



Bouygues UK **Responsibility Report 2011**

→ *Our first report on our
sustainable development and
community achievements*

Bouygues UK takes a common sense approach to Corporate Responsibility. As a construction company, we affect the lives of a large number of stakeholders, and through the buildings we design and deliver, we leave a lasting legacy for society.

A responsible approach to our work is expected by our clients and therefore makes business sense too. Most importantly, our proactive approach to respecting the environment, our staff, our many stakeholders and their communities is simply the right thing to do and is part of the way we do business.

We recognise that we have a responsibility for the impact of our actions, minimising where they are negative and maximising where they are positive. Therefore, we continually challenge ourselves to improve, with respect to our workplace, the marketplace, the environment and the communities in which we work.

This, our first Responsibility Report, showcases just some of the ways that Bouygues UK is working more responsibly. By implementing changes, improvements and efficiencies throughout our business – whilst cultivating a genuine competitive advantage – Corporate Responsibility is embedded in everything we do.

Our chosen way forward is ambitious, but also strategic since it is essential for our future competitiveness. It is built upon the involvement of everyone concerned; not only our staff, but also our clients, our suppliers and our subcontractors. We look forward to meeting this challenge together!



Lionel Christolomme
Managing Director
Bouygues UK

Introduction

At Bouygues UK, we like to think that we do things a little differently. With this, our first Responsibility Report, we want to celebrate that difference.

As we venture into new areas, we have an opportunity to reflect on how far we have already come in the 15 years that we have operated in the UK. Founded on the strong and distinctive philosophy of our parent company, we take into account the interests of our stakeholders and the impact of our operations in everything we do and are immensely proud of our progress so far.

We endeavour to implement new and more sustainable ways of working. Through robust policies, systems and tools, coupled with strong partnerships and initiatives, we are continually striving to measure and reduce the negative impacts of our operations and maximise the positive impacts, both within our company and in the UK.

The eight issues covered in this report are those which our stakeholders – including staff, clients, suppliers and partners – told us matter the most to them in a recent stakeholder engagement survey. These cover our responsibilities to the workplace, marketplace, environment and community.

Our ultimate ambition is to be a leader in terms of sustainable development. This report is not intended to provide all of the answers for how we can do this. Rather, it reviews our progress and achievements over the past year and starts a conversation that we want to continue with all our stakeholders into the future.

ENVIRONMENTAL IMPACT

LOCAL COMMUNITIES

DESIGN

SKILLS AND TRAINING

HEALTH AND SAFETY

PROCUREMENT

EMPLOYMENT OPPORTUNITIES

CLIENTS AND CUSTOMERS

THE SMALL PRINT

This report covers the operations of Bouygues UK during the calendar year 1 January to 31 December 2011. It is the first such report that we have produced, although our parent companies (Bouygues Construction and, ultimately, the Bouygues Group) report on their progress towards sustainable development on an annual basis. Global activities and initiatives are only included in this report if they are directly relevant to our work in the UK.

Material issues were defined using an online stakeholder survey, carried out in autumn 2011 by independent consultancy firm IMS Consulting. Staff, suppliers, clients, partners and others were invited to comment on the most important sustainability and corporate responsibility issues currently facing Bouygues UK.

Who are Bouygues UK?

Bouygues UK delivers innovative and sustainable construction across a wide range of sectors. In 2011, our turnover was £145 million.

We are positively influenced by Bouygues Group, and benefit from the financial backing and technical capabilities of one of the world's leading industrial companies. Yet our company structure and local expertise mean we understand and can respond quickly to our clients' requirements in the UK.

We positively encourage innovation within our project teams and use our detailed project processes and combined Group capabilities to consistently deliver high quality, complex work that exceeds our clients' expectations in sustainable design, ethical practices and commercial competitiveness.

Now with around 370 employees, from as many as 38 different nationalities, we celebrate diversity. But there is one thing that every Bouygues UK employee has in common: a genuine passion for building.

BOUYGUES UK TIMELINE

1997 Bouygues UK is established and commence on a 10 year phase of large complex projects



Many projects later...

Appointed to deliver Building Schools for the Future (BSF) projects in Westminster, Waltham Forest and Tower Hamlets

2007



WARINGS Bouygues Construction acquires Warings

2008



2009



Appointed to deliver the Canning Town and Custom House Regeneration projects



2010

Bouygues Batiment International and Leadbitter Management jointly acquire Leadbitter Group

