

2021 INTEGRATED REPORT

MAKING  
PROGRESS  
BECOME  
REALITY



BOUYGUES

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



Bouygues uses this visual to indicate the initiatives that allow its employees' talents to flourish.



This visual signals what the Bouygues group is doing to preserve resources and protect the climate in keeping with its pledge to reduce its carbon emissions at a pace consistent with the Paris Agreement.



This new visual underscores how Bouygues is following IPBES<sup>a</sup> recommendations by raising awareness about biodiversity and factoring it into its urban development, construction, infrastructure and industrial facility projects.

(a) Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services.

MARTIN BOUYGUES  
Chairman of the  
Board of Directors

# A message from the Chairman

“Our external growth projects will make the Group even more resilient and expand its reach.”



2021 will be remembered in the annals of the Group as a particularly significant year.

Firstly, full-year 2021 results were excellent.

We made some changes to our governance in order to address the challenges we face, whether economic, climate-related, social or digital. At my proposal, the Board of Directors opted to separate the functions of Chairman and Chief Executive Officer. I now serve as Chairman, with Olivier Roussat fulfilling the role of Chief Executive Officer. He is supported by two new Deputy Chief Executive Officers: Pascal Grangé and Edward Bouygues. The arrival of a new generation of senior executives, acknowledged for their professional skills, trained within the Group and perfectly familiar with its culture, is entirely consistent with the tradition at Bouygues which, since its foundation, has always chosen its managers from within its ranks in order to secure its future.

We also announced a proposed merger between TF1 and M6 to create a major French media group and signed a purchase agreement with Engie to acquire Equans with the ambition of creating a major global player in multi-technical services. Both these deals, which are subject to obtaining the necessary approvals, represent two unique opportunities to make the Group more resilient and expand its reach.

Towards the end of 2020, we unveiled a new stage in our Climate strategy to our stakeholders, setting out quantified targets for reducing our greenhouse gas emissions at a pace consistent with the Paris Agreement. And in 2021, we accelerated the roll-out of our decarbonisation actions, in relation to both our products and services and the internal operations of the Group's businesses. This initiative has already produced its first results across all our business segments. In addition, Colas recently became the first of the Group's business segments to have its

greenhouse gas emission reduction targets endorsed by the Science Based Targets initiative (SBTi). We intend to devote significant resources to rolling out our plan. And because we recognise that protecting the planet and addressing the climate emergency require urgent action, we will continue stepping up our efforts to meet our targets for 2030.

At Bouygues, we believe that a business is above all about human endeavour rather than money or processes. That is why, as we face the key challenges to come – completing our future-shaping acquisitions and achieving the targets set out in our Climate strategy – we know that the skill, expertise, determination and mindset of our people will make all the difference. Drawing on its unique culture and strong values, the Group is well-positioned for 2022 – Bouygues' 70th anniversary year.

23 February 2022

M. Bouygues



# INTERVIEW

## 2021 KEY FIGURES

**124,600**

employees  
worldwide

**€37.6bn**

in sales

**3** sectors of activity

**5** business segments

Over **80** countries

## OLIVIER ROUSSAT

Group Chief Executive Officer

### How would you sum up 2021?

First of all, I want to thank the Group's employees for their resilience, professional conduct and strong ability to adapt in these uncertain times.

2021 was a remarkable year in many respects. The Bouygues group returned to its growth momentum, as evidenced by its excellent results, and achieved or exceeded all its financial targets. Buoyed by this confidence in the future, the Board of Directors has proposed a dividend of €1.80 per share, which is higher than in the previous year. The Group also enjoys a particularly robust financial structure, with net debt at a historically low level. As a result, it has strong investment capacity, which it can leverage in particular to grow its business segments.

In this respect, the Group seized two unique opportunities. Firstly, it signed a purchase agreement with Engie to acquire Equans with the aim of becoming the world's number-two provider of multi-technical services. And secondly, it signed an agreement to merge TF1 with M6 in order to create a major French media group.

We accelerated the roll-out of the actions set out in our Climate strategy, which we unveiled in December 2020, as well as putting our 2021 CSR roadmap into action.

### Could you expand on your 2021 CSR roadmap?

In May, we launched our second Gender Balance plan, which runs from 2021 to 2023 and includes worldwide targets. By 2023, our aim is to have women occupy 20% of managerial positions and 30% of executive body positions at Group level. I firmly believe that gender balance is a major driver of performance and can help accelerate the transformation of the Group.

Improvements were also made to quality of life in the workplace, while all our employees worldwide benefited from an increase in the common core of employee benefits under our BYCare<sup>a</sup> programme.

Also, as part of its Climate strategy, the Group has earmarked, within its expenditure for 2022–2024, an estimated €2.2 billion that will help reduce its carbon footprint.

A Group-wide committee was set up to identify the impacts of the Group's businesses on biodiversity.

(a) See page 12 for more information about the BYCare programme.

“  
Bouygues'  
excellent  
momentum  
makes us  
confident about  
our future”



Each business segment has made pledges and drawn up action plans on this front, including measures to reduce direct pressure from land-use change, to restore nature, to combat the spread of invasive alien species and to limit pollution at worksites.

### What, in your view, are the key challenges facing the Bouygues group?

We are facing three major challenges. The first is the climate emergency, which is both an obstacle and a growth opportunity, because we stand ready to help our customers reduce their own carbon footprints. There is now widespread awareness and recognition of climate-related issues among our customers worldwide, as well as among the financial community, young graduates and our employees.

The second challenge is to be able to make our business segments more competitive through differentiation by leveraging our innovation capability, the quality of our products and services and our close relationship with customers. We must also grasp the opportunities to boost productivity that the digitisation of certain building processes permits. We will also need to pursue the roll-out of our standards of operational excellence and the margin improvement plans in each of our business segments.

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

The third and final challenge, of course, is to bring our two major external growth projects to successful completion, so that they may help create value for our stakeholders.

### How do you see 2022 shaping up?

Bouygues is well-positioned for 2022. In financial terms, the Group is expecting a further increase in sales and current operating profit versus 2021. And on the CSR front, after the endorsement of Colas' greenhouse gas emission reduction targets, the Group is now looking for the SBTi<sup>b</sup> to endorse the decarbonisation targets of its other business segments. We will also be working hard to roll out our action plans in order to achieve the targets set.

Thanks to the dedication of our people and their mindset, as well as to the confidence that we enjoy among our customers and shareholders, we are confident about the future and in our ability to address the challenges that we face.

Date of interview:  
**23 February 2022**



## 1

# Bouygues group overview

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



Flamingo South Beach, a flagship apartment building in Miami Beach, Florida, is the Group's first renovation project in the United States. It calls for the refurbishment of all the common and recreational areas as well as the complete rehabilitation of the North Tower. In total, 86,000 m<sup>2</sup> will be renovated.



# Who we are

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

## OUR VISION

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

## OUR PURPOSE

Make life better every day for as many people as possible

## OUR BUSINESS SEGMENTS

Key figures at 31 December 2021

### CONSTRUCTION BUSINESSES



100%<sup>a</sup>

**109,963**

Employees



100%<sup>a</sup>

**€27,922m**

Sales



96.8%<sup>a</sup>

### MEDIA



43.7%<sup>a</sup>

**3,960**

Employees

**€2,427m**

Sales

### TELECOMS



90.5%<sup>a</sup>

**10,003**

Employees

**€7,256m**

Sales

(a) The proportion of share capital held by Bouygues SA.

## FOCUS

### Equans

On 6 November 2021, Bouygues announced it had signed a purchase agreement with Engie allowing it to acquire Equans. The aim is to ramp up the Group's growth on the multi-technical services market. This deal is expected to be completed in the second half of 2022<sup>a</sup>.

### TF1 and M6

On 17 May 2021, TF1 announced a proposed merger between TF1 and M6 with the aim of creating a major French media group. This deal is expected to be completed at the end of 2022<sup>a</sup>.

(a) Subject to obtaining the necessary administrative authorisations under competition and foreign investment law.

## OUR STRENGTHS

### Dedicated employees



Bouygues employees bring an unparalleled sense of dedication, passion and duty to their responsibilities. Drawing on a strong Group culture, they openly embrace challenge and adhere to high standards of quality for the benefit of customers, both individually and as part of a team.

### High value-added products and services



The Group's business segments put their technical expertise, experience and capacity for innovation to work for their customers' complex infrastructure and sustainable construction projects. They stand out from the competition by offering comprehensive, high value-added solutions.

### Spans the entire value chain



The Group's business segments adhere to high standards of operational excellence and efficiency to span the entire value chain. They have become skilled in incorporating the best internal and external expertise, delivering customised solutions and maintaining direct contact with their customers.

### A selective long-term presence worldwide



In addition to its strong presence in France, Bouygues has pursued a long-term and selective expansion into international markets. It has done so by taking advantage of only those growth opportunities that meet its risk-management standards.

## THE FUNDAMENTALS OF OUR CULTURE

### Respect

Respect is a key value for the Group because it fosters dedication and cohesion among employees. It shines through every day in our employees' exemplary conduct, their commitment to keeping their word and to ethical behaviour, and in the care they take to ensure everyone's safety. For Bouygues, each and every person is important.



### Trust

Trust is essential to the running of Bouygues, since its business segments enjoy a large amount of freedom in conducting business and managing operations. Closely related to respect, trust promotes job satisfaction and efficiency among employees.



### Creativity

Creativity is what drives the Group towards ever greater innovation, leading to ground-breaking solutions that meet our customers' expectations and help our business segments maintain their competitive edge. In addition, creativity enriches our employees' work and galvanises motivation, commitment and sense of initiative.



### Imparting expertise

Bouygues' success depends on the skills and expertise of its people. Learning, developing and imparting expertise are what drive relations between our people. They also strengthen intergenerational bonds, promote job satisfaction and allow employees to develop their talents. Experience and imparting it also increases efficiency.



# Group key figures in 2021



## Long-standing core shareholders

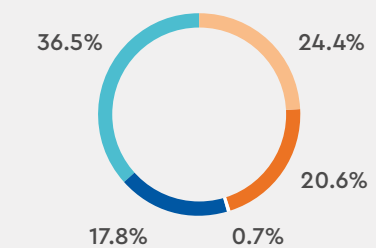
Bouygues' ownership structure is based on two long-standing core shareholders:

- SCDM, a simplified joint stock company controlled by Martin Bouygues, Olivier Bouygues and their families.
- its employees, through a number of dedicated mutual funds.

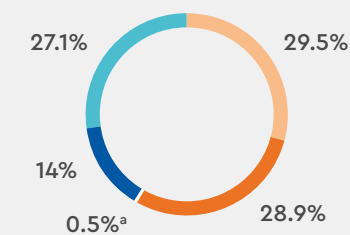
### Ownership structure

At 31 December 2021

Main shareholders  
382,504,795 shares



Voting rights  
515,789,793 voting rights



- SCDM
- Employees
- Treasury shares
- Other French shareholders
- Foreign shareholders

(a) Voting rights attached to treasury shares are theoretical



## Construction businesses have a strong international presence

**81 countries**

host the construction businesses

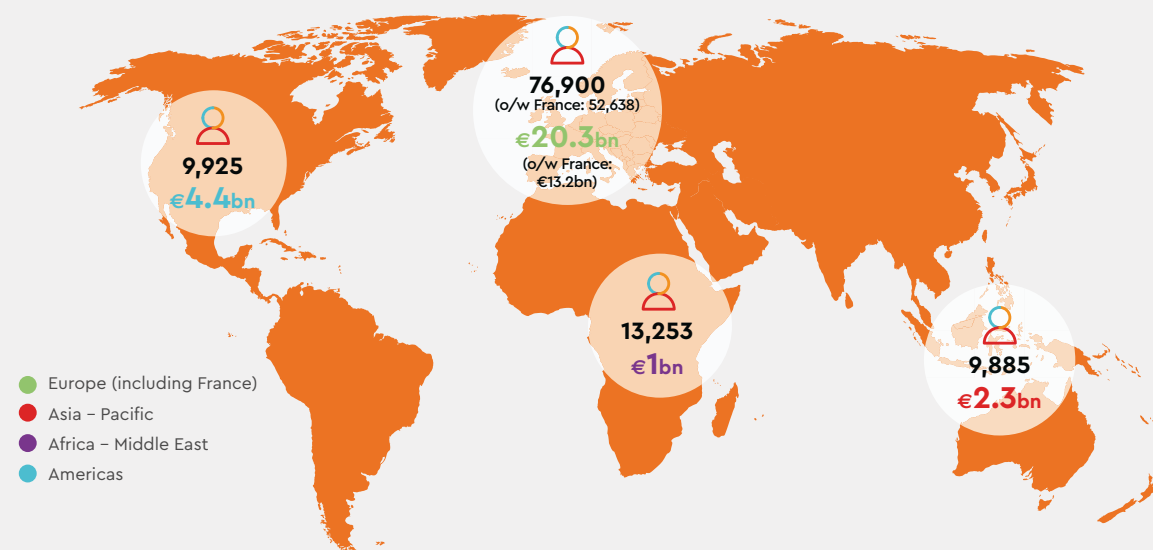
**52%**

of the headcount of the construction businesses is outside France

**65%**

of the backlog at Bouygues Construction and Colas is in international markets

### CONSTRUCTION BUSINESSES: HEADCOUNT AND SALES BY REGION



## People are at the heart of the Bouygues group

**65%**

of the subsidiaries outside France have an official employee representative body

**83.9%**

Turnout in workplace elections in France in 2021

**18.9%**

Women managers<sup>a</sup> in the Group



## Robust financial performance

**€37.6bn**

Sales

**€1,693m**

Current operating profit

**€1,125m**

Net profit attributable to the Group

**€830m**

Free cash flow

**€941m**

Net debt



## Strong CSR<sup>b</sup> performance



**A-**

The Group's score in the CDP's Climate Change 2021 list



**Top 5**

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



**AA**

Rating given by the non-financial rating agency MSCI

**MAIN SRI INDICES**

Euronext Vigeo Eurozone 120 et Europe 120, FTSE4Good, MSCI Europe ESG Leaders, ISS ESG

(a) A metric of the 2021-2023 Gender balance plan. The definition of "women managers" has been harmonised between the French and non-French activities.

(b) Corporate Social Responsibility.

# Our business model

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

## OUR RESOURCES

at 31 December 2021

### HUMAN CAPITAL

- Over 124,600 employees
- Diversity and depth of expertise across the Group's five business segments
- Corporate universities providing employee training

### ECONOMIC AND FINANCIAL CAPITAL

- A stable ownership structure
- A strong financial structure
- Recurrent free cash flow generation (€0.9 billion per year on average since 2017)

### NATURAL CAPITAL

- A Climate & Biodiversity strategy to improve the Group's environmental footprint
- Colas' circular economy initiatives, which are sources of environmental and economic benefits
- Colas' greenhouse gas emissions reduction targets, which are endorsed by the Science Based Targets initiative (SBTi)
- 96% of Bouygues Construction's sales are covered by Iso 14001<sup>a</sup>

### PRODUCTIVE CAPITAL

- **Group:**
  - €2 billion in net capital expenditure
- **Construction businesses:**
  - A global footprint: over 18,000 Bouygues Construction worksites, plus Colas' network of 800 profit centres and 3,000 materials production units (quarries, asphalt mixing and ready-mix concrete plants, a bitumen production plant)
  - 2.7 billion tonnes of authorised aggregate reserves<sup>b</sup> for Colas
  - Colas' Campus for Science and Techniques: the leading private road construction research centre in the world (100 engineering design offices and 50 laboratories in France and worldwide)
- **Media:**
  - TF1's production subsidiaries operate in 9 different countries
- **Telecoms:**
  - Over 22,600 mobile sites and a diverse portfolio of frequencies

## OUR MACROTRENDS



Population growth, urbanisation and transport, urban densification



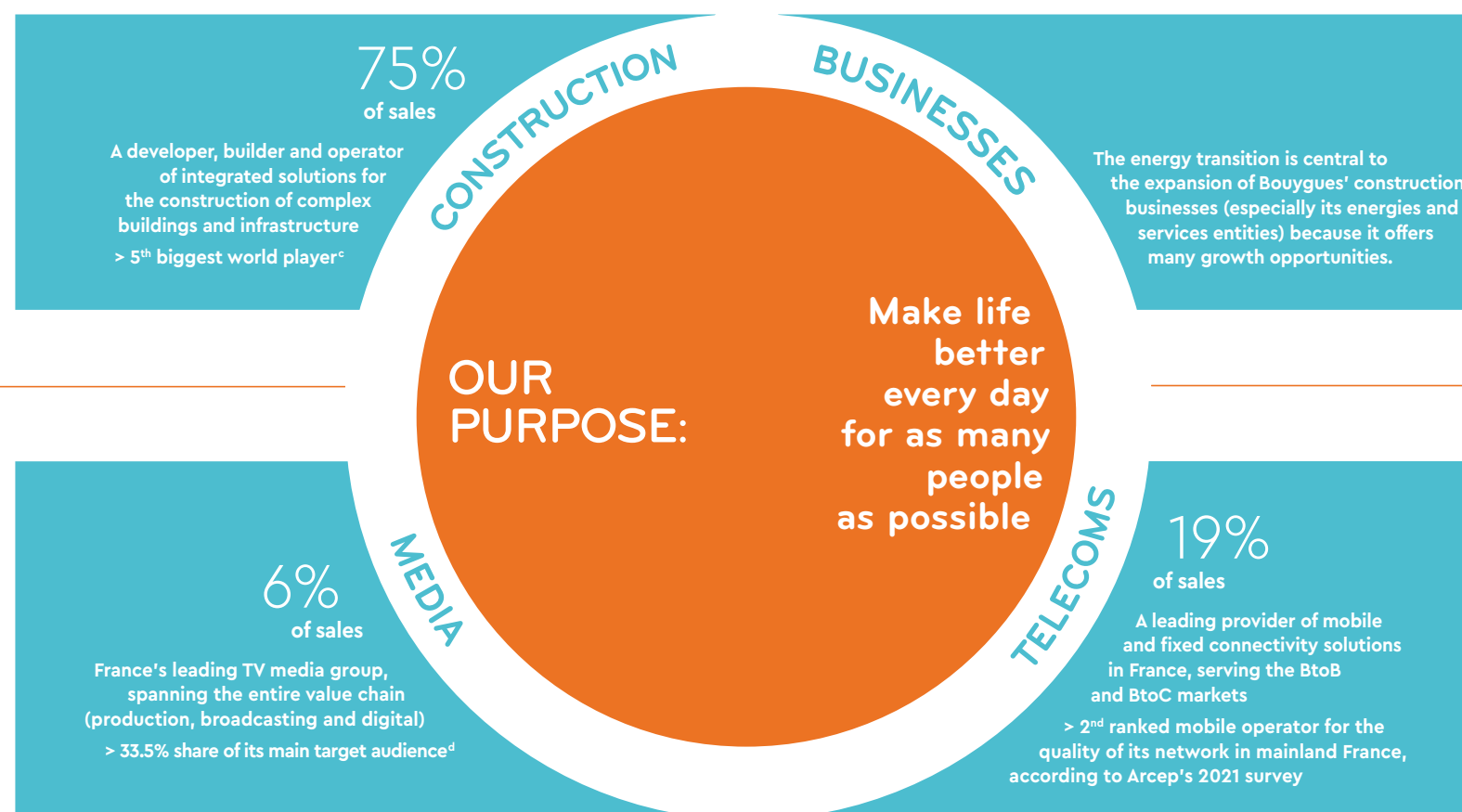
The climate emergency and extinction of biodiversity



Digital and technological transformation



Changing customer behaviour



(a) Environmental Management System.

