



Bouygues Energies & Services Gender Pay Gap Report



April 2017



Shared innovation





Increasing diversity, a key to our future success

I am proud of our talented and dedicated workforce here at Bouygues Energies & Services UK. However, like many companies operating in the energies and services sector, we have far more men than women working in our business.

Currently, 64% of our workforce is male and we have significantly more men than women in higher paid senior roles. I am personally committed to changing this and improving the gender balance within the company.

Feedback from businesses and academic research suggests that firms with diverse workforces and executive boards perform significantly better than those with little or no diversity, as this provides a more rigorous and challenging framework for critical decision making.

The more diverse our workforce across all aspects of the business, the better we will be able to understand our diverse community of stakeholders and effectively deliver our projects for both our clients and the end-users.

It is clear that a better gender balance and increased diversity at all levels of our business are key factors in our future success, and there is more that we can do to increase diversity in all its forms, including gender.

However, change, particularly meaningful change, takes time to effect. This is our first gender pay gap report and in addition to explaining our statistics, it shows some of the ways in which we are working to close the gender pay gap within our business.

Fabienne Viala, [Bouygues Construction Country Director](#)

I confirm that the gender pay gap data contained within this report is accurate and has been produced in accordance with legal requirements.

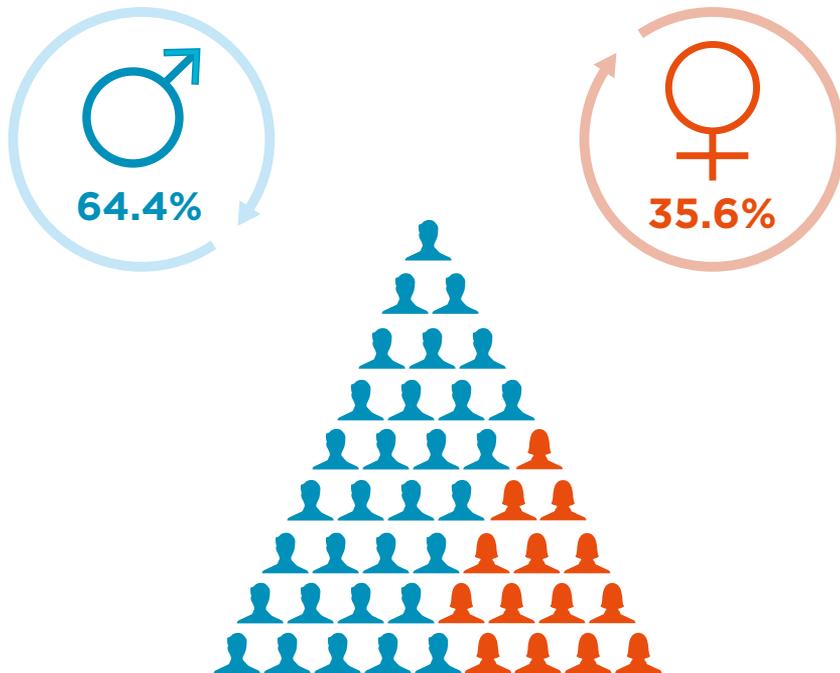
Paul Cadman, [Director of Human Resources Bouygues Energies & Services UK](#)

What is the gender pay gap about?

The gender pay gap is an equality measure that shows the difference in average earnings between men and women.

The gender pay gap is not a statement about Equal Pay. Gender Pay is different to Equal Pay. Equal Pay is about paying the same for work of equal value and has been a legal requirement since 1970.

The gender pay gap reflects the composition of the workforce. So if, as you will see in this report, there is an unequal distribution of men and women across the company and, particularly, where more men are employed in senior and leadership positions, this will be reflected in a gender pay gap, i.e. on average, men are paid more than women.



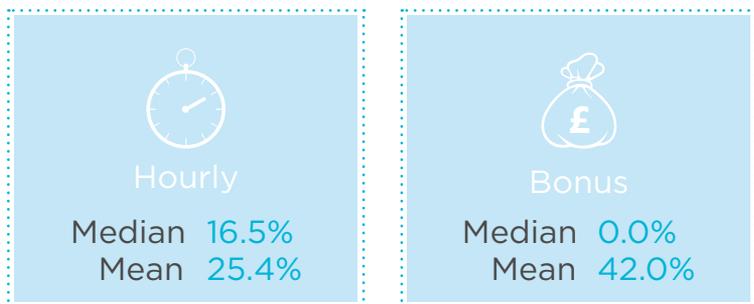
Proportion of men and women in Bouygues Energies & Services



So what is the gender pay gap in Bouygues Energies & Services?

