

DIVERSITY & INCLUSION REPORT 20/21



MESSAGE FROM THE CHAIR

In March 2020, we launched our 2025 Diversity Strategy as part of our business objectives. Our 2025 goals are for **35% of our leadership positions to be occupied by women and 15% of leadership positions to be occupied by ethnic minorities.**

With operations across the globe, the Bouygues Construction Group has long been an advocate of the benefits of diversity and inclusion and in the UK we continue to strive for an inclusive corporate environment in which diversity is recognised and valued.

Every individual within an organisation brings with them a unique set of experiences and I believe that supporting these multiple outlooks creates a workforce with increased motivation, morale and productivity.

That said, 2020 was a challenging year. The Covid-19 pandemic has had a disproportionate impact on women across the world, and particularly female ethnic minorities. Events across the world has brought issues of racism and inequality in society sharply into focus. In the UK as a whole, more women than men have been furloughed and the number of female ethnic minority workers fell by 17%. This has led to a renewed widespread focus on diversity and inclusion within the workplace.

This year we are reporting both our Gender Pay Gap statistics and, for the first time, our Ethnicity statistics. We will continue to report and review both sets of figures every year.

While we are legally obligated to publish our Gender Pay Gap figures, we are not required to do so with our Ethnicity figures.

However, we are committed to meeting our diversity objectives and while it is clear that there are gaps in our ethnicity data, we are striving to capture meaningful data on which we can improve.

Despite the many challenges of 2020, it has been a very positive year in terms of creativity and innovation. Supported by our Digital Transformation team, our employee diversity networks and social value teams have pressed ahead with their plans, transferring their diversity and inclusion programmes online utilising the range of interactive tools that digital technology provides.

We have also used the learnings and achievements of 2020 to launch a new Flexible Working Environment Guide available across our UK entities.

So as we look ahead, we must work even harder to attract and retain the best talent, to champion for inclusive policies that support women, ethnic minorities, members of the LGBTQ+ community, people with different abilities and other underrepresented groups. These conversations will be ongoing as we work on mitigating the impact of the pandemic on our female and ethnic minority colleagues as well as continuing to strive for their economic empowerment.



Fabienne Viala

Chair,
Bouygues UK

Chair,
Bouygues E&S UK

UK Country Manager,
Bouygues Construction

DIVERSITY & INCLUSION



Creating a workplace where innovation, creativity and productivity thrive relies on us recognising the different perspectives and experiences that diversity brings and having an inclusive culture in place which respects and values all individuals equally.

DIVERSITY & INCLUSION COMMITTEE

Our Diversity & Inclusion Committee is formed of representatives from our employee support networks and works closely with our business leaders to implement and oversee our action plan.

The committee meets every two months to monitor progress of our action plan across all our UK entities, collaborating with our diversity networks as appropriate.

OUR 2025 DIVERSITY STRATEGY

In March 2020 we launched our 2025 Diversity Strategy as part of our group-wide business objectives. Our aim is for 35% of our leadership positions to be occupied by women in 2025 and 15% of our leadership positions to be occupied by ethnic minorities by the same date.

To help us achieve our objectives, we formed a Diversity and Inclusion committee to develop our action plan and to oversee its implementation. Building on our Fairness, Inclusion and Respect (FIR) charter launched in 2020, the six key principles of our Diversity and Inclusion action plan comprise:

Our Charter:

- Fair pay, promotion and recognition
- Inclusive managers who lead by example
- Respect, diversity and difference
- Attract and recruit, free from unfair bias
- Promote reasonable adjustments and work/life balance
- Tackle inappropriate behaviours, bullying and harassment

Our six charter principles are the key pillars around which our Diversity & Inclusion strategies will continue to evolve but to date we have begun the following initiatives to help us meet our 2025 objectives:

- The launch of our 'Speak Up' campaign in 2020 to support our zero tolerance to harassment and bullying
- Prioritising our mentoring programme to support and develop under-represented groups
- Re-induction training for our employees post-career breaks
- Career returners' programmes for external candidates, to widen our talent pool for those returning to the industry after career breaks
- Inclusive manager training to raise awareness, foster engagement and encourage lasting change in behaviours
- Reviewing our recruitment processes to ensure greater inclusivity
- Involving our supply chain in our initiatives where possible to cascade inclusive behaviour at all levels
- Empowering and supporting our network groups to drive positive change across our businesses

"We know that a diverse and inclusive business performs better and is a happier place to work, being more representative of the world in which we operate and promoting the creativity and innovation required to adapt to a constantly changing environment."

