BESIX Group

Corporate Social Responsibility

CITIZENSHIP AND SUSTAINABILITY REPORT 2015-2016

GREEN PLANET BIO DOME
Dubai, UAE

BESIX Group

Citizenship and Sustainability Report 2015-2016

Corporate Social Responsibility

GRI 102-1

OUR THIRD **CSR REPORT**

Strong achievements for the two last years in line with the objectives shared in our second 2012-2015 Report confirm that 'CSR is part of the BESIX Group's DNA'. The year of 2017 and the governance changes it brought along also offer us the opportunity to combine innovation and consistency, in the content and structure of our Report.

When concluding their assessment and message in the 2012-2015 Report, our CEO and COO decided to record our application to join the Ten Principles of the Global Compact initiative of the United Nations. In doing so, their aim was to further affirm our own values in terms of human rights, working conditions, the environment and business practices.

Then, in 2016, our corresponding commitment to those Ten Principles was publicly shared and we joined the United Nations federating platform 'The Shift Network'.

In keeping with previous editions, 'Do what you say and say what you do' remains the guiding principle of this third 2015-2016 Report and on its issue, we can announce that, having reported our achievements over that period, our participation in the Ten Principles was renewed by the United Nations on 29 September 2017.

This recognition of our achievements in 2015-2016 was obtained the same day that our new CEO invited the Group Executive & Strategy Committee, during a two-day residential session, to revisit the Group's core purpose, its values and its strategic drivers and boost its future.

Such an initiative clearly contributes to the credibility of our Group CSR commitment since it largely concerns our Group's relationship with its various stakeholders. Therefore, we chose to wait for the outcome of that session as well as of the subsequent onboarding and buy-in initiatives dedicated to our senior management and Group colleagues in November 2017, to then consistently include in this third CSR Report both our achievements in 2015-2016 and our core purpose, value and strategic drivers underlying the Group CSR objectives for the subsequent years.

In doing so, we are convinced that we correctly follow the guidelines of ISO 2600. We use the Global Reporting Initiative (GRI) framework to prepare our report that associates the CSR credibility of any organization with its foundation in a strong senior management commitment to the CSR path.

Furthermore, in preparation for the above session, a survey was conducted in August 2017 among our senior managers to inform the Executive & Strategy Committee's reflection and support decision-making.

The results of that survey, performed and reviewed by a third party, emphasize that the senior managers firmly believe in a vision incorporating sustainability, partnership and innovation, commitment and openness.

Such shared and effective convictions confer a strong dimension on this CSR Report, especially when reporting transparently on difficulties and areas for improvement that we identified during the period and daring to consider them in determining and sharing our CSR objectives for the future.

In this Report, our CEO commits himself and the Executive & Strategy Committee to further support and monitor the implementation of those objectives.

The second CSR Report was driven by the thematic thread of Respect, the linchpin of our Common Values and Core Competencies underlying our CSR achievements 2015-2016. With our third CSR Report, we highlight various initiatives that were streamlined by a Dare Change campaign launched after 2015, a year in which the Group faced operational and financial difficulties.

Boosted by the innovation initiatives commented on in the second CSR Report, that Dare Change campaign flowed out into various initiatives, aiming to 'energize' the Group Triple Strategy decided in 2013 as well as to identify the corresponding action plans for the Group's sustainability.

Many initiatives that were part of our Group CSR objectives matured in 2015 and 2016 and are now included in the strategic drivers revisited in 2017 with corresponding objectives, including in CSR.

GRI 102-13 102-14 102-26

Consistent with our earlier approach, we still have no stand-alone and subject-specific CSR organization since we believe in the benefits of networking, through which our CSR essentials are transposed to every level, discipline and region of our Group, ensuring greater ownership of and accountability for every CSR initiative.

As you will see as a stakeholder, reviewing, auditing or analysing this CSR Report, we worked with consistency and determination in pursuing our CSR objectives. Since 2010, we 'co-found this edition together with the innovation and sustainability drivers 'co-energized' in 2017 by our Executive & Strategy Committee.