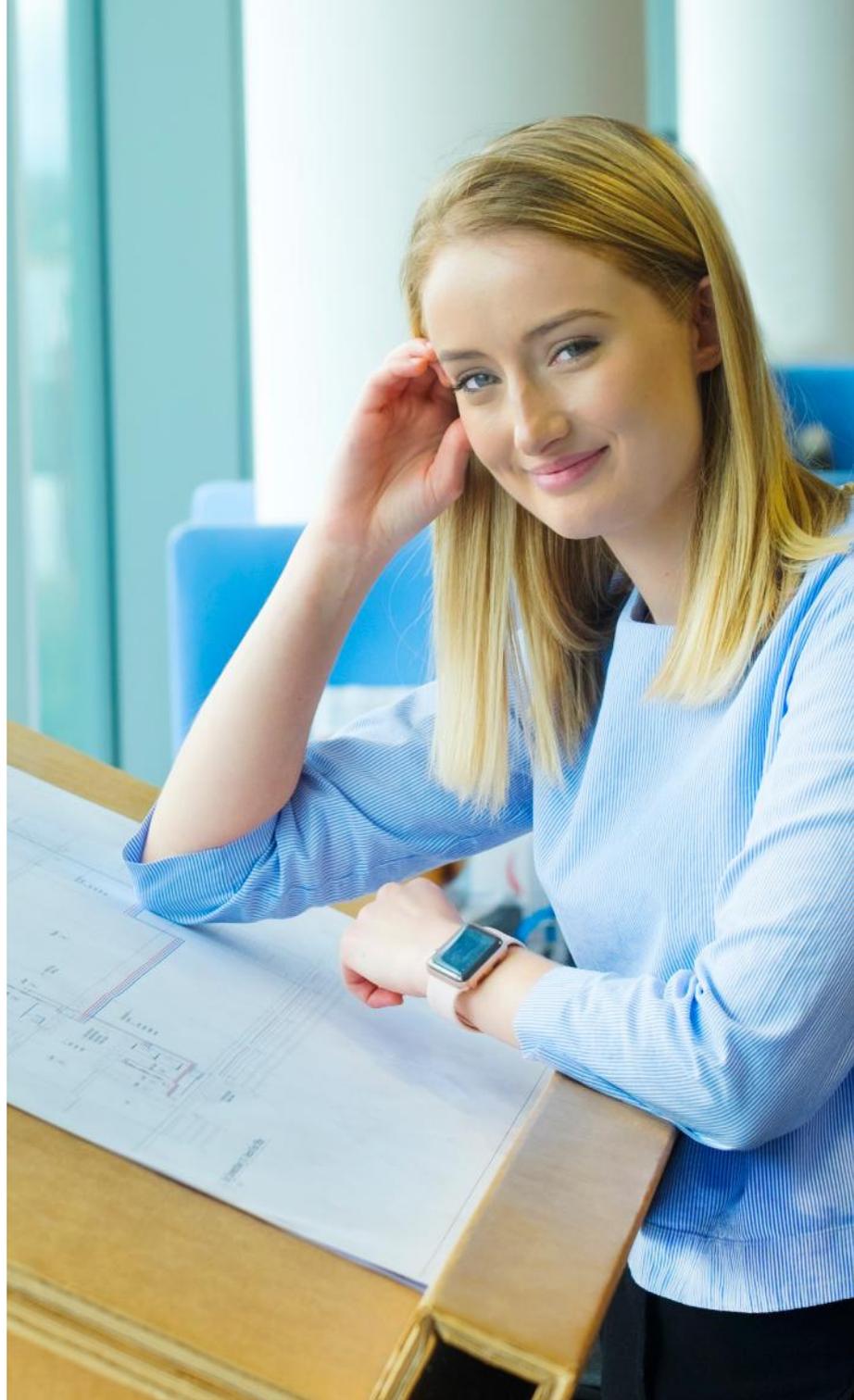
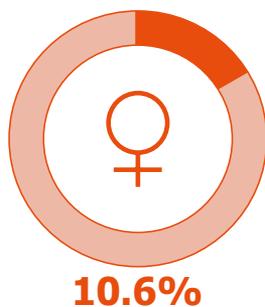
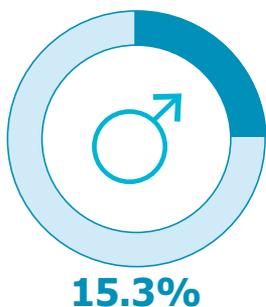
The government requires organisations with 250 employees or more to publish their gender pay gap on the government website and in a prominent place on the organisation's website. For Bouygues Energies & Services this regulation applies to one company, known as Bouygues E&S FM UK Limited.

