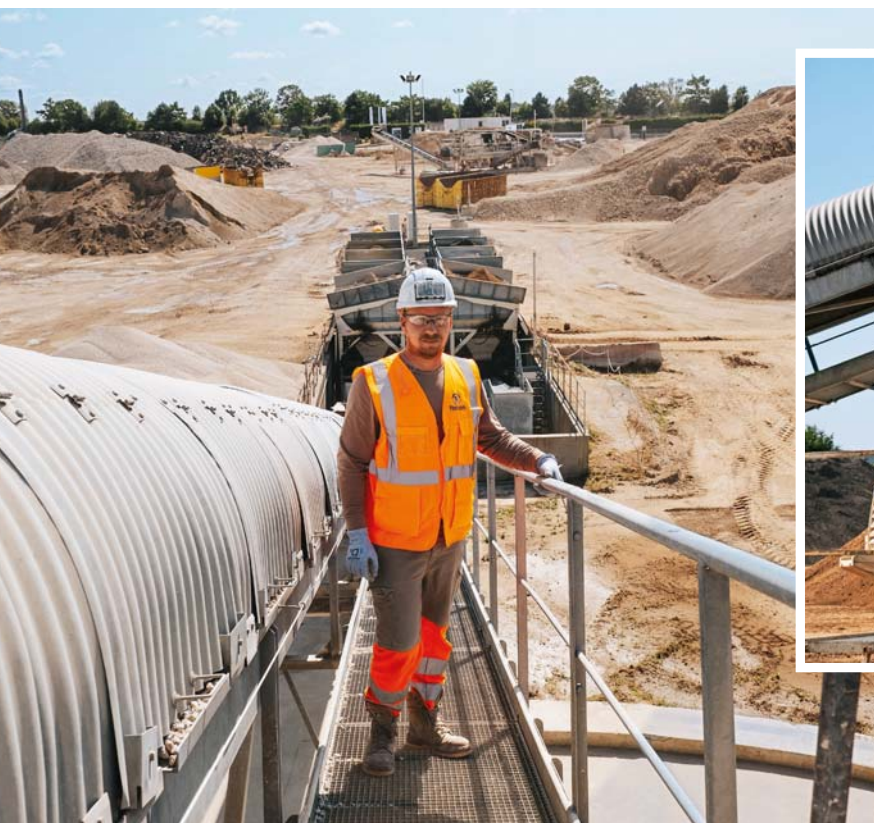
FRANCE: TWO PLATFORMS TO FACILITATE RECYCLING

Each year, Colas produces seven million tonnes of recycled aggregates in France, a capability the company has relied on for over 30 years. To reach its goal of about 10.5 million tonnes per year by 2026, the Colas Group launched a recycling and construction waste management system in 2022 using the Ecotri and Valormat networks. Ecotri consists of 15 waste collection centers tailored to the needs of artisans and small/medium-size construction companies, mainly in urban and suburban areas. These platforms accept around 15 types of waste, which is systematically weighed, tracked, and sorted for recycling onsite or for transfer to appropriate processing facilities. “For example, we receive green waste at the site, and we mix it with ground wood paste to make compost,” explains Tersen regional director Cédric Pantel.

Valormat currently has a dense network of 140 sites spread across the country, putting them within easy reach of worksites. Large volumes of mineral construction waste are collected at each facility, sorted, and given a second life as recycled aggregates (sand, gravel, crushed rock) that can be used in new construction projects. Thus, construction companies deposit their waste and leave with natural or recycled materials available onsite. In addition to conserving natural resources, this circular economy system reduces empty-truck trips and CO₂ emissions from the transport of materials.

A VIRTUOUS CYCLE

Valormat and Ecotri both have facilities at the seven-hectare Louvres platform located about 30 km north of Paris. Some 1,500 tonnes of materials are recycled here




←
Each year, 150,000 tonnes of concrete are recycled at Louvres, about 30 km north of Paris.




↑
Waste materials are sorted and transformed into recycled aggregates.



Construction companies deposit their waste and leave with natural or recycled materials.

 **BONUS VIDEO**




MARC BOURSIER
Materials Director, Tersen



↑
Colas produces 7 million tonnes of recycled aggregates every year.



Colas, a major player in the circular economy, ranks among the world's leading recyclers. We give a second life to waste and materials to conserve natural resources and reduce the carbon footprint of construction activities.

PIERRE VANSTOFLEGATTE
Chief Executive Officer, Colas

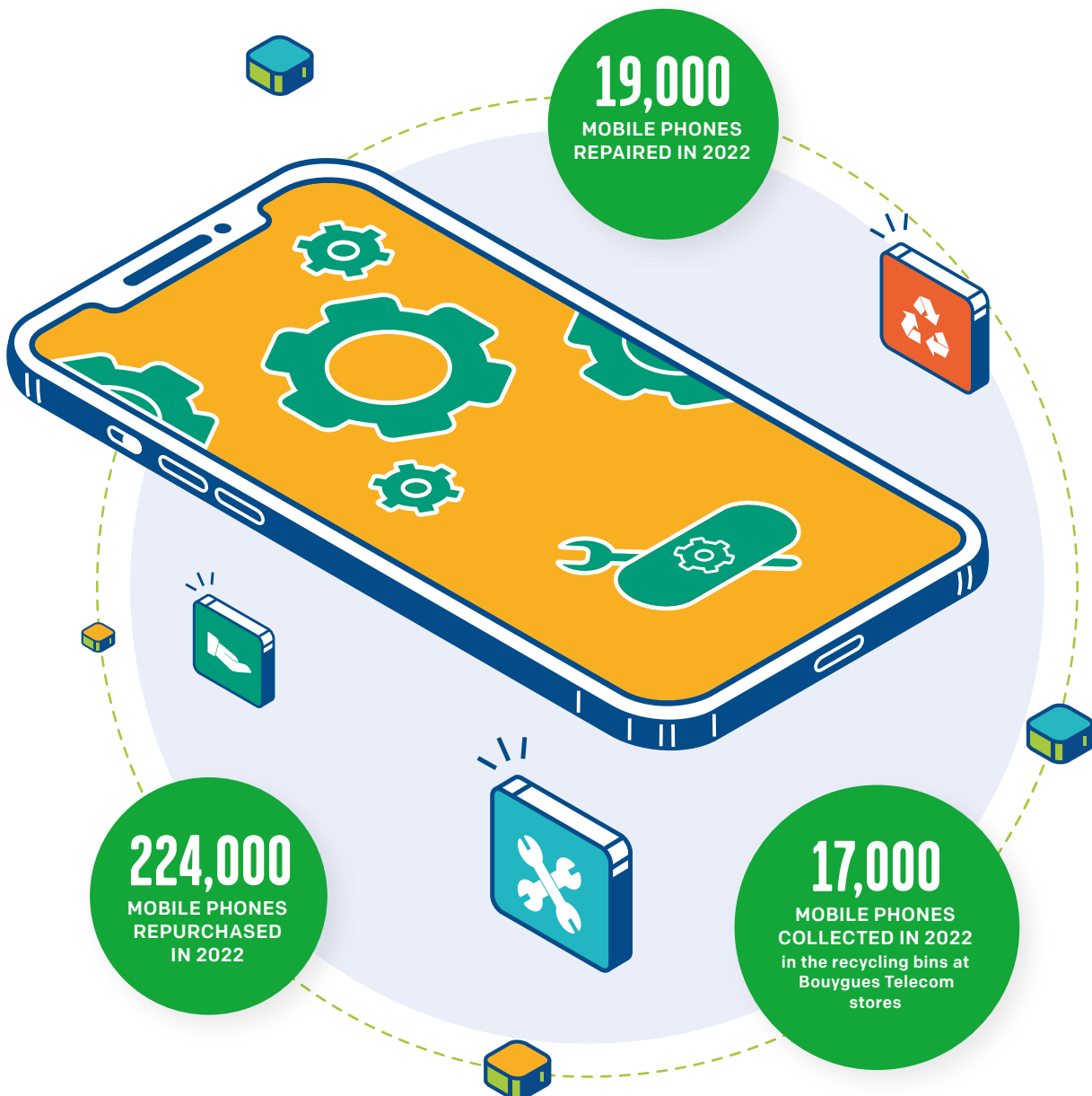
each day, and 150,000 tonnes of concrete each year. “When materials arrive here, they are weighed, and we check the contents of the bins using a camera system,” explains Marc Boursier, materials director at Tersen. “After initial sorting, the products are screened and crushed. The aggregates we produce are then inspected to verify their characteristics before being sold for reuse on other construction sites.” To make the platform even more environmentally friendly, several initiatives have been taken such as employee training in eco-driving, investment in low-carbon machinery and vehicles, and the

installation of electric charging stations. Efforts are made at all facilities in the Valormat and Ecotri networks to protect biodiversity. The sand martins that find refuge at the Sablon du Déluge quarry at Marcoussis, just south of Paris, are tracked each year in cooperation with a bird protection organization. Other sites partner with beekeepers and provide space for beehives. This comprehensive approach exemplifies Colas’ low-carbon and biodiversity strategy within the framework of its ACT program. ● *B. D.*

A program as **SMART** as our **SMARTPHONES**

ECO-RESPONSIBILITY. In 2021, Bouygues Telecom launched "Sustainable Smartphone Solutions," a program based on 4Rs – repair, repurchase, refurbish, recycle – and in line with its commitment to a circular economy approach.

By Justine Moretti



More than 100 million smartphones are forgotten in our drawers. And the ADEME, the French Ecological Transition Agency, has raised the alarm: more than two thirds of them are still in working order. A great waste, considering that from design to distribution, a new smartphone travels the equivalent of four trips around the world¹. As a responsible operator, Bouygues Telecom decided to make its customers aware that their smartphones could have a longer life by launching its Sustainable Smartphone Solutions program in 2021. Here's the explanation in four Rs.

1. From an ADEME study on refurbished smartphones (2022).



Learn about the repair of telephones at Bouygues Telecom



Learn about smartphone recycling



REPAIR

Extending the life of your smartphone by at least one year by replacing the battery or fixing a broken screen reduces its carbon footprint by 25 percent.

Adding two years two years results in a 40-percent reduction in the carbon footprint². Since 2019, Bouygues Telecom has offered customers special discounts for insuring and repairing their mobile phones through a partnership with Wefix, a leading French smartphone repair company.

REPURCHASE AND REFURBISH

More than 200 kilos of raw materials are needed to manufacture a smartphone³. Since 2009, Bouygues Telecom has partnered with Recommerce to offer a service for repurchasing its customers' mobile phones to promote their reuse. The collected mobile phones are inspected before being refurbished and certified for sale by an independent third-party organization. Since 2011, refurbished smartphones have been offered for sale on the operator's website.

RECYCLE

The operator set up a collection service in 2004, and since 2019, recycling bins have been placed in all Bouygues Telecom stores. The collected smartphones are given to a government-accredited eco-organization, which dismantles and detoxifies them. The materials are recovered and reused. For example, the plastics go into the manufacture of components for electronic devices. An old smartphone might a remote control! ●

2. Green Alliance.

3. From an ADEME study of the environmental impact of consumer products and goods (2019).



By working with our customers, we can not only extend the lifespan of their smartphones, but also offer these devices multiple lives, for the most environmentally friendly smartphones are the ones that are not newly manufactured.

