

GENDER PAY GAP REPORT | 2019



INTRODUCTION



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Chair

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Although there have been some positive shifts in our 2019 gender pay gap figures, it is clear there is still much work to be done to increase the number of women working in our industries, and the diversity of roles they carry out.

Facilities management, civil engineering, construction and property development continue to be male-dominated and will remain so if we don't continue to work hard to educate future generations about what working in these sectors involves and how many different career paths exist. The more diverse our workforce, the better we are able to understand our clients and market sectors, and the greater our performance will be.

Creating an environment where performance and innovation can flourish is not just about gender diversity but diversity in all its forms. We know that companies with a more diverse workforce perform better but only if they foster an inclusive culture for diversity to thrive.

Creating a more diverse and inclusive business is a priority for Bouygues Construction in the United Kingdom, and over the last 12 months, we have implemented a range of training programmes and benefits packages across our UK businesses to improve gender balance, ethnic balance, age profile and disability standards.

Our commitment to diversity and inclusion was made very clear in March 2020 with the official launch of our Fairness, Inclusion and Respect Charter, bringing together all our UK businesses to participate in our first Diversity & Inclusion Day. The day marked a significant milestone in engaging our people on the positive impact diversity and inclusion can have in the workplace and the importance of fostering an inclusive culture. You can read more about the outcome and deliverables we have committed to on page 7.

We still have a long way to go to achieve gender parity and create a more balanced workforce in sectors which have traditionally been male-dominated. But I know first-hand how dynamic and rewarding it is to work in these sectors and am committed to supporting the great work of our dedicated networks to ensure that we, and our future employees, will benefit from a working environment where balance, innovation and performance abound.

A handwritten signature in blue ink, appearing to read 'Fabienne Viala'.

WHAT IS THE REPORT FOR?

- All UK organisations which employ over 250 people are required to report annually on their gender pay gap.
- The gender pay gap is not the same as equal pay, which makes it unlawful to pay men and women differently for equal work.
- The gender pay gap is defined as the difference in average pay between all men and women in a workforce, regardless of their role or seniority.
- Equal pay relates to what women and men are paid for the same work.

Achieving real change requires sustained focus and commitment. We know that we must maintain momentum to improve gender parity across our UK businesses for the long-term.

In 2019, we have continued to develop and improve the initiatives we have in place, working closely together across Bouygues Construction United Kingdom to identify those schemes which have proved most successful in each of our entities and to implement them consistently across our businesses.

Our group-wide Diversity Networks, in partnership with our Social Value and Learning & Development teams, have played a crucial role in driving forward those programmes which educate our staff on the benefits of gender parity and diversity and inclusion. We seek to engage the next generation on the breadth of opportunities - not always apparent – our industries have to offer. By working together collaboratively to achieve a common goal, we will continue to strive for an environment where our people and our business, today and in the future, will thrive.



CHALLENGING PERCEPTIONS

Achieving a more diverse workforce relies on the collaborative effort of our industries to engage with future generations from primary school and beyond. Unless we challenge the outdated and inaccurate perceptions about the sectors in which we operate, we cannot hope to attract a workforce that is more representative of the communities we serve.

In 2019, we have built on our programme of engagement with schools and universities and sought out opportunities with educational and industry bodies and charities to showcase the broad range of career opportunities in our organisations and to highlight the diversity of individuals carrying them out:

- Our volunteers have continued their programme of schools engagement by hosting talks, attending careers fairs and workshops and facilitating work experience placements to highlight the different entry routes into construction and the career path potential that is possible.
- We have actively targeted female secondary school students to raise awareness of our Group-sponsored charity Girls on the Move where our female engineers and technicians highlight the range of careers available in STEM sectors which are traditionally under-represented by women.
- Members of our staff have committed to the ambassador programme run by STEMNET, the educational charity that seeks to encourage participation at school and university in STEM subjects (science, technology, engineering and maths), participating in events to bring STEM-related careers to life.
- Our second years' sponsorship of Design, Engineer Construct! (DEC) has included the running of an eco-classroom workshop where our volunteers have shared their first-hand experiences of modern environmental practices to inspire secondary school age students to follow careers in the Built Environment.

EARLY CAREERS RECRUITMENT

The recruitment of graduates is a priority for our businesses, bringing a new generation of skills and a fresh perspective crucial for our continued innovation. The wider and more diverse our pool of new starters, the better we are able to serve our business interests. However, attracting female graduates with engineering, construction management and property management degrees - disciplines from which we typically recruit - continues to be a challenge with women typically under-represented.