Leadbitter Group

Introducing the Bouygues Group

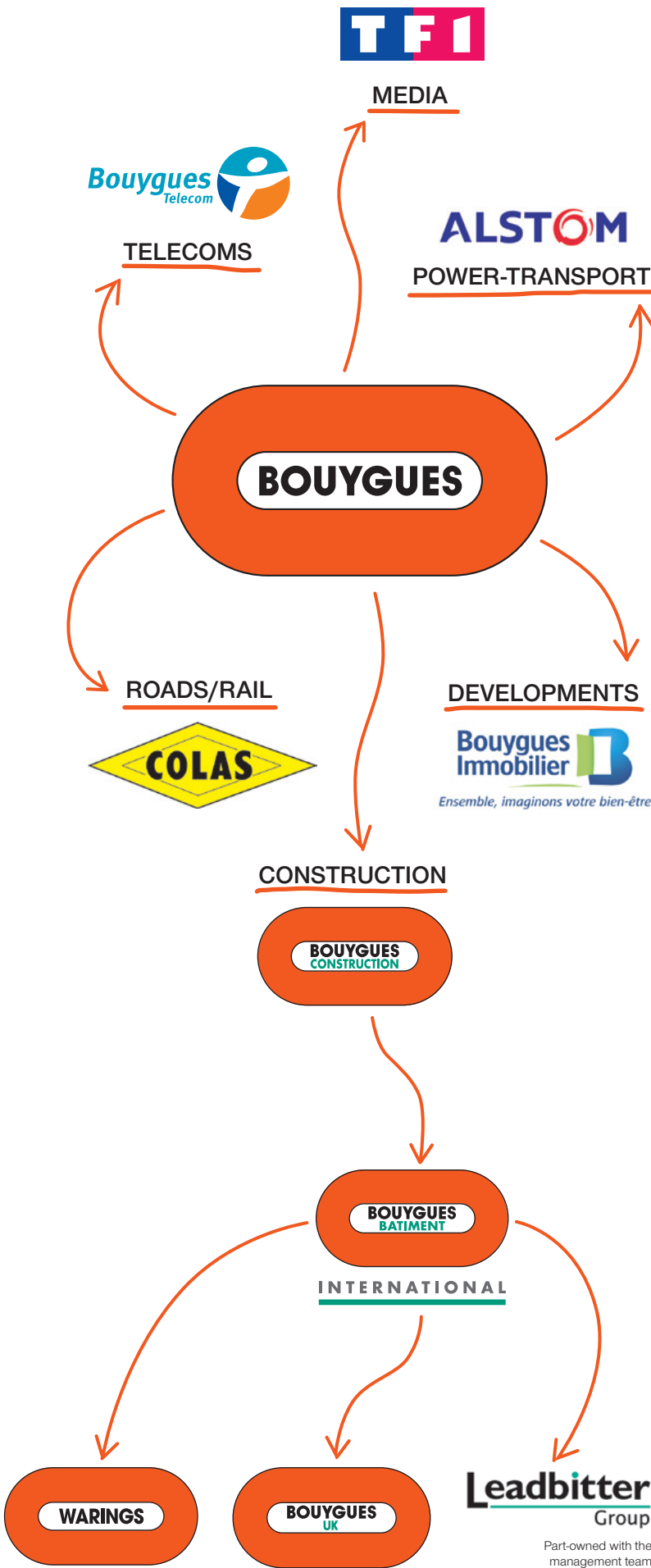
Founded in 1952 by Francis Bouygues, the Bouygues Group is today a diversified and respected global company that remains part family-owned.

Our parent company, Bouygues Construction, is a wholly-owned subsidiary of Bouygues Group and an important player in the building, civil works, energy and services markets. With operations worldwide, it has recognised expertise at every stage of a building project; financing, design, construction, operation and maintenance.



A company only exists to serve its clients and keep them satisfied. To carry out this mission, it must be able to rely on people who are motivated, efficient and competent, and who have confidence in their employer. We never forget that our people are our greatest asset.

Martin Bouygues
Group Chairman



How can we reduce the environmental impact of our construction activity?

We have developed our own in-house ‘Ecosite’ and ‘Green Site Office’ labels to promote and embed compliance of the best environmental practices on our construction sites.

95%

of our construction waste was diverted from landfill in 2011.

44%

In 2011, 51% of our live sites received ‘Green Site Office’ awards, of which 44% were Gold.

80%

of our sites have been awarded the ‘Ecosite’ label since its introduction in 2010.

Our 18 ‘Green Site Office’ awards (eight of which are Gold) are the most received in any subsidiary of Bouygues Bâtiment International.

Site offices are awarded Silver, Gold or Platinum ratings, depending on the sustainability standards achieved. All of our new UK sites must achieve at least a Silver rating.

All our new sites must obtain the ‘Ecosite’ label. Annual followup audits are carried out through the duration of the works.

St Paul’s Way Trust School in Tower Hamlets was awarded Silver and North Middlesex University Hospital and Broomfield Hospital were both awarded Bronze.

This is defined as an ‘exceptionally good site’ by CCS.

Construction can be noisy, messy and disruptive, but we recognise that we are directly responsible for the environmental impact of our sites and are fully committed to reducing it.