BENOÎT TORLOTING
CEO, Bouygues Telecom

MON EMPREINTE SMARTPHONE

(My Smartphone Footprint) is an app that increases people's awareness of digital sobriety.

It informs users about their carbon footprint and gives them tips for more responsible digital consumption.



Download the Mon empreinte smartphone app



CIRCULAR
ECONOMY



FRANCE



BUILDING BETTER *with* BIO-SOURCING

DECARBONIZATION. Construction activities account for 93 percent of the Group's greenhouse gas emissions. One way to reduce this carbon footprint is to opt for bio-based building materials, that is, ones made from substances derived from living organisms. Here we look at Bouygues Construction's growing use of wood construction and the Vegecol asphalt mix developed by Colas.

By Émilie Dupas

The Engie Campus, slated for delivery in late 2024, will have four office buildings of either six or seven floors for a total of 22,000 m² of wood structures.



THE WOOD REVOLUTION

Cranes swing back and forth continually at the former site of a Peugeot automotive plant in La Garenne-Colombes, a northwestern suburb of Paris. At the end of 2024, the Engie Group’s new headquarters will stand here on land transformed into a 1.3-hectare landscaped park. The developer Nexity awarded the contract for its construction to Bouygues Bâtiment Ile-de-France in 2021. The four office buildings comprising the Engie Campus will have either six or seven floors, a total floor area of 22,000 sq. meters, and be constructed with wood from sustainably managed forests. Wood has emerged as an environmentally friendly construction material owing to its ability to sequester carbon. In this project, wood construction will prevent the emission of 4,700 tonnes of carbon dioxide¹. None of that will be visible from the exterior, though, because of the façades enveloping the buildings. Inside,

1. A cubic meter of concrete emits about 450 kg of CO₂/m³, while solid wood sequesters about 800 kg of CO₂/m³.

only the pillars will be exposed, a decision made for architectural reasons.

ADVANTAGES OF WOOD

“Wood doesn’t produce dust, and you learn how to work with it very quickly,” says site worker Claude Ferreira, a 25-year veteran of the Group. The training is done right on the worksite and at the Gustave Eiffel Center, a training organization cofounded by Bouygues in 1997. To be sure, using wood sometimes calls for handling heavy loads, and the work involves a lot of repetition because of the drilling and inserting of screws on the backsides, but the workers are equipped with special exoskeletons and electric screwdrivers that make the job easier than working with concrete. Another advantage of wood? Less dependence on other trades. “There’s not as much waiting. It’s easier to plan and organize,” adds Ferreira. “The sections of flooring are lowered with a crane. Once they are in place, we screw them down,” explains Denis Chevreuril, the supervisor for one of ●●●

ENGIE CAMPUS

160

site workers, 20 site managers, and 50 works supervisors make up the Bouygues Construction team

€245M
(Group share)

94,000 M²

of floor area, including 78,132 m² of offices, 4 shared company restaurants, a showroom, 2 auditoriums, a day-nursery, and commercial space

22,000 M²
of wood floors

9,000 M²

of reused false flooring and 15,000 m² of low-carbon concrete floor slabs, yielding a 34% reduction in carbon compared with conventional concrete slabs

⋮ CIRCULAR
ECONOMY

A worker guides into place a section of flooring being lowered by crane.

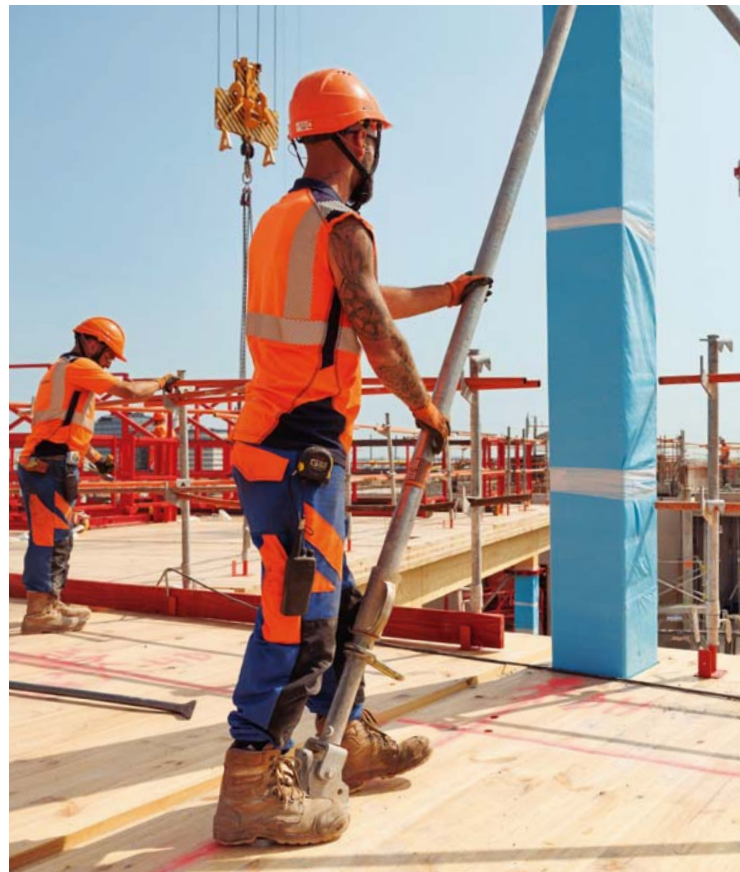


Constructing with wood produces little dust. Dependence on other trades is reduced, and unlike with concrete, there is no drying time, which speeds up the work.



We want to differentiate ourselves by building differently. That involves a commercial response tailored to the challenges of climate change. The use of low-carbon materials such as wood, where appropriate, is part of it, as is the reuse of materials and renovation. Industrialization with prefabrication, standardization, and digitalization of processes is transforming our profession and helping us to make these solutions more competitive.

PASCAL MINAULT
Chairman and CEO, Bouygues Construction





WEWOOD

40 EXPERTS
in wood construction

30%

of all projects will be wood construction by 2030

15%

of all Bouygues Bâtiment France orders were wood construction at end-2022, compared with 3% in 2019

43 PROJECTS

awarded in 2022 and more than 200 wood projects delivered since 2015

More than

13,000 TONNES
of CO₂ emissions eliminated per year

Wood is easier to work with. The structure is assembled on site, like a Lego.



... the four buildings and vice president of the Minorange Guild at Bouygues Bâtiment Ile-de-France. “The curing time for concrete is about 28 days, which holds up the work. That’s not the case with wood,” points out Hugo Besson, who oversees wood and metal frameworks. “On the other hand, the studies and fabrication take a lot of time. The elements are prefabricated so it’s much more of an industrial process. And that’s transforming our profession.”

A SHARED GOAL

Wood is being used more and more in building construction, and with regulations progressively changing², it will

2. RE2020 sets an upper limit for CO₂ emissions that progressively decreases in the years 2022, 2025, 2028, and 2031. The use of biobased materials such as wood is a response to this regulation, and the limit set for 2028 will make wood the predominant material.



Claudia Longrais, a formworks worker, was hired by Bouygues Construction after she completed a reconversion course, an example of the occupational integration policy implemented in the project.



become virtually essential. “At Bouygues Construction, we want to reduce our carbon emissions by 30 percent by 2030. Wood construction projects are one way of doing this, and our aim is to increase their share of all our operations to 30 percent by that year too. We have created a center of expertise, WeWood, to capitalize on the experience gained in each project to support the operational units,” says its director, Christophe Lemaître. The center has a staff of 40 experts today. “We have important partnerships with two suppliers involving commitments to order 60,000 sq. meters of CLT³ a year. That sends a strong signal to our partners. The objectives we set are prompting them to increase their production volumes and capabilities to keep up with the changes in regulations.” WeWood is also providing expertise for some potential projects outside of the French and European markets. For example, Bouygues Construction is in discussions in Asia regarding the construction of modular classrooms and exploring opportunities in Greece and Australia. Cuba has also asked the company about the exploitation of its local wood resources. ●

3. Cross Laminated Timber.



Besides their smaller carbon footprint, Vegecol paths encourage soft mobility in rural areas.

70% to 90%
less CO₂ emissions over the full life cycle compared with conventional light-colored asphalts

Low-temperature asphalt mix

9,000 M²
of Vegecol asphalt laid down in 2022

Objective for 2023:

40,000 M²

30
Vegecol projects planned for 2023

30%
less direct CO₂ emissions (Scopes 1 and 2) and 30% less indirect upstream emissions (Scope 3a) by 2030 – the targets in the Colas low-carbon roadmap

ASPHALT MIXES: THE VEGETAL PATH

At Roques, near Toulouse, in southwestern France, a dozen Colas workers are building a new bicycle path alongside a busy highway for the municipality of Muretain. They are paving it with Vegecol, an innovative, low-carbon, light-colored asphalt mix whose mostly biobased binder is made with pine resin and vegetable oil rather than the bitumen used in conventional mixes. Vegecol reduces the carbon footprint of infrastructures by 70 to 90 percent compared with conventional light-colored asphalts. Also contributing to its ability to reduce greenhouse gas emissions is its

production at a low temperature. Workers began laying down the asphalt in May and finished the job at the end of the summer. “The steps are the same as with conventional asphalt,” notes site manager Pascal Coudon. The path can be opened to traffic just a half day after the paving is done.

A TECHNICAL CHALLENGE

The plant-based binder in Vegecol is manufactured by Colas at Vitrolles, in southeastern France, and then sent to an asphalt plant at Villeneuve. There it is mixed with gravel from a local quarry at Cazères. “Our asphalt plant can supply





↶
Workers pass the finisher over just-laid asphalt.

↑
Vegecol gives off less heat than conventional asphalts as it is produced at a temperature of 140°C rather than 160°C.



←
Dominique Bezombe, manager of the Villeneuve asphalt plant, loads a truck with Vegecol binder for the project. The plant can produce 250 tonnes of Vegecol per hour.

250 tonnes of Vegecol per hour,” says plant manager Dominique Bezombe. “We were pioneers when the first version of Vegecol was brought out in 2005. It was a challenge to replace bitumen with a plant-based material for roadbuilding. We did a lot of research and field trials to adjust the composition before full-scale deployment in 2022,” explains Thierry Guigue, sales director at Colas France. “After using the new version for a year, we observed that the material performed very well.” Vegecol meets municipalities’ objectives in terms of decarbonization and the reduction of heat islands. Now there is also a permeable

version that allows rainwater to drain from the pavement. For now, Vegecol is produced only by the Vitrolles plant, so Colas is concentrating on the French market. Once it has reached its full potential in France, however, Colas is not ruling out targeting other countries where it has operations. ●



Located near the waterfront, the eco-neighborhood Les Fabriques is just 15 minutes by public transport from the center of Marseille.