In line with government regulations, we are publishing our gender pay gap as it stood at 5th April 2017 (the "snapshot date").



The regulations require the publishing of both median and mean gender pay gaps. The median represents the mid-point in a data set, in which half of the numbers are above this point and the other half below. The mean is different in that it represents the average of the data set, that is the aggregate of all the numbers divided by the amount of numbers in the set. The median is generally regarded as the more appropriate metric because it is less affected by any distortions in pay or gender distribution.

% of men and women receiving a bonus





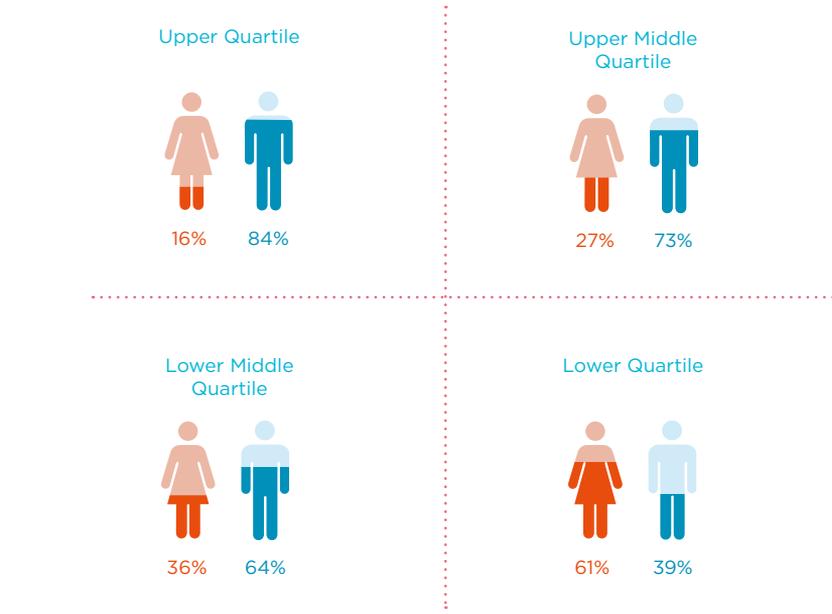
Why is there a gender pay gap?

The gender pay gap in Bouygues Energies & Services reflects the fact that there are proportionately fewer women than men in senior and leadership roles, which generally attract higher pay. The sectors in which we operate, such as construction, facilities management, energy management and infrastructure, have traditionally been male-dominated industries.

As a consequence women are a smaller minority overall in our sectors. The proportion of women in the company as a whole is 35.6%, but they currently represent 14.0% of the senior and leadership positions. There are many complex reasons for this and we go on to talk about how we are addressing those issues later in this report.

Another factor in the gap is that the pay amounts include various allowances beyond basic salaries and wages. Some of these allowances are in lieu of company cars and are most commonly found in senior positions. Other allowances apply to certain types of maintenance roles such as Appointed Persons, standby and call-out payments and, again, these are most often occupied by men.

We are pleased to note that the median bonus pay gap is at zero, which suggests a basic fairness in our awarding of bonuses. Nevertheless, the mean bonus pay gap reflects the fact that larger bonuses are most often associated with senior and leadership positions in order to stay competitive within the labour markets in which we operate.



Gender Distribution Across Pay Quartiles

What are our plans to reduce the gender pay gap?

Our sectors are changing as more women become attracted to careers within them and we are playing our part in helping that change.

Our **2020 Diversity Strategy** targets a number of initiatives to facilitate under-represented groups having a larger share of senior positions within our company. This also applies to under-represented groups other than women, such as colleagues from ethnic minorities. With particular regard to women we are undertaking a number of initiatives to drive up the recruitment, development and promotion of female employees.



Networking

Our women's network, known as **WeLink**, was founded in 2012 and has played a prominent, partnering role in helping devise our strategies. The network meets regularly to discuss topics of common interest and has provided much support to its membership and the Company.

Talent Development

We are particularly keen to drive our talent strategies and so we have been working hard to ensure that our **Early Careers programmes**, such as our graduate and apprenticeship schemes, have a balanced intake. Currently, our female intake has been at 31% over the last five years, but we are closing in on our annual target of 50%.

We have undertaken very successful **Women in Leadership courses** aimed at our high potential women. We ran two cohorts in 2016/17 and plan a further cohort in 2018.

We have also ensured a strong **mentoring programme** is in place, provided from our leadership team, for every female high potential candidate we have identified.