Currently, our gender split of graduates across our businesses is about two thirds male to one third female. In order to strive towards a better balanced intake in the future, we are implementing a number of practices:

- **Assessment centres:** in 2020, the Bouygues Energies & Services graduate assessors at this critical stage of our graduate recruitment process were split equally between male and female. Ensuring a more balanced hiring panel is crucial to reflect the broad range of skills we are looking to identify in our future workforce. Our Bouygues UK and Bouygues Travaux Publics assessment centres will look to replicate the same gender balance of assessors.
- **Balanced intake:** our continued monitoring of the gender split of our graduates maintains our focus and our 2020 intake currently stands at a 50:50 split for our Energies & Services business.
- **Women in Property National Student Awards:** our established sponsorship of these national student awards enables us to identify female talent early on in the education process, often resulting in permanent positions upon graduation.



OUR APPRENTICESHIP SCHEME

There are many routes into our industries and the apprenticeship scheme we run across our UK businesses provides a balance of work experience and support for continued study to help our young talent nurture their skills and ambitions.

As well as supporting apprenticeships at an early career stage, we are increasingly encouraging our people to upskill with apprenticeship schemes in the middle of their careers. This includes a greater focus on apprenticeships for women returning to work following maternity leave, facilitating work locations that are closer to home and arranging increased check-ins from the mentors involved in our group-wide mentoring scheme. This is to ensure our maternity returners are adjusting to the demands of a work and study routine while managing their childcare responsibilities.



CAROLINA ALCANTARA

Assistant Management Accountant, Bouygues UK

Carolina joined Bouygues UK in 2016 as a business and administrative apprentice which, having successfully completed, she followed up with a second degree-level apprenticeship:

“There are so many career opportunities in construction and my apprenticeship gave me the chance to work with lots of different teams in a variety of departments. Working with such a range of people with different viewpoints and different ways of working gave me a really good insight into the collaboration involved in the construction process and meant I was always learning something new.”

“Being an apprentice has helped me to develop the skills and competencies to deal with the everyday challenges of working in this industry and I am very pleased to have been able to progress professionally as much as I have in the time that I’ve been here.”

SAMIHAH KAUSAR

Senior Mobilisation Co-ordinator, Bouygues Energies & Services

Samihah joined Bouygues Energies & Services as a departmental secretary in 2014 and embarked on a mid-career apprenticeship in Project Management in 2019.

“Having worked in the mobilisation department since 2016 I have been involved in all our mobilisation projects as a co-ordinator and this has enabled me to grow on both a personal and professional level. Every year, I have been motivated to push myself further and I’m now in a position where I want to progress from being a co-ordinator to a project manager, giving me the responsibility to deliver projects.”

“Doing the apprenticeship at this stage of my career has given me the hands-on experience I need to gain more understanding of a project management role as well as the qualifications I need to progress to the next stage. The support I’ve received from my manager throughout my career has been instrumental in my development, encouraging me to constantly strive to improve and delegating tasks to me during my apprenticeship that are directly relevant to the skills I need. My mentor has been equally supportive, championing my ambitions and encouraging me every step of the way.”



CAREER SUPPORT AND DEVELOPMENT

Retaining our female talent is a key aspect of our ambitions for a diverse and inclusive workforce. We have worked hard in 2019 to extend the initiatives in place to provide support and guidance for our female colleagues as they progress through the business, and to educate our wider workforce on the benefits of doing so:

UK Mentoring Programme

Following the success of the mentoring scheme we introduced in our Bouygues Energies & Services business in 2018, we took on board the feedback we received from our participants – both positive and negative – to roll out an improved scheme across our UK entities in 2019, incorporating the best practices identified and implementing the same measures for continuous improvement.

Recognising the increased barriers for progression that persist for women in a male-dominated environment, a conscious decision was made to actively support our high performing females, with female mentees making up almost one third of the overall participants, a significant increase in the female to male gender ratio across the business.

Our twelve month programme is mutually beneficial for those involved; our mentees gain guidance and support shaping career goals as well as insights into dealing with challenging situations and possible solutions. Our mentors benefit from fresh perspectives, innovative ways of thinking and helping to shape future leaders.