(b) Colas' share; also Colas' share of an additional 1.3 billion tonnes of potential reserves.

(c) Based on international sales excluding country of origin (ENR Top 250 International Contractors, August 2021).

(d) Médiamétrie – Target audience: women under 50 who are purchasing decision-makers.

(e) Dividend per share relative to the closing price of the previous year. Amount submitted for approval by the Board of Directors at the next Annual General Meeting of 28 April 2022

(f) Targetable expenditure refers to the portion of expenditure that can be subject to CSR initiatives. Expenditure equates to invoiced amounts.

## HOW WE CREATE VALUE

at 31 December 2021

### OUR CUSTOMERS

- €37.6 billion in sales of which 35% eligible with green taxonomy criteria
- €33.2 billion of backlog for the construction businesses
- 70 of the top 100 audience ratings scored by TF1
- 26 million customers for Bouygues Telecom

### OUR PEOPLE

- €6,482 million in payroll expenses
- 52,000 employee shareholders
- 22.7% of executive body positions (executive committees, management committees) occupied by women and 18.9% of managerial positions (department head or higher) held by women
- 100% of employees outside France covered by the roll-out of the BYCare employee benefits programme
- 76,087 employees trained
- 83.9% turnout in workplace elections in France
- Group-wide disability awareness campaign to support Bouygues' disability-friendly policy
- Bouygues figures in the Forbes/Statista 2021 list of the "World's best employers"

### THE FINANCIAL COMMUNITY

- €738 million in dividends paid out
- 5.7% dividend yield<sup>e</sup>
- €2.95 in net profit per share
- €93 million allocated to the share buyback programme in 2021

### OUR SUPPLIERS AND SUBCONTRACTORS

- €24,995 million in procurement spend with suppliers and subcontractors
- 61.7% of business-segment spend subject to CSR assessments (targetable expenditure)<sup>f</sup>

### CIVIL SOCIETY

- €3,061 million paid in taxes and levies
- €127 million distributed to communities
- Over 20 academic partnerships in France and abroad (HEC, Essec, CentraleSupélec, etc.)
- 1,089 grant holders supported by the Francis Bouygues Corporate Foundation since its creation in 2005



# People are at the heart of the Bouygues group

People are Bouygues' most important resource. Their expertise and how they impart it, as well as their dedication, are what drive our performance. The Group therefore pays special attention to recognising their contribution to this performance and to developing their professional skills. It makes it a priority to value everyone, regardless of background, education or profession.

## Fair and equitable remuneration

The remuneration policy, which is tailored to each employee and based on merit, is an integral part of the fundamentals of Bouygues' culture. The Group is careful

to set fixed remuneration at a level that adequately compensates its people for their skills, performance and potential – in all its entities and in every country.

The overall remuneration package is designed to reward employees for meeting or surpassing personal and team targets.

## Giving employees a share in the company's profits

Bouygues has always prioritised expanding employee-savings incentives as a way of giving its people a stake in the Group's performance and building their loyalty. As early as 1989, it set up a company savings

scheme, with the level of employer top-up contributions raised on regular occasions. Furthermore, over the past 20 years or more it has introduced several employee-reserved capital increases in France. Bouygues is in

fact the CAC 40 company with the highest level of employee share ownership. Similar arrangements are on offer in other countries. At 31 December 2021, 52,000 employees owned shares in the Group.

## High-quality labour relations

Trade unions and other employee representative bodies are essential for progressive labour relations within the Group. High-quality labour relations are a particularly strong point for Bouygues' business segments.

Employee representative bodies in the different subsidiaries are supplemented by the Group Council in France and the European Works Council. As privileged forums for meetings between union representatives and Group executives, they provide an opportunity for forthright discussions about the Group's business and financial prospects and about developments relating to jobs, HR policy, health and safety.

In 2021, 182 agreements were signed or renewed, underlining these dynamic labour relations. These agreements governed matters from labour relations and remuneration to worktime arrangements.

On the back of 4,014 elected representatives and 367 employee representative bodies in France, the Group enjoys high turnout at workplace elections (83.9% at 31 December 2021).

**FIND OUT MORE**  
> See Chapter 3 of this document  
> 2021 Universal Registration document, Chapter 3 "SNFP"

## FOCUS Employee benefits 56,000

employees outside France already covered by BYCare in 2021

In 2019, the Bouygues group launched a new programme called BYCare. This programme aims to ensure a common core of employee benefits that go further than the requirements of the local legislation in each country.



Inside the tunnel of Line 15 South (work package T3A of the "Grand Paris Express" rapid transport project), which will connect Pont de Sèvres and Fort d'Issy-Vanves-Clamart stations.



On a hill on the island of Mayotte, Colas is taking part in the construction of the future Dembéli Technopôle



## 2

# Our ecosystem

The Bouygues group has pinpointed four macrotrends that have a significant impact on its activities.

By focusing on these trends and maintaining regular contact with its stakeholders, it is in a better position to seize growth opportunities in a rapidly changing world.



The Croatian island of Pag is often buffeted by strong winds. Maintaining road infrastructure and transporting materials to the island meant adjusting working methods to local climate and geotechnical conditions.



# Macrotrends that provide opportunities



**EDWARD BOUYGUES**

Deputy Chief Executive Officer,  
Telecoms development,  
CSR and Innovation  
BOUYGUES GROUP

Four macrotrends have an impact on the Bouygues group's business activities. Since these trends are interdependent, the Group is taking a holistic approach and adapting its products and services to deliver sustainable solutions to the societal challenges of today.

## What is your take on the climate emergency and its impacts for the Group?

At COP26, we saw how governments are grappling to find solutions to the demands of the climate emergency and the legitimate expectations of their citizens. Yet the findings of research by the IPCC and the IPBES<sup>a</sup> are unequivocal: we cannot limit global warming unless governments introduce new legislation and adjust public investment policies, and unless companies change their business models.

Against this backdrop, Bouygues' CSR policy and the formal pledges made by our business segments show that we are determined to act. And we will continue doing whatever we can, wherever we can, to support our customers on their own transformation journey. Through our products and services, we are committed to doing things differently. Our solutions are viable – and they are opening up major growth opportunities for our business.

## How will Bouygues meet its obligations in the coming years?

Because our business activities meet essential needs, we have an immense responsibility to maximise the positive impacts of our products and services for our

stakeholders – by preserving natural resources, by combating the loss of greenfield sites and by limiting greenhouse gas emissions.

An appreciation of Earth's finite resources should serve as our guide. But securing the long-term viability of our business also calls for a dose of realism. We are challenging our assumptions, in close collaboration with our customers and partners, to explore where we can do things differently across all our business segments. But we are also bound by the law in each country where we operate, so we cannot always move as quickly as we would like.

That said, wherever possible, we are pro-active in encouraging our stakeholders to grasp the full scale of the emergency facing our planet and our society. Changing mindsets in this way is a gradual process backed by two complementary approaches: harnessing our innovation capabilities to select the right technology, and helping our customers use the solutions we provide responsibly.

## FIND OUT MORE

> Chapters 3 and 4 of this report

(a) Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services.



## POPULATION GROWTH AND URBAN DENSIFICATION

By 2030, urban areas will house around 60% of people globally, while the number of cities with between one and five million inhabitants will pass the 600 mark<sup>a</sup>.

### RELATED OPPORTUNITIES FOR BOUYGUES:

- Low-carbon communication and public transport infrastructure
- Residential and office property renovation and reversible buildings
- Buildings that include electro-mobility solutions
- Development of neighbourhoods that are resilient to climate change and that have integrated electricity, heat and water production systems



## DIGITAL AND TECHNOLOGICAL TRANSFORMATION

The digital transformation concerns all sectors of the economy, and aims to usher in an era of seamless interaction that drives even greater efficiency in flows, services and transactions.

### RELATED OPPORTUNITIES FOR BOUYGUES:

- Supporting customers' new habits thanks to the quality of Bouygues Telecom's networks
- Boosting of the customer experience
- Use of big data to design and develop solutions that better meet requirements, in accordance with the law.
- Development of new services that deliver access to information and entertainment on the move



## THE CLIMATE EMERGENCY AND EXTINCTION OF BIODIVERSITY

The climate emergency and biodiversity loss require a radical rethink of business models and consumer habits.

According to the United Nations, based on current governmental pledges, the planet is on course to warm by 2.7°C by 2100, which is higher than the Paris Agreement target (1.5°C above pre-industrial levels).

### RELATED OPPORTUNITIES FOR BOUYGUES:

- Support for customers in reducing their carbon footprints
- Roll-out of new construction methods and of new low-carbon products and services
- Design and building of renewable power plants and use of our energy efficiency solutions as a source of business differentiation
- Products and solutions that factor in biodiversity protection



## CHANGING CUSTOMER BEHAVIOUR

Businesses need to adjust their products and services as new societal trends come to the fore, and as e-commerce and the sharing economy gain momentum as a result of the Covid pandemic.

### RELATED OPPORTUNITIES FOR BOUYGUES:

- Solutions based on circular economy principles: reduce, recover, repurpose, reuse, recycle and repair
- Customisation and segmentation of products and services
- Co-design of projects and/or solutions with stakeholders through collaborative platforms
- Development of services that improve intensity of use for buildings

(a) The World's Cities in 2018: Data Booklet, United Nations, Department of Economic and Social Affairs, Population Division, 2018.



# Listening to our stakeholders

Dialogue with internal and external stakeholders serves as an important source of input when examining strategic options and identifying priority CSR challenges. It also fosters the creativity of Bouygues' teams and helps the Group future-proof its business model.

## CUSTOMERS



**Public and private-sector customers, retail customers, infrastructure and service users, etc.**

### How we dialogue:

customer relations team, satisfaction surveys, Customer committees, collaborative platforms, external social media, blogs and trade fairs

### FLAGSHIP INITIATIVES: p. 46 to 49

- Bouygues Construction's "CityPlay", which is a tool for developing projects collaboratively (involving users, local residents etc.) in France, Switzerland and the UK

- TF1's viewer relations web site "TF1 et Vous"

## THE FINANCIAL COMMUNITY



**Shareholders and investors, banks, analysts and rating agencies**

### How we dialogue:

tailored presentations, meetings, investor conferences and roadshows, AGMs, regulated literature, business reports and answering questions from non-financial rating agencies

### FLAGSHIP INITIATIVES: p. 51

- Holding of Bouygues Telecom's "Capital Markets Day" in January 2021
- 530 investors met with management or the Group's Investor Relations team in 2021

## EMPLOYEES



**Employees, trade unions, talents**

### How we dialogue:

employee consultation bodies in operations worldwide, an extranet site dedicated to career development at Bouygues, in-house social media, annual appraisals, employee perception surveys and more besides.

### FLAGSHIP INITIATIVES: p. 50

- 182 collective agreements signed or renewed within the Group (France and abroad)
- Employee perception surveys carried out at Colas, Bouygues Telecom and Bouygues Energies & Services

## SUPPLIERS AND SUBCONTRACTORS



**Industrial partners, large groups, intermediate-size businesses, SMEs and start-ups**

### How we dialogue:

contractual relations, CSR performance assessments, co-innovation and co-development partnerships

### FLAGSHIP INITIATIVES: p. 52

- All business segments focused on increasing their level of low-carbon purchasing. Colas Rail organised its first suppliers convention
- Purchase of hybrid and electric vehicles by the business segments

## CIVIL SOCIETY



**Citizens, local residents, charities and NGOs, academia and science, public authorities and the media**

### How we dialogue:

charitable foundations, conferences, partnerships with NGOs, community and skills patronage, active engagement in research and education, participation in think tanks and non-profit organisations

### FLAGSHIP INITIATIVES: p. 53

- Participation in the "Impact AI" think-tank on the issue of the ethical use of data
- Bouygues Immobilier and TF1, partners of the IUCN (International Union for Conservation of Nature)

## Our main CSR challenges

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

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

- **Business ethics:** Bouygues undertakes to comply with the strictest standards when doing business (see p. 60-61).
- **Climate risk:** the Group has identified the impacts of climate change on its business segments and has responded with a comprehensive, coherent Climate strategy (see p. 28-37).
- **Quality of customer and user experience:** Bouygues offers customers and users a simplified and enjoyable experience (see p.46-53).
- **Health & safety and quality of life at work:** health & safety is among the Group's highest priorities. Another is keeping up with employees' changing needs (see p. 38-39).

## BOUYGUES GROUP'S MATERIALITY MATRIX



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

## BOUYGUES' CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS



It is Bouygues' policy to help attain the UN Sustainable Development Goals (SDG), with a focus on these five, which are tightly connected to its core businesses.

See also the TCFD and SDG index tables on p. 64.



**BOUYGUES.COM**  
> Materiality matrix (methodology)

Scan this QR code  
(app and internet connection required)

**FIND OUT MORE**  
> bouygues.com  
> 2021 Universal Registration document, Chapter 3 SNFP

(a) Responses to all material issues for the Group, along with a methodological note on our materiality matrix, can be found in the Group's Universal Registration Document (which will be published on bouygues.com on 24 March 2022).



3

# The strategy of the Group and of its business segments

The Bouygues group and its business segments roll out long-term strategies aimed at seizing the growth opportunities related to the macro-trends in their eco-system and at reducing their carbon footprint.



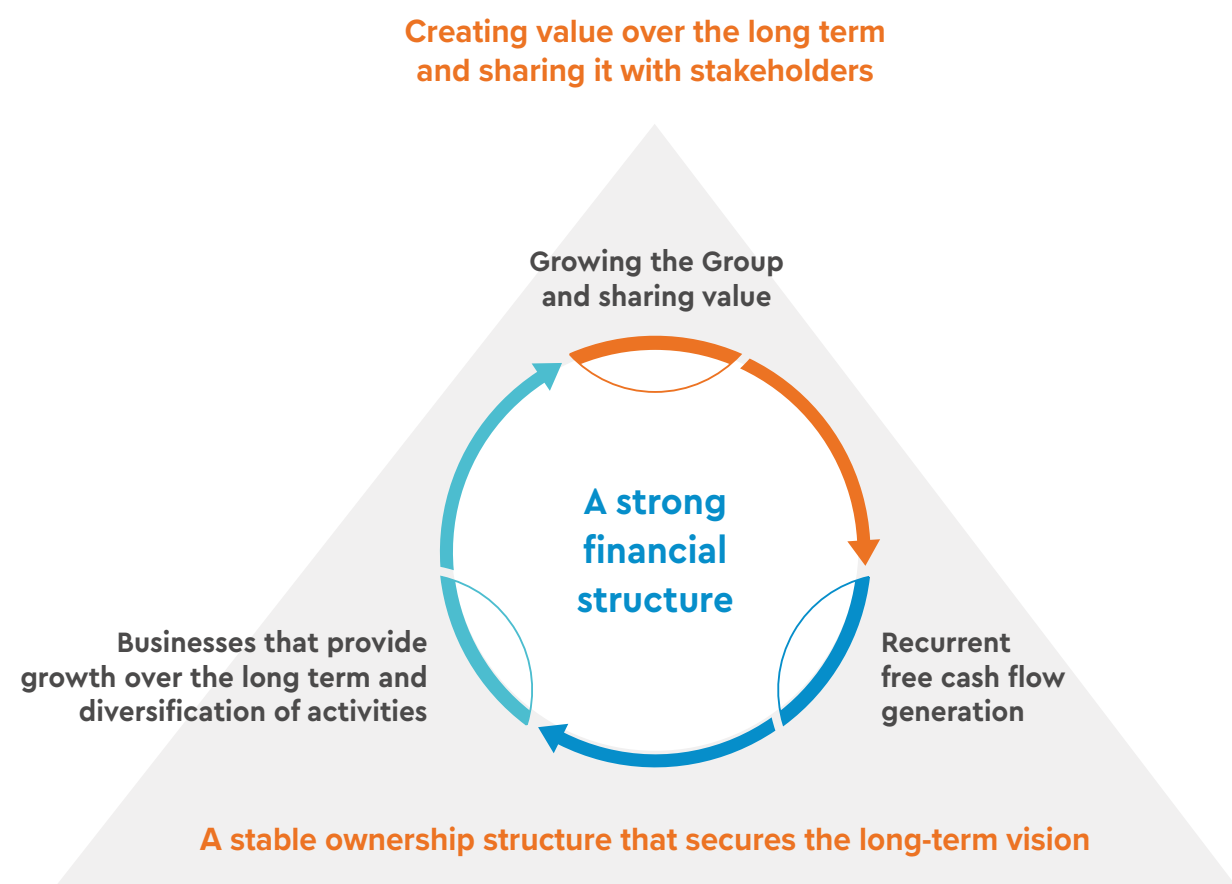
The Melbourne metro system is being extended with a new nine-kilometre-long twin-tube tunnel and five new stations. Once complete, the extension will increase capacity and allow traffic to flow more freely. This large-scale project also includes the development of parks, pedestrian zones and retail premises in the public areas adjacent to the stations.