This third edition of our CSR Report can easily be consolidated with the first two editions and you will note that we have not duplicated all CSR foundations embedded and reflected in the original Reports. However, the three editions are complementary and mutually explanatory. One of our objectives is to reorganize the report in the future. We will create a BESIX reference CSR framework applying for years to come, like a country's constitution on the one hand and a dedicated and focussed review of the actions in the relevant period compared to this 'BESIX reference framework' on the other hand. This will make consistency more obvious and analysis of our CSR achievements easier for all our stakeholders.

Frédéric de Schrevel
Group CSR Officer

GRI 102-12 102-14

Content

Our commitment, as a leading building company, is to embrace our responsibility and contribute to the long-term sustainable development in alignment with the goals of the UN 2030 Agenda for Sustainable Development.

Our last CSR report was published during Q3 2015. This (third) CSR report covers 2015 and 2016 (unless stated otherwise) and demonstrates the continuity of our CSR actions. We now enter a maturity phase in which we can evaluate our achievements. We will report on our CSR efforts on a biennial basis. Always in the idea of progress and improvement to better meet society's challenges and our stakeholders' expectations.

For the third time we have used the Global Reporting Initiative framework to guide us for the content of this report because it enables our stakeholders to note our objectives and their implementation regarding people-planet-prosperity

You will notice in this third edition how much our CSR commitment has evolved. The objectives published in our CSR reports clearly demonstrate the Group's determination to become a CSR benchmark.

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BESIX GROUP ESSENTIALS

OUR DNA

VALUE CREATION FROM AN INTEGRATED APPROACH

Creating value beyond just building imposes as a strong element of our collective professional approach, among all the Group entities in collaborating with our clients and business stakeholders and serving innovative solutions to them.

We assemble people, resources, know-how and experience to carry projects through, managing complexity on a commercial, technical, logistical and performance level. Our multidisciplinary teams work together closely in centers of excellence, offering top quality and efficiency as well as creativity and value engineering in all disciplines involved directly or indirectly in our activities.

It is further in our "DNA" to bring every project that we undertake, however challenging, to a successful completion. It is also typically in difficult circumstances that we display our full creativity, team-spirit and flexibility to mitigate the impact and change them into opportunities.

Our fundamental "DNA' is finally the "we" and "our" sense of making business giving to each of us a strong motivation and sense of belonging. All our successes and pains are the ones of the BESIX Group community and not linked to one or another, even performing, entity or individual. This "DNA" underlies especially our "zero tolerance" objective in securing a safe working environment to all our resources and the ones of our business partners along project completion.

GRI 102-2 102-4 102-6 102-7

> "BESIX Group is the largest Belgian Group, operating in the construction, concessions and property development sectors. It profiles itself as a multi-services Group.

SUSTAINABLE GROWTH AND PERFORMANCE

Since first going into action in 1909, the BESIX Group has grown into a multidisciplinary company with a leading position in the markets it is operating in: construction, property development and concessions.

BESIX Contracting specializes in buildings, infrastructure and marine works, with a focus on projects with a high level of complexity. In the Benelux and France, the Group's regional affiliates BESIX, Belemco, BESIX Infra, BESIX Park, BESIX RED, Cobelba, Franki Foundations, Jacques Delens, Lux TP, Vanhout and Wust ensure a strong local approach and presence.
With Franki Foundations, West Construct, BESIX Infra, Socogetra, Sanotec and Van den Berg, the Group offers niche solutions for the building market, including deep foundations, geoengineering, road construction, water treatment and cable and pipeline construction. BESIX Concessions & Assets has built its strong reputation in Belgium, The Netherlands and the Middle East.
With Six Construct, we have established strong positions outside Europe and especially in the Middle East.

BESIX AROUND THE WORLD

MADE IN **BELGIUM**

BELGIAN IDENTITY AND INTERNATIONAL DEPLOYMENT

BESIX Group is firmly anchored in Belgium. The group not only realizes a significant part of its revenues and profit in Belgium, it also implements a "Belgian way of doing business" with a special focus on diversity, collaboration, common sense and the ability to make compromises that benefit all parties involved.

This strong "DNA" contributes to our sustainability, stability and attractiveness for recruitment and partnerships all over the world where opportunities are identified. This also means that penetrating in a new country will only be promoted if and when a relationship of trust is built with a local reliable business partner.