In Marseille, **BOUYGUES** **REINVENTS** *the* **CITY**

MAJOR URBAN PROJECT. Bouygues Construction and Bouygues Immobilier are transforming a 14-hectare industrial wasteland into an eco-neighborhood with an emphasis on innovation, mixed use, and protection of the environment.

By Laura Franchet



⋮ SUSTAINABLE URBANISM
⋮ AND BIODIVERSITY

The panoramic view from the 15th floor of the AL-FA residence is splendid. To the south lies the Old Port of Marseille; opposite, there is an unobstructed view of the Mediterranean and the hills along the Blue Coast. Delivered by Bouygues Immobilier in late 2023, this residence with 148 apartments is in the heart of the eco-neighborhood Les Fabriques, where some 6,000 people will ultimately live. “This is a groundbreaking project for the Group, carried out under a framework agreement signed following a call for expression of interest by the public urban redevelopment agency Euroméditerrané, the Bouygues Construction subsidiary Linkcity, and the Bouygues Immobilier developer UrbanEra. Bouygues Bâtiment Sud-Est did the construction, and Colas was a supplier of the neighborhood’s infrastructures,” explains Jérôme Sauvage, urban

projects director at Bouygues Immobilier. Energy efficiency was a key aspect of this major operation. Thirty percent of the rooftops will be covered with photovoltaic panels, and an innovative cooling system was developed for the apartments. “We have connected this eco-neighborhood to a thalassothermic network, which recovers energy from the sea that is then converted by heat pumps for heating or cooling. This inexhaustible supply of energy from the sea allows us to cool the apartments during the summer by reducing the interior temperature by a few degrees,” adds Sauvage. “In this future eco-neighborhood, 70 percent of the energy used will be locally supplied renewable energy.”

SERVICES RENDERED

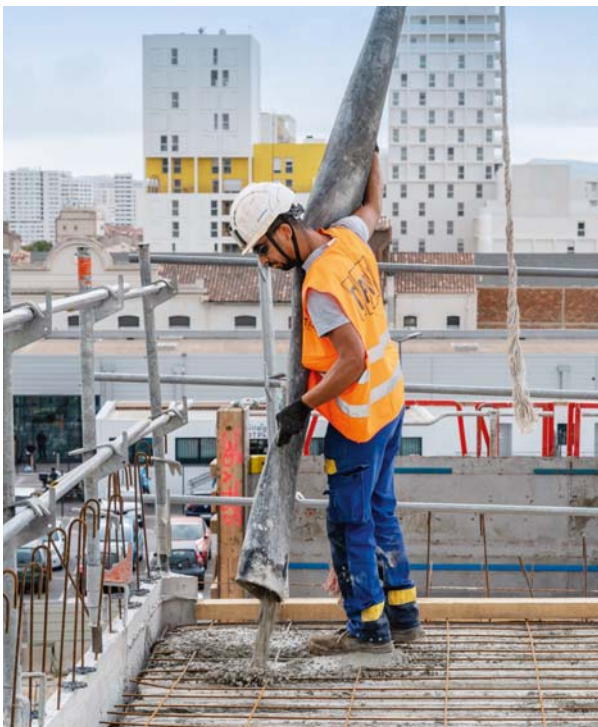
On the shared terraces, at the foot of the buildings, between the apartment blocks...



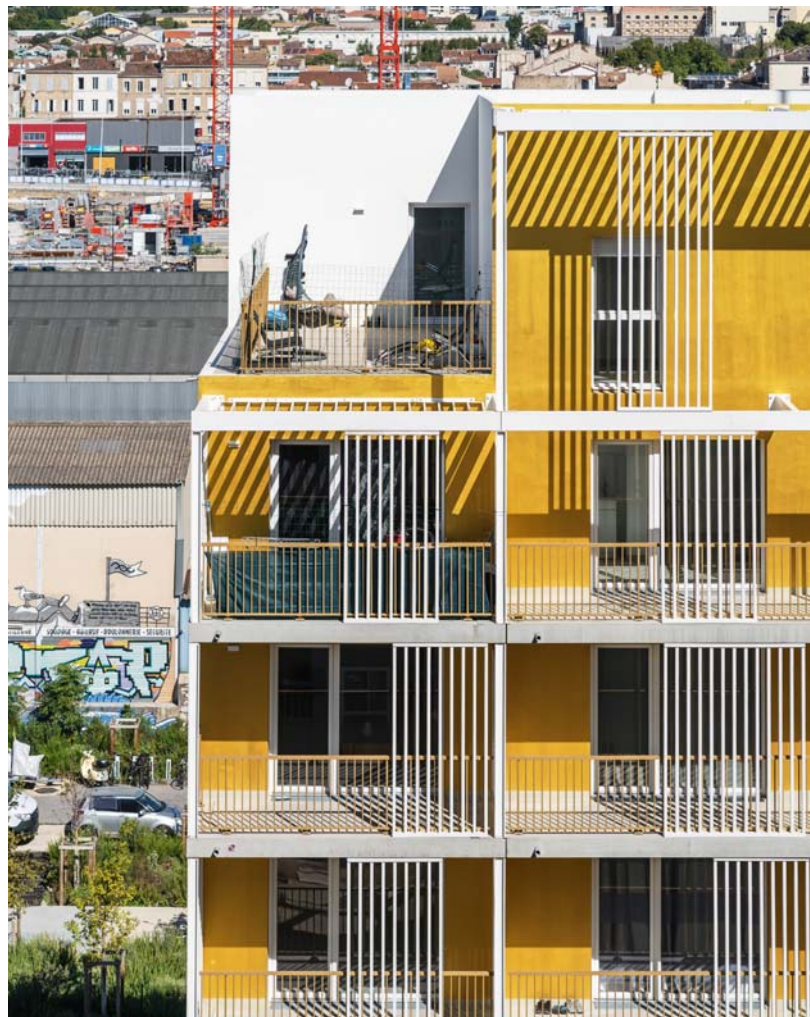
JÉRÔME SAUVAGE
Urban Projects Director,
Bouygues Immobilier



LAURE DELIVRÉ
Regional Director, Linkcity



↑
Bouygues Bâtiment Sud-Est is building the future headquarters of the electric utility RTE.



→
L'Abeille is the first residence to open in this new eco-neighborhood.



LES FABRIQUES
IN FIGURES

6,000
residents

14 HECTARES

70%
of energy from local
renewable sources

↑
Brézillon has set up a temporary eco-center to sort, store, and reuse polluted soil from the industrial wasteland.

FIRST INSERTION, THEN HOUSING

The future headquarters of RTE, the operator of the electricity transmission network in France, is now under construction at Les Fabriques. Five hundred of its employees will work at this strategic site, where a dispatcher system to manage the supply of electricity across France will also be located. Teams from Bouygues Bâtiment Sud-Est are constructing this seven-story building with floors made of low-carbon concrete. This project includes 15,000 hours of insertion employment. Hired as a temporary worker in April 2021, Oumar Kome is now a permanent formwork builder. "I moved into an apartment in the neighborhood this fall thanks to the work we did with the Les Fabriques teams to put together a rental application," says Kome.



Many green spaces have been provided to promote biodiversity and create pleasant surroundings for residents.

nature has found a niche everywhere. "An experimental garden has been planted to find the best vegetalization and drainage solutions," says H el ene Marliangeas, communication and temporary urbanism manager. "Seeing that nature has its place was a priority in designing the apartment blocks: planting in open ground, water management, the installation of birdhouses and insect hotels, things like that." With these features, the eco-neighborhood is aiming for BiodiverCity Ready certification, which takes into account biodiversity in rating the performance of urban development projects.

During the design phase, the teams thought about ways of providing innovations that would benefit the most people. "All the apartments have low-cost Internet access. We included it in the building charges with the operator Net&You at a cost of 5.80 euros per month," says Simon D'Annunzio, urban projects director at Linkcity. Similarly, the heating and cooling installations for the apartments have been scaled to save energy. "Most of the apartments are transversal or have double exposure so they are well ventilated and thus well adapted to the Mediterranean climate. And most have comfortable outdoor spaces," ...

• SUSTAINABLE URBANISM
• AND BIODIVERSITY

USAGE REVERSIBILITY

A 422-space parking silo made of steel has been built at Les Fabriques. It is open to the public, with residents entitled to parking spaces in it. This innovative facility is designed for multiple uses and reversibility. The Linkcity teams have thought about how to make optimal use of the space and how the silo might have a different function after the city takes it over at the end of the 40-year lease.



↑
Two parking silos with 422 and 850 spaces are planned at Les Fabriques.

••• adds Dusán Jovanovic, program director at Bouygues Immobilier.

REUSE OF RAW MATERIALS

There are some 50,000 visitors to Marseille’s big flea market each week. An “institution” in the city, it has remained open in the neighborhood while the former industrial land around it underwent soil decontamination before the first apartment blocks were constructed. “A contract was awarded to Brézillon, a Bouygues Construction subsidiary, for the entire neighborhood to manage the polluted soil from each building site,” says Xavier Gondran, construction manager at Bouygues Bâtiment Sud-Est. Teams from Brézillon set up a temporary eco-center where the soil was stored and sorted. By reusing the soil at the site, costs and the carbon footprint related to transport are both reduced. This circular economy approach is also adopted by the “Makers,” who have been

at Les Fabriques since 2018. This community of artisans, designers, and architects named Ici Marseille, which shares 3,000 sq meters of workshops, repurposes materials recovered from the worksite for the things they create.

LIVING TOGETHER

The Ici Marseille manufacturing community was the first to mark the identity of Les Fabriques, and it proved to be an asset in the proposal for a regional economic development program to the municipality. “The plan is to have 20,000 square meters of space for businesses and other activities along with 10,000 square meters of public facilities within the project,” says Yann

Aubry, managing director of UrbanEra and Commercial Property at Bouygues Immobilier. “We are striving to create an eco-neighborhood that is lively, convivial, and socially diverse.”

Laure Delivré, regional director at Linkcity, explains: “We are also working with the company Récipro-Cité to create shared areas that foster community living, and we have co-financed with a lessor a 100-square-meter space where residents can hold events.” To facilitate residents’ arrival at Les Fabriques, a welcoming program has been developed that includes a booklet presenting essential information regarding their move-in and the neighborhood.



OUMAR KOMÉ
Formwork builder,
Bouygues Bâtiment Sud-Est



DUSÁN JOVANOVIĆ
Program Director,
Bouygues Immobilier

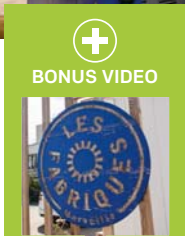


XAVIER GONDRAIN
Construction Manager,
Bouygues Bâtiment Sud-Est



Social and environmental issues have been successfully addressed at Les Fabriques because actions have been decided in close consultation with local stakeholders. Whether through circular economy methods such as the reuse and repurposing of materials or through services provided to residents, we are finding new ways to rebuild the city on the city.

FABRICE BONNIFET
Director, Sustainability & QSE,
Bouygues Group



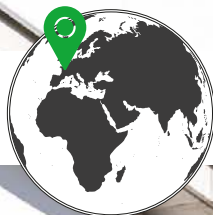
↑
Ici Marseille is the name of a community of artisans, designers and architects who have shared 3,000 sq. meters of workshops since 2018.