# Group strategy

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

## The virtuous circle of the Group's strategy

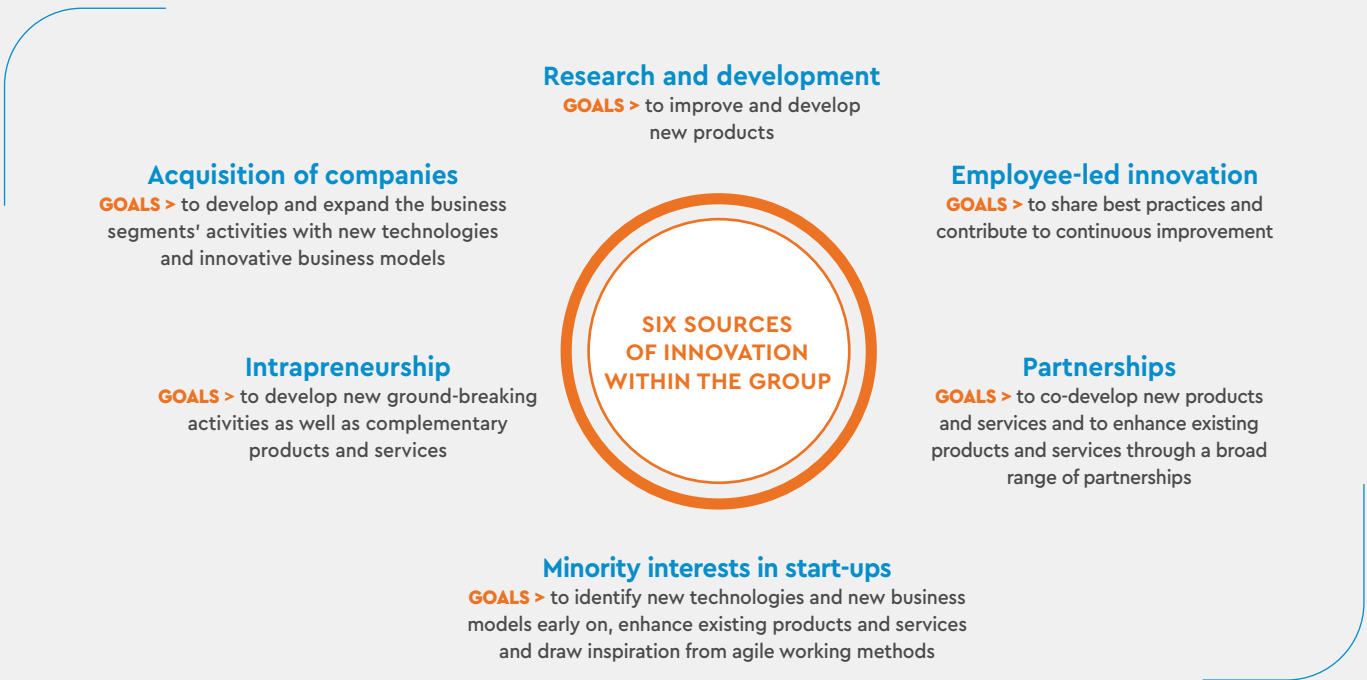


The Bouygues group's business segments drive growth over the long term since they all satisfy essential needs such as housing, transportation, generating and saving energy, bringing people closer together, communication, information and entertainment. Furthermore, as the Group has shown throughout the pandemic, the diversity of its business

segments helps to cushion the impact of less positive business cycles. These features help Bouygues generate free cash flow over the long term. The value created can then be reinvested to grow the Group and shared with its stakeholders. Bouygues also strives to maintain a robust financial structure in order to ensure its independence and preserve

its model over time. For example, the Group's construction businesses tie up a small amount of capital and generate a high level of cash. As a result, gearing, corresponding to net debt over shareholders' equity, stood at 7% at end-2021. This entire strategy can be rolled out over the long term thanks to the stability of Bouygues' ownership structure.

## A strategy of innovation for the benefit of users



Through their innovation strategy, the Group and its business segments are preparing themselves for changes in user behaviour, technological developments and the emergence of new, sustainable business models. Bouygues puts innovation to work for the benefit of its customers, its employees and its Climate strategy. Innovation is helping transform Bouygues' business model, boost its competitiveness and broaden its appeal.

- **The Group uses innovation to create ground-breaking products and services for its customers** based on new, sustainable business models. In 2021, for instance, Bouygues Construction began work on 20 "Build to Rent" property developments. These fully-serviced, ready-to-rent homes are built with urban families and households in mind, providing occupants with a better quality of life at a competitive cost. Also in 2021, Bouygues Immobilier launched the "Majorelle" project, a new range of affordable, modular housing units that can be adapted as families grow.
- **Innovation is used to test and create solutions to facilitate the energy transition.** For example, Bouygues Energies & Services and PowiDian are exploring

growth opportunities and identifying use cases in the emerging green hydrogen market. For instance, the two partners have joined forces to supply hydrogen-powered generators as a way to decarbonise worksites and provide a reliable, off-grid energy supply at remote locations.

- **Innovation is leveraging the construction businesses, from digitising processes to optimising materials.** Colas has rolled out "Grid2BIM", on-line software that uses deep learning algorithms to convert underground network plans into 3D-compatible models. As well as unlocking time and cost savings, the system also provides a more accurate estimation of build costs. Projects such as these are sources of competitiveness and business differentiation.

To help it detect and exploit future growth opportunities, Bouygues can call on two technology intelligence units located outside France – Bouygues Asia, and Winovation in the United States – and on its innovation programmes in Israel and elsewhere. Bouygues also draws on external partnerships. For instance, it participates in forward-looking, innovative initiatives such

as "Futura Mobility", which brings together firms operating along the mobility value chain, and "Impact AI", a think-and-action tank that investigates the issues posed by artificial intelligence.

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

**480**  
active patents held  
by the Bouygues group,  
of which nine filed in 2021<sup>a</sup>.

(a) The Group has been at the initiative of many other innovations that cannot be legally protected.



# The strategic priorities of the Bouygues group's businesses

## Construction businesses

Bouygues is the fifth<sup>a</sup> largest construction group in the world. As a developer, builder and operator, it is active in building and civil works, energy and services, property development and transport infrastructure.

Population growth, urbanisation and new environmental imperatives are generating significant needs worldwide in terms of complex buildings and infrastructure (new build and renovation). In line with the advent of digital technologies, consumer expectations and habits are also changing.

The Group's full-service solutions, innovative and high value-added services, and broad geographical reach make Bouygues a key partner for its customers.

The Bouygues group's strategic priorities in its construction businesses are the following:

### Lead the market for the construction and renovation of buildings and infrastructure

Bouygues builds, optimises and maintains a wide range of buildings and infrastructure (transport, decarbonised energy production, telecommunications). Furthermore, to cope with ageing infrastructure and keep pace with increasing demand for energy efficiency, the Group develops expertise in renovating assets, even whilst they remain in operation.

As of end-2021, the Group's construction businesses operate in over 80 countries worldwide, with international business accounting for over half of their sales.

### Support our customers to reduce their own carbon footprints

The energy transition is central to the expansion of Bouygues' construction businesses (especially its Energies & Services entities) because it offers many growth opportunities. They offer a complete range of distinctive and high value-added products and services to help their customers respond to the climate emergency.

They have solutions for:

- the production, storage and distribution of decarbonised energy (solar, nuclear, hydrogen, etc.);
- the energy efficiency of buildings, neighbourhoods and entire towns and cities (positive-energy buildings, zero-carbon neighbourhoods, etc.), whether for new build or renovation projects;
- the development of low-carbon mobility (electric mobility, rail infrastructure etc.); and
- the extension of the life of and the intensification of the use of buildings and infrastructure (shared living spaces and offices, reversible buildings, infrastructure maintenance etc.).

### Lead the market for urban design and development

In consultation with customers, residents and local partners, the construction businesses develop projects that promote well-being, harmonious living and environmental protection. The Group offers a range of customised and innovative solutions catering for the individual housing unit up to an entire town or city (adaptable housing, connected buildings, eco-neighbourhoods, the smart city, smart mobility, modular construction, etc.).

### Transform our construction methods

Bouygues' construction businesses are decarbonising their business models in order to achieve their greenhouse gas emissions reduction targets. They are completely transforming their processes along their entire value chain. They are rolling out responsible purchasing policies and circular

economy strategies in order to secure their supplies whilst protecting the environment at the same time. They are also ramping up the use of new bio-based materials such as timber and low-carbon concrete. Training programmes have been introduced widely to increase employee buy-in for this process and to help them keep pace with changes in their professions.

### Become a major player in the multi-technical services sector

The Bouygues group is aiming to accelerate its growth in the fast-growing multi-technical services sector. In November 2021, Bouygues announced it had signed a purchase agreement with Engie allowing it to acquire Equans.

The acquisition places the Group in a strong position to meet customer demand stemming from three major trends:

- the energy transition, to deliver the decarbonisation that industry needs,
- the digital transition, driven by the explosion in data and increased needs for connectivity, and
- the industrial transition, as production facilities become increasingly automated and computerised.

The acquisition<sup>b</sup> paves the way for the emergence of a new global leader with strong roots in France, delivering optimum customer services via a highly complementary geographical and technical profile with its existing Energies & Services arm as well as enhanced innovation capacity.



HS2, the UK's largest transport infrastructure project, will significantly improve rail services. The new high-speed train line will run direct from London to Birmingham, then fork towards Manchester. The 21.6-km stretch currently under construction, to the north-west of London, includes a viaduct and two tunnels.

### 2021 KEY FIGURES

**109,963**  
Employees  
of which  
**57,325**  
outside France

**€33.2bn**  
Backlog

**€27,922m**  
Sales

**€825m**  
Current operating profit

**€3.3bn**  
Net cash



Circular economy techniques being applied in a resurfacing project on Interstate 81 that crosses North Syracuse, New York State. These enable the immediate re-use of reclaimed millings in the new asphalt mix. Another benefit was that 35,000 tonnes of reclaimed millings were reused at other local worksites. The recycling rates expected by the customer were exceeded.

Nanterre Cœur Université eco-neighbourhood, in the Paris region, won the "Sustainable District" award (international categories) at the 2020-21 Green Solutions Awards. It is the first of its kind in France to have a dual heating and electricity smart grid. The district, which features a high level of social and land-use diversity, also stands out for its soft mobility options and outdoor art installations that were developed with input from local residents.

### Operational priorities

- Complete the acquisition of Equans and then create a sixth business segment around multi-technical services
- Identify new growth areas in Bouygues Construction's building and civil works activities
- Pursue growth momentum at Colas by expanding its international network via external growth and by making optimum use of its industrial activities
- Turn sales and profitability around at Bouygues Immobilier



(a) Based on international sales excluding country of origin (ENR Top 250 International Contractors, August 2021).  
(b) Subject to obtaining the necessary administrative authorisations under competition and foreign investment law.





Presenter Fanny Agostini with Bertrand Piccard, explorer, psychiatrist, clean tech ambassador and chair of the Solar Impulse Foundation, for her show *En Terre Ferme*, which airs on Ushuaïa TV.

## Media

TF1 wants to positively inspire society by informing and entertaining as many people as possible. As France's leading TV media group, it keeps pace with the way people view and consume content (catch-up TV, enhanced services, and Salto). It has strengthened its presence across the entire value chain investing in new growth-potential sectors such as content production and digital media.

### Operational priorities

- Complete the proposed merger between TF1 and M6<sup>a</sup>
- Keep pace with changes in how video content is consumed and monetise these new practices
- Continue Newen's expansion, particularly outside France

The French broadcasting landscape has undergone sweeping changes in recent years. Content consumption takes different forms, from traditional linear TV through to non-linear options. The growth of digital media is also leading to profound changes in the way producers and broadcasters operate. This transformation creates significant opportunities in terms of value creation, for both audiences and advertisers. As a result, TF1 reasserts its strategic goals, namely to:

#### Keep pace with the shift in viewing habits by pursuing convergence between traditional television and digital media

- Maintain a distinctive content offering tailored to the new mix between linear and non-linear viewing habits (streaming service, MYTF1 catch-up TV platform, Salto video-on-demand service) in order to offset the record decline in the daily viewing time per individual<sup>b</sup>.
- Bolster its offering for advertisers to regain value in a growing digital advertising market.
- Provide an additional offer based on web-origin content via recognised brands (Marmiton, Aufeminin, etc.) able to engage active communities.
- Design innovative commercial offers that keep pace with media convergence, such as TV/video and targeted TV advertising.

#### Consolidate its position in production through Newen

Demand for high-quality, local and multi-genre content is rising sharply. In response to

this trend, pure players such as Netflix and Apple TV+, along with traditional broadcasters, are turning to the unique expertise of independent production companies such as Newen.

Newen boasted an extremely healthy backlog in 2021, attributable to its recognised expertise, the diversification of its customer base and content formats, and its continued international expansion following the acquisition of two new studios: iZen in Spain and Flare Film in Germany. Going forward, Newen is aiming to consolidate its position in production while strengthening synergies in the distribution and monetisation of content.

#### Champion the climate

TF1 wants to champion and drive change, and is therefore working actively to cut its carbon emissions, raise awareness about environmental issues among its viewers and support customers to integrate environmental targets into their advertising campaigns (see p. 34).

(a) Subject to obtaining the necessary administrative authorisations.  
(b) The daily viewing time per individual is the average amount of time spent watching live television per person and per day, and up to 28 days for catch-up TV.  
(c) Source: Médiamétrie – Women under 50 who are purchasing-decision makers.  
(d) Projects worth over €1 million, at end-December 2021.

### 2021 KEY FIGURES

**3,960**

Employees

**€2,427m**

Sales

**€343m**

Current operating profit

**14.1%**

Current operating margin

**33.5%**

Share of target audience<sup>c</sup>

**Over 1,600 hours**

Newen's backlog<sup>d</sup>



Bouygues Telecom operates over 500 stores in France

## Telecoms

Bouygues Telecom is a major player in the French telecommunications market, harnessing the very best technology to bring people closer together for the last 25 years. It provides high-quality networks, products and services tailored to the needs of its 26 million customers.

### Operational priorities

- Continue integrating BTBD<sup>a</sup> and onboarding its customers
- Continue increasing the value-added of the mobile customer base by boosting the value proposition
- Ramp up the marketing of FTTH<sup>c</sup>
- Increase its share of the fixed BtoB market by five points by 2026

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

#### Become the number 2 in mobile as recognised by customers

Bouygues Telecom has been the third-ranked mobile operator in France by market share since it acquired BTBD<sup>a</sup> at the end of 2020. Now, its ambition is to become the number-two operator in France, as recognised by customers, by capitalising on the quality of its mobile network – ranked the second best in France<sup>b</sup> – and of its products and services, and by building on its long-term distribution partnership with the Crédit Mutuel-CIC banking group, under which it benefits from a complementary nationwide distribution network of over 4,500 local branches. Bouygues Telecom is also focused on maintaining the excellent quality of its 4G network and rolling out a reliable 5G network.

#### Gain an additional 3 million FTTH<sup>c</sup> customers

Bouygues Telecom is ramping up the roll-out of fibre across France as it seeks to double its FTTH coverage (to 35 million premises marketed in 2026) and gain an additional three million customers by 2026. The company markets products and services tailored to changing consumer habits, providing innovative, eco-designed, best-in-class fixed devices that deliver the very best user experience. For instance, specialist tech website 01net ranked its WiFi 6 box the "best box for WiFi 6".

### 2021 KEY FIGURES

**10,003**

Employees

**€7,256m**

Sales

**€1,612m**

EBITDA after Leases

**Over 500**

Bouygues Telecom stores in France

#### Double market share in fixed BtoB and become a fixed wholesale<sup>d</sup> player

Bouygues Telecom is aiming to grow its market share in the SME segment by drawing on its multi-channel distribution network, and on its position as a benchmark in customer relations in BtoB and a leading connectivity operator. It also plans to monetise its FTTO and FTTA<sup>e</sup> infrastructure in BtoB and expand its wholesale fixed offering by capitalising on its expertise and leading position in wholesale mobile.

A recap of the "Ambition 2026" strategic plan financial targets for 2026:

- sales from services of over €7 billion,
- EBITDA after Leases<sup>f</sup> of around €2.5 billion,
- an EBITDA after Leases margin<sup>g</sup> of around 35%, and
- free cash flow<sup>h</sup> of around €600 million.

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

(see p. 35 for more).

(a) Bouygues Telecom Business Distribution, formerly EIT (Euro Information Telecom).  
(b) Survey by Arcep (the French telecoms regulator), November 2021.  
(c) Fibre-To-The-Home.  
(d) The wholesale market for telecoms operators.  
(e) Fibre-To-The-Office; Fibre-To-The-Antenna.  
(f) Current operating profit after taking account of the interest expense on lease obligations, before (i) net depreciation and amortisation expense on property, plant and equipment and intangible assets, (ii) net charges to provisions and other impairment losses, and (iii) effects of acquisitions of control or losses of control.  
(g) EBITDA after Leases/sales.  
(h) Calculated before changes in WCR related to operating activities and excluding 5G frequencies.