Unconscious Bias training

In 2018, we launched our unconscious bias training across sections of our UK businesses. In 2020, we intend to extend this training to all staff to ensure the rationale for a more inclusive culture to promote fairness and objectivity is well understood and supported in our day to day working environment. This training is mandatory for all staff.





FAIRNESS, INCLUSION AND RESPECT CHARTER

Our commitment to diversity and inclusion was made very clear in March 2020 with the official launch of our Fairness, Inclusion and Respect Charter, bringing together all our UK businesses to participate in our first Diversity & Inclusion Day.

Organised by the UK businesses established Diversity Networks (including our professional women's network Welink UK, Encompass LGBTQ+ and our Disability Network), over 200 colleagues from across the UK businesses joined forces for a day of interactive discussion and participation with the purpose of generating contributions to our group diversity and inclusion strategy. The day marked a significant milestone in engaging our people on the positive impact diversity and inclusion can have in the workplace and the importance of fostering an inclusive culture.

We have since set up our Diversity & Inclusion committee, which works closely with our business leaders to implement and oversee our action plan, collaborating with our diversity networks and creating new networks as appropriate. Key deliverables for our committee include:

- The launch of our 'Speak Up!' campaign, providing a hotline for bullying and harassment complaints
- The creation of Fairness, Inclusion and Respect (FIR) ambassadors to act as champions for diversity and inclusivity
- Achieving 'Disability Confident' Level 2 status

Subject to interest from our workforce, we have some additional objectives which include the potential launch of a Carers' network, a BAME network and the creation of a shadow board for our Bouygues Construction United Kingdom businesses.

The activities of our Diversity & Inclusion Committee will run parallel to the complementary activities of our established diversity networks.



WELINK: OUR UK WOMEN'S NETWORK

Our established professional women's network for all Bouygues Construction United Kingdom staff, which provides a forum for exchange and support, has been the driving force behind many of the initiatives that have been implemented in our businesses to reduce the gender pay gap and strive for gender parity.

Made up of volunteers from all disciplines across our businesses, our Welink Committee has collaborated with staff members and external organisations to deliver the following programme of training and networking opportunities in 2019:

Training & Development:

- Extended the Women in Leadership training programme to almost 100 high potential female staff.
- Used the outcome of its 2019 training review to implement an improved Learning and Development programme for all Welink members.
- Worked with our HR and Learning and Development teams to improve our Maternity and Return to Work packages and our flexible working policies to accommodate altered working arrangements, home working and flexi-time.



Awards and sponsorship

Welink has continued its programme of sponsorship and award entries promoting the successes of the women in our industries and the women in our organisations:

- Showcased our female achievers for the fourth year running in the WICE Awards (Women in Construction & Engineering) with considerable success; 48 of our female employees have been shortlisted in this award scheme to celebrate the contribution of women in these industries and four have been named Best in Category.
- Received recognition for the work of our Welink committee as a finalist of the Women in Construction category of the London Construction Awards.
- Continued our long-established national sponsorship of the Women in Property Awards to support and engage with female talent early on in the education process.
- Sponsored the 2019 Women of the Year awards, recognising extraordinary women with exceptional minds of all backgrounds.
- Gold member of Women into Construction promoting gender equality in construction, collecting a 2019 award for achievements in this arena.

External Speaking Events

Using feedback the committee received from its female staff on the issues which most concern them, Welink delivered a range of speaking events with expert speakers in their fields to help address and enrich the ambitions and concerns of our entire female and male workforce:

- ‘Diversity and Inclusion’ with D&I specialist Pete Stone; exploring diversity in its broadest sense and its importance for economic and social performance as well as driving innovation.
- ‘Resilience – How to cultivate inner strength and bounce ability’ with award-winning and bestselling author Liggy Webb, an international life skills specialist.
- ‘The Imposter Phenomenon – Boosting confidence and banishing the imposter’ with Kate Atkin, author of *The Confident Manager* and *The Presentation Workout*, who works with audiences to overcome their inner fears.





BOUYGUES ENERGIES & SERVICES CONTRACTING UK

Gender pay gap figures | As at 5th April 2019

There have been many positive shifts in the gender pay gap figures for 2019. The mean gender pay gap has reduced from 41.5% to 36.6% and the median gender pay gap has reduced from 38.8% to 35.4%, a decrease of 4.8% and 3.1% respectively.