↓
Served by a metro and soon by a tramway, the eco-neighborhood is also connected to the bus network and has plenty of parking for bicycles.



In Marseille, as in all other big French cities, there is a substantial need for new housing, and difficulties in the property sector have increased in 2023. The services and apartments at Les Fabriques are distinctive because of the emphasis on quality and comfort. Some proven and approved features such as the Makers community of Ici Marseille have already been included in other projects of the Group, for example, at La Maillerie, near Lille. Concludes Laure Delivré: “As a developer, it is our duty to think about how we build. This includes our ability to find ways to reduce the carbon footprint of our projects to help preserve the planet.” ●





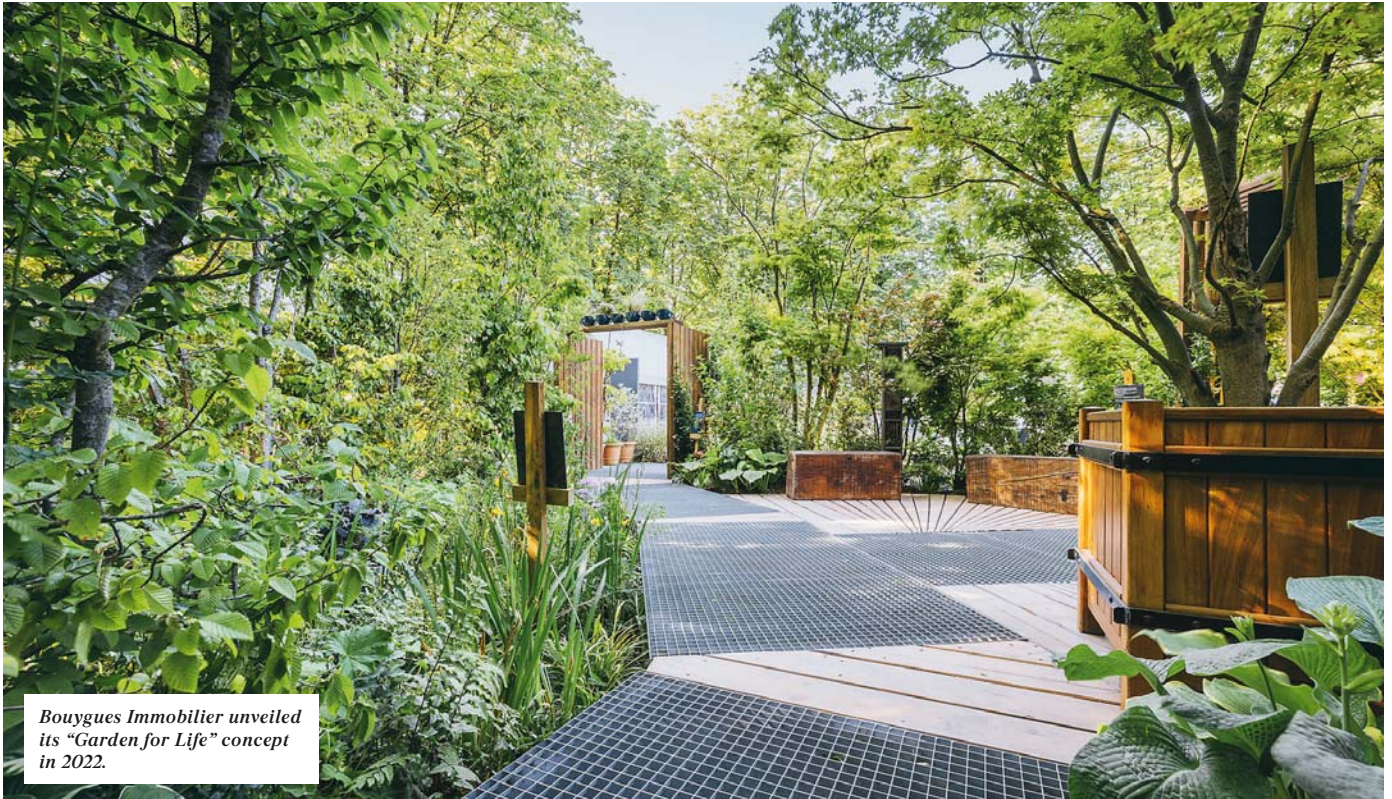
*The Residence Imagine at Tours,
in the Loire Valley. Bouygues
Immobilier has set a goal of restoring
the fundamental bond between city
dwellers and their natural ecosystem.*

RESTORE NATURE *to* *its* RIGHTFUL PLACE

ENVIRONMENT. Like the climate, the preservation and restoration of biodiversity are priorities for the Group. The construction business segments are aware of their impacts, both direct and indirect, on living beings and natural ecosystems, and they are taking actions to protect and restore habitats and species. Here are some examples at Bouygues Immobilier and Colas.

By Céline de Buttet

BOUYGUES IMMOBILIER: BRINGING NATURE BACK TO THE CITY



Bouygues Immobilier unveiled its "Garden for Life" concept in 2022.

At Bouygues Immobilier, biodiversity has long been addressed through emblematic projects and certifications such as BiodiverCity. This label was created in 2014 to concretely integrate biodiversity into projects from their design phase. A turning point came in 2020 when the need for green spaces became more important. "We decided to factor biodiversity into all our operations, with solutions tailored to each one," says Maud Robertson, Biodiversity manager at Bouygues Immobilier. In 2022, the urban developer unveiled its concept of a "garden for life," which was presented at the "Jardins, jardin" event in the Tuileries Garden in Paris. The goal is to bring nature back into cities by providing gardens designed by ecologists and landscape architects that respond to residents' expectations.

To create its gardens, Bouygues Immobilier follows ten rules. These include planting vegetation of multiple varieties and heights; integrating habitats for local wildlife, with a preference for local plant species from French nurseries; selecting suitable fences and lighting; refraining from the use of pesticides; and promoting water cycling and soil infiltration. By meeting these standards, Bouygues Immobilier's gardens qualify for the "Jardins de Noé" (Noah's Gardens) rating in the national biodiversity conservation program established by the association Noé in 2009.

A GARDEN, A POTENTIAL

In practice, the creation of a garden begins with a study of the land where the property development is planned. An ecologist makes recommendations and identifies typical animals and plants for which



↑
In 2020, Bouygues Immobilier decided to make biodiversity a part of all its operations. Shown here, a development at Saint-Jean-de-Braye, in the Loire Valley.



The “Jardins, jardin” event in the Tuileries Garden, in Paris.



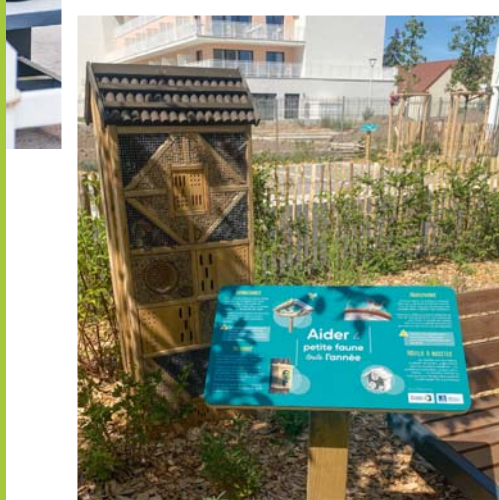
Insect hotel at Saint-Jean-de-Braye (Loire Valley).



As property developers, we have a role to play in helping communities to make their cities greener and to transform them in response to climate disruptions. With heatwaves now a regular occurrence, the creation of gardens and green spaces are a way to provide cool islands and reduce temperatures.

BERNARD MOUNIER

Chairman, Bouygues Immobilier



IN FIGURES

28%

fewer birds in European cities since 1980 due to rising temperatures and climate change
(Source: CNRS and Université de Montpellier)

81%

of French people consider the exterior space one of the primary criteria in choosing their future home
(Source: IFOP 2020)

1,000 LITERS

of water are given off each day by an oak tree through evaporation, equivalent to 10 air conditioners running for 20 hours
(Source: ONF)

1 MILLION

species of animals and plants are threatened with extinction between now and 2050. This has never occurred before in human history
(Source: IPBES report 2019)

23%

the reduction in the productivity of the world’s total land area due to soil degradation
(Source: IPBES report 2019)

favorable conditions will be provided. Using a Biodiversity Calculator, a tool developed by Bouygues Immobilier in 2020, the project team commits to preserving a maximum of vegetated and permeable spaces: 30 percent of the total area in the center and 50 percent in the outskirts of the city. By creating its signature gardens, Bouygues Immobilier is working to achieve a goal of reestablishing this fundamental bond between city dwellers and their natural ecosystem. Its gardens are welcoming spaces for biodiversity that draw inspiration from features of the natural environment such as wildflower-covered prairies

and resilient tree species. “Delivering a garden is delivering a potential,” says Olivia Conil Lacoste, director of Sustainability and CSR at Bouygues Immobilier and president of the International Biodiversity & Property Council (IBPC). “In 2023, we introduced two new measures to ensure that our gardens would be maintained and continue to thrive over time: a set of specifications that are given to property managers and owners; and the creation of a garden index to evaluate the ecological benefits and successful adoption of collective gardens after the first two years of the garden’s life.” ●

COLAS: CREATING ECOLOGICAL NICHES



At the Osselle-Routelle gravel pit, alluvial deposits are extracted at a bend in the Doubs River.

Our goal is to have 100 percent of our quarries and gravel pits implementing biodiversity actions by 2030. Many initiatives are already underway, but they will be meaningful only if they are in line with local conditions and needs over the long term as part of habitat restoration programs.

ANNE-LAURE LEVENT
Environment Director, Colas

In 2013, Colas launched its Biodiversity in Quarries policy, through which it is implementing conservation actions for ecosystems and species at its extraction sites worldwide. Lying on an important migration route, the Osselle-Routelle gravel pit, where alluvial deposits are extracted at a bend of the Doubs River in France, is a prime location for birdwatching. There are five artificial ponds at the site, some of which are no longer exploited due to the depletion of the deposits. One has been transformed into a natural swimming spot and a public recreational park among the largest in the Greater Besançon area. Two others, including one made available to a fishing club, are used for educational

activities by schools and for biodiversity initiatives. These bodies of water serve as resting places or substitute habitats for all the birds flying over the Jura Mountains, especially during nesting season.

DELICATE TIMING

“We have adapted our production process,” explains Thomas Lescalier, head of Land-Environment at Colas Carrière & Matériaux Nord-Est. “We begin the work in areas that disturb the birds the least and gradually move toward the other areas during the end of the nesting period, between September and March.”

It is difficult, however, to have bodies of water for tourists and others dedicated



←
A bird protection organization in the region does observations, counts, and adaptation work as well as provides assessments at specific times.

↓
The colonies of European bee-eaters benefit from the adjusted schedule of extraction operations.