# Our Climate strategy

In response to the climate emergency, Bouygues is making a tangible pledge to reduce its carbon footprint and that of its customers. The Group has adopted a Climate strategy and set targets for reducing its greenhouse gas emissions by 2030 at a pace consistent with the Paris Agreement.

On 16 December 2020, the Bouygues group presented a new phase in its Climate strategy to its shareholders, setting quantified targets for reducing its greenhouse gas emissions, at a pace consistent with the Paris Agreement, and unveiling initial drivers for each of its business segments. The Bouygues group's business segments prioritised their efforts throughout 2021 on:

- **Low-carbon commercial solutions:** in 2021, the construction businesses, which account for over 90% of the Group's carbon footprint, broadened their portfolios of climate change mitigation and adaptation solutions (see below). The Media and Telecoms businesses, representing less than 10% of the Group's carbon footprint, developed eco-responsible products and services (see p. 34-35).

- **Purchasing:** the Group's five business segments worked to lower the carbon impact of their purchases – a key driver of decarbonisation – and developed policies to incentivise suppliers to reduce their carbon footprints. For instance, the five business segments have added electric and plug-in hybrid models to their vehicle fleets, and a mobility credit scheme is now available to employees in France.

- **Governance:** a carbon criterion is included in the performance-linked pay of corporate officers and the heads of the five business segments, and the Boards of Directors of the Group and of the business segments review their Climate strategy on an annual basis.

- **Management system:** each of the Group's business segments has developed a proprietary method for calculating




avoided emissions from its products and solutions (scope 3b), with support from consulting firm Carbone 4. Efforts are also under way to reduce the carbon footprint of information technology (Green IT) as part of a digital sustainability initiative, and the business segments are being encouraged to roll out a structured approach to restoring carbon sinks.

- **Climate awareness:** employees receive training in climate issues – such as by attending informative workshops ("La Fresque du Climat") – as a way to foster a low-carbon mindset, while staff in specialist decarbonisation-focused roles also benefit from technical training.

In order to successfully implement its Climate strategy, the Group has earmarked, within its expenditure for 2022-2024, an estimated **€2.2 billion<sup>a</sup>** that will help reduce its carbon footprint.

(a) Estimate by the business segments of the expenditure and investment necessary to achieve the Climate targets (different method from the taxonomy).

## OUR 2030 GREENHOUSE GAS EMISSIONS REDUCTION TARGETS

|   | REFERENCE YEAR | SCOPES 1 AND 2 <sup>a</sup> | SCOPE 3A <sup>a</sup> | SCOPE 3B <sup>b</sup> |
|---|----------------|-----------------------------|-----------------------|-----------------------|
| Colas   | 2019           | -30%                        | -30%                  | n.a.                  |
|  Bouygues Construction | 2019           | -40%                        | -30%                  | n.a.                  |
| Bouygues Immobilier   | 2020           | -32%                        | -32%                  | -32%                  |
|  Bouygues Telecom      | 2020           | -50%                        | -30%                  | -30%                  |
|  TF1                   | 2019           | -30%                        | -30%                  | n.a.                  |

n.a. : not applicable

(a) Scope 1 (direct emissions), scope 2 (indirect emissions related to energy, especially the production of electricity and of heat) and scope 3a (other indirect upstream emissions).

(b) Scope 3b: other downstream indirect emissions.

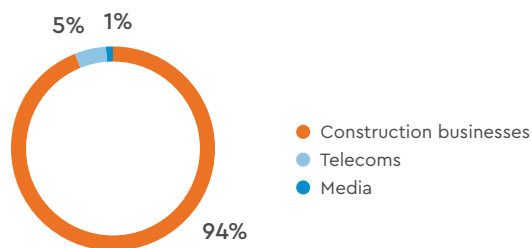
## Reducing our carbon footprint

For scopes 1, 2 and 3a<sup>a</sup>, Bouygues' carbon footprint was a little more than 16 million tonnes of CO<sub>2</sub> equivalent in 2021. Most emissions are attributable to purchases by the Group and to the energy consumption of worksites and other installations. The construction businesses account for a decisive part of this result.

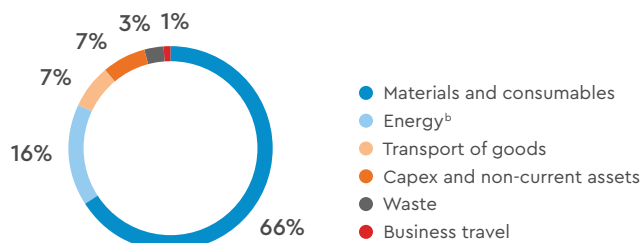
The Group and each of its business segments manage the Climate strategy and its objectives within a specific governance structure, with regular monitoring by Bouygues' Ethics, CSR and Patronage Committee and Board of Directors (see p.57).

### Our carbon footprint in 2021

Greenhouse gas emissions by sector of activity (scopes 1, 2 and 3a<sup>a</sup>)



Greenhouse gas emissions by source



(a) Scope 1 (direct emissions), scope 2 (indirect emissions related to energy, especially the production of electricity and heat) and scope 3a (other indirect upstream emissions).

(b) Energy consumption (on-site combustion); consumption of electricity, steam, heat or refrigeration; and emissions related to the energy production process.

## FOCUS Expenditure earmarked for the Climate strategy

In order to successfully implement its Climate strategy, the Group has earmarked, within its expenditure for 2022-2024, an estimated **€2.2 billion<sup>a</sup>** in order to help reduce its carbon footprint.

**This amount**, comprising both capital and operating expenditure, **applies to all of the Group's business segments**, unlike the Green Taxonomy<sup>b</sup> which only applies to the eligible part of its activities that aim to mitigate or adapt to the effects of climate change. The Green taxonomy currently excludes almost all of the activities of Bouygues Telecom and TF1 because it does not consider them to be a priority for the acceleration of the transition towards a more sustainable economy. Furthermore, only a small part of Colas' sales is considered to

be eligible with this taxonomy (its low carbon infrastructure and water and energy transport business).

However, in line with its Climate strategy, **the Group believes that its decarbonisation actions should be rolled out in all of its activities**, even those that are not considered to be eligible with the Green taxonomy, in order **to make them as virtuous as possible**.

Furthermore, this amount comprises all the operating expenditure by the business segments that contribute to achieving the decarbonisation targets, despite the fact that the taxonomy has a very strict definition of operating expenditure that does not reflect the reality of the efforts carried out by the business segments.

€2.2 bn

of expenditure earmarked for 2022-2024 to help reduce the Group's carbon footprint

The percentage of **Group sales eligible with green taxonomy criteria amounted to 35% in 2021**. Sales generated by the nuclear power and gas activities, which were still considered as not eligible at end-2021, account for 2% of Group sales.

Information relative to the other Taxonomy indicators will be published on 24 March 2022 in the Group's Universal Registration Document.

(a) Estimate by the business segments of the expenditure and investment necessary to achieve the Climate targets (different method from the taxonomy).  
(b) Disclosure obligations under the Taxonomy Regulation (Regulation (EU) 2020/852, commonly referred to as "taxonomy").



## Strategy for decarbonising the construction businesses

### COLAS

Environmental issues are a key concern for Colas due to the nature of its business activities. Purchases of goods (raw materials, construction materials, etc.) and services essential for its activity (scope 3a) account for the majority (over 65%) of the greenhouse gas emissions in its carbon footprint

#### Objectives and action plan

Coordinated by a Carbon Strategy committee, Colas' Carbon roadmap comprises 24 pledges monitored by indicators that either already exist or are being created. Actions are structured around four priorities: integration of climate issues into strategy; improvement of energy efficiency in order to cut direct emissions generated by asphalt mixing plants, equipment and vehicles; development and promotion of low-carbon products, techniques and solutions; and contribution to carbon neutrality and the reduction of greenhouse gas emissions generated

by customers and users. By taking action in these areas, Colas is aiming for a 30% reduction in direct, indirect and induced emissions (scopes 1, 2 and 3a) by 2030.

#### Business opportunities

The coming years will bring significant growth in rail, shipping and river transport. Colas is building on its established position in these segments and forging partnerships as it seeks to become a leader in multimodal transport. It is also looking into renewable energy projects, with a particular focus on green hydrogen. Colas is developing products and services to help urban and rural communities mitigate and adapt to climate change – including environmental engineering and infrastructure maintenance solutions, as well as ways to limit the loss of greenfield sites and prevent urban heat islands – while working to reduce the carbon footprint of its customer-users (scope 3b).

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

(b) A resurfacing operation whereby the old worn-out road surface is scarified or milled in order to be reincorporated into the binder.

### Progress made

- Endorsement by the SBTi<sup>a</sup> of Colas' greenhouse gas emissions reduction targets
- Setting of targets for 2030 for each driver:
  - Reduce the carbon intensity of direct emissions (scopes 1 and 2): gradually phase out heavy fuel oil at asphalt plants (less than 5% by 2030); replace plant and vehicles with low-carbon models (over 50% of the fleet by 2030); switch to renewable energy sources
  - Reduce the carbon footprint of products and materials (scope 3a): reduce the carbon intensity of asphalt mixes (a 50% share for warm asphalt mixes by 2030); increase the use of recycled materials (a 30% share for reclaimed asphalt pavement (RAP)<sup>b</sup> in output by 2030)
  - Increase the number of eco-friendly alternatives offered by Colas to its customers: a target of 1,000 eco-friendly alternatives by 2030
- Decision in 2021 to switch to a fully-electric vehicle fleet in France (as and when old models are replaced)

“

We are committed to helping our clients go further in their energy transition. For example, we are working in partnership with our client Suffolk County Council to support their ambitions for becoming a carbon-neutral organisation by 2030 by upgrading their lighting system.”

#### IAIN BLACKMORE

Strategic Director  
BOUYGUES ENERGIES & SERVICES (UNITED KINGDOM)



The new street lighting system in the county of Suffolk, UK, will cut costs by at least 60% whilst saving energy and reducing light pollution at the same time

160

timber construction projects completed since 2005 as part of the WeWood programme

N°1

EPC<sup>a</sup> contractor in France is Bouygues Energies & Services. Ranked tenth globally.

198

eco-friendly alternatives offered by Colas to its customers (92 in 2020)

(a) Engineering, procurement and construction. Wiki-Solar ranking for Q1 2021.

### BOUYGUES CONSTRUCTION

Sources upstream and downstream of its value chain, such as IT installations, freight transport and purchases of building products and materials, account for over 90% of Bouygues Construction's total carbon emissions. Aside from the carbon footprint of its own operations, Bouygues Construction also has a significant influence on emissions throughout the lifecycle of the structures that it builds and is therefore committed to reducing the carbon footprint of these structures during their operational stage (scope 3b).

#### Objectives and action plan

As part of its drive to cut its greenhouse gas emissions by 2030, Bouygues Construction is targeting a 40% reduction in direct and indirect emissions (scopes 1 and 2) and a 30% decrease in induced emissions (scope 3a). In pursuit of these goals, it is working to reduce the carbon intensity of its operations, as well as boosting and promoting its expertise in order to help its customers negotiate

the energy transition. Its action plan is built around four priorities: fostering a low-carbon mindset for all, reducing its greenhouse gas emissions, being an integrator of low-carbon solutions and embedding this approach in its governance. In 2022, Bouygues Construction aims to set a target for reducing its scope 3b greenhouse gas emissions.

#### Business opportunities

The low-carbon transition is an opportunity to grow Bouygues Construction's business in construction, civil works, energy and services. Bouygues Construction's integrated solutions are very wide-ranging, from decarbonised energy (nuclear, wind, solar and hydrogen) to energy efficiency, renovation and rehabilitation, and low-carbon mobility.

### Progress made

- Lower-emission materials: setting of targets for the use of low-carbon concrete (reducing the carbon intensity of cement by 40% by 2030); making the sourcing of French timber more reliable (50% share of construction materials by 2025 through a partnership with Piveteaubois)
- Low-carbon mindset: delivering training on climate issues to clerical, technical, supervisory and managerial staff, with a goal of training all employees in these categories by 2023; and introducing a requirement, effective from 2021, for the contribution of all new projects to GHG emissions reduction targets to be identified at the outset
- Recycled materials: many partnerships, such as with Wicona to source recycled aluminium for external joinery, which reduces the carbon footprint by a factor of 4 (already trialled at several worksites in France and currently being rolled out in Switzerland)
- Low-carbon solutions: the number of "BYSprong"<sup>a</sup> renovation projects has increased from 12 renovated housing units in 2019 to 1,651 in 2021; handover of "Office Switch Home" in Lyon, the first-ever reversible office building; installation of 1,600 electric vehicle charge points in 2021, bringing the total installed to date to 10,000; installation of the first green hydrogen stations

(a) Industrialisation of energy renovation in residential buildings that significantly improves their energy efficiency.

### BOUYGUES IMMOBILIER

The results of Bouygues Immobilier's carbon audit show that its residential property business accounts for 90% of its emissions.

#### Objectives and action plan

Bouygues Immobilier is aiming for a 32% reduction across its direct, indirect and induced emissions (scopes 1, 2, 3a and 3b). In pursuit of this goal, which is consistent with the recommendations of France's National Low-Carbon Strategy and with the requirements of the Paris Agreement, it will leverage the latest construction methods and align its operations with France's new environmental regulations (RE2020)<sup>a</sup>. Yet the company cannot achieve its targets through these external drivers alone. For this reason, Bouygues Immobilier is reviewing all its products and services in order to factor in the Carbon criterion. Other measures include going

further on responsible purchasing, training employees, and rolling out new eco-design tools for its projects.

#### Business opportunities

The low-carbon transition presents a wealth of opportunities for Bouygues Immobilier, from developing new building methods such as timber and low-carbon concrete, to capitalising on the trend for more energy-efficient buildings. The company offers a range of ground-breaking, low-carbon products and services for improving quality of life in dense urban environments, adapting buildings to new practices like coworking<sup>b</sup> and coliving<sup>c</sup>, and enhancing occupant comfort, as well as renovation and rehabilitation solutions for commercial and residential properties.

(a) New environmental regulation that applies to all new housing built in France from 1 January 2021.

(b) Third places available to self-employed people who do not necessarily work in the same field, designed to encourage exchange and well-being at work while reducing commuting.

(c) Dwellings with private areas and areas shared with other residents, combined with services such as internet and laundry.

(d) Low-carbon buildings.

(e) A French standardised document that shows the results of a product's life cycle analysis as well as health information. It is used to calculate the environmental and health performance of an eco-designed building (source: Wikipedia).

### Progress made

- Delivery of training on climate issues to 85% of employees
- Roll-out of construction and renovation solutions certified to the BBCA<sup>d</sup> standard (timber construction methods that exceed the requirements of the RE2020 regulation)
- Launch of a coliving offering, which aims to create accommodation for approximately 2,500 people in France's ten largest cities by 2025, not just through new-build projects but also through rehabilitation of existing buildings. The buildings are designed to exacting low-carbon specifications, while shared spaces and pooled uses promise a new housing experience for occupants.
- Review of all components of residential properties, with preference given to low-carbon options including bio-based and locally sourced materials (incorporating carbon performance criteria into the purchasing process, requiring FDES<sup>e</sup> documents as standard, rolling out national framework contracts, etc.)



## Construction businesses

### EXAMPLES OF SOLUTIONS

**TRAMDEPOT BURGERNZIEL (SWITZERLAND).** Bouygues Construction regenerates an urban site using recycled concrete. A disused tram depot in Burgernziel (Bern, Switzerland) will be transformed into a new neighbourhood built to comply with the Minergie-Eco standard and certified to the 2000-Watt Site standard. Thanks to solar panels and ground-source heat collectors, the development will be entirely carbon neutral. Some of the building components and materials were recovered during demolition for re-use in the construction phase. For this project, Bouygues Construction also used a special type of concrete developed by Neustark, which is made from recycled aggregates and therefore contains less cement in the fresh mixture. This process reduces the carbon footprint of the concrete by 10%.



A new eco-neighbourhood project on the site of a disused tram depot in Burgernziel (Bern canton, Switzerland). Its former hangar was deconstructed in a precise order, so that it could be partially reused.

**COLD ASPHALT MIXES (SENEGAL).** Colas uses low-carbon materials. In 2021, Colas completed resurfacing work on a section of the road that runs between Kébémér and Touma in Senegal. The worksite, located near the town of Darou Mousty, marked the first time that cold asphalt mixes had been used in the country.

The renovation of the road between Kébémér and Touma was the first time cold asphalt mixes had been used in Senegal. Colas' local teams were helped by the international group's Campus for Science and Techniques.



**ECOSTOP: A START&STOP MODULE FOR RAIL VEHICLES.** Colas Rail develops a fuel-saving system for rolling stock. EcoStop is a fuel-saving start&stop system that puts the main engine on standby when a rail vehicle is idle (parking or waiting). The technology has several benefits: it cuts diesel consumption by approximately 15%, it limits CO<sub>2</sub> emissions and noise pollution, and it reduces the costs involved in maintaining engines and other components such as transmission systems and gearboxes. "EcoStop" has been awarded an energy savings certificate (ESC).

The "EcoStop" system, designed by Colas, will be rolled out in the UK whilst it continues to be developed in France.



**CAPITASPRING IN ASIA.** Bouygues Construction completes a property development built according to sustainable principles. CapitaSpring, built by Bouygues Construction in Singapore, is a mixed-use tower block rising to a height of 280 metres and containing close to 53,000 m<sup>2</sup> of social spaces and business premises. The stand-out feature of this development is the four-storey Green Oasis around the structural core, with a botanical walkway and outdoor terrace. The building, placed on top of a former car park, is equipped with water- and energy-saving features, in keeping with the sustainable principles that guided its design.