‘The Green Act’ is our Environmental Site Charter. It outlines our commitment to environmental site management to ensure that all our sites operate under conditions that respect the environment. The Charter, which is in addition to ISO 14001 certification, consists of a series of actions which all our construction sites are committed to implementing.

These actions are formalised through ‘Ecosite’, the environmental label of Bouygues Construction, and ‘Green Site Office’, a tool to reduce the environmental impact of site offices.

WHAT WE ARE DOING

- Our unique ‘Ecosite’ label for construction sites draws on the most stringent national regulations and exemplary practices in the territories where Bouygues Construction operates. It is our guarantee to clients that we shall give utmost respect to the environment and the neighbourhood in the execution of our works.
- ‘Green Site Office’ is a tool we have developed to reduce the environmental impact of site offices during their operation, including water consumption, electricity use, sorting of waste and awareness of site staff.
- All our sites report monthly energy, water and diesel consumption and waste production to our Executive Committee.

Between 2010 and 2011, we reduced our electricity consumption by 40%, our carbon emissions by 20% and our total waste by 25%; all relative to turnover.

- We have signed up to the Waste Resources Action Programme (WRAP) ‘halving waste to landfill’ commitment, to play our part in reducing the amount of construction waste by 2012. We set individual waste diversion targets for each project, regardless of whether the client has asked for it.
- All our sites are registered with the Considerate Constructor’s Scheme (CCS), and three of our projects received national CCS awards in 2011. Our average CCS score in 2011 was 35, but we will continue to target a CCS score of 36 on all our sites.

LOOKING AHEAD TO 2012

- We are seeking to increase our waste diversion targets, to reach our ultimate goal of 100% waste diverted from landfill, and are putting in place new initiatives to ensure we reach our water consumption targets.
- We are aiming for all of our new sites in 2012 to achieve ‘Green Site Office’ and ‘Ecosite’ certification.

How do we engage with the communities in which we work?

Working in construction isn't just about bricks and mortar; it is also about getting to know the people within the communities in which we operate and offering our support and expertise to those who really need it.

Contributing positively to the communities where we work is integral to our approach. This includes hiring local staff, working with local contractors and suppliers, and working with communities to design and construct buildings of which they are genuinely proud. Our staff are encouraged to donate their time and skills through our employee volunteering scheme.

The re-launch was marked by a fifth of our staff spending a day repainting Hallesville Primary School in Canning Town.

WHAT WE ARE DOING

Our employee volunteering scheme, Shaping Futures, offers employees the chance to get involved in school and charity initiatives. The scheme, which entitles all our employees to a full day's pay each year to support various volunteering opportunities, was re-launched in May. Through the scheme, we work closely with a number of Education Business Partnerships to support a range of different school events which aim to develop students' employability skills and career aspirations. We firmly believe that active participation in volunteering schemes supports the personal development and aspirations of our staff.

Such as gaining new skills, challenging themselves, networking and making a difference in the local community.

Site visits are offered to local schools. We find they help satisfy the curiosity and interests of those who usually are on the other side of the hoarding, and enhance stakeholder relationships.

23

guided tours of our construction sites were given to local primary and secondary schools in 2011.

10%

of our staff have signed up to our Payroll Giving scheme, raising over £3,300 equivalent per annum in 2011.

545

hours volunteered in the communities where we work through our Shaping Futures scheme.

Equivalent to a Gold award in the Government's Payroll Giving Excellence Awards.

- To support our workplace initiatives, we have set up a Payroll Giving scheme which enables all Bouygues UK employees to donate to the charities of their choice. Ten per cent of our staff have already signed up to the scheme.
- Throughout 2011, our staff arranged and participated in numerous community and charitable initiatives, including sponsored bike rides, community recycling days, art projects, a health and safety poster competition and Macmillan Cancer Support's World's Biggest Coffee Morning.

LOOKING AHEAD TO 2012

- We want to improve further participation of staff in our volunteering scheme, targeting 600 hours of volunteering time.
- We intend to enhance our existing community partnerships, for example with the Construction Youth Trust, Education Business Partnership and Westminster Business Council.
- Transferring our Shaping Futures programme onto an online platform, which will improve its management and interactivity.

How to best design sustainability into our construction projects?

Nearly 90% of orders we took or delivered in 2011 were for buildings with environmental labelling or certification.

We have our own BREEAM and Code for Sustainable Homes (CfSH) in-house assessors who work with clients from the design stage onwards to develop and deliver cost-effective sustainable solutions. By being involved at an early stage in projects, we are able to deliver buildings which exceed clients' expectations.

The vast majority of our projects have a mandatory sustainability certification target defined at the earliest stage of the design process. This shapes what the building will look like, the materials which will be used and how the construction process will proceed. We design and build all projects to same high standards, whether or not they have a formal environmental target.

We are able to draw upon the diverse interests of the Bouygues Group, and can make use of shared knowledge and expertise. The net result is that a large part of our work is delivered by our own workforce without needing to subcontract. Our integrated approach – drawing on in-house expertise in finance through to development, construction and long-term facilities management – gives us more scope to finance, design, build and operate buildings in a holistic and sustainable manner.