COLAS COMMITMENTS

Colas has committed to carrying out several biodiversity initiatives in the framework of its low-carbon and biodiversity roadmap:

- **Preservation of habitats and species:** 100% of Colas' fixed sites aim to have a biodiversity initiative in progress by 2030;
- **Launch of an internal awareness and information program:** e-learning on biodiversity, awareness workshops for the biodiversity fresco, an Environment Day...
- **Creation of international patronage** within the Forest & Life program with Kinomé, the ONF, and Impactum for an innovative educational project addressing biodiversity preservation and tree planting
- **Development of ecological engineering projects**
- **Promotion of land renaturation techniques** and alternative methods (landscaped ditches, infiltration basins, drainage solutions) to deal with soil artificialization issues.

THE OSSELLE-ROUTELLE GRAVEL PIT

More than

200 SPECIES

of birds observed at or near the site

An area of

28.7 HECTARES

138,000 TONNES

of gravel: the authorized annual extraction limit

to biodiversity located near each other. In this regard, Colas has entered into an agreement with a bird protection organization in the region (Ligue pour la protection des oiseaux (LPO) de Bourgogne-Franche-Comté) for a renewable, five-year ecological management plan. The association does observations, counts, and adaptation work, provides assessments at specific times, and organizes joint nature projects. Several times a year, volunteers do maintenance at the installations to ensure they are functioning ecologically. "In 2023, we restored a slope to allow shore swallows to nest. They were nearing extinction in Franche-Comté, but they are now returning to the area. As for the adjustments to

the extraction schedule, they are benefiting the European bee-eaters and little ringed plovers," says Marc Giroud, mission officer for Support and Partnerships at the LPO Bourgogne-Franche-Comté. While more than 200 bird species are affected, Colas' actions are improving conditions for several other animals, such as the Eurasian beaver (now recolonizing the Doubs valley), the Viperine water snake, the slender-bodied darter (a species of dragonfly), among others. They all find an ideal habitat here. ●



*An Equan team
converting a Twin 20
streetlight in front of the
Washington Monument.*

Streetlighting **WASHINGTON** *takes the LED*

ENERGY TRANSITION. Equans helps clients optimize their energy consumption, as it is doing in Washington, D.C., where it is taking part in the largest urban streetlight modernization project in the United States. The move to LED lighting and a digital monitoring and control system will lower energy consumption by up to 50 percent.

By Amélie Eleouet



↑
The final step: placing the globe over the connected LED.

←
The U.S. Capitol, where Congress meets, is in Washington, D.C., the seat of the federal government.

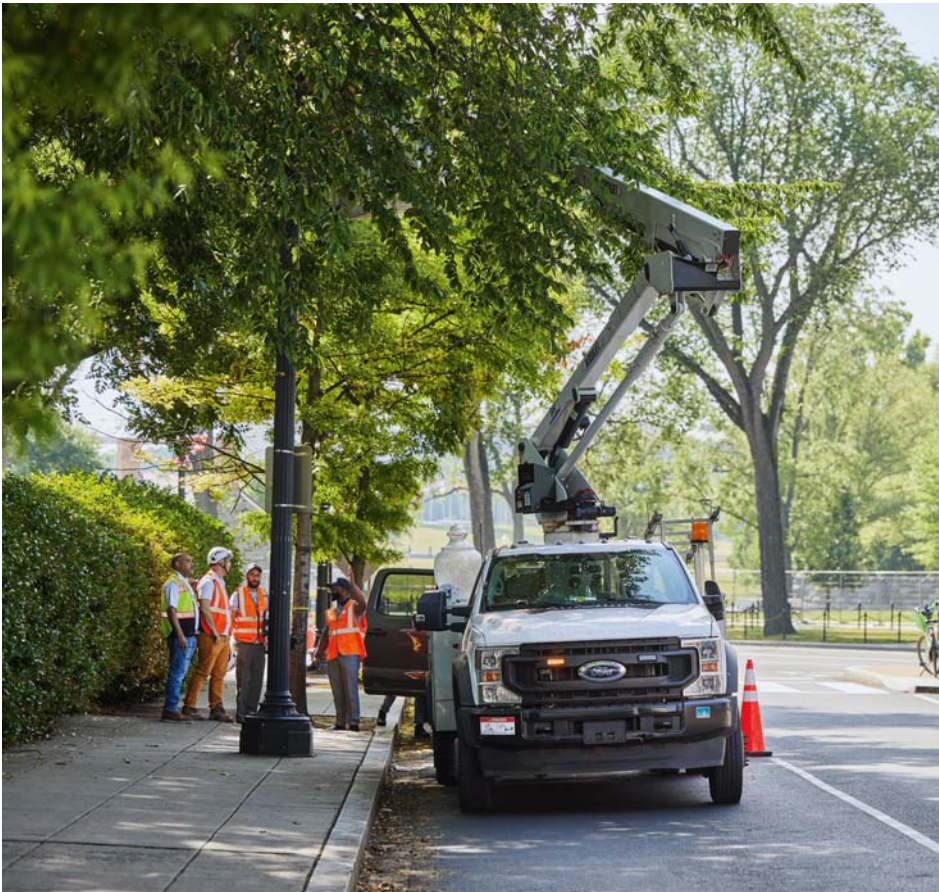
Midsummer in the historical center of Washington, D.C. Opposite the Washington Monument, the world's tallest obelisk, a team from Equans Services, the North American subsidiary of Equans, is working on a Twin 20 streetlight dating from the 1920s. They are replacing its two sodium lamps with brand new LEDs in a connected lighting system, a new and more economical technology (*Economical*, p. 104) that allows the light output of each lamp to be controlled remotely in real time.

By 2024, Equans Services, in a consortium with Engie, will have converted 75,000 streetlights in the nation's capital in this way. They were awarded this contract by the District of Columbia in 2022 in a public-private partnership that also includes maintenance of the network for fifteen years. To meet the deadlines, Equans Services is relying on a digital ecosystem, as planner/scheduler Javan Hunter explains: "Our Cityworks software provides us with a detailed

calendar that we scrupulously follow to stay on schedule. But we are continually having to adapt because of the calls we get from residents reporting a problem with a streetlight. We then have to do the repair in a very short timeframe. In this new lighting system, we also have the IntelliLight software, which sends alerts of malfunctions in real time while regulating the brightness of each streetlight."

COORDINATION AND SAFETY

The Twin 20 is converted in 20 minutes, and the two-man team heads off in its bucket truck. On the previous days, about 100 streetlights in the same area were converted and repainted for a big Hollywood production so that ●●●



↑ Trees can make the job a bit complicated. The teams size up the situation from the sidewalk.

↓ Streetlights resembling little lanterns located at the edge of Chinatown in Washington, D.C., are also part of the project.

THE ENERGY TRANSITION ELSEWHERE IN THE GROUP

Bouygues Telecom has been improving the energy performance of its installations for more than ten years. The company is implementing energy efficiency strategies for the design and operation of its telecom equipment that are generating savings of 10 percent on its basic consumption, excluding deployment. Three major sites now have ISO 50 001 certification: the Montigny-le-Bretonneux data center, the Technical Center, and the Printania customer relations center. Bouygues Telecom also signed the Ecowatt Charter in 2022, thereby demonstrating its strong commitment to controlling its consumption and finding ways to optimize it. **Colas**, meanwhile, has partnered with the French Solar Energy Institute (INES) to develop Wattway, the world's first photovoltaic road surfacing, which produces electricity from solar energy while vehicles are circulating on the road. Also, the proportion of electric vehicles in Colas' fleet is growing, and biofuels are replacing diesel for its big trucks.



The energy transition will be electric. Each day, Equans helps to renovate and reinforce electrical networks while providing solutions to reduce the energy consumption of its clients.

JÉRÔME STUBLER
President of Equans



ECONOMICAL AND SMART
LIGHTING

An LED system is economical, yielding a 50 percent reduction in electricity consumption. LED lights last two to five times longer, and they are much more efficient than conventional ones. Since lighting is directional, LEDs cause less reflection, backlighting, and light pollution. For the project in Washington, D.C., Equans and its partners are using the IntelliLIGHT software, which allows streetlighting to be controlled remotely. All streetlights will be equipped with dimming capability and connected to a digital network to allow remote control of light output and notification of breakdowns or damage.



↑
Before going out to a jobsite, Javan Hunter can visualize how work is progressing using the IntelliLight remote control software.

→
From the left: Darnell Stephens, journeyman electrician, Javan Hunter, planner/scheduler, and Thomas Price, project supervisor.

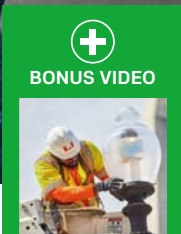


Equans is proud to work with the District of Columbia over the next 15 years to provide a more energy-efficient, digitalized, and high-performance public streetlight network that will have a positive impact on the environment, the economy, and the community.

BRUNO CHARRADE
EVP of Equans in charge of the MBU Americas

... nighttime scenes could be shot on an avenue brightly lit by the powerful new LEDs. Eight two-man teams—four working during the day and four at night—do about 60 conversions each day, with one man in the bucket almost 20 feet in the air and the other on the ground to secure the perimeter and ensure his partner’s safety. The conversions are being done by a local subcontractor and supervised by Equans Services. Journeyman electrician Darnell Stephens inspects about ten sites a week. “If necessary, we have 48 hours to start over and finish up the work.” With the MyGeotab app, the Equans subsidiary and its partners can track each truck in real time, know how fast it is going and

even whether the men have fastened their seatbelts. “We monitor the quality of the crews’ work and their safety very closely,” says Thomas Price, asset management supervisor for the project. Special attention is paid to safety procedures and the wearing of personal protection equipment (PPE). The teams can also have to deal with urgent situations, like the time a car hit a control cabinet under a bridge and cut off the power to 120 streetlights. “If there is an emergency, we can be reached 24 hours a day, seven days a week,” adds Price, a master electrician who has worked for demanding clients and on complex projects, including at the White House, during his 20 years in the trade.



THE PROJECT AT A GLANCE

- The largest public streetlight modernization project in the United States
- More than **75,000** lamps converted to LED by 2024
- Up to a **50%** reduction in energy consumption
- **38,000** tons of streetlight-related greenhouse gas emissions eliminated each year
- Public-Private Partnership (PPP)
- Equans: assistance for the conversion and maintenance of equipment for **15 years**
- Total project value: **309 million dollars**
- Client: District of Columbia

ECOLOGICAL AND SOCIAL DIMENSIONS

Optimization of the streetlight system will reduce the District’s consumption by half and eliminate 38,000 tons of lighting-related greenhouse gas emissions each year. “Owing to the scale of the project and the technology involved, the quality of life for residents is going to improve significantly too,” says project director Jeff Cangemi. Better lighting will also make the streets safer for pedestrians, cyclists, and motorists. As Javan Hunter says, “darkness causes chaos.” In the view of Brad Fauteux, senior director P3 Operations, “it’s a great infrastructure project, a social justice and public safety

project.” Multiple conversions are being done simultaneously across the entire District, and streetlights will be repaired promptly regardless of what part of the city they are in. Another social aspect of the project: at least 10 percent of the work is reserved for companies with diverse workforces. Once all the conversions have been completed, Washington, D.C., will be a symbol of success in the energy transition and a model to be imitated that should open the door to more opportunities for Equans in North America and elsewhere. ●



It’s a great infrastructure project, a social justice and public safety project.