"It is a privilege to work with our diversity networks, whose passion and perspectives are driving positive change across the business. I am very proud to work for an organisation where diversity and inclusion is a strategic focus."

Carole Ditty,
Legal Director, Bouygues Construction United Kingdom



"Our 2025 Diversity and Inclusion strategy is evidence of our group-wide commitment to achieving our diversity and inclusion goals."

"By working in collaboration with our diversity networks, we gain insight into a breadth of experiences so vital to foster inclusive behaviours. This understanding is essential for us to continue to shape our diversity and inclusion strategy and ensure its successful implementation across our UK businesses."

Paul Cadman,
HR Director, Bouygues E&S Solutions



ATTRACTING A DIVERSE WORKFORCE

Employing more women in our industries is not a straightforward task. For more women to graduate in construction and engineering-related subjects, we need to see more young girls selecting STEM subjects (Science, Technology, Engineering and Maths) at GCSE and A Level, inspired by the potential career choices they lead to.

This is why we continue to develop and expand our programme of engagement with girls in schools and universities to highlight the breadth of career opportunities that STEM subjects lead to in our industries and, importantly, the range of different women who are increasingly carrying them out.

School Ambassador Programme

Our hugely successful School Ambassador Programme invites pupils from our school projects to take a pivotal role in communicating the work we do to their fellow pupils and local community and learn about the range of people carrying out work on our sites. In 2020, for the first time since the scheme began, we are seeing a 50/50 split in the number of boys and girls taking part.



Girls Believe Academy

Our women's network Welink and our social value teams launched the 'Girls Believe' Initiative in 2021. 26 of our female and male employees delivered an interactive virtual event to over 10 schools and 350 pupils. By sharing their career journeys and experiences, our volunteers were able to inspire the next generation by showing the diverse career opportunities possible by opting for STEM subjects.

“When I was at school there were no opportunities to learn about the career opportunities for women in the construction and engineering industries. My impression was that it was not the place for a woman to work. Now that I work with so many brilliant women across all sectors of the organisation, I wanted to break down the stereotypes that exist about women in our industries to young girls who have the attributes and the drive to populate our future workforce.”

Diana Ciobotaru, General Management Graduate Trainee, Bouygues E&S Solutions



ATTRACTING A DIVERSE WORKFORCE

InterEngineering

Our Encompass network has been working with external network InterEngineering, which aims to connect, inform and empower LGBT+ engineers and to foster greater inclusion in engineering.

Run on a voluntary basis, InterEngineering hosts informative webinars and networking events to promote and support diversity in the workplace. By utilising networking events to share and collect the experiences and resources of LGBT people working in engineering, InterEngineering creates a forum to discuss improvements and best practice and how they can be implemented within the industry.

Our encompass network has been active in promoting opportunities to join InterEngineering's host of events and webinars across the business as well as utilising the wealth of resources available to develop greater inclusivity across the Bouygues Construction United Kingdom businesses.

Construction Youth Trust

Working in partnership with organisations like the Construction Youth Trust helps change the misconception that construction careers are only aimed at men.

“Volunteering for the Construction Youth Trust’s #notjustforboys initiative was such an important opportunity to challenge the misconceptions about working in our industries with young girls considering their A Level options.

“Encouraging discussion about the impact of socialisation and the outdated attitudes which frequently contribute to the lower entrance rates of women into STEM subjects was a really effective way of shaping the re-evaluation of STEM subjects with a critical audience.”

Victoria Gosling and Lauren Giller,
Graduate trainees, Bouygues E&S Solutions



Early Careers Recruitment

Our graduates are supported by a framework for career development and fast-tracking during our two year UK-wide programme, receiving a balanced mix of training and development, hands on experience in dedicated roles and networking opportunities with senior management to help them realise their potential.

It's essential then, that we recruit men and women from a broad range of backgrounds to ensure that the talent we are nurturing reflects the broad range of people we serve. In 2020 we have standardised the assessment and recruitment process for our graduates, achieving a fairer gender split of assessors across all our UK entities and recruited a more balanced intake, achieving a 50:50 gender split for our Bouygues UK graduates for the first time.