Recruitment and retention

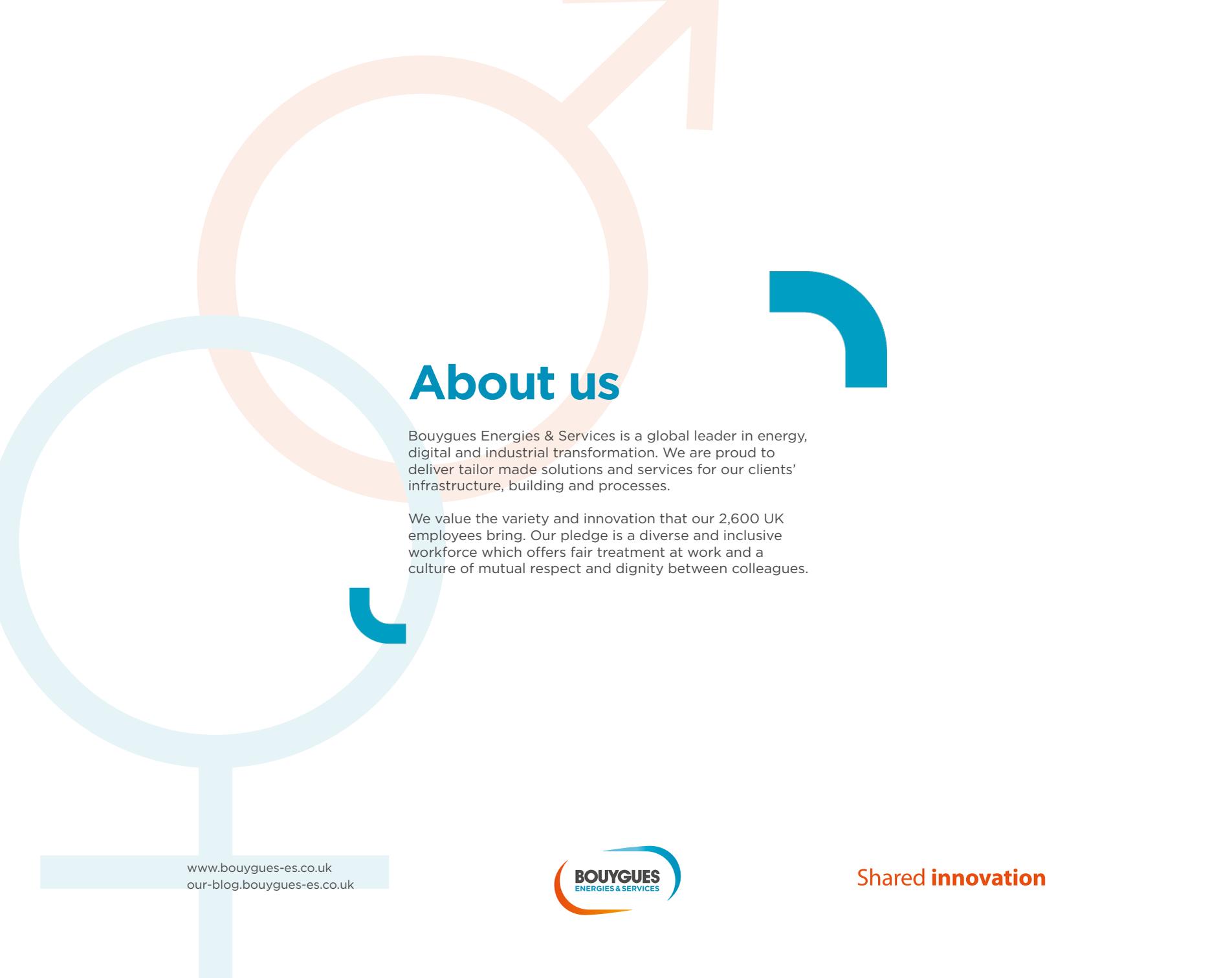
We have recently introduced **enhanced maternity pay** to reinforce our retention strategies for working mothers.

We have also widened our approaches to flexible working to give more family-friendly support and to improve work-life balance. We are also tackling issues such as **Unconscious Bias** by undertaking comprehensive training for all hiring managers.

Inspiring the Future

We work regularly to encourage female school students and undergraduates to consider careers in our sectors. We have supported a number of events over the years with various organisations, such as Cardiff University, Lewisham Schools and others.





About us

Bouygues Energies & Services is a global leader in energy, digital and industrial transformation. We are proud to deliver tailor made solutions and services for our clients' infrastructure, building and processes.

We value the variety and innovation that our 2,600 UK employees bring. Our pledge is a diverse and inclusive workforce which offers fair treatment at work and a culture of mutual respect and dignity between colleagues.

www.bouygues-es.co.uk
our-blog.bouygues-es.co.uk



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