BRAD FAUTEUX
Senior Director P3 Operations,
Equans Services



ON TRACK *to* SUSTAINABLE MOBILITY

TRANSPORT. Less polluting and better adapted to an already dense urban environment, the sustainable mobility solutions proposed by the Group allow cities to develop in an eco-responsible manner while improving the well-being of their residents. Montreal and Casablanca offer two illustrations.

By Justine Moretti and Benoît Dhomps



A team in Montreal strings the catenary wire that will supply electricity to the trains.



The REM will encourage public transport use and reduce congestion on the highway.

MONTREAL

67 KM
of double tracks, including 18.2 km on overhead structures

26
stations

34,000
jobs created during the construction

100,000
tonnes of greenhouse gases eliminated annually by the use of the REM network

THE GREEN REVOLUTION OF THE MONTREAL METRO

The Réseau Express Métropolitain (REM), Canada’s first totally electric and automated light metro, will run on a 67-km line and serve 26 stations between the northwest and southeast of the island of Montreal. By connecting the city’s major economic, residential, and university hubs, it will serve as a catalyst for sustainable development there.

Maxime Ortuno is supervising the catenary work at the Sainte-Anne-de-Bellevue site, in southwestern Montreal. He notes that “many companies are located in this area, but it is accessible only by car or a few buses. With the REM, it will be possible to rethink how everyone travels and gets to places on the island.” Adds Claudia Berger, director of sustainability at Equans Services, a subsidiary of Equans in Canada: “The new metro will encourage Montrealers to use their cars less, which will result in a 100,000-tonne-reduction in greenhouse gases emissions each year.” According to estimates of NouvLR, the company

responsible for the engineering and construction in the project, about 170,000 people will ride the REM each day.

EQUANS, SUPPLYING POWER TO THE REM

As a major player in railway electrification, Equans brings its expertise to a country where most trains run on diesel. Through its subsidiaries Equans Transport and Equans Services, it is installing more than 320 catenary wires (the overhead wires that supply electrical power to the trains), 1,820 poles, and more than 3,750 brackets to attach the catenaries to the poles along the 67 kilometers of the line. In Quebec, winter runs from November to April, with temperatures dropping to as low as -40°C. “We have designed a catenary system capable of withstanding these extreme conditions and especially the ice, which adds weight to the overall structures,” notes Gilles Darrouy, director of Engineering at Ineo SCLE Ferroviaire, an Equans subsidiary working in the project.

The catenary work, which began in 2019, is being done by local contractors whose linemen are union members. “It takes about 20 minutes for a team of six workers to put up a pole along the track,” ...

⋮ SUSTAINABLE URBANISM
⋮ AND BIODIVERSITY



↑
*Nicolas St-Onge, a foreman
in the REM project.*



NICOLAS QUELLEC
REM project director at Equans
Transport Canada

...

says Valter Pieri, works supervisor at the Deux-Montagnes site. In this stretch of the 25-kilometer route, the catenaries are being erected on the ground, while in the Sainte-Anne-de-Bellevue sector, the teams are working on viaducts averaging about 10 meters high along the A20 highway. These conditions entail significant constraints when transferring workers and equipment. Safety rules for track work are extremely strict in Canada. To prevent accidents with mobile equipment, derailers are installed in the track areas where workers are present. Each worker has a padlock, and when they enter the work area, they must fasten it in a metal box under the supervision of the on-site QSE officer and fill out a presence sheet. When they are finished for the day, the workers take back their lock, note the time they are leaving on a departure sheet, and leave the site. “If someone has forgotten a tool, they must unlock the lock, sign the sheet, then lock it again and sign the sheet on returning,” explains works supervisor Maxime Ortuno. “We had to factor these safety procedures into our planning because they are different here than in France and other countries.”

SHARING KNOW-HOW

The contract awarded to Equans by NouvLR requires that all work be done by union linemen at Quebec-based companies like Brossard or Arno TCI. As a result, Equans has implemented an extensive program to train these workers in catenary installation, a new job for them.

“We are very proud of these training programs, as they are new in Canada,” says Nicolas St-Onge, a foreman at Brossard. “Thanks to working with Equans, we have become pioneers. Our new know-how will be recognized and valued throughout the country.” According to Nicolas Quellec, REM project director at Equans and former Colas Rail employee, “the primary objective is to make REM a calling card and a showcase of our capabilities that will enable us to win more contracts in North America. We have demonstrated our capacity to mobilize a lot of resources – 53 Equans Transport employees, over 110 workers at our subcontractors, and about 30 railway construction vehicles.” A first section of the line connecting southern Montreal to the central station opened for commercial service on July 31, 2023. The delivery of the second section is scheduled for the end of 2024. ● *J.M.*

A rule requiring that helmets with chin straps be worn has not been adopted yet by the local subcontractor working in the project, and discussions are ongoing with Equans.



←

*Installation of the brackets used to
attach the catenary wires to the poles.*





Casablanca has 3.8 million inhabitants, making it the most populous city in Morocco.

CASABLANCA

540 TONNES

equivalent of CO₂ emissions avoided during the work (2019-2022)

600,000

passengers a day expected on lines T3 and T4

3.8 MILLION

inhabitants

40%

less CO₂ emitted thanks to the tramway extension

AN ECO-RESPONSIBLE AND INCLUSIVE TRAMWAY AT CASABLANCA

This report predates the earthquake on September 8, 2023.

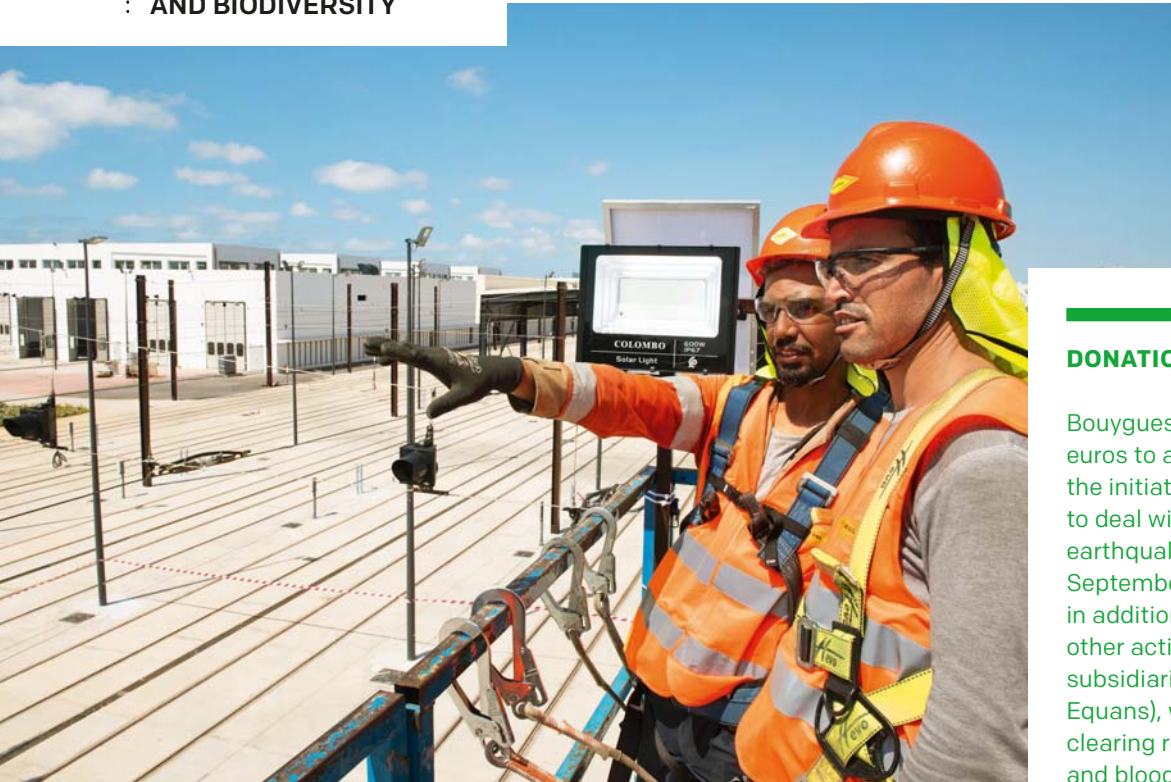
The most populous city in Morocco, Casablanca is full of paradoxes. Its famous medina lies next to the futuristic skyscrapers of its business district. In its congested streets, the aroma of spices mingles with exhaust fumes, and an ultramodern tramway edges its way along. The extension of the tramway network is a response to the growing mobility needs of the city's residents. The 14-kilometer T3 line will serve 20 new stations, and the T4 line, nineteen over a distance of 12.5 kilometers. When they go into service in the first quarter of 2024, they will transport 600,000 passengers daily and reduce CO₂ emissions from road traffic in the city by 40 percent.

Casa Transports SA, the project owner, has called on Colas Rail Maroc for the electrification work, the track laying, the installation of the low-voltage systems, and the construction of the maintenance center, which includes the new Central Command Post for the supervision of the entire transport network (i.e., four tramway lines and two high-frequency bus lines).

A PROJECT PROMOTING SOCIAL DEVELOPMENT

The living quarters for workers and the project's engineering office and support functions, all fully managed by Moroccans, are located at the Colas Rail Maroc base camp in the near suburbs ...

←
1,820 poles are being erected along the 67 kilometers of the metro line.



Colas Rail Maroc has installed most of the equipment at the tramway maintenance center, which will also serve as the storage facility for all of Casablanca's trams.

DONATIONS TO MOROCCO

Bouygues has donated one million euros to a special fund set up on the initiative of King Mohammed VI to deal with the effects of the earthquake that struck Morocco in September 2023. This gift comes in addition to the donations and other actions by the Group's local subsidiaries (Bymaro, Colas Maroc, Equans), which have included clearing roads and collecting food and blood.

... of Casablanca. "Our employees have developed recognized expertise in the construction of public transport infrastructures as well as a range of skills that allows Colas Rail Maroc to do most types of railway work in the Moroccan market," explains Patrick Montel, managing director of Colas Rail Maroc. "Some of our employees are also called on to provide expertise on other Group projects elsewhere in the world." Credit for these results goes to Colas Rail Maroc's reputation, which attracts talented young people who are then employed on the worksites.

The use of hybrid vehicles, recycling, reuse of materials, group purchasing, and innovation in design and processes are a few of the ways Colas Rail Maroc is reducing the project's carbon footprint. "From design to construction, we think about CO₂ emissions," says Abdelfettah El Kellati, T3 and T4 project manager at Colas Rail Maroc. "Between 2019 and 2022, we reduced our CO₂ emissions by 540 tonnes equivalent." To achieve its objectives, Colas Rail Maroc innovates, for example, by designing and assembling a mobile solar container for



“We help to develop the life of the local community. It's a source of pride as a Moroccan to be able to offer this transport network to the people here.”