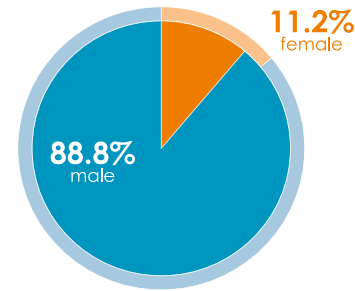
Although the pay quartiles continue to be male dominated at all levels – a reflection of the prevalence of men employed in the construction and engineering industries as a whole – the proportion of women in the lower pay quartile has reduced significantly by 10.8%.

Added to this, the percentage of women in the upper pay quartile has more than doubled, increasing by 1.9% from 1.6% to 3.5%. These figures can be partly attributed to the number of internal reviews and promotions undertaken in 2019 to recognise and reward the contributions of our female workforce.

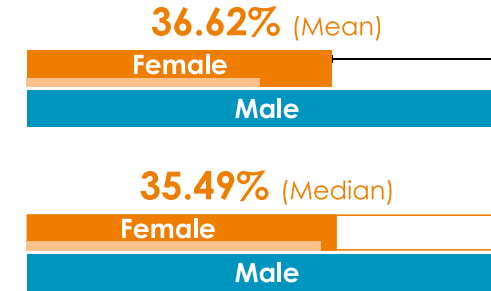
However, whilst there has been progress made to improve the number of women in senior and operational roles, there is still much to be done to address the low percentage of women across every pay quartile of the business.

The bonus pay gap is harder to evaluate, with no bonus payments made in 2018. Although 12% of women were awarded a bonus in 2019, closing the 61% mean gap remains a significant challenge, reflecting the low percentage of women in the upper middle and upper pay quartiles.

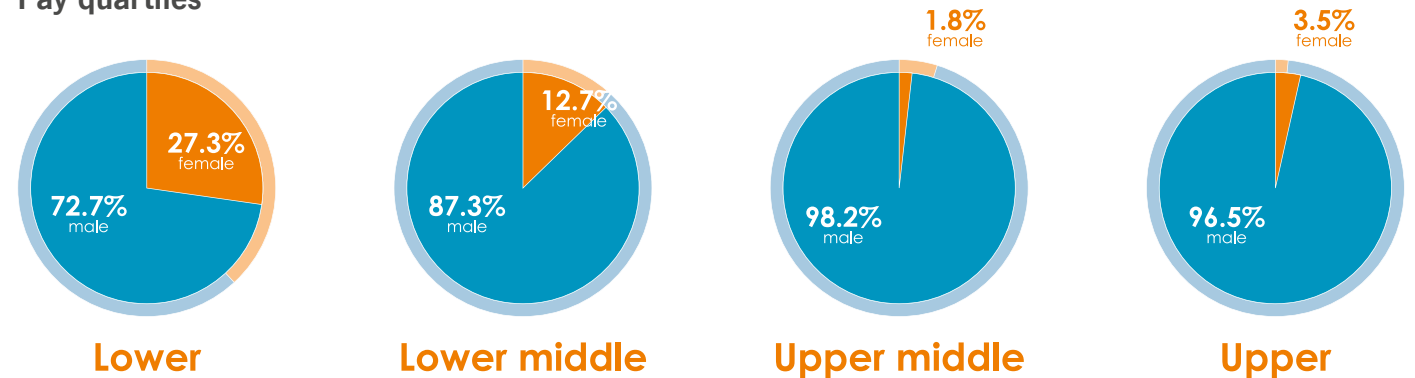
Gender split of 223 employees



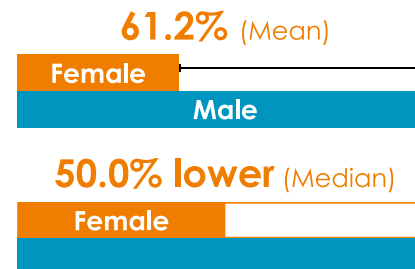
Gender pay gap | The faded bar shows the pay gap at 5th April 2018



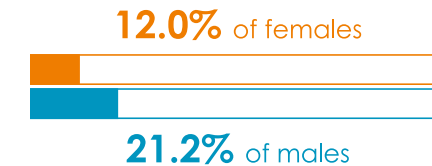
Pay quartiles



Gender bonus gap | The faded bar shows the bonus gap and receipt of bonus at 5th April 2018



Who received a bonus





BOUYGUES ENERGIES & SERVICES SOLUTIONS*

Gender pay gap figures | As at 5th April 2019

The 2019 figures for Bouygues Energies & Services Solutions have remained largely static when compared with 2018. There have been very slight increases in the mean and median pay gap although these results are still better than the gender pay gap results published in 2017 (25.4% and 16.5% respectively). In 2019, the mean pay gap has risen from 23.3% to 24%, whilst the median pay gap has increased from 13.7% to 14.3%. This remains better than the national average.