Based on this key approach, BESIX Group is anchored in two home-markets: Belgium and the United Arab Emirates. These countries are solid hubs for the Group's international deployment in various countries and focused acquisitions.

> **"This strong "DNA" contributes to our sustainability, stability and attractiveness for recruitment and partnerships all over the world where opportunities are identified.**

COUNTRIES WHERE BESIX HAS BEEN ACTIVE

EUROPE
Czech Republic
Germany
Greece
Russia
Spain

ASIA
Azerbaijan
India
Iraq
Pakistan
Russia

NORTH AMERICA
Barbados
Bermuda
Jamaica
Martinique
Mexico
Trinidad and Tobago
USA

SOUTH AMERICA
Peru
Chile
Ecuador
Brazil

AFRICA
Morocco
Algeria
Benin
Guinea
Nigeria
Congo
Gabon
Angola
South Africa
Botswana
DR Congo
Burundi
Congo
Rwanda
Sudan
Libya
Tunisia
Mauritius

GRI 102-3 102-4 102-6 102-7

20
COUNTRIES where BESIX is currently active

GRI 102-4 102-6 102-7

CONSOLIDATED KEY FIGURES 2016

EMPLOYEES

+13,000

NUMBER OF PROJECTS

425*

* over € 100,000

EVOLUTION OF TURNOVER

€2.4 billion

"DARE CHANGE" CAMPAIGN

2015 was a challenging year: BESIX has worked hard as a group, but could not reap the results accordingly with a bottom line that was at a historic low.

A strategic consultant conducted a Group survey about a number of key aspects and processes: vision, decision-making, communication, responsibility and autonomy, commercial efficiency and organizational structure.

Based on the outcome of the survey and the Committee' s review, workgroups were formed to review the lessons learned from the past, pay consideration to the new management systems and tools and to the expectations of the new generation and to energize knowledge sharing and risk management. This resulted in an action plan: The Dare Change Program was born.

The Dare Change program includes various initiatives that are critical to BESIX Group's commitment to sustainability and prosperity, through adjusted processes and valorization of human resources.

In 2016, BESIX Group formulated its Triple 3 strategy to continue its organic growth, extend its regional footprint and diversify its business further in order to make the group even more multidisciplinary than it is today.

To secure sustainable prosperity, we formulated 3 clear ambitions to achieve: €3.0 billion revenues in 3 home markets with 3 income streams (1/3 in Europe, 1/3 International, 1/3 Recurring) and with 3 new business ventures by 2022.

GRI 102-7 102-8

MADE THE GROUP FUTURE-PROOF

"New challenges now present themselves at unprecedented speed. Technological innovations are disrupting the status quo in existing markets: companies like Uber, Booking.com, Airbnb, but also GAFA have fundamentally upended existing business models. Within this challenging context, BESIX too needs to determine its strategy and react in order to secure its future and its market position."

"With the Dare Change program we commit ourselves 100% to increasing the efficiency of our core processes. In doing so, we gain clout by being more productive, generating less waste and operating more cost-effectively. The outcome must be a dashboard with clear KPIs for controlling the business. For Dare Change we have deliberately opted for very multidisciplinary working groups, with representatives of different subsidiaries and age groups focusing on the same objective. Breaking down silos and encouraging cross-fertilization is in fact an equally important objective of the program. We also need to look beyond our own little wall and examine how we can provide unique solutions that meet the needs of tomorrow."

DARE CHANGE 2015-2016

CARLO J. SCHREURS
Chief Development Officer BESIX Group

"Speaking for my generation. I think we can play the role of sherpas for the rising generation during the exciting journey which BESIX has begun. The younger generation in turn needs to lead the way to unprecedented opportunities. In short, the old need to guide the young and the young need to educate the old."

"Change is not an option, it is the sole way towards the future.
- J. Beerlandt

Johan Beerlandt, Chairman BESIX Group

OUR SENIOR EXECUTIVES' COMMITMENT

Commitment towards Responsibility and Sustainability

With our strong CSR 2015-2016 achievements in the two last years, BESIX Group's CSR ambition and commitment will be guided henceforth by strengthened core purpose, values and strategic drivers.