Trainees & Apprentices

There are a huge variety of different roles in our industries and we recognise the variety of skills we need to be able to fill them, now and in the future.

We continue to work with our clients, supply chain and relevant third parties to promote the different entry routes into our industries to people considering a career in construction, as well as candidates who would not always have access to the roles we offer through conventional channels.

In 2020 we worked hard to partner with organisations which can help us widen the talent pool and recruit a more diverse workforce and we now trialling a number of new initiatives. Importantly, we tailor the support required to the individuals joining us.

DEVELOPING AND RETAINING AN EMPOWERED WORKFORCE

Career Support & Development

We continue to improve our programme of initiatives to provide support and training to our female workforce and provide the right level of support for them to reach their potential throughout our organisations.

The UK mentoring scheme introduced by our Bouygues E&S Solutions business in 2018 has now been expanded to incorporate all Bouygues Construction entities and the number of mentees matched now stands at 183, with women making up 31% of mentees and 23% of mentors. In 2020, our Bouygues Construction United Kingdom Leadership Team committed to mentoring at least one mentee, with a particular focus on under-represented groups.

Our programme of Unconscious Bias training continues. Having launched our unconscious bias training across all our UK businesses in 2018, we continue to ensure the rationale for a more inclusive culture is well understood and 648 members of staff have now been trained. Since we introduced the training, we have had a higher volume of positive responses to this course than almost any training offered by the organisation, illustrating its importance and relevance to the working culture we continue to cultivate.

Inclusive managers who lead by example

Our Inclusive Manager training forms part of our Core Management Academy programme which provides all UK-wide people managers with practical training on the people-related policies, processes and tools needed to succeed in their role and meet the expectations of a manager within our organisation. The session is delivered by Inclusive Employers who are experts in diversity and inclusion, alongside the company's HR managers who have practical experience in implementing and communicating our diversity initiatives. In 2020, our programme received a Princess Royal Training Award, which recognises employers which have created outstanding training and skills development programmes which have resulted in exceptional commercial benefits.

"I joined the mentoring programme to support the change I want to see: more women in senior leadership positions. Having a structured mentoring programme in place provides a safe space for mentees to meet experienced female role models and learn about articulating their aspirations, nurturing confidence and being accountable for their goals."

I am very passionate about women supporting other women and mentoring Amy has been a great way to enhance my own leadership and communication skills."

MENTOR: Laura Price,
Head of Business Improvement,
Bouygues E&S Solutions



"It is really useful to learn about a different side of the business and about the wider group in the UK. It's also been invaluable to have experienced and impartial advice to help me progress my personal development plan and to develop competencies outside my day-to-day role."

"I've learnt so much about myself and what I want to achieve from meeting Laura, as well as increasing my knowledge of the operational, commercial and financial aspects of the business".

MENTEE: Amy Burnett,
Marketing & Communications
Officer, Bouygues UK



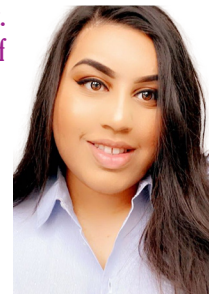
"It's important to encourage and support our young talent and to share the knowledge we've learnt along the way. Jade is very keen to learn how BIM and digital technologies can impact her day to day role so it's been really interesting to discuss this with her and to see how it's benefited her personally, as well as the difference it makes to the organisation. I've found being a mentor a very positive and fulfilling experience."

MENTOR: Chloe Obi,
Head of BIM, Bouygues UK



"Having Chloe as a mentor has given me insight into a completely different area of the business that I was really keen to learn more about. She's also given me a great understanding of the overall business and of the wider industry, as well as helping me to identify progressive career goals. It's been a hugely beneficial experience and I'd wholeheartedly encourage anyone starting their career to take advantage of the mentoring programme."

MENTEE: Jade Masih,
Site Engineer, Bouygues TP



"The inclusive managers course is really well structured and provides a safe space for participants to talk openly about issues they've experienced and how they feel about certain aspects of the workplace. It also incorporates a balanced mix of communicating the law around equality, and providing practical tips on how to be aware and manage a range of different, and sometimes difficult, situations."