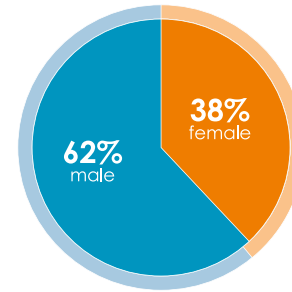
The proportion of women in the business has dipped slightly to 38% (down by 1%) over the last year, but again remains higher than in 2017 (35.6%). There has been a small reduction in the proportion of females in the higher pay quartiles and a small increase in the lower pay quartile. Some of these changes are due to TUPE transfers for recently acquired service contracts.

We are pleased to report that the proportion of women receiving a bonus has increased from 10.6% in 2017 (only a very small number of bonuses were paid in 2018) to 14.7% in 2019.

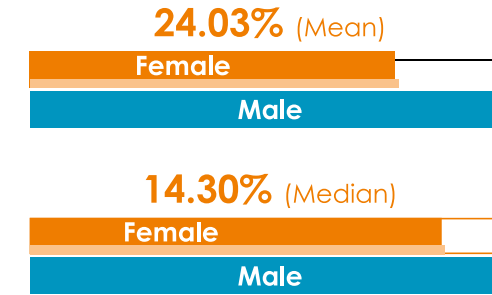
The gap in the proportion of women receiving bonuses by comparison with men reflects the lower concentration of females in the upper pay quartiles.

* Formerly known as Bouygues Energies & Services FM UK Limited

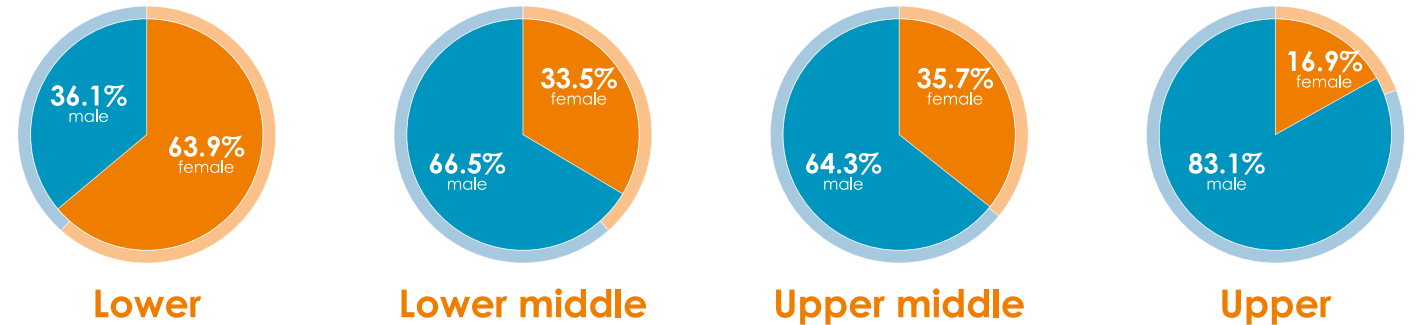
Gender split of 2,039 employees



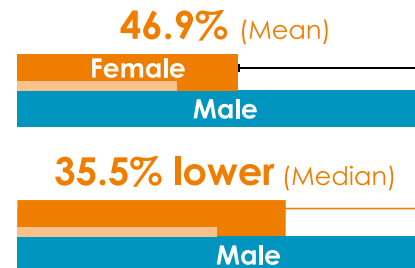
Gender pay gap | The faded bar shows the pay gap at 5th April 2018



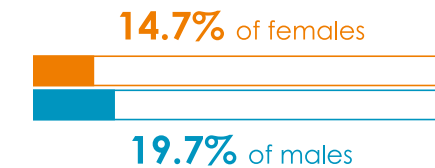
Pay quartiles



Gender bonus gap | The faded bar shows the bonus gap and receipt of bonus at 5th April 2018



Who received a bonus





BOUYGUES UK

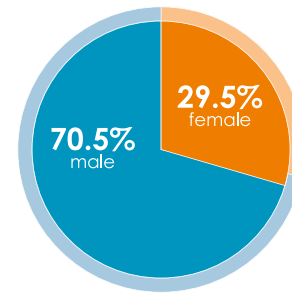
Gender pay gap figures | As at 5th April 2019

Bouygues UK's figures comprise Bouygues UK, developer Linkcity, student accommodation specialist Uliving, as well as infrastructure organisations Bouygues Travaux Publics and VSL.