Consistency and going Forward

BESIX Group's vision and responsibility are and will remain consistent over the years: we want to contribute to a safer, greener and more pleasant society and build a better place in which to live.

Our achievements since 2010, as discussed in three editions of CSR Reports so far, reinforce the underlying 'DNA' of the Group around our CSR vision, while it remains a daily challenge in the projects and in all processes, regions and activities of our colleagues and stakeholders to co-achieve our Prosperity, People and Planet related objectives.

Safe working conditions with 'zero tolerance' for a zero tolerance for accidents and incidents, environmentally friendly building technologies, low-energy, low-emission and eco-friendly design projects emerged not only as important but as a standard to be met. Our CSR responsibility implies that we should continue to 'unleash' creativity to differentiate BESIX Group and excel in this respect and that we co-create innovative and sustainable solutions with all stakeholders, ultimate owners, clients, engineering consultants and architects but also with our partners and subcontractors.

Value Engineering and sustainable solutions have also emerged as part of our 'DNA'. More than ever, our CSR responsibility means 'unleashing' further creativity in developing new green infrastructures, enhancing the comfort of citizens and rethinking the cities of tomorrow in collaboration with our stakeholders.

GRI 102-2 102-14 102-16

The BESIX Group's Prosperity indicates that risk and opportunities were well managed overall, but the threats, current and future, whether in the global geopolitical and economic environment or the construction sector, force us to improve our internal control and risk management processes and behaviors. They are key to securing sustainability and complying with our Planet and People commitments, continuously.

Therefore, our Executive & Strategy Committee has decided that our CSR vision and achievements will inspire the revisited Group *Core Purpose* and that all our future actions and developments will be aligned with this.

Henceforth, our CSR ambition will be guided by and cross-fertilize our Core Purpose: 'Excel in creating sustainable solutions for a better world'.

From Values to Sustainability

Our values of '*Excellence, Innovation, Safety, Team Spirit and meeting Challenges*' have driven our development and activities in the 2015-2016 period. Hence, you will find in this third CSR Report our KPIs in each of the processes, projects or activities to which they were relevant.

Our Group mottos 'Together for success' or 'Building a better world', our core value of Respect and our Core competencies of Flexibility, Result-orientation, Innovation, Teamwork and Entrepreneurship underlied and cross-fertilized all reported CSR initiatives. They are also constantly monitored through our governance rules and systems, our Integrated Management systems, our Codes of Conduct and our internal control systems and processes.

In the last two years, the Group senior management has decided to give a special dimension to its strategy through the IDEAL theme (Innovation, Dedication, Engagement, Ability and Lead). This theme was based on the Group values, aimed at facing a changing world and being prepared for innovation. The Unleash program was also rolled out further, with one third of its ideas linked to our CSR commitments.

Two platforms are currently in place, BESIXpedia to share experiences and boost knowledge management and BE Pro, an e-platform to familiarize and guide performance in all our processes.

Our values also find expression in our continuous objective to achieve 'zero-tolerance' of accidents and incidents in line with our Safety value and all initiatives reported here in this respect.

BESIX Foundation is another pillar of our CSR commitment vis-à-vis the communities in which we develop and operate our activities. Alongside financial support for eligible projects and organizations, our solidarity actions and own programs *Right2Learn* and *KiddyBuild* give a human face to our initiatives, which are generously supported by all our teams and their families.

However, our Executive & Strategy Committee is convinced that values also require continuous energizing. Therefore, to boost buy-in in general and differentiate ourselves further, our CSR commitments will be organized around five revisited values as from 2018: '*Excellence, Co-creation, Respect, Passion, Unity*'.

This development reflects – following on from our *Respect campaign* – our conviction that *Respect* is a core value and also inspires the other values of *Co-creation, Passion, Unity and Excellence*, without which we cannot succeed in our *Core Purpose*.

CSR as part of our strategic drivers

Our 2015-2016 CSR Report illustrates and comments on our KPIs for each of the CSR objectives included in the second edition. Consistent with previous editions, the Report sets out our performance in each Content section together with various testimonials from our Executive & Strategy Committee, our senior executives and staff as well as external stakeholders.

The recognized basis of *Prosperity, People, Planet* underlies each of the strategic drivers that we have identified to achieve our ambition in the Noble Purpose.