Designed by architects Bjarke Ingels Group and Carlo Ratti Associati, the CapitaSpring skyscraper at the heart of Singapore's central business district features a unique four-storey "Green Oasis" that is open to the public.



"Sways" in Issy-les-Moulineaux (France). With this concept, Bouygues Immobilier is aiming to develop low-carbon (BBCA) label office buildings that emit less than one tonne of CO<sub>2</sub> per m<sup>2</sup> of surface area by 2030.



**SWAYS, THE FIRST PROJECT UNDER THE BUREAU GÉNÉREUX (GENEROUS OFFICE) PROGRAMME.** Bouygues Immobilier hands over its first development using the Positive Economy Hybrid Building concept. The Bureau Généreux programme envisions environmentally friendly office buildings that are designed to be sociable, versatile in terms of layout and easily accessible via soft mobility, with ample outdoor space and a multitude of services. Sways reflects new working patterns and practices that promote increased collaboration, mobile working and mixed-use spaces. These "generous offices", which are endorsed by the Solar Impulse Foundation, prioritise the environment and well-being at three levels: users and businesses, neighbourhood and city, and the planet as a whole.



**FIND OUT MORE**  
> The BouyguesDD blog (in French only)



# Strategy for decarbonising the Media and Telecoms businesses



On 2 July 2021, TF1 brought together advertisers at its Eco-responsibility campus to discuss the theme "Environment and business: how can we accelerate the transition to a more sustainable society?" (in the photo, Deputy Editor-in-chief of TF1's weekend news bulletins, Romain Hussenot).



Launched by TF1 Pub, "Eco Respons'Ad" is a solution that reserves advertising slots for products or services that comply with ecological standards recognised and endorsed by Ademe\*. L'Oréal is the first advertiser to use it.

## TF1

TF1 has the smallest carbon footprint of all Bouygues group subsidiaries, with nearly 95% of its emissions linked to purchases. However, the nature of its business means that the broadcaster has a critical role in raising awareness of environmental issues among the general public.

### Objectives and action plan

TF1 is aiming for a 30% reduction in its direct, indirect and induced emissions (scopes 1, 2 and 3a) by 2030. To achieve this goal, the company is working to reduce its carbon footprint across its production operations, purchases, digital activities and business travel. Its aim is also to help its advertisers promote more environmentally-friendly products and to contribute to the low-carbon transition through its content.

### Business opportunities

The low-carbon transition is a powerful growth driver for TF1, as socially and environmentally responsible brands and businesses look to promote their products and initiatives. In response, it is developing bespoke advertising packages and drawing on a strong sense of commitment to CSR challenges across its media ecosystem.

Climate-related content accounts for a substantial share of TF1's TV and digital programming. The company has also decided to expand its output in this area around the Ushuaïa brand, such as through *Génération Ushuaïa*, a show that airs on TF1. This editorial line is consistent with audience sentiment: 92% of French people agree that the media has a role to play in raising awareness of environmental issues.

“TF1 Pub wants to play a part in encouraging advertisers to look beyond purely commercial considerations and adopt more responsible practices.”

SYLVIA TASSAN-TOFFOLA  
Vice-President  
TF1 PUBLICITÉ

## Progress made

- Inclusion of a CSR-linked bonus in the employee voluntary profit-sharing scheme
- Completion of a specific carbon audit for TF1's media sales arm
- Launch of the "Eco Respons'Ad" solution for products or services that meet standards recognised and endorsed by Ademe<sup>a</sup>
- Launch of Eco-Funding, a vehicle for financing environmental advertising campaigns, on 1 January 2022
- In-house initiatives: shifting to an electric vehicle fleet, roll-out of a mobility credit scheme for employees, completing specific carbon audits for the MyTF1, LCI.fr and TFOU MAX platforms

## BOUYGUES TELECOM

Bouygues Telecom has a smaller carbon footprint than the Group's construction businesses. Investments and property, plant and equipment (mainly the network), as well as purchases of devices used by customers (smartphones, routers, etc.), account for nearly 90% of its carbon emissions.

### Objectives and action plan

Amid exponential growth in data traffic, Bouygues Telecom has set three targets for 2030: reduce direct and indirect emissions (scopes 1 and 2) by 50%, reduce induced emissions (scopes 3a and 3b) by 30%, and achieve at least a 50% share of renewables in its energy consumption. Its climate policy, under the slogan *Agir Ensemble* (working together), is built on three priorities: improve the energy efficiency of infrastructure, design more sustainable products and promote responsible use of digital technology.

### Business opportunities

As the first operator to commit to refurbishing mobile phones back in 2011, Bouygues Telecom is consolidating its leading position in the smartphone circular economy by rolling out a recovery and recycling strategy for pre-owned handsets. In addition, the company encourages customers to use digital technologies in a more sustainable way. Its devices are also eco-designed (router, packaging, first virtual router incorporated into the TV set) and their energy consumption is optimised.

36%

energy saving between the Bbox 4K and the Miami box routers. Bouygues Telecom eco-designs its devices in order to optimise their energy consumption



FIND OUT MORE  
> Download "Mon empreinte smartphone" via this QR code (specific app and internet connection required)

## Progress made

- Signing of a wind energy supply contract, which runs to 2024 and covers both corporate and commercial activities
- Joint development of an action plan, with suppliers, to reduce the environmental impact of routers
- Launch of the "Sustainable Smartphone Solutions" programme, which raises awareness about four ways in which consumers can extend the lives of their smartphones: repair, recovery, refurbish and recycle (the 4Rs)
- Release of "Mon empreinte smartphone", a free, operator-independent app that promotes the sustainable use of digital technology

The free "Mon empreinte smartphone" app promotes the sustainable use of digital technology amongst the general public



(a) The French environment and energy management agency.



# Biodiversity: our roadmap

Biodiversity loss ranks alongside the climate emergency as a key concern for the Bouygues group. This is especially true for its construction businesses, which operate in one of the priority sectors of France's SNB<sup>a</sup>.



The Hrastovljan gravel pit, which sits in the midst of Croatia's wetlands, is a flagship example of successful co-existence with the surrounding environment. Colonies of sand martins nest in its rock faces on their way back from Africa following the winter.



In 2021, a Group-wide committee was set up to identify the impacts of the Group's businesses on biodiversity. The Group has made commitments on biodiversity preservation and restoration, and action plans have been developed in each of the business segments.

## Reduce direct pressure from land-use change and restore nature

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

The construction businesses are taking action to protect and restore nature. Bouygues Immobilier has pledged to conduct an environmental impact assessment for every project it undertakes. Bouygues Construction factors biodiversity into its products and services, with ecologists at its subsidiary, Elan, responsible for promoting the theme of urban biodiversity regeneration in its customers' projects. Colas, meanwhile, actively contributes to the work of the UPE<sup>b</sup>. As a result, its quarries and gravel pits are favourable environments for the development of ecological niches

(rewilding and restoring waterways and wetlands, installing facilities to restore ecological corridors, etc.), serving as refuges for pioneer or threatened species.

Bouygues Immobilier has also teamed up with fund manager Omnes Capital to launch Géophoros, an investment vehicle dedicated to the conversion of derelict land as a way to combat the loss of greenfield sites, boost urban biodiversity and build low-carbon homes.

The business segments, in France and abroad, also track and measure their impacts using the BAF<sup>c</sup> tool and the BiodiverCity<sup>d</sup> label, while Bouygues Immobilier is increasingly shifting towards "biodiversity-positive" projects that contain more nature post-development than in their initial state.

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

Construction and development work can cause non-point source pollution and lead to the introduction of invasive alien species, putting biodiversity under severe pressure. To counter this challenge, Colas has undertaken local invasive-species inventory and monitoring initiatives. It also reviews the

scientific literature to keep abreast of the latest IAS management techniques. Employees at Bouygues Construction and Bouygues Immobilier receive training on reducing pollution at worksites. Bouygues Construction worksites are assessed against the in-house TopSite label, which measures compliance with internal CSR standards and includes a "biodiversity" criterion. A set of 17 factsheets has been produced and distributed in order to make the TopSite label a common standard in every country where Bouygues Construction operates.

## Reduce upstream pressure by adopting more responsible purchasing practices

The metals and minerals sourced by the Group's business segments can cause pollution and significant ecosystem damage during the extraction and processing phases. For this reason, reducing the carbon footprint of its purchases is a key priority of the Group's Climate strategy – a move that will also help to mitigate negative externalities on biodiversity.

The business segments are committed to working with suppliers to foster more responsible resource and environmental management practices. Bouygues Telecom,

These community gardens (over 2,500 m<sup>2</sup>) in the Nanterre Coeur Université eco-neighbourhood, in the Paris region, are on top of a tunnel on the RER A rapid rail line. They help reintroduce biodiversity into urban environments. This huge eco-neighbourhood won the "Sustainable district" Grand Prix (international finals) at the 2020-21 Green Solutions Awards



for instance, has made lifecycle assessments (LCAs)<sup>a</sup> a standard part of its purchasing process, adopting an approach that goes beyond carbon emissions alone.

## Promote nature and raise public awareness

As a source of information and content, the Bouygues group plays an important role in promoting nature:

- Bouygues Immobilier has pledged that, three years from now, 100% of its developments will include biodiversity-supporting spaces.
- Colas educates and informs local residents and employees about its biodiversity initiatives.
- TF1 raises awareness about biodiversity conservation among its viewers, in particular through its Ushuaïa TV channel. Biodiversity awareness-raising modules have also been rolled out for employees.

## Support public and private biodiversity initiatives

The Group supports projects that promote biodiversity through its involvement in public and private initiatives.

Bouygues Construction, Bouygues Immobilier and TF1 have submitted initial or updated action plans to the Act4Nature alliance, which brings together companies pledging to incorporate biodiversity issues into their business strategies. Bouygues Construction and Bouygues Immobilier

are founding members of the IBPC<sup>b</sup>, with the latter also having a seat on its Board of Directors. Bouygues Immobilier is also a founding member of Go Big for Nature, an initiative launched in late 2021 to develop tools for measuring biodiversity and its positive externalities on property development projects. In November 2021, Bouygues Immobilier supported the first edition of "Universités populaires de la biodiversité", a biodiversity-focused education programme organised by the OFB<sup>c</sup>. Bouygues Immobilier and TF1 (through Ushuaïa TV) were also partners of the IUCN<sup>d</sup> World Conservation Congress in 2021.

The Group is an active contributor to theme-based working groups within the FNTF<sup>e</sup> and the EGF<sup>f</sup>. Partnerships have been agreed or renewed with two prominent conservation charities: WWF<sup>g</sup> and the LPO<sup>h</sup>. Colas, for instance, has entered into an innovative partnership with Forest&Life, an educational programme for children that includes planting trees in France and Ivory Coast.

- (a) An LCA identifies and quantifies the physical flows of matter and energy associated with human activities throughout a product's lifecycle. It assesses the potential impacts and interprets the results in relation to the stated objectives (definition by Ademe – the French environment and energy management agency).  
(b) International Biodiversity and Property Council.  
(c) The French Biodiversity Authority.  
(d) International Union for the Conservation of Nature.  
(e) French national public works federation.  
(f) A French construction industry body.  
(g) World Wildlife Fund.  
(h) The French bird protection league.



FIND OUT MORE  
> The BouyguesDD blog

In Madagascar, the town of Fianarantsoa is receiving funding from the PADEVE support programme to upgrade its footpaths. In addition to the improved accessibility and safety for pedestrians, the embankment protects the rice fields from flooding



Colas partners Kinomé, a social enterprise responsible for the "Forest & Life" educational programme which aims to reconnect children with nature

(a) France's National biodiversity strategy.

(b) The French Environmental Engineering Federation. The federation brings together companies in the environmental engineering sector, which work to protect, manage, encourage and restore biodiversity and ecosystem services.

(c) The Biotope Area Factor is a measurement of the proportion of a plot of land under consideration as part of a construction project that is nature-friendly.

(d) The first label awarded to construction and renovation projects that factor in biodiversity.



# Our strategic HR priorities

Our Human Resources policy supports the Group's strategy by combining human capital and business performance. The key responsibilities of Human Resources at Bouygues are to maintain a safe working environment, to encourage diversity in the workplace and to support career development for all employees. It ensures that ethical labour relations are maintained across all business segments.

“

We want to offer our people career pathways that enhance their skills and allow them to flourish professionally in a constantly changing world.”



**JEAN-MANUEL SOUSSAN**  
Senior Vice-President  
Human resources Director  
BOUYGUES GROUP

## ENSURING HEALTH, SAFETY AND WELL-BEING IN THE WORKPLACE

The Bouygues group aims to reduce the frequency and severity of occupational accidents to which it is highly exposed through its operations. In addition to the measures taken to ensure the safety of employees, the business segments also operate policies to improve employee health.

To implement health & safety policy in the workplace, the construction businesses have for many years drawn on a global network of health & safety officers, as well as a broad range of safety and awareness-raising resources. In 2021, for instance, Bouygues Construction rolled out a unified, multi-business enterprise resource planning (ERP) system for managing health & safety across all its entities, in France and abroad. And Colas is rolling out a two-pronged safety programme; “One Safety” for the Europe/Africa zone, and “Goal Zero” in the US, where it is being assisted by the American firm Caterpillar.

The Group has introduced various workplace organisation initiatives as

a way to foster a better work-life balance. In response to the pandemic, teleworking was ramped up at all Group subsidiaries wherever this was possible.

## MAINTAINING CONSTRUCTIVE LABOUR RELATIONS

At the Bouygues group, labour relations are based on constant and constructive dialogue.

The Group invites employees to share their views on major decisions. In 2021, for instance, employee representative bodies were consulted on two future-shaping deals: the proposed merger between TF1 and M6 and the acquisition of Equans. All of the Economic and Social Committees consulted were supportive of the proposals.

> See p. 12 for more

## TRAINING EMPLOYEES

Technological developments, shifting expectations among employees and customers, and the Bouygues group's Climate strategy are giving rise to new professions, which, in turn, require



Olivier Roussat addresses a group of high-flyer women employees taking part in the “Trajectoire” programme. In 2021, the Bouygues Management Institute (IMB) launched two new training programmes for top managers in the Group's French and international activities.

new skills and expertise in areas ranging from timber construction to computerised data processing.

For this reason, training its employees around the world is a top priority for the Group. Colas, for instance, has developed the Colas Campus digital platform and is working on plans to create a worldwide training service as it seeks to expand the global reach of its training provision.

## NURTURING TALENT AND FACILITATING INTERNAL JOB MOBILITY

The Group encourages career progression among its employees, placing a special emphasis on internal job mobility and talent management.

Every business segment has teams and systems in place – including the “Mobylic” digital job portal – for advertising vacancies and promoting the diversity of opportunities within the Group in France and abroad.

Identifying, retaining and developing talent is also a key consideration at the heart of the mechanisms put in place by the Group's business segments. In 2021, two new Group-level development programmes were launched for high-potential managers:

- “Trajectoire”, which is geared towards high-flying female employees and aims to increase the proportion of women on executive committees and management committees;
- “Perspective”, which focuses on 100 promising Group executives.

The Group is ramping up the two strategic themes of well-being at work and training. The photo shows a group session for Bouygues UK employees in its Westminster training centre.

## PROMOTING GENDER BALANCE

In 2021, the Bouygues group unveiled its second “Gender Balance” plan, covering the 2021-2023 period, as it looks to make significant headway on this front, consolidate its appeal and build on its performance.

The business segments have set a number of new targets, including two Group-wide ones: to increase the proportion of women on executive bodies (executive committees and management committees) to 30% by 2023, and to have women occupy 20% of managerial positions (department head or higher in France, and equivalent grades in other geographies) by the same date.

These targets will be achieved through a range of specific initiatives, including making gender balance a key focus of hiring, communication and awareness-raising campaigns. Other measures include partnerships with higher education institutions and a Group-wide women's mentoring programme, which launched in 2018.



## FOSTERING A DISABILITY-INCLUSIVE CULTURE

The Group is determined to give people with disabilities a more prominent role in the workplace and, more generally, across society as a whole.

The business segments are undertaking various inclusive measures on this front, including partnering with schools and specialist recruitment firms in the hiring process, and working to keep people with disabilities in employment. The Group also runs communication and awareness-raising campaigns in order to encourage employees to change their attitudes towards disability.

> See p. 50 for more

## ENCOURAGING DIVERSITY AND INCLUSION

Encouraging diversity and equal opportunity is one of the key principles laid down in the Group Human Resources Charter. The emphasis is on training and awareness-raising for managers, who play a key role in modelling inclusive behaviours for their team-members.

In 2020, the Group added a new training module to the IMB “Campus” programme entitled “Inclusive management and performance”, signalling its commitment to fostering diversity and inclusiveness at every level of the organisation. Delivery of the module, which is designed for the 450 top managers who are members of the Group Management Meeting, continued in 2021.

Dismantling a factory in Ambès, south-west France. Using this augmented reality helmet, the site worker is able to see in real time the delicate tasks to be carried out, thus eliminating the risk of error when interpreting the site plan and increasing safety at the same time.



# Performance

In 2021, the Bouygues group returned to its growth momentum, as evidenced by its excellent results. The Group achieved or exceeded all its financial targets.

## 2021 financial results

The backlog in the construction businesses remained high at €33.2 billion, providing good visibility on future activity. TF1's audience share also remained at a high level among two key target audiences: women under 50 who are purchasing decision-makers<sup>a</sup>, and the 25–49 age group. Bouygues Telecom maintained good sales momentum over the year. At end-December 2021, mobile plan customers stood at 14.8 million following the integration of BTBD<sup>b</sup> and the addition of 569,000 new customers. In the fixed segment, Bouygues Telecom had 2.3 million FTTH customers on the same date, buoyed by 718,000 new adds over the full year.

