



ADDITIONAL HUMAN RESOURCES INDICATORS

(AT 31/12/2023)

Registered workforce by job category

Scope: Global	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total
France ^a	537	12,154	1,360	29,514	35,710	2,903	9,925	92,103	92,049
Senior positions	447	6,486	1,129	6,389	11,701	2,336	5,554	34,042	33,254
Clerical, technical & supervisory	90	2,401	231	7,838	17,571	567	4,371	33,069	29,995
Site workers	0	3,267	0	15,287	6,438	0	0	24,992	28,800
International	193	20,316	99	35,171	52,349	649	618	109,395	104,105
Staff	193	10,586	99	13,390	24,918	649	618	50,453	50,555
Workers		9,730		21,781	27,431			58,942	53,550
France and international	730	32,470	1,459	64,685	88,059	3,552	10,543	201,498	196,154

(a) In the international activities, expatriates are included in the "Staff" and "Workers" registered workforce.

Headcount by age range

Scope: Global	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Total Group	2022 Total Group
Under 25	6.2%	8.8%	2.7%	9.5%	8.2%	11.5%	11.7%	8.9%	8.6%
25-34 year olds	27.3%	25.2%	26.1%	18.7%	22.2%	23%	31.3%	22.1%	22.1%
35-44 year olds	24.5%	29.8%	33.8%	26%	25.2%	26.1%	29.4%	26.5%	26.5%
45-54 year olds	27.1%	23%	24.2%	25.2%	23.1%	25.8%	22%	23.8%	24.4%
55 and over	14.9%	13.2%	13.2%	20.6%	21.3%	13.6%	5.6%	18.7%	18.4%



In France

Average number of part-time workers

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Average number of part-time workers	13	327	26	264	764	117	219	1,730	1,177

(a) Excluding Equans

Headcount by type of contract

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total
Permanent contracts [%]	94.8	93.2	93.4	94.3	92	84.4	91.7	92.7	92.8
Temporary contracts (%)	5.2	6.8	6.6	5.7	8	15.6	8.3	7.3	7.2

Average age and average length of service in the Group

Scope: France (number of years)	2023 Group total	2022 Group total	2021 Group total
Average age	41	41	41
Average seniority in the Group	11	11	12

Temporary/occasional workers

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Number of temporary/ occasional workers (FTE)	9	1,868	18	2,630	9,024	1,621	18	15,189	7,629

(a) Excluding Equans



Base labour relations on constant and constructive dialogue

Collective agreements negotiated

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Labour relations/Right to vote/Right to organise	1	27	4	38	24	6	7	107	74
Remuneration/Employee benefits/Collective bargaining arrangements	1	25	1	25	38	6	17	113	86
Worktime and workplace organisation	0	1	0	4	7	3	2	17	16
Work-life balance /Diversity of professions and gender balance	0	2	1	1	11	1	2	18	18
Jobs and career management	0	6	1	0	4	1	2	14	7
Other	2	0	1	3	12	0	1	19	7
Total number of collective agreements negotiated including mandatory annual negotiations	4	61	8	71	96	17	31	288	208

(a) Excluding Equans

Employees receiving a formal annual appraisal

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Senior positions	89%	96%	97%	93%	100%	93%	88%	95%	87%
Clerical, technical & supervisory	92%	94%	86%	92%	57%	94%	71%	68%	78%
Site workers		97%		21%	50%			38%	37%
Total	90%	96%	96%	50%	70%	93%	81%	70%	69%

(a) Excluding Equans

Employees asked to respond to a satisfaction survey

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Employees covered by a satisfaction survey		73.4%	96.4%	90.5%	100%	84.6%	73%	90%	88.7%

(a) Excluding Equans



Attract and recruit talent

New hires by gender

Scope: Global	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Men	38	1,275	79	2,216	4,357	497	1,098	9,560	7,943
Women	107	6,572	56	12,846	19,085	314	1,802	40,782	31,879
Total new hires	145	7,847	135	15,062	23,442	811	2,900	50,342	39,822

(a) Excluding Equans

New hires by job category

Scope: Global	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
France	103	1,381	123	3,880	6,340	644	2,586	15,057	11,229
Senior positions	81	554	108	706	1,421	359	748	3,977	3,402
Clerical, technical & supervisory	22	530	15	1,216	3,588	285	1,838	7,494	5,158
Site workers	0	297	0	1,958	1,331	0	0	3,586	2,669
International	42	6,466	12	11,182	17,102	167	314	35,285	28,593
Staff	42	2,368	12	2,364	4,987	167	314	10,254	9,739
Workers	0	4,098	0	8,818	12,115	0	0	25,031	18,854
Total new hires	145	7,847	135	15,062	23,442	811	2,900	50,342	39,822

(a) Excluding Equans

Departures by job category (new indicator)

Scope: Global	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
France	101	1,466	350	4,037	5,866	708	2,504	15,032	n.d.
Senior positions	75	634	217	705	1,529	359	617	4,136	n.d.
Clerical, technical & supervisory	26	454	133	1,141	3,126	349	1,887	7,116	n.d.
Site workers	0	378	0	2,191	1,211	0	0	3,780	n.d.
International	43	5,944	15	10,013	17,999	182	195	34,391	n.d.
Staff	43	2,051	15	2,453	5,480	182	195	10,419	n.d.
Workers	0	3,893	0	7,560	12,519	0	0	23,972	n.d.
Total departures	144	7,410	365	14,050	23,865	890	2,699	49,423	35,856

n.d.: not disclosed

(a) Excluding Equans



Departures by gender

Scope: Global	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Women	29	1,086	186	1,844	4,213	548	1,058	8,964	6,492
Men	115	6,324	179	12,206	19,652	342	1,641	40,459	29,364
Total departures	144	7,410	365	14,050	23,865	890	2,699	49,423	35,856