Jamie Patch, M&E Supervisor,
Bouygues Energies & Services



OUR DIVERSITY NETWORKS

Our diversity networks play an important role in defining and supporting our Diversity & Inclusion objectives, creating a forum for discussion and implementing a programme of informative and engaging internal and external campaigns and events to educate our people on the positive impact diversity and inclusion has in the workplace and the importance of fostering an inclusive culture.



KALEIDOSCOPE

Our Kaleidoscope network encourages our employees to speak, share and learn about issues that ethnic minority employees may face within the organisation and in general.



Nicole Denny, Learning and Development Advisor
Bouygues E&S Solutions
Co-Chair, Kaleidoscope Network



Stephanie Williams, HR Manager
Bouygues E&S Solutions
Co-Chair, Kaleidoscope Network

“I welcomed the chance to join the company’s race network and to be actively involved in championing opportunities for all, regardless of their background. Kaleidoscope plays a key part in raising awareness of the impact of racism in the workplace whilst also acting as a safe space to normalise discussions around race. As racism is becoming more universally understood, we must keep these conversations going to make a positive difference.”

“Kaleidoscope provides the chance to discuss what it’s like to be a member of a ‘minority group’ and the effects this has on our daily lives within the workplace and in wider society. The network enables its employees to address these matters freely and to work together to create a more diverse and inclusive working environment with wellbeing and productivity at its core.”

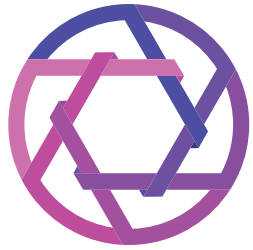


Stephanie Williams, HR Manager, Bouygues E&S Solutions, Co-chair, Kaleidoscope network

Brian Haley, Community Engagement Officer, Bouygues E&S Solutions, External Communications Officer, Kaleidoscope network



OUR DIVERSITY NETWORKS



Peer Support Network

Disability & Wellness

The Peer Support network facilitates the sharing of experiences to improve communication around health and disability issues and to reduce isolation.

It also aims to communicate to all staff that support and guidance is available to employees who have acquired a disability or health condition during the period of employment.



Daniel Bell,
Deputy Commercial Manager
Bouygues E&S Solutions

Co-Chair,
Disability & Wellness network



Kamil Banse,
Senior HR Manager
Bouygues E&S Solutions

Co-Chair,
Disability & Wellness network

“I have M.E., Fibromyalgia and a speech impediment which means I can get extremely tired. The company has been extremely supportive from day one, supporting me with home working at the interview stage and agreeing a working arrangement that would work for both parties. Under my contract, if my line manager changes, my working pattern will stay the same which is very reassuring. Without the adjustments that Bouygues E&S put in place for me, I wouldn't have been able to carry out the role I do today, particularly when my condition was at its worst. Their support, and that of the network, has enabled me to still be a productive, happy employee.

“Establishing the Disability & Wellness Peer Support Network is a force for good within the workplace. Having a forum to openly discuss issues within the network and the wider company is a really positive step towards diversity and inclusion. Education and awareness are powerful tools for change.”

Daniel Bell, Deputy Commercial Manager
Bouygues E&S Solutions
Co-Chair, Disability & Wellness network



We continually seek to broaden the representation of different groups within our organisation and in June 2021 we launched our Parents and Carers Connected network.

The vision of the network is for employees with parenting and unpaid caring responsibilities to be recognised and supported to achieve a healthy work/life balance.



Emmanuelle Rodarie, Head of
Marketing & Communications,
Bouygues Construction in the
United Kingdom

Co-Chair, Parents and Carers
Connected Network



Malcolm Baines, Head of Tax,
Bouygues Construction in the
United Kingdom

Co-Chair, Parents and Carers
Connected Network

“My wife suffered a major stroke in January 2008 which left her seriously disabled. Since then, I have been her carer whilst working as a tax specialist in both my previous position and my current role at Bouygues since October 2013. I have been fortunate to combine caring with a demanding and fulfilling professional career over the last 13 years and I am determined to help other carers have the same opportunity within the group. I see the PACC as a crucial way to make that possible. It's also a safe place to share the challenges as well as providing support for being a carer whilst working for Bouygues Construction.