They are all about demonstrating the highest consideration for our stakeholders, our clients, our colleagues and workers, our shareholders and our planet.

Frédéric de Schrevel
Group CSR Officer,
Secretary General

Rik Vandenberghe
Chief Executive Officer

DARE CHANGE 2015-2016

CSR is our 'co-responsibility', whereby we commit, with all our stakeholders, to go beyond our current strong achievements reported herein and the requirements of the law or any certification authority.

CSR is not only about Corporate Social Responsibility. For this Report, to our Group, the CSR acronym really means nothing else than our collective Citizenship & Sustainability Report.

We commit to further expanding and shining in achieving our objectives and thank all those who helped to bring our 'DNA' alive in 2015 and 2016, also crowned by various awards and recognitions, and with special thanks to all contributors, without whom we would not have been able to issue this report.

BESIX Forward

KEY EVENTS

The BESIX Group's main actions

2012

- Publication of first BESIX Group CSR Report for 2010-2011
- 1st **Satisfaction and Engagement** Survey
- BESIX Foundation starts **Right2Learn**
- **BESIX** and **Jacques Delens** created their own **sustainable construction departments**

2013

- Start of **RESPECT** Campaign
- **CSR Code of Conduct**
- Creation of BESIX **Group CSR Network**

2014

- BESIX Foundation launches **KiddyBuild**
- Signature of **Procurement Code of conduct** by Group purchasers & subcontractors/suppliers.
- **Procurement survey**
- Development of **CSR toolkit** for Project Managers

- 1st **passive building** owned & operated by BESIX in St-Pieters-Leeuw (B)
- Focus on **social inclusion**
- Review of the **Group rules**

2015

- Publication of 2nd CSR Report
- **QHSE Life saving rules**
- Participation in the SDG Belgian charter (with Minister De Croo) work group
- Creation of the **B2Eco Concept** by Wust
- Dubai Chamber **CSR Label** for Six Construct

2016

- Signing of **SDG Belgian charter**
- Adherence to 10 UN Principles & 17 UN SDGs
- Member of The Shift
- EIC sustainable work group
- Focus on **social economy**
- First initiatives **circular economy**
- Jacques Delens joined the Board of Directors of the **Plateforme Maison Passive** (PMP)

GRI 102-12 102-13

CSR AT BESIX GROUP

OUR CORPORATE ENGAGEMENT

Determined to become a CSR Benchmark

In order for non-listed companies to develop a strong CSR approach, good Corporate Governance is essential. Business behavior is crucial for the continued performance of the Group, its reputation and its compliance with the world's highest standards in ethics and business.

The objectives published in our CSR reports clearly demonstrate the Group's determination to become a CSR benchmark.

GRI 102-6

> "BESIX Group continues to promote the values and core competencies, which were documented in the first CSR Report of 2010-2011.

VISION

We believe in a BESIX Group that operates as one team, focused on sustainable growth, and recognizing local differences whilst building on Group leverage, created as a result of excellent client relationships and added value delivery, in existing and new markets, creating a fully integrated solution for the client, respecting safety and the environment.

MISSION

We want to contribute to a safer, greener and a more pleasant society by building a better place to live in for our clients, our workers and the communities in which we live and operate.

STRATEGY

As a part of our CSR roadmap, an internal working group selected a number of CSR priorities. These priorities remain the key drivers of our CSR strategy and are translated into effective action plans annually.

As we have already embraced the commitments of the UN Global Compact, we intend to outline our efforts to operate responsibly and support society as requested by these principles.

BESIX Forward

VALUES

In its relations with all stakeholders, BESIX Group is driven by values.

These values are colored by the Respect value as well. Respect for our stakeholders, respect in business behavior and respect for the planet.

The Group's values and competencies are the foundation for initiatives such as the BESIX Group Code of Conduct and of the BESIX Group Procurement Code of Conduct. You can learn more about those initiatives in this Report.

In 2017 an update of our values was introduced in order to match better with our future-proof mission and vision.

BESIX Forward

Respect
Respect for our stakeholders, respect in business behavior and respect for the planet.

Excellence
We are committed to meeting and exceeding the highest standards of professionalism and performance.