(a) Excluding Equans

In France

New hires by type of contract (new indicator)

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Permanent contracts	85	851	112	2,600	4,319	207	1,429	9,603	7,080
Fixed-term contracts	18	530	11	1,280	2,021	437	1,157	5,454	4,149
Total new hires	103	1,381	123	3,880	6,340	644	2,586	15,057	11,229

(a) Excluding Equans

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

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Apprenticeship contracts	5	127	4	197	507	50	56	946	424
Professional training contracts	0	29	0	42	132	19	3	225	146
Total people on work/study contracts hired	5	156	4	239	639	69	59	1,171	570

(a) Excluding Equans. Only new hires following the end of the work/study contract in the 2023 financial year

Internships during the year

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Number of internships during the year	57	662	52	1,782	865	282	269	3,969	3,066

(a) Excluding Equans



Former interns hired during the year (new indicator)

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Number of former interns hired during the year	5	142	4	324	218	22	61	776	502

(a) Excluding Equans. Only new hires following the end of the intern contract in the 2023 financial year

Reasons for departure

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Resignations (%)	31.7	46.8	30	33.2	54.3	32.1	45.7	45.2	43.4
Dismissals (%)	16.8	38.6	36.8	35.7	14.3	25.8	22.6	24.7	30.8
Negotiated terminations (%)	15.9	7.8	22.3	9.5	8.4	21.4	8.9	9.4	8.0
Other reasons ^b (%)	35.6	6.8	10.9	21.6	23	20.7	22.8	20.7	17.9

(a) Excluding Equans

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

Voluntary turnover

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Voluntary turnover ^b	7.8%	4.9%	5.3%	3.8%	8.2%	3.8%	8.6%	6.2%	5.8%

(a) Excluding Equans

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

Number of dismissals (permanent employees)

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Number of dismissals	17	420	71	1,081	653	70	336	2,648	2,397

(a) Excluding Equans

Ensure health, safety and well-being in the workplace

Number of hours worked

Scope: Global	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Number of hours worked	833	64,827	2,419	111,741	148,948	5,455	17,018	351,240	234,313

(a) Excluding Equans



In France

Absenteeism rate^a

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^b
Absenteeism rate ^a	1.3%	3.9%	2%	5.5%	5.2%	2.6%	5.6%	5%	5.3%

(a) Permanent employees

(b) Excluding Equans

Number of employees with a recognised occupational illness

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Number of employees with a recognised occupational illness	0	67	0	135	91	3	0	296	189

(a) Excluding Equans

Career and personal development in the Group

In France

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

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Total Group	2022 Group total ^a
Employer's total top-up contribution to the company savings scheme (PEE)	969	33,982	2,955	52,448	31,979	6,668	21,901	150,901	133,415
Employer's total gross top-up contribution to the collective retirement savings scheme (PERCOL)	170	3,824	584	3,533	3,581	1,074	2,194	14,961	10,735

(a) Excluding Equans

Gross amount of profit-sharing (paid in 2023 in respect of 2022)

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Voluntary profit-sharing	1,080	10,784	3,905	2,014	33,178	8,915	14,052	73,928	44,454
Compulsory profit-sharing		14,480		14,800	29,832	10,250	5,594	74,956	64,035
Total	1,080	25,264	3,905	16,814	63,010	19,165	19,646	148,884	108,489

(a) Excluding Equans



Employees receiving an increase in salary^a by gender in 2023

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom
Women receiving an increase in salary	98.6%	95.8%	77.5%	93.2%	87.5%	80.6%	90%
Men receiving an increase in salary	94.5%	95.5%	66.2%	92.3%	87%	80.2%	88.5%

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

Promotion rate

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Senior positions	8%	11%	12%	5%	12%	9%	12%	10%	10%
Clerical, technical & supervisory	3%	14%	11%	4%	12%	5%	13%	10%	9%
Site workers		11%		3%	12%			7%	5%
Total	7%	12%	11%	4%	12%	8%	12%	9%	8%

(a) Excluding Equans

Training by theme

Scope: France	Holding company & other	Bouygues Construction	Bouygues Immobilier	Colas	Equans	TF1	Bouygues Telecom	2023 Group total	2022 Group total ^a
Health and safety	15.2%	39.7%	9.3%	59%	50.3%	8.8%	7.4%	47.6%	44%
Management/ personal development/ languages	25.8%	23%	21.4%	12.2%	17.1%	46.9%	11.4%	16.1%	11.3%
Skill/profession	59%	37.3%	69.3%	28.8%	32.6%	44.3%	81.2%	36.3%	44.7%

(a) Excluding Equans

Number of hours of e-learning training

Scope: France - International (companies with over 300 employees)	2023 Group total	2022 Group total ^a
Number of employees trained using e-learning	50,749	30,157
Number of hours of e-learning training	171,253	92,951
Average number of e-learning training hours per trained employee	3.4	3.1

(a) Excluding Equans

LEARN MORE

See also the Bouygues group's 2023 Universal Registration Document, Chapter 3, by clicking [on this link](#).