BREEAM is the Building Research Establishment's Environmental Assessment Method - a rating system for buildings that sets the standard for best practice in sustainable design, construction and operation.

We believe in-house expertise like this is essential to ensure transfer of best practice from the outset of a project.

By doing our own civil engineering work we are able to bring the skills of a builder, as well as the expertise of a project manager, to deliver buildings.

Unlike wood, PVC can be reused up to 20 times meaning there is less waste, less transport in and out of site, and less noise disruption to the local neighbourhood.

Modern methods of construction like this will be vital to meeting the demand for efficient, sustainable housing.

HQE certification 8 'very high performance' (France), BREEAM 'Excellent' (UK) and LEED Platinum (USA) – as well as the new Bâtiment Basse Consommation (BBC) French low-energy consumption building label.

WHAT WE ARE DOING

- Our **accredited BREEAM and Code assessors** can share experience and expertise with a network of staff in our sister companies through our internal platform, the "Sustainable Building Forum". We track progress of BREEAM credits through our projects using dedicated software that includes changes we have requested and financed.
- We have **mechanisms in place to promote innovation and share knowledge** across the Group. Group-wide research programmes are overseen and coordinated by our global R&D, Innovation and Sustainable Construction Department.
- We **encourage innovation** at all levels across the company. Our 'Innov'action' intranet site promotes innovation of products and processes across the Group and is accessible to all employees within our business. Through 'Innov'action', we have started using recycled and recyclable PVC formwork on our sites, and our Brent Social Housing project will be the first in the UK to use these materials.
- By rolling out our **new in-house construction process, INOV PAC**, we have an opportunity to revolutionise how our sites operate. It makes the construction phase more sustainable by optimising tasks, making more efficient use of resources, and reducing waste. Two Brent Social Housing sites, Empire Way and Fawood, were the first in the UK to adopt the INOV PAC process.
- Carbon Eco is a **carbon footprinting planning tool**, developed by the Bouygues Group, to calculate the carbon footprint of construction and civil engineering projects. The tool can be used to compare different building designs to help the client choose the most carbon efficient design or to assess the impact of significant design changes on the predicted carbon footprint.

100%

of our projects that started on site in 2011 used Carbon Eco, our carbon footprinting tool.

46%

of Bouygues Construction's total R&D budget was devoted to sustainable construction in 2011.

88.5%

of our projects completed or ongoing in 2011 are being assessed against BREEAM or Code for Sustainable Homes. This includes 33% to be BREEAM assessed as 'Excellent' and 25% to meet CfSH Level 4.

LOOKING AHEAD TO 2012

- During 2012, we will continue embedding BREEAM criteria into all relevant business procedures, from the initial design meeting through to financial close. We will also develop a BREEAM resource for all staff, providing up-to-date documentation, 'instruction manuals' for applicable BREEAM credits, and live links to relevant external sources and company documents.
- Our international headquarters, 'Challenger' in France, is being refurbished to showcase Bouygues Group's expertise in sustainable construction. Energy consumption will be reduced ten-fold, water use by almost half and the site will be net energy positive through use of photovoltaic panels and a geothermal heating system. When complete, in 2014, the headquarters will be one of few buildings with three international certifications.

How can we make our construction sites safer places?

At the end of 2011, our accident frequency rate and severity rate were both zero and it has been almost four million hours since our last lost-time accident.

Construction sites can be dangerous environments if appropriate processes are not put in place but we are firmly committed in doing all we can to eliminating any risk for our workers, our stakeholders and local communities.

Our current health and safety procedures have resulted in the best health and safety records in the business since we started our operations in the UK; recording no lost time accidents or RIDDOR reportable accidents during the whole of 2011. We are proud to have the best health and safety record across the 19 countries in which Bouygues Bâtiment International operates.

We believe we are reaching our vision of “achieving excellence in safety, health and environment in the way we behave and work” in a measured and sustainable manner; through a safety model that is engrained in everybody and at every level in the business. We have a continuous strategy for improvement and a commitment to health and safety that extends across the whole organisation.

Health and safety is at the heart of our everyday activities, and all staff are encouraged to continuously deliver ways to make our workplace safer. By assisting, advising and providing the platforms to motivate our teams, innovation and leadership has become a focus, a passion and a must.

Losing no time to accidents over the past 16 months could not have been achieved without a workforce that is committed to a health and safety leadership ethic.

WHAT WE ARE DOING

- We have set up a **Safety, Health and Environment (SHE) Steering Group** – with active and committed representation from all levels within our business – that leads and measures improvement.
- Our **rolling Corporate SHE Improvement Plan**, now in its third year, includes process improvements, director and senior management buy-in programmes, best practice forums, subcontractor focus and partnering, awareness campaigns and award schemes.
- We are **active members of the United Kingdom Contractors Group (UKCG)** that leads and helps develop industry standards.