NAIMA OULALI
 Quality, Safety, Environment Manager,
 Colas Rail Maroc

recharging the battery-powered equipment and tools. For nighttime work in unlit areas, spotlights with solar batteries have been installed on the elevator platforms used to string the overhead contact wires. Construction of the T3 and T4 lines

is coupled with a significant urban development program. Many trees have been planted, and three areas have been created where local people can get together. An ecosystem of Moroccan companies has emerged. "Proximity encourages a circular economy. This reduces our costs and our impact by optimizing transport, for example," notes El Kellati.

Another aim of the project is to promote social development and the inclusion of local populations. Colas Rail Maroc is engaged in protecting young people by working with schools along the tramway's route to make students aware of the new risks stemming from the passage of the trams and the dangers posed by the equipment during the construction phase. Patronage initiatives are also being taken with associations that support children with disabilities. "We are helping to develop the life of the local community," says Naima Oulali, Quality, Safety, Environment manager at Colas Rail Maroc. "It's a source of pride as a Moroccan to be able to offer this transport network to the people here." ● *B. D.*



The teams are finishing work on line T3 along Boulevard Mohammed VI.



BONUS VIDEO



← *Design and assembly of a mobile solar container.*

↑ *Patronage programs benefit associations that aid adults and children suffering from disabilities.*

POSITIVE *Impacts*

ENGAGEMENT. Because they speak to the public, TF1 and Bouygues Telecom recognize they have a duty to raise everyone's awareness of environmental issues. And they share the same goal: to provide clear information and propose solutions that are both motivating and replicable.

By Amélie Eleouet



Terre augmentée, a segment presented by the journalist Yani Khezzar, uses augmented reality technology.



During each newscast, the tagline Notre Planète lets viewers know at a glance that information about the ecological transition is coming up.



Evelyne Dhéliat is a guest on En terre ferme, one of Ushuaïa TV's leading shows.

TF1: TUNING IN TO THE ECOLOGICAL TRANSITION

To guide its coverage of climate change, the news department at TF1 developed a Climate Roadmap in 2022. “It uses a barometer to quantify and measure the increase in our coverage of environmental topics and concrete solutions in our televised news programs,” explains Thierry Thuillier, TF1’s executive vice president of news. More than 850 reports dealt with these subjects in 2022, and in 2023, nearly 1,200 had aired by late in the year.

Credit for the increase goes to the mobilization of the TF1, LCI, and TF1 Info editorial teams starting several years ago and to the creation of an intensive training program on the climate for journalists. “We also set up a committee of 16 environmental experts to support and respond to questions from journalists and, of course, to appear as guests on studio broadcasts and in news reports,” adds Thuillier.

The tagline “Notre Planète” (Our Planet) appears during each newscast on TF1, LCI and TF1 Info, to let viewers know that information about the ecological transition is coming up. The news reports airing under this tagline can also be viewed on the live digital channel Notre Planète on MyTF1 and, starting 8 January, on the new streaming platform TF1+. “Terre augmentée” (Augmented Earth) a segment created by journalist Yani Khezzer

that uses augmented reality technology (QR codes, p. 114), received an award last May at the Grand Prix Stratégies de l’Innovation Média¹. Each week during the weather reports on TF1, Evelyne Dhéliat talks about eco-friendly actions that are benefitting the planet. Through a partnership with RTE, the electricity transmission operator in France, she also relays EcoWatt alerts, which indicate peaks in electricity consumption. The “Impact positif” podcast, hosted by Sylvia Amicone, has been adapted to air as a weekly show on LCI to spotlight initiatives aimed at combatting global warming and the people active in these efforts.

1. In the category Best Editorial Initiatives/Best Innovation in Information Processing.

Among other media outlets contributing to the coverage of environmental issues is Ushuaïa TV, a groundbreaking channel created in 2005 that is entirely dedicated to the preservation of the planet (see *Le Minorange* no. 101). Four hundred hours of programs are broadcast in 30 French-speaking countries each year, with 3.4 million viewers tuning in each month in France. On one of its top shows, “En terre ferme” (On Solid Ground), host Fanny Agostini invites well-known personalities to express their views on major challenges to environmental protection and to explore concrete solutions. In the documentary series “Terres d’urgence” (Endangered Lands), journalist Guy Lagache highlights the consequences of climate change on local populations. “We wanted to show how, despite the difficulties, these very resilient people are finding good solutions,” says Lagache. Airing every Saturday at 11:40 a.m. on TF1, “Génération Ushuaïa” features documentaries from the thematic channel. “Most ●●●



RAISING PUBLIC AWARENESS



BONUS VIDEOS
(In French)
View several segments of "Terre augmentée" from TF1 newscasts

↑ *The documentary series Terres d'urgence, presented by Guy Lagache.*

↓ *Impact Positif, a weekly program on LCI presented by Sylvia Amicone.*



Our aim is to inform and educate French people about climate issues in a positive way. We seek to have a non-anxiety-inducing approach and promote solutions to help limit global warming.

RODOLPHE BELMER
Chairman and CEO, TF1

What will our fields look like in 2050



3D simulation of rising seawater / Etrétat



Awakening the public: climate refugees



How the climate is changing



... are documentaries that inspire you to roll up your sleeves and get to work," says its host, Fanny Agostini. Accessible for free on MyTF1, the Ushuaïa TV for Change collection offers about 150 hours of documentaries and magazines that address issues related to the necessary transition toward more responsible lifestyles. The same idea is behind "Ensemble pour la planète" (Together for the Planet), an on-demand television channel reserved for Bouygues Telecom customers at no additional cost (channel 119 on Bbox and in the Replay section of the free app B.tv). TF1 has not

forgotten its youngest viewers, either. Ecology is dealt with throughout the year in the channel's youth programming, as it was recently with the September broadcast in the series *Miraculous* of the special episode *Miraculous: Action*, devoted to the pollution caused by plastics. Targeted partnerships have been established off the air too, for example, with Deauville Green Awards, an international film festival that promotes awareness of sustainable development through visual media. At the festival's 12th edition, in 2023, the TF1 Group received nine awards. ●

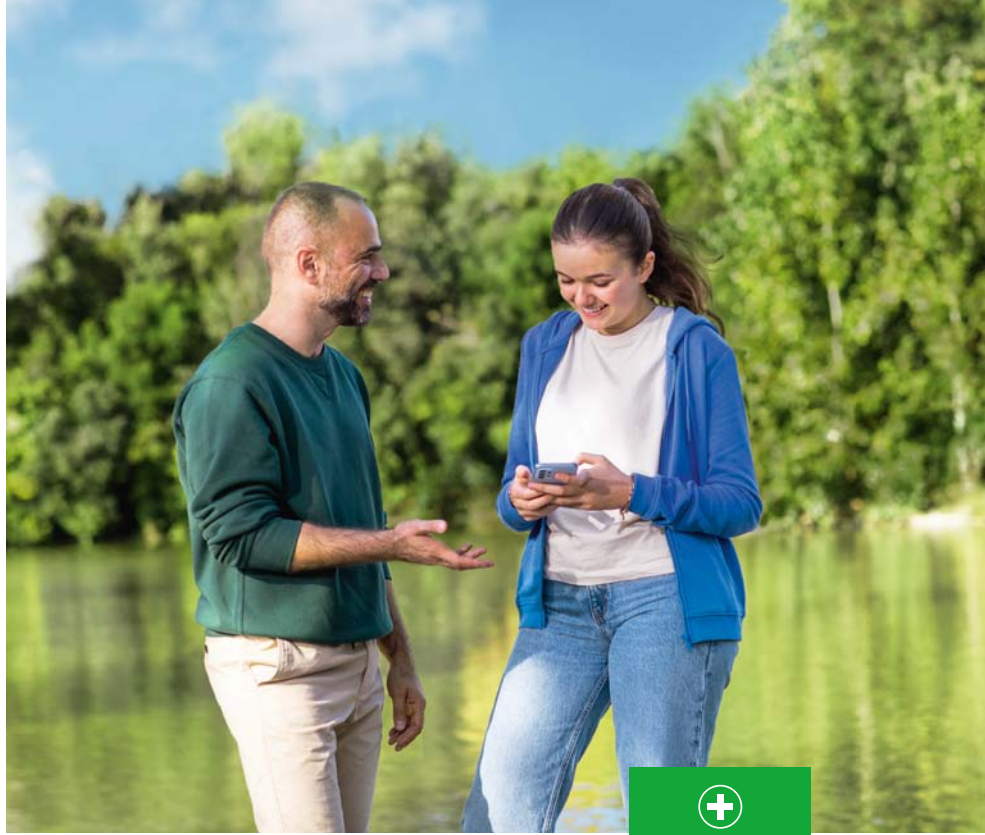
BOUYGUES TELECOM: ECOLOGICAL ACTIONS AT WORK

Today, digital technology accounts for about 4 percent of global greenhouse gas emissions, with the possibility of that proportion reaching 8 percent by 2025.

Recognizing its responsibility as a major telecommunications operator, Bouygues Telecom wants to help the public adopt a more responsible digital lifestyle. In 2020, it launched an app that analyzes the user's Internet consumption and calculates the resulting CO₂ emissions. "Mon empreinte smartphone" (My Smartphone Footprint) also offers tips to reduce the ecological impact of that consumption and allows comparisons with the community of users. It is free and available to everyone, regardless of their mobile operator.

The same responsible and practical approach is taken in the B2B (Business to Business) market: Bouygues Telecom Entreprises offers clients an application to monitor mobile consumption and calculate their carbon footprint. Customizable with personalized settings, it provides access to a corporate Eco Portal where

users will find eco-tips, quizzes, videos, conferences, and training on CSR subjects. With the "Nos gestes Climat" (Our Climate Actions) simulator, employees of client companies can also calculate their personal carbon footprint. ●



BONUS VIDEO
 Download the app "Mon empreinte smartphone"

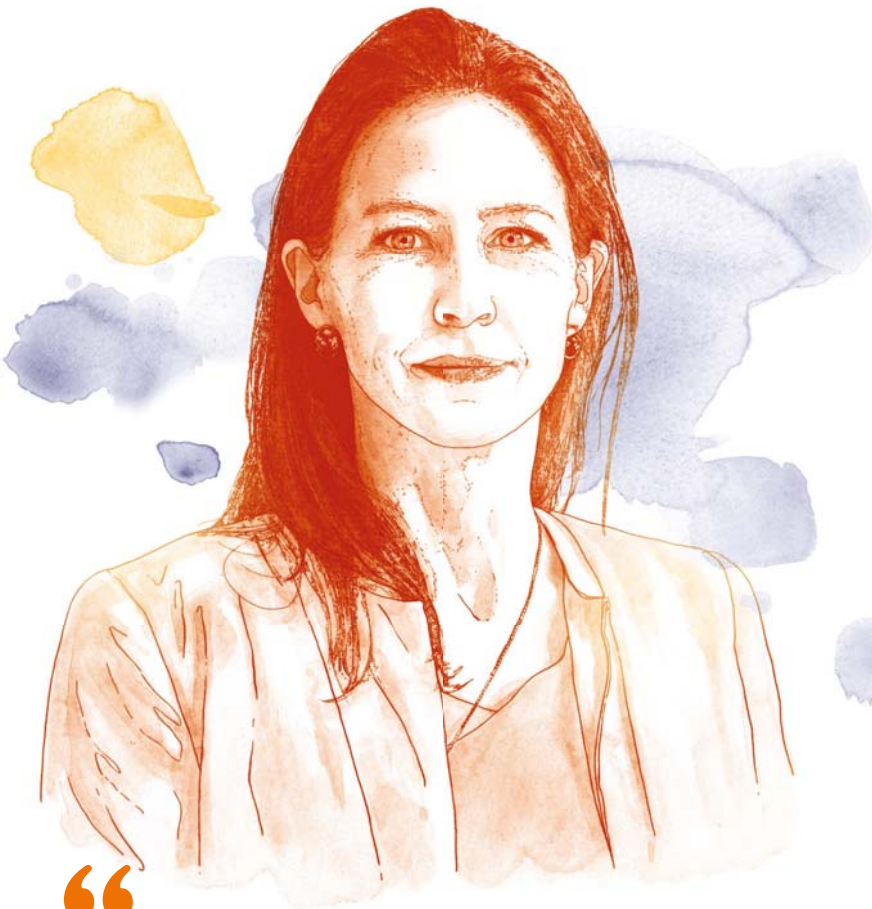


← The app "Mon empreinte smartphone" tracks users' Internet consumption and calculates the resulting CO₂ emissions.