Group sales were €37.6 billion, a level comparable to 2019. This performance reflects a strong recovery relative to 2020 in the construction businesses, especially in France, which experienced a strict lockdown, as well as solid sales momentum at TF1 and Bouygues Telecom.

Current operating profit was €1.7 billion in 2021, up €471 million versus 2020 and up €17 million versus 2019. Current operating margin for the year stood at 4.5%, compared to 3.5% in 2020 and exceeded the 4.4% figure posted in 2019, driven in part by improved profitability at Colas and record margin at TF1. Net profit attributable to the Group was €1,125 million, versus €696 million in 2020 and €1,184 million in 2019.

The Group benefits from a particularly robust financial structure. Bouygues' net debt at 31 December 2021 was at a historically low level, standing at €941 million, versus €1,981 million at end-2020. Gearing, meanwhile, stood at 7% in 2021, compared to 17% in 2020. This robust financial structure provides solid foundations for the Group's investment strategy, particularly in relation

to its two ongoing projects (the acquisition of Equans and the merger between TF1 and M6), and allows it to look ahead with confidence.

Buoyed by the excellent 2021 results and its confidence in the future, the Group's Board of Directors will ask the Annual General Meeting to approve an increase in the dividend of 6%, to €1.80 per share.

### FINANCIAL RATINGS at 31 December 2021

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

## Outlook

This outlook is based on information known to date. It excludes any further deterioration in the situation due to Covid-19 and does not factor in the planned acquisition of Equans or the proposed merger between TF1 and M6.

In 2022, Bouygues Telecom targets:

- growth in sales from services estimated at around 5%;
- an increase in EBITDA after Leases of around 7% in a context of higher expenditure due to the faster roll-out in fixed and improvements to mobile network capacity;
- gross capital expenditure confirmed at €1.5 billion (excluding 5G frequencies) in order to keep pace with the growth in the mobile and fixed customer base and in usage.

In 2022, the Group is expecting a further increase in sales and current operating profit versus 2021. After the endorsement of Colas' greenhouse gas emission reduction targets in 2021, the other business segments are now looking for the Science Based Targets initiative (SBTi) to endorse their own decarbonisation targets.

(a) Source: Médiamétrie.

(b) Bouygues Telecom Business Distribution, formerly known as Euro-Information Telecom (EIT).

## Our overall performance

Scope: global

|                        | 2019   | 2020    | 2021    | Factored into<br>the remuneration<br>of Executive Officers |      | SDG* |          |
|------------------------|--|---------|---------|--|------|------|----------|
|                        |  |         |         | 2020   | 2021 |      |          |
| HUMAN CAPITAL          |  |         |         |  |      |      |          |
|                        | • Workplace accident frequency rate <sup>a</sup>   | 4.9     | 5.1     | 4.7  | ■    | ●    | 8        |
|                        | • Percentage of women managers (grade of department head or higher)  | n.a.    | 17.4%   | 18.9% <sup>b</sup>   |      | ●    | 5        |
|                        | • Number of employees trained  | 83,612  | 80,165  | 76,087   |      |      | 8        |
|                        | • Number of employees with disabilities (in France)  | 1,860   | 1,927   | 1,904  |      |      | 8        |
| ECONOMIC CAPITAL<br>€m |  |         |         |  |      |      |          |
|                        | • Sales  | 37,929  | 34,694  | 37,589   |      |      | 9 and 11 |
|                        | • Current operating profit   | 1,676   | 1,222   | 1,693  | ■    | ●    |          |
|                        | • Net profit attributable to the Group   | 1,184   | 696     | 1,125  | ■    | ●    |          |
|                        | • Net debt   | 2,222   | 1,981   | 941  | ■    | ●    |          |
|                        | • Return on capital employed (ROCE)  | 8%      | 6%      | 9%   |      | ●    |          |
|                        | • Bouygues share price performance <sup>c</sup>  | +20.9%  | -11.2%  | -6.4%  | ■    | ●    |          |
| NATURAL CAPITAL        |  |         |         |  |      |      |          |
|                        | • Carbon emissions<br>millions of tonnes of CO <sub>2</sub> equivalent   | 17.4    | 15.9    | 16.5   |      | ●    | 13       |
|                        | • Carbon intensity<br>tonnes of CO <sub>2</sub> equivalent<br>per € million of sales   | 486     | 461     | 437  |      | ●    | 13       |
|                        | • CDP score  | A-      | A-      | A-   |      |      | 13       |
|                        | • Ratio (as a percentage of sales<br>before inter-company eliminations)<br>of aggregates production units<br>working to promote biodiversity | 52%     | 44%     | 56%  |      |      | 15       |
|                        | • Handsets collected for recycling<br>or re-use  | 276,280 | 228,494 | 256,194  |      | ●    | 12       |

■ criterion or performance condition factored into performance-linked pay

● theme factored into the criteria and performance conditions of the 2021 remuneration policy

(\*) It is Bouygues' policy to help attain the UN Sustainable Development Goals (SDG), with a focus on these five, which are tightly connected to its core businesses. See also p.19 of this report.

(a) Number of accidents involving time off work x 1,000,000/Number of hours worked.

(b) A metric of the 2021–2023 Gender balance plan. The definition of "women managers" has been harmonised between the French and non-French activities.

(c) Share price performance after market close between 1 January and 31 December

n.a.: not applicable.



4

# How we create value

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

This road resurfacing project in southern Iceland used a cold asphalt mix consisting of 96% recycled aggregates.





# Creating value

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



**PASCAL GRANGÉ**  
Deputy Chief Executive Officer  
Chief Financial Officer  
BOUYGUES GROUP

**The Group wants to expand its business segments, which all operate on buoyant sectors, by carrying out carefully selected investments and targeted external growth transactions.**

However, before being able to do this, we must ensure that our products and services remain competitive and that our profitability targets are met, which are both essential for our long-term viability. In this respect, we are implementing action plans in each of the Group's business segments. At Bouygues Telecom, for example, we are rolling out the "Ambition 2026" plan that aims to boost margins whilst speeding up the roll-out of FTTH<sup>a</sup> and 5G. These plans at the business segments, which are beginning to bear fruit, have opened up the way to a new stage – that of expansion.

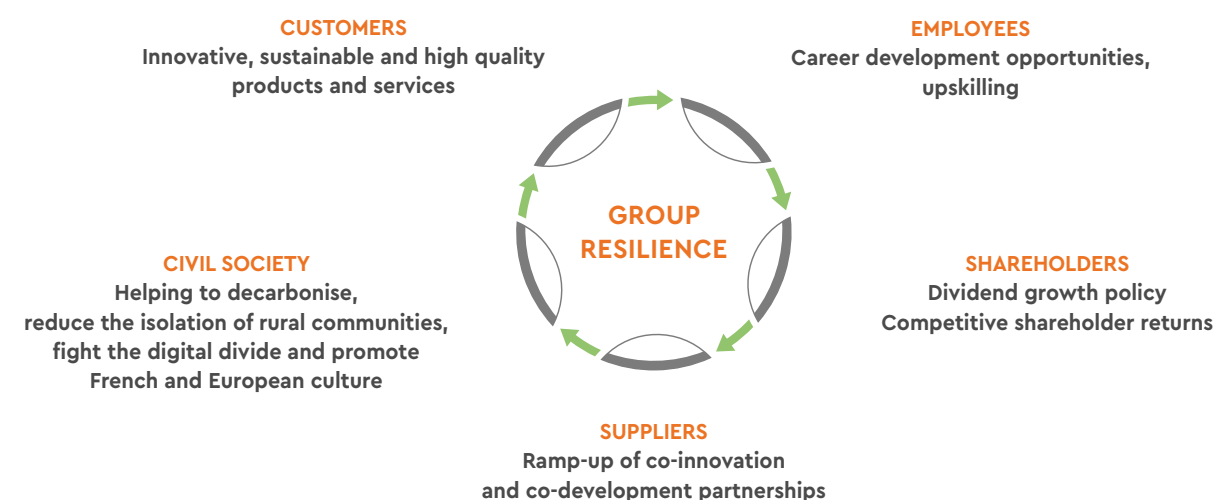
In 2021, the Group unveiled two large-scale projects: the Equans purchase agreement and the proposed merger between TF1 and M6<sup>b</sup>. In addition, Colas acquired Destia, Finland's leading road and rail infrastructure company. We grasped these three opportunities

because we believe they will allow us to boost our presence in strong-growth sectors, acquire new expertise and gain a foothold in promising geographies.

These external growth transactions – which we all have a duty to make successful – must only form one part of our expansion, the other being organic growth. This second part, which is equally important, must be driven especially by innovation that aims to add ever increasing value added to our products and services, reduce our greenhouse gas emissions and preserve biodiversity.

The Group enjoys a number of major strengths, the diversity of its business segments in particular, which provides it with a high level of resilience, and its position in fast-growing markets. We aim to leverage these two drivers to continue to expand, increase our cash generation and create value for the benefit of our customers, our employees, our shareholders and, more broadly speaking, all our stakeholders.

## CREATING VALUE FOR ALL STAKEHOLDERS

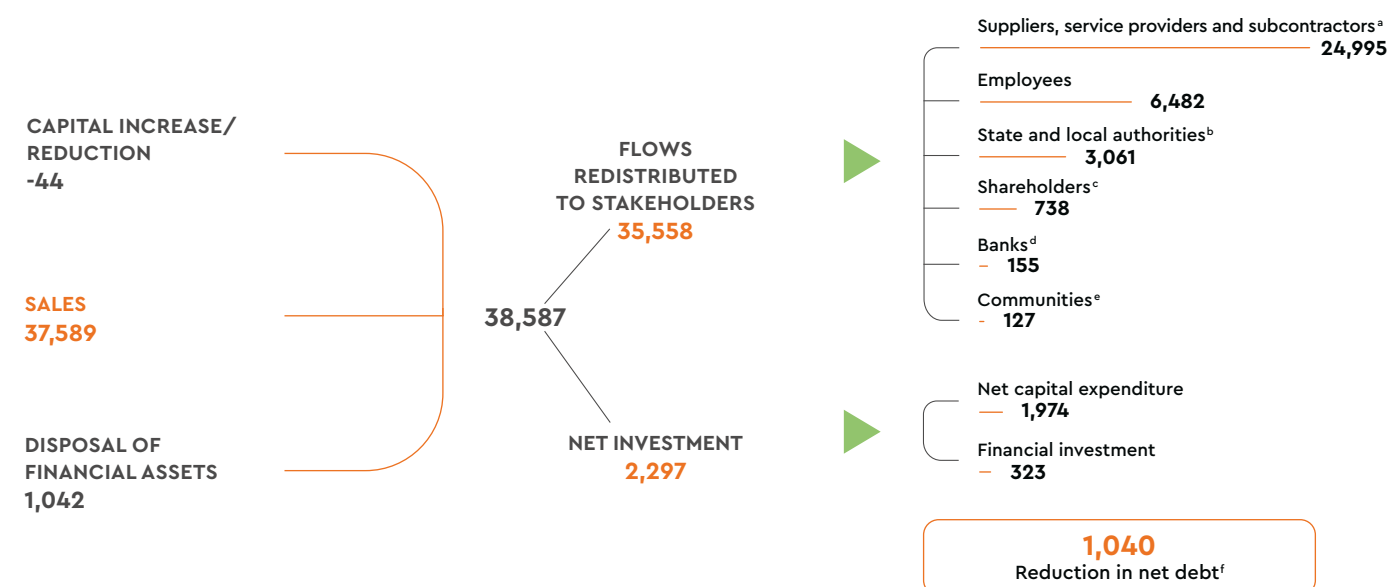


(a) Fibre-To-The-Home.  
(b) Subject to obtaining the necessary administrative authorisations under competition and foreign investment law.

## FINANCIAL FLOWS GENERATED BY THE GROUP IN 2021

€ million

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



(a) Purchases and other external expenditure.  
(b) Income tax, social security contributions, sectoral taxes and other taxes (of which €2,288m in France).  
(c) 2020 dividends paid in 2021, of which €90 million paid to employees.  
(d) Cost of debt and other charges.  
(e) Donations, patronage and sponsorship.  
(f) Determined as follows: the sum of the net change in financial flows shown above (€735m) and of changes in the working capital requirement (WCR) and currency effects (€305m).

**FIND OUT MORE**  
> 2021 Universal Registration Document, Chapter 3 SNFP

## Tax policy

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

### 1. Geographical operations strategy

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

### 2. Fiscal citizenship

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

### 3. Compliance with legal requirements and tax laws

The remit and resources of its tax management are structured so as to achieve perfect compliance with evolving

regulations in countries where the Group operates.

### 4. Respect for OECD principles

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

### 5. Relations with local tax authorities

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

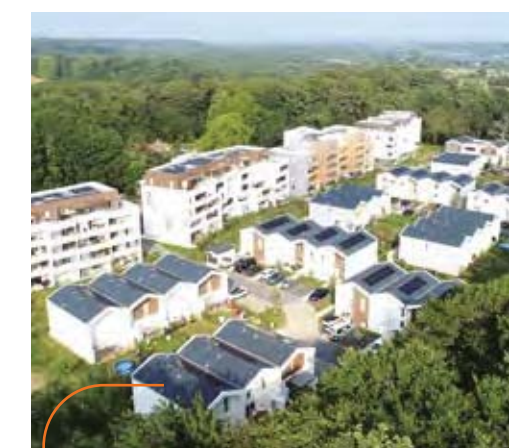
### 6. Managing tax risk

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

### 7. Governance

This tax policy is set out at the level of Bouygues SA and has been brought to the attention of the Group's Board of Directors. The Chief Executive Officers and Chief Financial Officers of Group entities, assisted

by their tax teams, implement this policy locally. Internal control ensures the correct application of this policy every year and, where relevant, by internal audit as well.



The Oreka apartment building complex, developed by Bouygues Immobilier, in partnership with the Municipality of Bayonne, combines eco-friendly practices, quality of life and help for first-time buyers



**FIND OUT MORE**  
The Group's Tax policy is on line at bouygues.com  
Scan this QR code  
(app and internet connection required)





As part of its "Sustainable Smartphone Solutions" campaign, Bouygues Telecom is encouraging its customers to recycle their handsets. They can use in-store recycling bins such as this one.



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

97%

of French people say they would like smartphones to have a longer lifespan. Bouygues Telecom's "Sustainable smartphone solutions" programme is designed with this very aim in mind.

## CHAMPIONING RESPONSIBLE PRACTICES

Bouygues Telecom is paving the way towards more sustainable use of digital technology. Its **"Sustainable smartphone solutions"** programme, which was launched for the first time last year, aims to raise awareness among customers and prospects about the different ways they can extend the lives of their smartphones or recycle them. The programme provides four practical ways to preserve resources: by repairing, recovering, refurbishing and recycling handsets.

## REDUCING THE ISOLATION OF RURAL COMMUNITIES

**Axione** designs, builds and operates infrastructure that is critical to the development of digital services for residents, businesses and the public sector. Through its work, Axione is creating the digital infrastructure to enable social transformation and build thriving local business communities. It is pioneering fibre-optic network roll-out in France, with Fibre-To-The-Home (FTTH) already installed in six million

premises and 6,500 municipalities benefiting from broadband internet. Axione is pressing ahead with the roll-out of fibre nationwide and is France's leading driver of public initiative networks (PINs).

Axione also operates in Gabon and the UK, where it provides digital infrastructure as part of public-led initiatives.

## FACILITATING DIALOGUE AROUND WORKSITES

In 2021, both Colas and Bouygues Construction developed solutions to help make worksites more acceptable to the public. Colas has developed **QIEVO**, a digital service that optimises traffic flows around construction sites in high-density urban areas. One of the aims of the solution is to limit disturbances for local residents caused by logistics flows.

**Com'in**, a start-up from the **Bouygues group's intrapreneurship programme**, develops shared intelligence solutions based on IoT (Internet of Things) and artificial intelligence technologies that support more responsive and effective management of worksite-related disturbances (noise, vibrations, air pollution and traffic disruption).



In Australia, Blacktown hospital's ambulatory care building was designed in collaboration with staff and patient representatives in order to ensure an optimum level of care and comfort. The inclusion of cultural and artistic projects has created a welcoming, family-friendly environment.



The roll-out of optical fibre increases the appeal of cities and less densely populated areas alike. It also helps stimulate innovation thanks to its superfast connection speeds and stable signal. In the photo workcrews can be seen continuing this roll-out in the Lyon area of France

## OFFERING SOLUTIONS TO THE HEALTHCARE SECTOR

In 2021, Bouygues Construction unveiled its **NewCare** offer dedicated to healthcare facilities. This new approach, which was jointly developed with numerous healthcare partners, is designed to support the development of sustainable and resilient healthcare areas and spaces that promote the well-being of residents, patients and their friends and family. NewCare also provides an optimised and efficient working environment for carers and staff (see photo).

The Group also provides technical services to healthcare facilities in Canada

through its subsidiary Plan Group (belonging to the Energies & Services arm), which has upgraded the electrical, mechanical and technology systems at a number of hospitals. One example is the Humber River Hospital in Toronto – known as a "digital hospital" for its pioneering use of robotic technologies (see also opposite) – where Plan Group worked alongside the facility's teams and carried out work for the benefit of patients and staff.

## FOCUS Digital twin

In 2021, Bouygues Construction announced a strategic alliance with Dassault Systèmes to accelerate digital transformation in the construction industry. By being used from design to operation, a digital twin will help industrialise project management. Starting at the top of the value chain, the way the building is

to be used is taken into account in developing the most appropriate design. Processes can then be industrialised by preparing every phase of a project at a very early stage and planning on-site implementation in detail. As a result, energy savings and new waste tracking and management practices will ensue.



The digital twin provides 3D modelling, factors in the lifespan of a structure and the management of its maintenance, and generates data



## New urban mobility services

**TRAM SYSTEMS: developing soft mobility.** Bouygues operates in the low-carbon mobility sector through Colas Rail, which has built urban tram networks in locations around the world including Rabat (Morocco), Velký Beranov (Czech Republic) and Liège (Belgium), and through Bouygues Energies & Services, which renovates and upgrades existing rail infrastructure.