In 2011, our Head of Corporate SHE held a main board position on the Construction Health and Safety Group (CHSG).

- We currently sit on **three British and European Standards boards** that are developing standards and equipment related to health and safety.
- We are a **member of the London and South East Working Well Together Group (WWT)**. WWT is a Government-funded initiative that promotes good practice and encourages the construction industry to work together to improve health and safety on site.
- We **recognise and reward when excellence** is achieved in health and safety.
- Our staff now undertake **Causal Tree Analysis** for all accidents and near misses, and we have an established ‘intervention system’ where **observations are owned and agreed in a no-blame atmosphere**.

A structured approach to identifying the factors that resulted in accidents or near misses, in order to identify what behaviours or actions need to be changed to prevent them happening again.

LOOKING AHEAD TO 2012

- Our sustainable improvement plan drives year-on-year improvements, and is known and owned by the business.
- We will continue to instil a culture of health and safety reporting, including documenting and understanding near misses.

Bringing our total to 13 Gold Awards in two years.

7

In 2011 we were awarded seven RoSPA (Royal Society for the Prevention of Accidents) Gold Awards for Occupational Health & Safety.

0

Our accident frequency rate (AFR), frequency rate (FR) and severity rate (SR) are all currently at 0.

4m

At the time of going to print, nearly 4 million hours have elapsed since our last lost-time accident, over a 16 month period.

How are we making our procurement more responsible?

We have started to audit our main suppliers on sustainability criteria, and it is our intention that our sustainability requirements become integral to all our purchasing procedures.

Covering ethics, compliance with labour standards, health & safety and environmental protection.

It is our responsibility to involve and support our suppliers and subcontractors in our sustainability objectives.

Responsible procurement is a strong driver for us and our clients. For example, certifications require certain materials to be used or for them to be sourced in a responsible manner. The notion of responsible procurement is also aligned with our own values and sustainable development principles.

A large percentage of our turnover can be attributed to our supply chain. Therefore the way in which we purchase services and materials has a huge impact on the sustainability of the buildings we construct. One of our greatest challenges is to encourage and help our suppliers to operate in a more responsible and sustainable way.

WHAT WE ARE DOING

- Bouygues Group is a **signatory of the United Nations Global Compact**, and Bouygues Bâtiment International has developed a Supplier Corporate Social Responsibility Charter to apply these principles effectively to the entire construction chain of custody. The Charter formalises our expectations in relation to sustainable development, and has to be signed by all our suppliers and sub-contractors as a precondition of working with us.
- Bouygues Construction has signed a **partnership with the WWF** (World Wide Fund for Nature), and has become a member of its Global Forest and Trade Network. This five year commitment aims to put in place a structure that ensures all the wood we supply – directly and indirectly – comes from sustainable sources.
- Supporting the **local community** is a key element of our corporate responsibility commitment, and crucial to this is the use of a local supply chain where possible.

- To help achieve this we organise and attend 'Meet the Buyer' events to engage with businesses in the areas where we operate.
- As part of our commitment to Westminster City Council's school renovation programme, we joined forces with the **Westminster Business Council** (WBC) to promote economic development across communities and businesses. Through intelligent WBC networking events, we create local business opportunities and partnerships.
 - We have signed up to the **National Builders Wood Waste Collection Scheme**, run by the National Community Wood Recycling Project. This is a social enterprise that provides jobs for disadvantaged people through the collection of reusable waste wood that would have otherwise gone straight to recycling.
 - Our Supply Chain **Pre-Qualification Questionnaire** includes sections on health and safety, working hours and environment, in order to gather evidence of suppliers' ethical and legal practices.

These events allow local suppliers and subcontractors to learn more about Bouygues UK, projects we are undertaking locally, our tender processes and our sustainability expectations.

We believe it is important to lead by example, so all timber that we buy directly is from responsibly managed forests as defined by third party standards.

All of the timber collected is reused or recycled, and is used to make items such as sheds and furniture, chopped up for firewood and kindling, remade into chipboard or used as energy chips. None is returned to the waste stream.

100% of our purchased timber was certified as coming from sustainable sources.

100% of our Framework Procurement Agreement suppliers and subcontractors have signed our Suppliers Corporate Social Responsibility Charter.

37% of companies we worked with in 2011 are ISO 14001 certified.

LOOKING AHEAD TO 2012

- Our partnership with WWF means that all timber used on our projects, including that procured by our subcontractors, is to be sourced from certified sources, and we are aiming to achieve this by the end of 2012. Our wood sourcing strategy also includes considering the use of alternative materials on our sites, where they offer sustainability benefits compared to timber (for example where they are reusable, lighter and more cost-effective).
- We recognise the need to improve and formalise how the sustainability performance of our supply chain is monitored. Bouygues Construction has recently introduced the ECOVADIS Supply Chain assessment, which sees its main suppliers on a global basis audited on sustainability criteria. The list will include more UK suppliers from 2012.
- In the UK, we are aiming for all our suppliers to have a recognised Environmental Management System in place (either ISO14001 or equivalent) and to establish a 'green database' of preferred specifications, materials and suppliers.