Passion
We continuously increase our expertise through new challenges.

Unity
We believe in teamwork and the unlimited possibilities of collaborative energy.

Co-creation
We constantly look for innovative ways to enhance our performance.

IT ALL STARTS WITH RESPECT

We rely on two core drivers of the Group: our engineering skills and our values.

Engineering is BESIX Group's core business. The quality and ambition of our engineering teams all over the world make the Group feel confident in tackling the People – Planet – Prosperity challenges the world is facing at the moment. This report includes plenty of cases and examples which demonstrate our engineers' unique ability to find solutions for the most complex problems.

GRI 102-16

CSR	PEOPLE	PLANET	PROSPERITY
Industry challenges & UN concerns	A quickly changing market creates a need for new types of competences. 103 million youth worldwide lack basic literacy skills. More than 60% of them are women.	Global emissions of CO_2 have increased by almost 50% since 1990. - BY 2030, the UN predicts a 40% water shortfall. - Global sea level rose approximately 17 cm in the last century.	470 million jobs are needed globally for new entrants to the labour market between 2016 and 2030. - Undeveloped infrastructures limits access to health care and education
SDGs	4 QUALITY EDUCATION 5 GENDER EQUALITY 11 SUSTAINABLE CITIES AND COMMUNITIES	6 CLEAN WATER AND SANITATION 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
BESIX vision	- Increase safety and comfort - Preferred Employer - Promote local, social & economic development	- Facilitate a low carbon & low waste society - Encourage green solutions	- Carry out respectful & sustainable operations - Corporate governance

"Making a safer, greener & more pleasant society.

BESIX strategy	Focus on safety, well-being & career development (→ See pages 58, 66-79) Social involvement (→ See pages 27, 65, 83-87)	Minimize our environmental footprint & waste (→ See pages 29, 49-57, 59-60, 63, 78, 88-89) Develop sustainable building solutions & use more sustainable raw materials (→ See pages 37-39, 41-47, 62, 94-95)	Integrate codes of conduct (→ See pages 26, 80-81) Develop a sustainable supply chain & promote the social economy (→ See page 80-82, 90-91)

GRI 102-12 102-15

CORPORATE GOVERNANCE AND CODES OF CONDUCT

While BESIX Group was delisted in 2004, it continues to comply with a corporate governance framework firmly embedded in the day-to-day working of the Group's Board of Directors, its advisory committees and the numerous Boards of Directors of the Group's companies. The goal is to secure the sustainable development of the Group and to develop a strong risk management approach.

The monitoring of this commitment is secured through the continuous implementation of the Group Rules and is supported by the interactive and web-based Group Corporate Housekeeping application. The functioning of the Boards of Directors, Committees and corporate organizations is now controlled and reviewed better and on a regular basis, as imposed by the Group Rules.

BESIX Group Code of Conduct

The BESIX Group Code of Conduct embodies Corporate Governance, Human Rights, Business Behavior, Safety, Environment and Human Resources and is included in most of the Group entities' prequalification and tendering documentation.

The Code constitutes a framework that can be further developed by each Group entity to the extent necessary to align with the specificities of the concerned country or business sector.

The Code also prescribes that violations of law, rules, regulations or the Code shall be reported to the Group's CSR Officer.

Sustainable and Responsible Procurement Code of Conduct

In line with its CSR objectives for 2010-2011, BESIX Group issued the BESIX Group Sustainable and Responsible Procurement Code of Conduct in 2013.

GRI 102-16 102-28 102-33

AWARDS AND ACCOLADES

Projects

The Belgian Pavilion received an honorable mention at the Best Exhibit Expo 2015 award ceremony

Each year, Exhibitor Magazine honors the best exhibition spaces of the year. The Belgian Pavilion received an honorable mention in the 'Best Exhibit' category of Expo 2015 in Milan. The panel of judges described the pavilion as "particularly spectacular, inspiring, of high educational value and extremely well worked out conceptually".

Prestigious Architizer A+ award for ParkToren

More than 1,000 entries were submitted for this year's Architizer A+ award in the 'Residential-Multi-Unit Housing (16+ floors)' category. Despite the high number of contestants, it was the ParkToren in Antwerp that won the prestigious American prize in 2015.