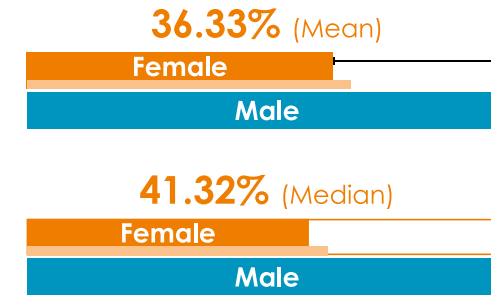
This inclusion of Bouygues Travaux Publics and VSL is a significant contributing factor to Bouygues UK's increased mean gender pay gap of 3.63% and median gender pay gap increase of 2.92%. Bouygues Travaux Publics' Joint Venture projects in the UK include Hinkley Point C Nuclear Power Station in Somerset and the High Speed 2 (HS2) rail line connecting London and the north of England, and with VSL providing specialist services to HS2. With the overwhelming majority of employees on both projects staffed by civil engineers - often working away from home - these arrangements can present more challenges for some of our female colleagues and therefore contributes to the increased male headcount in Bouygues UK's upper middle quartile and upper quartile.

There are positive signs in Bouygues UK's 2019 figures; overall the female headcount has increased, a reflection of the increase of female employees in the lower quartile. Although this increase has not been replicated in the remaining quartiles, it indicates that more women are being employed in entry level roles such as graduates and apprentices who, with Bouygues commitment to harnessing potential and actively encouraging pay increases and promotion, will become experienced high earners of the future.

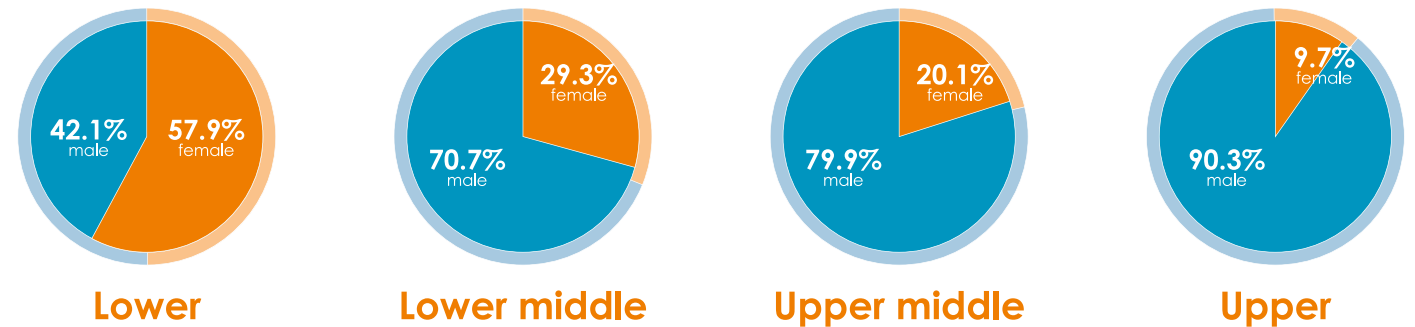
Gender split of 1,146 employees



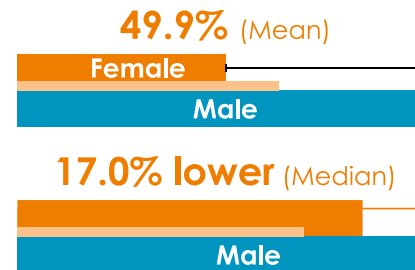
Gender pay gap | The faded bar shows the pay gap at 5th April 2018



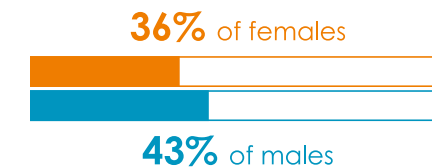
Pay quartiles



Gender bonus gap | The faded bar shows the bonus gap and receipt of bonus at 5th April 2018



Who received a bonus



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