What skills do we need to deliver sustainable construction?

Ensuring our staff have the right skills, competencies and attitudes is vital to design and construct buildings in a more sustainable way.

This is a model of staff training and development brought over from the construction industry in continental Europe.

A talented workforce is fundamental to our success, so we make sure all our team members have the means to reach their potential. We believe all our managers and engineers should be able to deal with technical, managerial, HR and commercial issues. The end result is that our site and project managers combine excellent people and management skills with high-levels of technical competency and are equipped to take on a wide range of roles. This mix of soft and hard skills is essential if we are to successfully deliver sustainable construction.

We also provide employment opportunities within the communities around our construction sites and strive to encourage graduates into the industry. We aim to ensure that all our employees have the encouragement and outlets to further their knowledge and skills while working with us and can take advantage of structured training programmes across Bouygues Group.

WHAT WE ARE DOING

- Management Campus is our **management training scheme** that helps middle managers develop their team and client management skills. Our UK staff have access to other management development programmes run across the Bouygues Group.

Provides our staff with opportunities to learn from colleagues from around the world, and to understand international career pathways within the Group.

And all our new staff receive a career development review after six months.

- **Technical training on issues such as BREEAM** is provided to help widen our employees' skill sets and employability.
- **We encourage our employees to gain professional qualifications** and further their education. We work in partnership with a number of professional institutions (such as CIOB, RICS and ICE) to give our team members the opportunity to achieve chartered status.

The UK construction industry average is of 13% only.

Although it is a legal requirement to invest a minimum of 1.5% of payroll costs in staff training in France, we voluntarily apply this rule in the UK.

2%

of the annual payroll was devoted to training in 2011, and each member of staff received an average of 16 hours of training.

91%

of our employees benefitted from an annual evaluation of performance, career development and individual training needs in 2011.

32%

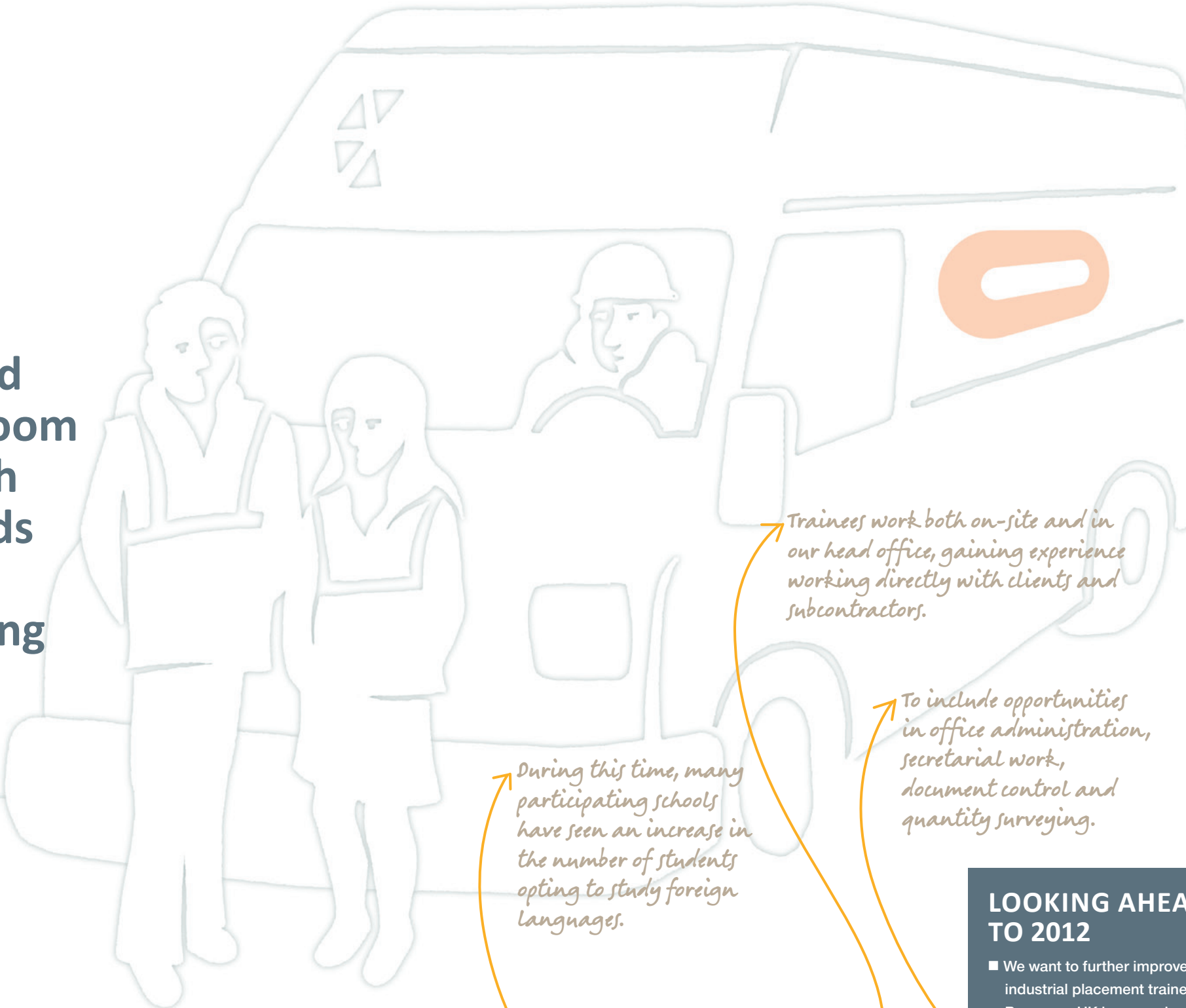
of our workforce, and 20% of our board are women.