JOBS *with* *more* SUSTAINABILITY

EMPLOYMENT. CSR is transforming the Group's businesses along with the work of many employees. Seven of them, in the UK, the Philippines, and France, tell us what it means for them.

By Céline de Buttet, Benoît Dhomps, Émilie Dupas, Matthieu Durand, Amélie Eleouet, Laura Franchet, and Justine Moretti.



“

WHAT I LIKE IS TRYING TO ALIGN OUR BUSINESS MODELS WITH THE LIMITS IMPOSED BY THE PLANET.

VIRGINIE SAVINA

Sustainability, Biodiversity and QSE Coordinator, Bouygues group – France

My role at the Central Department of Sustainable Development and QSE is to identify best practices, both internally and externally, and create synergies among the Group's business segments on subjects such as the environmental and social transition, health, and safety. The awareness workshops we organize – the Climate Fresco, 2 Tonnes, and others – are also an opportunity to bring together employees from diverse sectors. By doing so, we benefit from richer exchanges because of the variety of expertise present and strengthen the sense of belonging to the Group. What I like, beyond the human aspect, is trying to align our business models with the limits imposed by the planet. Since we do not have infinite resources, it is urgent to look at our activities with a broader “risks and opportunities” approach and to manage our non-financial reporting at the same level as our financial reporting. Starting in 2025, the CSRD¹ will require companies to publish a “sustainability report,” which will oblige the Group to implement new key environmental, social, and governance indicators. • *M.D.*

1. The Corporate Sustainability Reporting Directive (CSRD) is a European Union directive aimed at harmonizing and strengthening the non-financial reporting obligations of large European companies.



“
WITH LONG-RUNNING
SERIES LIKE “PLUS
BELLE LA VIE,”
WE HAVE TIME
TO ACT.

**SERGE LADRON
DE GUEVARA**

Carbon Manager at Newen
Studios (TF1) and producer of
“Plus belle la vie” – France

I help our teams move towards more energy-efficient production of fiction programs through awareness-building and training in eco-production. Starting on 1 January 2024, the submission of a double carbon footprint calculated with approved methods will be required to receive grants from the CNC¹. With long-running series like “Plus belle la vie,” we have time to act. Food that hasn’t been used to prepare meals for the crew is donated to charitable organizations, and we encourage carpooling, soft mobility, and the use of cleaner-running vehicles.

1. National Center for Cinema and the Moving Image.

Solar energy replaces conventional generators. Being a Carbon Manager is a meaningful job. You must be a good communicator and teacher as well as curious, conciliatory, and humble – especially when speaking to top management so that this approach has maximum impact. Energy efficiency and climate change are key issues that need to be taken into account from the scenario stage. ● A. E.

DANIEL CHUA

Health, Safety and Environment Manager,
Bouygues Bâtiment International – The Philippines

“
GUARANTEE A SAFE WORK ENVIRONMENT AND A GOOD WORK-LIFE BALANCE.



BERTRAND BOUSQUET

Circular Economy Manager,
Bouygues Immobilier – France



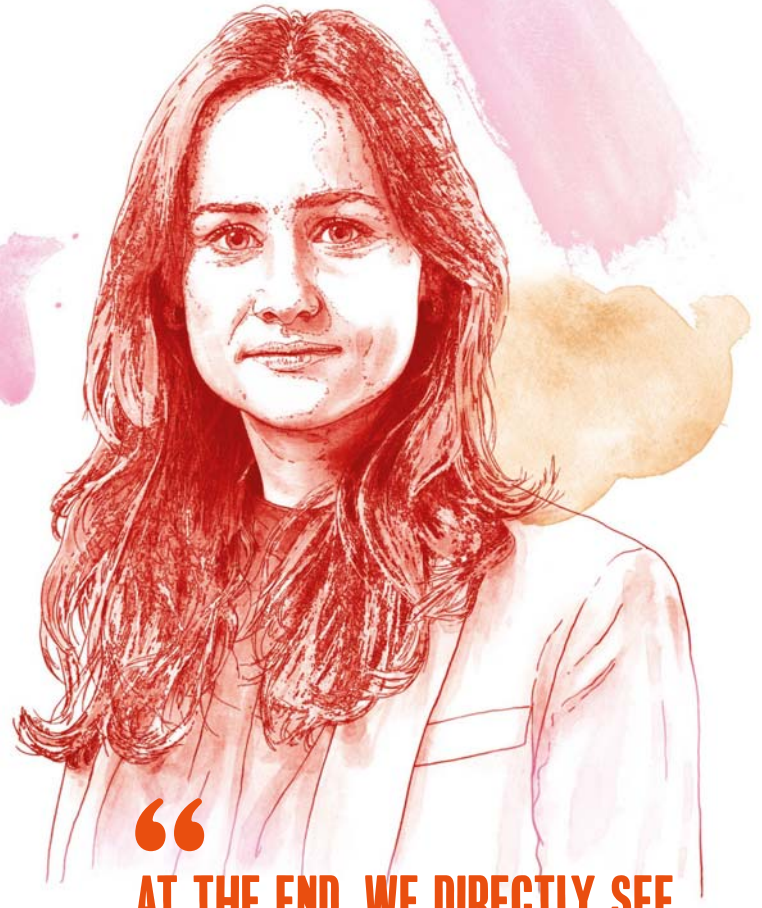
My primary mission is to ensure that safety procedures on our construction sites are understood and followed. With the new CSR employability standards, we must guarantee that our teams have a safe work environment and a good work-life balance. To go along with these changes, our employees take online training provided by the Group. Some have even traveled to France to attend a training program offered by Bouygues Construction University. Our clients, like us, are attentive to human rights, ethics, and the contribution we make to the local economy. To meet these requirements, we have scheduled training workshops for our employees with a Filipino partner. This allows them to obtain a certification that will be useful for their future careers. • *B.D*

LOUISE ALTER

Head of Energy Innovation,
Equans UK – United Kingdom

After more than a decade working in the field of social and solidarity economy in France and abroad, I became an operations manager at a social inclusion company specializing in the construction and civil works sector. It was there that I discovered the circular economy, or rather the lack of it, which prompted me to learn more about it. In November 2022, I was hired by Bouygues Immobilier, which had decided to create a position entirely dedicated to the circular economy, something still very rare today. My role is to devise, structure, and implement an ambitious circular economy roadmap combining strategic and operational dimensions to bring about a change in practices. This is to be done in collaboration with everyone in the value chain, from architects to construction companies. At Pierrefitte-sur-Seine, we laid 1,000 square meters of reused bricks for the façade of a seven-story residential building. It is a pioneering initiative, but one we are going to see again. • *C. d. B.*

“
**MY ROLE IS TO
DEVISE, STRUCTURE,
AND IMPLEMENT AN
AMBITIOUS CIRCULAR
ECONOMY ROADMAP.**



“
**AT THE END, WE DIRECTLY SEE
THE IMPACT OF THE PROJECT
ON PEOPLE'S LIVES.**

Ilead the Energy Innovation unit at Equans UK, which consists of about ten experts in energy modeling. We work directly with project teams to find decarbonization solutions for our clients in the transport, housing, and infrastructure sectors. These are new functions. I was hired for this newly created position about three years ago, with no specific training required. You just need to think outside the box. In Rugeley, near Birmingham, on the site of a former coal-fired power plant, we have designed a smart local energy system that connects over 2,000 energy-efficient homes, businesses, and community spaces. We have also created an energy innovation zone to test new energy distribution approaches. I love this job because it involves interacting with different types of people. And at the end, we directly see the impact of the project on people's lives. • *E. D.*



“
I TALK WITH OUR
PEOPLE, FROM
THE CEO TO THE
WORKERS, ABOUT
WHY ADOPTING NEW
CSR APPROACHES
IS USEFUL.

SAM HENSON

Lead/Senior Buyer and Carbon
Reduction Coordinator, Colas UK
– United Kingdom

After seven years in the aggregates sector, I joined Colas UK in Birmingham in 2022 as an equipment and materials buyer. I am involved in the procurement for infrastructure projects in the south of England. In this role, I am also the coordinator of carbon reduction initiatives. Within the supply chain, I implement measures to reduce the company’s carbon footprint. My missions include the transition to a fleet of electric and hybrid vehicles, the use of vegetable oil to power machinery, and contracting with green electricity distributors to supply our sites. The objective is twofold: to reduce

the company’s greenhouse gas emissions and to comply with current regulations. Since 2021, British law requires that all businesses aim for carbon neutrality by 2050. I am personally very involved in environmental issues, and what I enjoy most about this job is talking with our people, from the CEO to the workers, about why adopting new CSR approaches is useful. •L.F.

My role in the Communications department is to define the advertising strategy and design campaigns to promote marketing news and Bouygues Telecom's brand. For the past two years, we have been taking a responsible communications approach. It will be reflected in a charter published at year-end containing commitments such as the inclusive representation of society and the reduction of the carbon footprint of our campaigns, from creation to distribution. We have already begun taking steps to do this in the production of our latest advertising campaign, "Les experts." They include shooting in France, using

existing sets and second-hand clothing whenever possible, preferring natural light to artificial light, and shooting scenes back-to-back. Communications professionals have a crucial role to play in driving and supporting changes in behavior through new narratives and new representations. • *J.M.*



SALOMÉ LHOTE

**Advertising Manager for
Responsible Communication,
Bouygues Telecom – France**

“

**COMMUNICATIONS
PROFESSIONALS HAVE
A CRUCIAL ROLE
TO PLAY IN DRIVING
AND SUPPORTING
CHANGES IN
BEHAVIOR.**