At the beginning of 2021, Colas Rail won two new contracts for the construction of tram lines T3 and T4 in Casablanca, Morocco. The photo shows the extension of line 2 of the Rabat-Salé tram system, which connects the new hospital in Salé. The top photo shows the extension and modernisation of the Birmingham tram system in the UK



**FLOWELL: first positive results in Paris.** Flowell is an innovative solution developed by Colas in conjunction with CEA<sup>a</sup> Tech. It is based on variable luminous road markings requiring little installation work. It can instantaneously adapt to the way a road is used by all kinds of users. In the 15th arrondissement of Paris, the first results of trials with Flowell, a dynamic luminous road-marking solution, indicate that user safety has been improved.

Since the start of Flowell trials in Paris, 94% of vehicles are now giving way to pedestrians on crossings, an increase of 27 points compared to the situation beforehand. The photo shows Nantes, in France, which won the 2021 "City, Rail & Transport" award (in the "Connected City and Automobile" category) at the 30th edition of the *Mobilités* awards ceremony, for its trial of the Flowell solution



**ELECTRICMOBILITY: Bouygues supports the launch of the "R2S 4 Mobility" reference framework.** Bouygues was involved in the launch of R2S 4 Mobility, a reference framework developed by the Smart Buildings Alliance (SBA) to guide the installation of charging infrastructure for electric vehicles in residential and commercial buildings. The framework, which is intended for construction firms, sets out standards for the infrastructure deployed in buildings to support the development of electric mobility.

Bouygues Energies & Services has developed urban services innovations to make cities more sustainable, such as this electric vehicle charge point in Brest



(a) The French Alternative Energies and Atomic Energy Commission.



In Australia, the Suntop solar farm project, being built by Bouygues Construction Australia, comprises the installation of 440,000 photovoltaic panels that use the cutting-edge bifacial technology

## Building renewable energy infrastructure

Bouygues Travaux Publics and Bouygues Energies & Services put their expertise to work on different types of low-carbon power systems. In France and abroad, the Bouygues group supports its customers in building renewable energy production sites to help them adapt to a new energy mix.

Bouygues is building solar power systems in various locations around the world. One example is Suntop, a giant solar farm in Australia with a total capacity of 190 MWp, which will be handed over in 2022. The Group has also built and handed over solar power plants in the Philippines

and Thailand. In Mayotte, some 50 projects were completed and delivered over a 24-month period, including the connection of roof-top solar panels on public buildings to the power grid. And in north-east France, the Marville solar farm, handed over in 2021, has taken steps to protect biodiversity at the site.

Colas and Bouygues Energies & Services are establishing positions in the green hydrogen sector by supporting the development of production and delivery infrastructure.

The "H<sub>2</sub>ÉLIOTECH" project at Université Côte d'Azur's SophiaTech site in south-east France. Launched in December 2021, it aims to reduce energy consumption and optimise the overall efficiency of campus facilities through solutions such as photovoltaic panels and hydrogen





# For employees



Training its global workforce for new, emerging professions is a top priority for the Group. The photo shows a group of Bouygues Immobilier employees



In September 2021, Bouygues SA and the Group's business segments rolled out the "Starting B." campaign in partnership with six top-notch para-athletes

In line with its HR strategy (as discussed earlier in this report), which aims to create value for its employees amongst other things, the Bouygues group took a number of practical steps in 2021.

## Changing attitudes towards disability with "Starting B."

In 2021, the Group partnered with six para-athletes<sup>a</sup> to strengthen its disability-friendly policy. The messages delivered by these six champions are helping to change attitudes towards disability at Bouygues, so that everyone – whether at work or in society as a whole – can find their place.

In November 2021, the "Starting B." programme, supported by a campaign of the same name, took the silver award in the "Diversity & inclusion" category at the "Victoires des Leaders du Capital Humain" ceremony.

## Considering the role of women in society with the Women's Forum

Bouygues, which is a partner of the Women's Forum for the Economy & Society<sup>b</sup>, sent an 80-strong delegation to the organisation's 2021 Global Meeting. The delegates came away with a set of 15 proposals for improving gender balance in the Group. An executive panel of Group human resources directors, diversity managers and operational executives voted for the most worthwhile proposals, with a view to rolling them out throughout the Group.

## Combating sexism and harassment in the workplace

In order to foster a professional environment at the Group in which women and men can flourish in their careers, initiatives are conducted regularly to combat everyday sexism.

Bouygues Construction uses a self-assessment tool, known as "#meandyou too BYCN", which has been rolled out across all its locations worldwide. The questionnaire raises awareness among employees about gender stereotypes. Bouygues Construction has also launched "Speak Up", a procedure for combating all forms of sexist behaviour and harassment. The initiative was rolled out initially in the UK and has since been expanded worldwide.

For the past three years, TF1 has been a signatory of the #StOpE charter, whereby companies undertake to combat everyday sexism, and of the "Women in the Media charter", which aims to combat sexual harassment and sexist behaviour. TF1 has also introduced awareness-raising and training initiatives (under the heading "inclusive management") and a procedure for investigating claims of harassment or violence.

Colas also signed the #StOpE charter in January 2022, becoming the first construction company to do so.

## Gaining experience of the entrepreneurial process

At Bouygues, intrapreneurship programmes give employees an opportunity to innovate and gain experience of the entrepreneurial process. In 2021, Bouygues launched "Les Entrepreneur(s)", a new Group-wide programme that aims to develop products and services for the city of the future, with an emphasis on themes such as entertainment, mobility and urbanisation.

(a) Nantenin Keita (para-athletics), Gwladys Lemoussu (para-triathlon), Trésor Gautier Makunda (para-athletics), Typhaine Soldé (para-athletics), Claire Supiot (para-swimming) and Yvan Wouandji (blind football).  
(b) An international organisation that works to highlight women's voices in society and drive inclusive solutions to global social and economic challenges.

“Women’s Forum was about sharing new ideas and experiences with other people within Bouygues, a true experience of personal empowerment and brainstorming for the Group’s Gender balance policy.”

**EMMA PAULSON**  
Manager  
East Toronto Concrete  
THE MILLER GROUP (COLAS)

# For the financial community

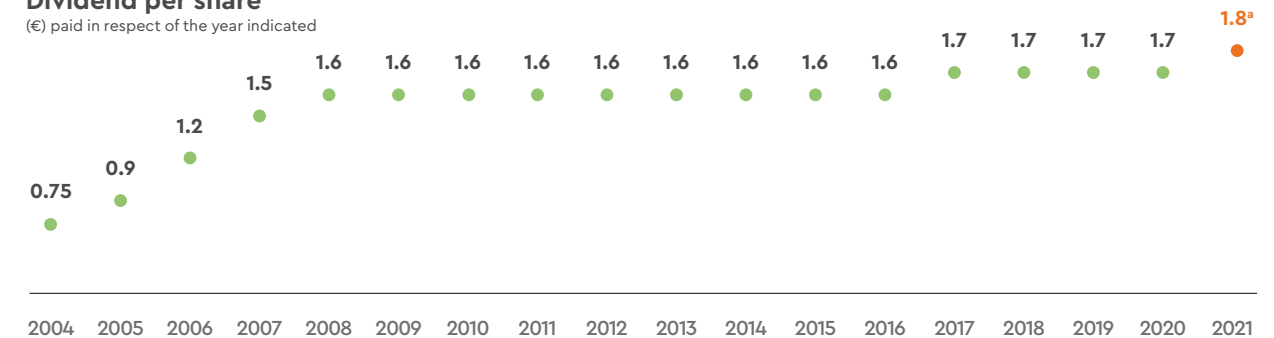
The financial community is one of the Group's major stakeholders. One of the possibilities afforded by the value created by our business segments is to pay dividends to our shareholders.



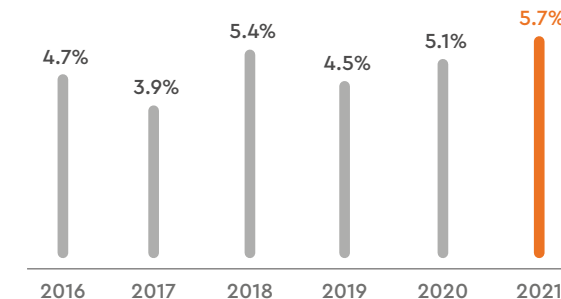
## DIVIDEND POLICY FORMS PART OF A LONG-TERM STRATEGY

### Dividend per share

(€) paid in respect of the year indicated



### Dividend yield<sup>b</sup>



(a) Submitted for approval at the Annual General Meeting of 28 April 2022.  
(b) Dividend per share relative to the closing price of the previous year.

## Share buybacks

In 2021, Bouygues completed share buybacks totalling €93 million (including €5 million under the liquidity contract). These buybacks are intended to limit the diluting effect of shares issued as stock options and under employee share ownership plans.





63%

of spending by TF1  
(and its subsidiaries)  
is with suppliers  
assessed by  
"EcoVadis"<sup>a</sup>

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

## CSR CHARTER FOR SUPPLIERS AND SUBCONTRACTORS

The Group-wide CSR Charter for Suppliers and Subcontractors, which was introduced in 2009, is applicable worldwide and was updated in 2019, sets out the key commitments that must be upheld by companies wanting to do business with the Group. This document is appended to orders and/or contracts managed by the parent company and by the purchasing departments of its five business segments.

Failure to uphold these rules can lead to measures up to and including termination of the contract. The Bouygues group uses a range of

resources – including the "EcoVadis"<sup>a</sup> platform and the Acesia (Afnor Certification) – to assess the CSR performance of suppliers and subcontractors that have signed master service agreements with its business segments. This means that suppliers and subcontractors can be included in remedial measures. In the past two years, 12,536 CSR assessments have been carried out.

Each business segment ensures, through external audits, that their suppliers uphold the CSR obligations incumbent upon them.

## ENGAGING WITH SUPPLIERS

Each of the Group's business segments works with its suppliers and subcontractors to promote responsible practices. For instance, Bouygues Telecom wrote to its main suppliers inviting them to join it in shaping a more sustainable digital future that addresses the new ecological challenges.

The Group's construction businesses – Bouygues Construction, Bouygues Immobilier and Colas – have all developed guides to low-carbon solutions for buyers, engineers, and for their customers. They have also launched a partnership initiative with their suppliers and subcontractors to identify practical carbon-reduction options.

All of the business segments have scheduled supplier conventions in 2022, where suppliers will be made aware of the Group's decarbonisation targets and will help to identify the associated drivers. The first event of this type for Colas Rail suppliers was held in 2021.

(a) A collaborative platform that provides sustainability ratings of suppliers for global supply chains.



The non-profit "Passerelles Numériques", which is supported by Terre Plurielle, Bouygues Construction's corporate foundation, works to provide underprivileged young people access to technical and professional training in the field of digital technology. The photo shows students in Vietnam.



Since 2005, some 1,089 students have received support from the Francis Bouygues Corporate Foundation.

Bouygues and its business segments engage in dialogue with civil society. For instance, their corporate foundations partner with charities and non-profits and, in some cases, work directly with young people to promote equal opportunities.

## SUPPORTING THE DEVELOPMENT OF NON-PROFITS

Bouygues Telecom is working to widen access to technology and harness its power to bring people closer together. Through its corporate foundation, it provides the technology, funding and expertise that non-profits and their volunteers need.

In 2021, Bouygues Telecom stepped up its support for the not-for-profit sector

by launching Bbox Asso, an internet service for non-profits that meets their connectivity needs. It has also developed a platform that connects potential volunteers with non-profits offering voluntary work assignments. **The Bouygues Telecom Corporate Foundation** has set up an incubator to kick-start fast-growing non-profits.

“

The Foundation has provided me with valuable advice and experiences. The success encountered by my two grant-holders has made the role of mentor a very rewarding one for me.”

**OUSSAMA ALLALOUCHE**

Project manager  
COLAS, LA RÉUNION

## HELPING YOUNG PEOPLE FROM ALL BACKGROUNDS FIND EMPLOYMENT

The **TF1 Corporate Foundation** was created to help young people from underprivileged neighbourhoods find employment. The foundation supports individual or non-profit-led initiatives that relate to the TF1 group's business activities and events. In 2021, it welcomed the 14th intake of young people onto its occupational integration programme. The foundation is also involved in promoting the TF1 group's activities in schools and hosting interns under the "Tous en stage" initiative. Another aspect of its work is involvement in innovative community action initiatives. In 2021, the foundation teamed up with Google to launch a digital bootcamp, which connects young people with digital marketing skills with microbusinesses and SMEs looking to grow their online presence.

## SUPPORTING DESERVING SCHOOL LEAVERS

The **Francis Bouygues Corporate Foundation** provides high achiever grants and moral support to motivated school leavers who face financial difficulties in higher education and helps them fulfil ambitious career goals. Since 2005, some 1,089 students, from over

40 countries, have received financial support, and assistance from Group mentors, whose role is to be attentive to their grant-holder and provide tailored advice. They also promote values based on trust, sharing, and mutual respect.



# 5

## Our governance

The Bouygues group enjoys a stable governance that allows it to implement its value-creation strategy over the long term.

In keeping with its culture, diverse activities and unique ownership structure, the Group focuses on trust and empowerment, as well as on dialogue between the parent company and the business segments.



In June 2021, Bouygues' Group Management Committee held its first climate awareness-raising workshop ("La Fresque du Climat"). Since 2020, some 3,400 employees have attended these interactive sessions, hosted by 157 moderators.



# A Board of Directors serving a long-term vision

## Membership of the Board of Directors

at 24 February 2022



● Martin Bouygues<sup>a</sup>  
Chairman



● Olivier Bouygues



● Cyril Bouygues  
Standing representative  
of SCDM Participations



● Edward Bouygues  
Standing representative  
of SCDM<sup>b</sup>  
Deputy CEO



● Pascaline de Dreuzy<sup>c</sup>



● Clara Gaymard



● Colette Lewiner



● Benoît Maes



● Rose-Marie  
Van Lerberghe



● Alexandre de Rothschild



● Bernard Allain



● Béatrice Besombes



● Raphaëlle Deflesselle

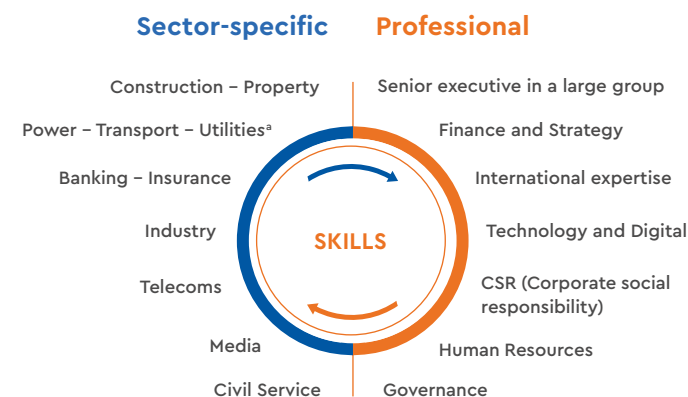


● Michèle Vilain

● Member of the SCDM<sup>b</sup> group ● Independent director ● Non-independent external director  
● Director representing employees ● Director representing employee shareholders

(a) Up to 17 February 2021, Martin Bouygues was the Chairman and CEO of the Group. Since 17 February 2021, he has continued to serve as Chairman of the Board of Directors.  
(b) SCDM is a simplified joint stock company controlled by Martin Bouygues, Olivier Bouygues and their families.  
(c) Pascaline de Dreuzy has been a director since 22 April 2021. She replaced Anne-Marie Idrac.

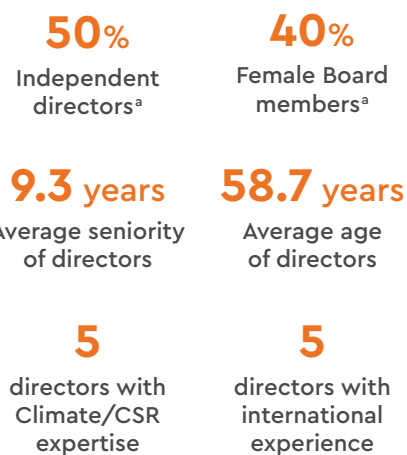
## VARIED AND COMPLEMENTARY EXPERIENCE AND SKILLS



(a) Water, electricity and other public services.

## KEY FIGURES

at 24 February 2022



(a) Excluding directors representing employees and employee shareholders.

## Work of the Board and of its committees in 2021

### WORK ON THE GROUP'S MAJOR STRATEGIC CHALLENGES

The Board of directors ensures the Group's strategy is followed. All major strategic decisions affecting Bouygues and its business segments are reviewed during meetings. In 2021, the Board focused mainly on the managerial transition, the changes in governance, the proposed merger between TF1 and M6, the proposed acquisition of Equans, the Covid-19 pandemic, the Group's Climate strategy, the implementation of taxonomy and the Gender balance plan.



(a) Corporate social responsibility.

### KEY FIGURES FOR THE BOARD IN 2021

**96.5%**  
Average attendance

**10**  
Board meetings of which  
6 dedicated to external  
growth transactions

**16**  
Committee meetings  
of which 3 dedicated to CSR  
and 7 to remuneration  
and governance

### THE WORK OF THE THREE SPECIAL COMMITTEES IN 2021

#### Audit Committee

Benoît Maes  
Chairman

#### Recurrent work:

- Oversees the financial statements and financial information preparation process
- Verifies the effectiveness of internal control and risk management systems
- Reviews the risk map and major litigation
- Monitors the work of the auditors

In 2021, the committee also reviewed cybersecurity and the risks map.