LOOKING AHEAD TO 2012

- Our Westminster Training Centre, launched in 2011, will deliver Bouygues Bâtiment International (BBI) approved training modules to our UK and international staff. From 2012, as well as delivering existing Bouygues International training modules, the training centre will provide training on locally developed modules, tailored specifically for the UK marketplace.

How can we help raise the aspirations of young people?

We have jointly funded and support the Mobile Classroom initiative which visits youth groups and neighbourhoods across London, delivering construction-related training and careers advice where it is most needed.



59

completed student work placements in 2011.

922

young people used the Mobile Classroom in the first 9 months of its launch, across 10 London boroughs.

75

students participated in our Business Language Champions programme during 2011.

The great majority of our projects are in parts of London where unemployment rates are currently amongst the highest in the capital.

It is vital that we help develop the skills and expertise of the next generation. We are committed to providing skills training, and strive to offer all young people – including those in hard-to-reach areas – the chance to discover the opportunities available to them in the construction sector. It is also important that students gain experience to complement their studies and learn from the experts in the industry. Through placements and work experience schemes, we work proactively with undergraduates and graduates to help their transition from university to workplace.

We have set a target to reach 1,200 young people within the first year.

WHAT WE ARE DOING

- We have partnered with the Construction Youth Trust to support their valuable work with young people. Launched in April 2011, **our fully-equipped Mobile Classroom visits youth groups and neighbourhoods across London**, providing construction-related training and careers advice. By providing an introduction to building and work-related skills training, we are offering young people the chance to discover the opportunities available to them.

During this time, many participating schools have seen an increase in the number of students opting to study foreign languages.

- Our **placement schemes**, which range from one month to one year in length, offer students an opportunity to showcase their skills and gain valuable experience of Bouygues UK and of the construction industry.
- For the past three years we have been working in schools to encourage young people to understand the importance of modern foreign languages in the world of business through **Business Language Champions**. In 2011, students from three participating schools were asked to prepare a presentation using French about how they could get better involved with their local community. They presented to a jury consisting of members of our staff. The prize for each school's winning team was a two-day educational trip to Paris.

Trainees work both on-site and in our head office, gaining experience working directly with clients and subcontractors.

To include opportunities in office administration, secretarial work, document control and quantity surveying.

LOOKING AHEAD TO 2012

- We want to further improve our visibility to summer and industrial placement trainees from the UK. Currently Bouygues UK is recognised by students in France but needs further improvement in the UK.
- Following the success of our Business Language Champion programme in 2011, we will be expanding it to cover more schools. In 2012, we intend to increase the number of participating schools threefold to 11, and will encourage around 20% of our staff to volunteer for the scheme.
- We are continually looking for ways to improve our apprenticeship scheme, and we plan to extend it in 2012. We believe the scheme's implementation could be more effective, by integrating and involving more deeply our supply chain and partners in the programme. Improving our retention of apprentices will also be targeted.

How do we know if we have done a good job?

The delivery of a top quality product is only the beginning of long term relations between Bouygues UK and our clients.

95%

of clients interviewed for our 2011 client feedback survey would recommend Bouygues UK.

75%

of our completed projects in 2011 were subject to a client satisfaction survey.

91%

of our 2011 orders represented repeat business.

Such as ETDE (facilities management), Bouygues Development (large-scale regeneration schemes) and Colas (transport infrastructure).

Our landmark Home Office Headquarters was the first new government building to be delivered in central London in nearly a decade.

The tool makes the snagging process more transparent, as everyone involved knows what the problem is, who is responsible for it, and what progress has been made.

The judges were particularly impressed by our commitment to Corporate Social Responsibility.