Malcolm Baines, Head of Tax,
Bouygues Construction in the UK
Co-Chair, Parents and Carers Connected Network



OUR DIVERSITY NETWORKS



Established in the UK in 2014, Welink is our professional women's network providing a forum for exchange and support for all Bouygues Construction United Kingdom staff.

The covid pandemic did nothing to diminish Welink's drive to deliver a consistent programme of speaking events, awards and sponsorship opportunities, as well as supporting training and development opportunities to recognise and promote the achievements of women in our industries.



Amelle Mestari,
Director of Procurement
Bouygues E&S Solutions
Co-Chair,
Welink Network



Anne Smales,
Deputy Commercial Director
Bouygues UK
Co-Chair,
Welink Network

“Having a women's network like Welink is so important to develop the policies and working practices we need to attract the broad range of individuals essential for our overall performance. The construction industry has come a long way in the 23 years since I began my career but it's important to remember where we started to maintain the momentum for positive change.”

Lorraine Casey, Pre-Construction Director,
Bouygues UK



Encompass is our LGBTQ+ network and works in partnership with the UK businesses to create a safe, inclusive and diverse working environment for everyone, regardless of their sexual orientation and gender identity.

Encompass offers support and open discussion to encourage confidence, networking and fun for LGBTQ+ staff and their allies.



Andrew Murray,
HR Manager
Bouygues E&S Solutions
Co-Chair,
Encompass Network



Harry Ellis, Internal
Communications Manager
Bouygues E&S Solutions
Co-Chair,
Encompass Network

“Joining Encompass has made me much more aware of the importance of supporting individuality and personal growth in our working culture and how critical it is to maximise employee satisfaction and productivity. Our diversity networks give minority groups a voice to feel represented and provide a forum for open conversations to take place. As I have matured, the power of diversity and inclusion is very clear to me: a more dynamic workforce with happier and more engaged staff who more accurately reflect our broad customer base.”

Peter Cowley, Head of Mobilisation, Bouygues E&S Solutions,
Member of Encompass



PLEDGES

To support our diversity and inclusion targets, we have signed up to the following pledges:



Disability Confident Employer

We are committed to challenging attitudes towards disability, increasing understanding of disability and removing barriers to disabled people and those with long-term health conditions. We ensure that they have equal opportunities to fulfil their potential.



Race at Work Charter

We pledge to taking practical steps to ensure the workplace is tackling barriers that ethnic minority people face in recruitment and progression, and that the business is representative of British society today.



30% Club

We are committed to increase gender diversity at Board and Senior Management levels. By joining the 30% Club, we aim to develop a diverse pool of talent and achieve a more equal gender balance at Senior levels throughout the organisation.



5% Club

As a member of the 5% Club, we aspire to achieve 5% of our workforce in 'Earn and Learn' positions such as apprentices, graduates and sponsored students. These routes of employment open workplace learning opportunities for all.



The Social Mobility Pledge

This is a coalition of businesses around the world who commit to putting social mobility at the core of their purpose. Signing the pledge means that we will look at outreach, access and recruitment to best promote social mobility.

Top Employer



For the third consecutive year, Bouygues Construction United Kingdom has been recognised as a Top Employer by the Top Employers Institute, recognising our achievements in 20 key topics including diversity & inclusion, people strategy, work environment and wellbeing.

Established 30 years ago, the Top Employers Institute is the global authority on recognising excellence in people practices and has certified 1,691 organisations in 120 countries/regions. This accreditation demonstrates Bouygues Construction United Kingdom's continued commitment to providing the very best working environment for its employees through a progressive, 'people-first' HR approach.

This recognition is a testament to our HR practices, systems and tools that are clearly so well embedded in our culture. For our businesses to become truly successful, it's not only about offering outstanding quality and services to our clients, but also about enriching the lives of our people.

“Research has shown time and time again that organisations with a diverse and inclusive leadership team achieve increased productivity, employee wellbeing and revenue linked to innovation. This, in addition to the skills shortage presenting a constant challenge for the sectors in which we operate, means we have everything to gain by incorporating diversity and inclusion into our 2025 strategic objectives.”

Fabienne Viala

UK Country Manager, Bouygues Construction