**6 meetings**  
100% average attendance

#### Ethics, CSR and Patronage Committee

Rose-Marie Van Lerberghe  
Chair (since 22 April 2021)

#### Recurrent work:

- Ensures compliance with the Group's values and rules of conduct
- Monitors issues relating to compliance, CSR and changes to business models
- Tracks implementation of sustainable development roadmaps by the business segments
- Gives its opinion on patronage initiatives to the Board
- Approves new compliance programmes and revisions to the Code of Ethics and to existing compliance programmes

In 2021, the committee also reviewed CSR criteria and implemented the taxonomy.

**3 meetings**  
100% average attendance

#### Selection and Remuneration Committee

Colette Lewiner  
Chair

#### Recurrent work:

- Gives its opinion to the Board on appointments and term-of-office renewals of the directors, the CEO and Deputy CEOs
- Gives its opinion on the composition of committees to the Board
- Presents proposals to the Board of Directors on remuneration policy and on the amount of remuneration paid to corporate officers
- Recommends policy for stock option awards

In 2021, the committee also reviewed the Board of Directors' diversity and assessment policy

**7 meetings**  
100% average attendance

#### FIND OUT MORE

> 2021 Universal Registration document, section 2.4 "The Board of Directors" (available on bouygues.com on 24 March 2022)



# Senior management team and remuneration

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

## Group Management Committee

at 1 January 2022



### BOUYGUES SA

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

- 1

**Olivier Roussat**  
Chief Executive Officer
- 4

**Jean-Manuel Soussan**  
Senior Vice-President  
Human resources Director
- 2

**Edward Bouygues**  
Deputy CEO  
Telecoms development,  
CSR and Innovation
- 3

**Pascal Grangé**  
Deputy CEO  
Chief Financial Officer

### THE BUSINESS SEGMENTS' SENIOR MANAGEMENT TEAM

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

- 5

**Pascal Minault**  
Chairman and CEO of  
Bouygues Construction
- 8

**Gilles Pélissou**  
Chairman and CEO of TF1
- 6

**Bernard Mounier**  
Chairman of  
Bouygues Immobilier
- 9

**Benoît Torloting<sup>a</sup>**  
CEO of Bouygues Telecom
- 7

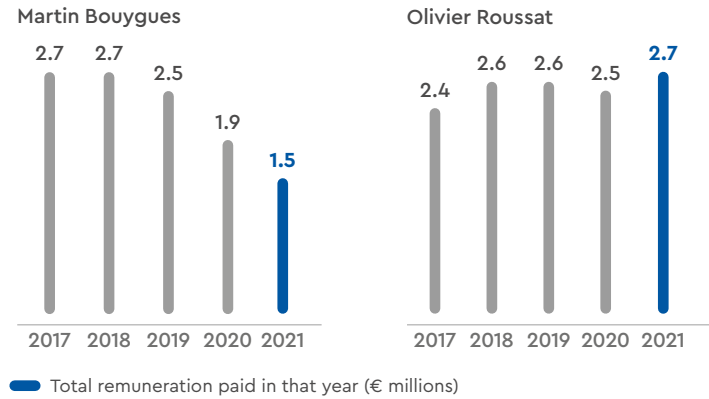
**Frédéric Gardès**  
Chairman and CEO of Colas

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

(a) On 1 January 2022, the functions of Chairman and Chief Executive Officer were separated. Richard Viel remains Chairman, whilst Benoît Torloting was appointed Chief Executive Officer of Bouygues Telecom.

### REMUNERATION OF EXECUTIVE OFFICERS<sup>a</sup>

#### Trend in remuneration



In 2021, the functions of Chairman and Chief Executive Officer were separated. Olivier Roussat assumed the office of Group Chief Executive Officer in February 2021, with Martin Bouygues continuing to serve as Chairman. Martin Bouygues' remuneration was reduced in line with the non-executive nature of his role, while Olivier Roussat's remuneration was also adjusted following his new appointment.

As part of this reorganisation, two new Executive Officers were appointed: Pascal Grangé and Edward Bouygues. In 2021, they received annual fixed remuneration of €920,000 and €400,000 respectively (on a prorata basis from 18 February 2021).

### REMUNERATION STRUCTURE FOR 2022

2021 was given over to implementing key guiding principles, including several changes to senior executive remuneration. Work in this vein will continue throughout 2022, underpinned by a clear desire to make remuneration contingent on attainment of annual targets, long-term performance, and non-financial criteria linked to the Climate strategy and the Gender Balance plan.

|                                 | OBJECTIVES OF THE REMUNERATION STRUCTURE  | CRITERIA AND CONDITIONS GOVERNING REMUNERATION  |
|---------------------------------|---|---|
| Fixed remuneration              | Fixed remuneration is determined according to the level and complexity of the person's responsibilities, experience in the post and length of service with the Group, and practices followed by groups or companies carrying out comparable activities. | Not applicable.   |
| Annual variable remuneration    | Annual variable remuneration is designed to make executive pay contingent on attainment of annual targets and progress on strategy, in a manner consistent with corporate interests.  | <ul style="list-style-type: none"><li>Business performance</li><li>Financial structure</li><li>Progress on strategic priorities</li><li>Non-financial performance: compliance, health and safety, Climate and Gender balance strategies, management</li></ul> |
| Long-term variable remuneration | The long-term variable component links senior executive pay to the attainment of medium- and long-term targets and strategic priorities, as well as strengthening alignment between the interests of executives and minority shareholders.              | <ul style="list-style-type: none"><li>Continuing employment condition</li><li>Business performance (ROCE), share performance (benchmarking) and non-financial performance (Climate and Gender balance strategies).</li></ul>                                  |

(a) Subject to approval by shareholders at the Annual General Meeting on 28 April 2022.



The Weidmatt district in Lausen is one of the biggest in Switzerland to be built using timber.



# Ethics and compliance: a permanent commitment by the Group

## ONE CODE OF ETHICS

### FIVE COMPLIANCE PROGRAMMES

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

### ONE "GIFTS AND HOSPITALITY" POLICY

In 2006, the Bouygues group introduced a Code of Ethics worldwide, which sets out the main values to which the Group and its employees are expected to adhere in performing their professional duties. This code is intended to help employees make decisions in real-life situations by referring to clear and precise principles. The Code of Ethics is available at [bouygues.com](https://bouygues.com).

In its compliance programmes, the Group reiterates the main regulations and rules of conduct that are applicable, and specifies the measures for information, prevention, control and penalties that are to be implemented within the business segments. More specifically, the Anti-Corruption compliance programme outlines the Bouygues group's zero-tolerance stance on corruption and its position as to the duty of vigilance that everyone must exercise, along with the

resulting responsibilities – especially for senior executives.

The Code of Ethics and the compliance programmes, which are disseminated to employees, are updated regularly based on feedback. In 2017, an extensive review was carried out to update them, resulting in a new programme on embargoes that was subsequently disseminated to employees. In 2020, the Group also published a new "Gifts and Hospitality" policy, setting out guidance on when and how employees are permitted to offer or accept gifts and hospitality in the course of their professional duties.

The corporate whistleblowing facility was also revised subsequent to enactment of France's Sapin 2 anti-corruption and transparency law. The Bouygues group has set up an online platform to make it easier to use the corporate whistleblowing facility. The platform is accessible at: <https://alertegroupe.bouygues.com>.

As with the parent company, each business segment has its own Ethics committee and Ethics officer. In 2021, the Ethics, CSR and Patronage Committee and the Board of Directors reviewed the Group's Climate strategy and took stock of the measures and mechanisms implemented under the Sapin 2 law.

## FOCUS Stakeholder committee

The stakeholder committee met for the second time in June 2021, following its first meeting in 2018. Its members included eight eminent figures from outside the Group, chosen for their representativeness and their expertise, plus decision-makers from Bouygues SA and from each business segment. The purpose of the committee is to establish constructive dialogue to help move Bouygues SA's vigilance plan forward.



**FIND OUT MORE**  
> The Group whistleblowing facility  
Scan QR code  
(specific app and internet connection required)



A maintenance operation on the street lighting of the medieval district in Guérande, western France

## Exercising our duty of vigilance

The Bouygues group is intent on preventing serious infringements of human rights and safeguarding its personnel and the environment. This year, it published its fifth vigilance plan.

The vigilance plan aims to identify risks, prevent violations and address safeguarding concerns arising from the business activities of the Bouygues group, its subsidiaries, and the subcontractors and suppliers with which it maintains an established business relationship. It is an integral part of the Group's policy on business ethics and has been implemented in each of the five business segments.

### Pinpointing the main risks

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

- risks relating to environmental damage, including water and soil pollution and biodiversity loss, and to climate change adaptation;
- human rights abuses and violations of fundamental freedoms, such as undeclared work, child labour and forced labour;
- risks relating to security, workplace accidents, occupational illnesses and the health impact of the Covid-19 pandemic;

- risks relating to purchasing and supplier relations.

### Vigilance plans

Formally identifying these risks has led to tougher existing measures and new prevention and mitigation actions. Specific Group-wide governance measures have been implemented by each business segment to oversee these action plans, resulting in higher levels of collaboration among the departments concerned. These measures were presented to the Bouygues Ethics, CSR and Patronage Committee.

The Group-wide CSR Charter for Suppliers and Subcontractors, which was updated in 2019, sets out the key commitments that must be upheld by companies wanting to do business with the Group. This document is appended to orders and/or contracts managed by each purchasing department within the Group. Failure to uphold these rules can lead to measures up to and including termination of the contract.

The Group uses a range of resources – including the "EcoVadis" platform and the "Acesia" system run by Afnor, the French standards agency – to assess the CSR performance of suppliers and subcontractors that have signed master service agreements with its business segments. This means

that suppliers and subcontractors can be included in remedial measures. In the past two years, 12,536 CSR assessments have been carried out. Each business segment ensures, through external audits, that their suppliers uphold the CSR obligations incumbent upon them.

### Whistleblowing mechanism

In 2006, the Group set up a corporate whistleblowing facility to receive and process all whistleblowing alerts, including those relating to due diligence obligations. The facility is included in the Code of Ethics. An online platform was also created in 2018 (see p. 60).

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

**FIND OUT MORE**  
> 2021 Universal Registration document  
- Chapter 3 SNFP, section 3.4.1  
- Chapter 4 Risks and risk management, section 4.3



# Managing the risks inherent to the Group's business activities

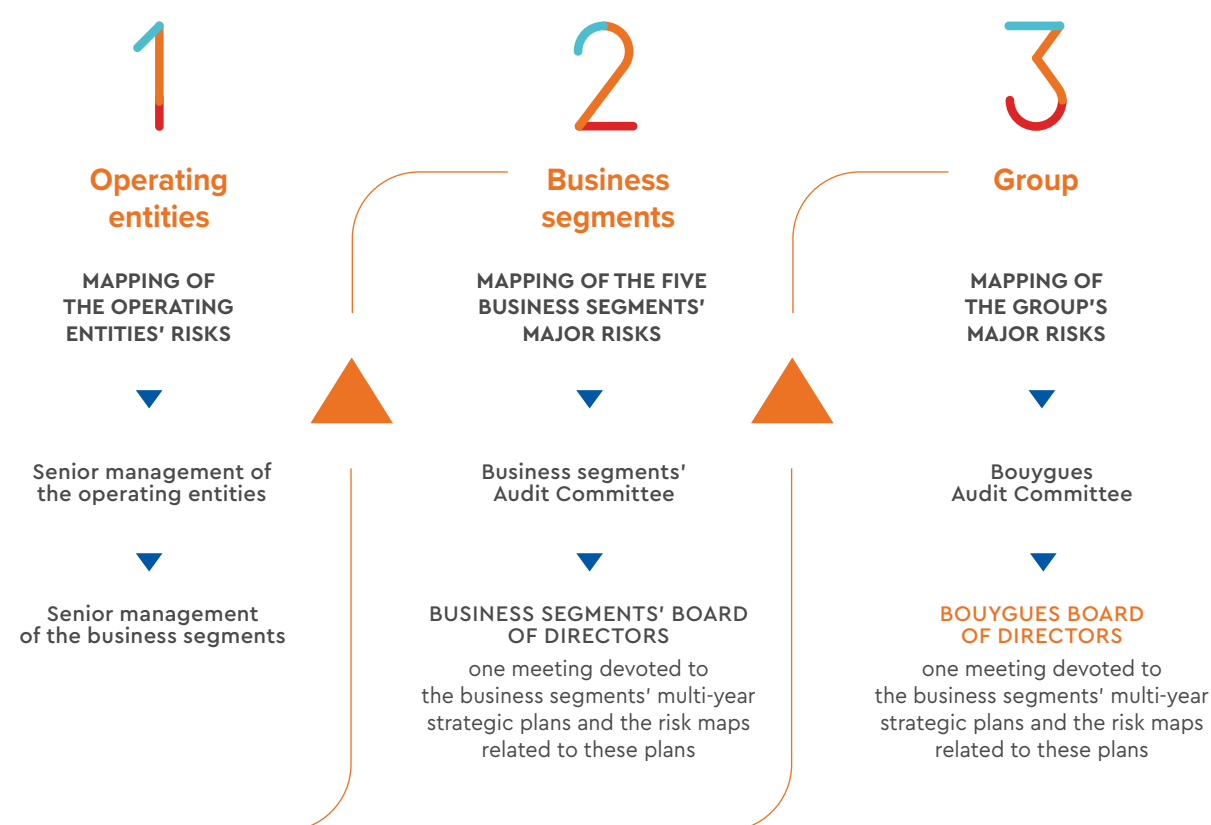


Risk management is based on the principles which guide employees, namely: prudent thinking, application of experience, pre-emptive action and long-term vision, transparency, and collegial decision-making.

In a Bouygues Telecom datacentre in the Paris region

## Risk management procedure

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



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

## Major risks identified<sup>a</sup>

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

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

(a) Other major events such as the worldwide Covid-19 pandemic may occur and have an impact on business activity.

**FIND OUT MORE**  
> Universal Registration Document, Chapter 4, Risks and risk management



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TCFD<sup>a</sup>

## GOVERNANCE

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## METRICS AND TARGETS

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## Sustainable Development Goals (SDGs) index

| GOAL   | CONTRIBUTION  | EXAMPLES  | Page(s) of the Integrated Report |
|--|---|---|----------------------------------|
|  <b>Gender equality</b>                         | Expand and improve gender balance at all levels   | Target of having women occupy 20% of managerial positions and 30% of executive body positions by 2023     | p. 38-39, 50                     |
|  <b>Decent work and economic growth</b>         | Promote inclusive and sustainable economic growth   | 100% of employees outside France covered by BYCare  | p. 12, 22                        |
|  <b>Industry, innovation and infrastructure</b> | Build resilient infrastructure, promote sustainable industrialisation and foster innovation | Share of Bouygues Construction projects (in France/Europe) using timber construction methods: 30% in 2030 | p. 23, 28 to 33, 48 to 51        |
|  <b>Sustainable cities and communities</b>      | Be a provider of innovative solutions for sustainable urban environments                    | From end-2022, 100% of Bouygues Immobilier projects to include climate change adaptation solutions        | p. 30 to 33, 46 to 49            |
|  <b>Climate action</b>                          | Take urgent action to combat climate change and its impacts                                 | Reduce greenhouse gas emissions by at least 30% by 2030   | p. 28 to 37, 41                  |

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

## About this Integrated Report

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

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

**Methodology:** drawing inspiration from the benchmark framework proposed by IIRC<sup>a</sup>, it is the result of collaboration between the

Group's senior management and departments at the parent company and in each of the five business segments.

**Scope:** this report covers fiscal year 2021. The methodology and the scopes of the indicators are described in the Group's Universal Registration Document (on-line at [bouygues.com](http://bouygues.com) from 24 March 2022).

**Main changes since the previous report:** this fifth Integrated Report describes the progress made in 2021 in terms of the Group's Climate strategy and its Biodiversity

roadmap. It also details its HR strategy and outlines the value created for its stakeholders.

Readers are invited to send their questions and comments to:

  
[rapport.integre@bouygues.com](mailto:rapport.integre@bouygues.com)

(a) International Integrated Reporting Council

## Overview of Group publications



**UNIVERSAL REGISTRATION DOCUMENT**

Business, financial, accounting, legal, human resources, environmental and social information for the previous year (regulated information). Filed with the AMF (the French securities regulator) every year (in 2022 on 23 March).



**INVESTOR PRESENTATIONS**

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



## BOUYGUESDD AND BOUYGUES INNOVATION BLOGS

News about the Group's CSR initiatives (in French only)  
[www.bouyguesdd.com](http://www.bouyguesdd.com)

News about innovation within the Group with a focus on intrapreneurship and open innovation (in French only)  
[www.bouygues-innovation.com](http://www.bouygues-innovation.com)

## BOUYGUES.COM & SOCIAL MEDIA

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



Scan this QR code (app and internet connection required)



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February 2022 • Bouygues group • Translation: Martin Hemmings and the Bouygues SA Translation department  
• Design and production: TERRE DE SIENNE • Printed by: DEJA LINK (Seine-Saint-Denis) • Paper is from sustainably managed forests • Complies with accessibility standards for web content and has ISO 14289-1 certification: lpedis

**Packaging:** Certified against the NF T51-800 standard, the Biopress HC mailing film used to send this publication to Group employees is home compostable and partially bio-based.

Some of the photos in this Integrated Report were taken before the Covid-19 pandemic which started in France in March 2020.

**Front cover:** At the initiative of the Lyon metropolitan authority, a trial of the Flowell dynamic luminous roadmarking solution on the campus of LyonTech-la Doua university

**Accessibility:** From 4 April 2022, the ergonomic design of the digital version of this Integrated Report will allow people with motor disabilities to use keyboard commands to browse the document. It is accessible to people with impaired vision and has been tagged so that it can be transcribed vocally, in full, by screen readers from any computerised device. The PDF has been comprehensively tested and approved by a non-sighted expert.

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Making progress become reality