WHAT WE ARE DOING

- Our client feedback confirms that we are deemed by most clients to be a well-established contractor that is highly competent in worksite setup. The vast majority of our clients find the finished product to be of good quality and aligned with initial expectations and most find us a **trustworthy contractor to be recommended on construction projects**. Many clients appreciate the extra work that our teams have undertaken around our sites to benefit local communities, as well as the innovative design and construction solutions we are able to deliver.
- The client **feedback also provides some constructive criticism** which we use as part of our continuous improvement process.

- We establish **dedicated project websites** for all our public sector projects that are currently on site to communicate news, progress and achievements to all stakeholders.
- Our Home Office project, completed in 2005, was commended at the London Planning Awards under the 'Best Built Project - 5 Years on' category. Our St Paul's Way Trust School project won the 'Best Built Project-Community Scale Scheme' award at the same ceremony.
- We received a commendation in the 'Best Education Builder of the Year' category at the Education Investor Awards and our Pimlico Academy project won Best Community Project at the 2011 London Association of Building Control Building Excellence Awards.

LOOKING AHEAD TO 2012

- Based on clients' feedback, and following testing, we will be implementing the use of a new tool to facilitate and simplify the management of the de-snagging process. During their first year, all completed projects will use the tool to highlight any snags that need to be addressed.
- Following the introduction of our 'one year after handover' customer satisfaction survey in 2011, we will be introducing a 'five year after handover' survey to ensure an on-going level of care.
- We will start delivering specialist client services, such as technical studies, statutory inspections and training, to provide existing customers with additional value.

We strive to provide environmentally responsible, commercially competitive solutions that enhance and transform communities for the better. We are able to draw upon our UK and international expertise and partner with other companies in Bouygues Group to ensure our customers' needs are met. Furthermore, once projects are complete, we offer a number of bespoke services exclusively to our existing clients.

We commission an independent client feedback survey each year to review projects that have been recently completed, to identify year-on-year trends, and to foster a culture of continuous improvement.

Review of 2011



HANDED OVER IN 2011

Date	Site	Project
JAN	1 9 Willesden Lane	Brent PFI
	2 167 Willesden Lane	Brent PFI
	3 191 Willesden Lane	Brent PFI
FEB	4 North Middlesex Hospital	North Middlesex Hospital
	5 Pimlico Academy	Westminster BSF
MAR	6 The Edinburgh Primary School & Adult Centre	Waltham Forest BSF
JUN	7 The Grey Coat Hospital	Westminster BSF
	8 Empire Way	Brent PFI
JULY	9 Queen Elizabeth II Jubilee School	Westminster BSF
	10 Winchelsea	Brent PFI
	11 Barnhill Cottages	Brent PFI
AUG	12 Melrose	Brent PFI
SEP	13 St George's School	Westminster BSF
	14 Sir John Cass School	Tower Hamlets BSF
OCT	15 St Paul's Way Trust School	Tower Hamlets BSF
NOV	16 Campbell House	Brent PFI
DEC	17 Harpley PRU	Tower Hamlets BSF
	18 College Park	Westminster BSF
	19 St Augustine's School	Westminster BSF
	20 Bethnal Green Teaching College	Tower Hamlets BSF



Preview of 2012



TO BE HANDED OVER IN 2012

Date	Site	Project
JAN	1 Perrin Road	Brent PFI
FEB	2 Oaklands School	Tower Hamlets BSF
	3 Fawood Avenue	Brent PFI
MAR	4 Gordonbrook Primary	Lewisham Primary
APR	5 Brook Avenue	Brent PFI
JULY	6 Barking Regeneration Scheme	Lewisham Primary
AUG	7 The Mall	Brent PFI
SEP	8 Swanlea School	Tower Hamlets BSF
OCT	9 George Elliot Primary School	Westminster BSF
DEC	10 Morpeth Secondary School	Tower Hamlets BSF



TO START CONSTRUCTION IN 2012

Date	Site	Project
FEB	1 Beatrice Tate School	Tower Hamlets BSF
MAR	2 Abbey Road	Barking Creative Industry Quarter
	3 Bow School	Tower Hamlets BSF
APR	4 Canning Town centre regeneration scheme	Canning Town and Custom House
	5 Essex University	Essex University
SEP	6 London Road	Barking Regeneration Scheme
OCT	7 Quintin Kynaston	Westminster BSF



ON SITE THROUGHOUT 2012

Site	Project
1 Palace Green	Private residence
2 Kensington Palace Garden	Private residence
3 Central Foundation Girls School	Tower Hamlets BSF
4 Langdon Park School	Tower Hamlets BSF
5 Phoenix School	Tower Hamlets BSF
6 Raines Foundation School	Tower Hamlets BSF
7 Stepney Green	Tower Hamlets BSF



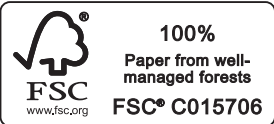


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