Yas Mall awarded as Best International Shopping Center

Yas Mall received the 'Best International Shopping Centre' award at the 10th anniversary of the Global RLI Awards 2015 in Dubai.

Neeltje Jans wins the Betonprijs

In November 2015, our project 'Radartoren Neeltje Jans', Roompotsluis, was announced as the winner of the Betonprijs 2015 in the Structural Design category.

People

Several Group entities elected as winners of the Aedificas Prize

The Aedificas Foundation was created by the 'Belgian Confederation Construction' to help improve the living conditions, well-being and sociocultural enrichment of the community by targeting a specific area of action. Several Group entities were awarded:

- BESIX and Cobelba in 2015 (with the Perron de l'Ilon non-profit association)
- Jacques Delens and Socogetra in 2016 (with the Poverello and Chevrefeuille non-profit non-profit associations)

Belgian Pavillon, Expo Milan inside view

Business

Six Construct awarded the CSR label in 2015 and 2016

Six Construct received the 2015 and 2016 Dubai Chamber of Commerce and Industry CSR label in recognition of the company's CSR initiatives, as well as its commitment to operate responsibly.

Vanhout wins 'Kempenaar 2015' award

Vanhout was proclaimed 'Kempenaar 2015' (Kempen Company of the Year 2015). The Geel company was chosen by ETION Kempen for its contributions to help the region flourish and for its vision on entrepreneurship.

Six Construct awarded by the Ministry of Labour

In March 2016 for its continuous efforts and collaboration with the Ministry.

BESIX awarded Eco-dynamic Entreprise label***

This accolade from the Brussels Institute for Environmental Management (IBGE) highlights BESIX Group management's strong commitment to sustainable construction and development and the pivotal role the Group staff plays in meeting ecological targets.

Mobility Week 2016: BESIX won the first prize

BESIX participated in the Mobility Week, organized by the Brussels Region in September 2016, and won the first prize.

DARREN GIBSON
CEO Lustica Development A.D.

"Through the collaborative and pragmatic approach of the BESIX team with respect to value engineering and project procurement, we have managed to realize significant cost reductions and efficiencies, while undoubtedly delivering an improved quality product overall."

OUR CERTIFICATIONS & LABELS

Quality, health, safety and the environment are key priorities for BESIX Group companies across all levels.

Our QHSE teams work hard to maintain high standards and to make sure that everyone at BESIX Group is fully aware of changes in standards applying to the business sector. This results in a plethora of certifications for the Group companies:

We are pleased to underline that Six Construct got the Multi-Site certification and that BESIX Nederland received the CO_2-conscious certificate - level 5 accreditation – version 3.0, which represents the **highest level of the Eco performance ladder** developed by ProRail, the operator of the Dutch railway infrastructure.

All entities concerned are now working hard to meet the new "ISO 9001/14001: 2015" standards.

CERTIFICATION	DEPARTMENT/COMPANY
VCA2008/5.1 / Safety**	Atlas Fondations, BESIX, Cobelba, Franki Foundations Belgium, Franki Grondtechnieken, Jacques Delens, Socogetra, Vanhout, West Construct, Wust
OHSAS 18001:2007 / Safety	Six Construct Multi-Site UAE/ Qatar/ Oman/ Bahrain/KSA
SMAS (Safety Management Advisory Services Worksafe certificate)	Franki Foundations UK
ISM (International Safety Management)	Six Construct (Safe vessels operations certification)
ISO 14001: 2004 / Environment	Six Construct Multi-Site UAE/ Qatar/ Oman/ Bahrain/KSA, BESIX, Jacques Delens, Vanhout, Wust
CO_2 Performance ladder (level 5)	Carbon Footprint / BESIX Nederland Environment-BESIX
ISO 9001:2008 / Quality	Atlas Fondations, BESIX, Cobelba, Franki Foundations UK, Franki Grondtechnieken, Jacques Delens, Lux TP, Six Construct Multi-Site UAE/ Qatar/ Oman/ Bahrain/KSA, Socogetra, Vanhout, West Construct, Wust
KOMO (production of re-bars for The Netherlands)	BESIX
Marine Contractor Certificate IMCA	Six Construct Ltd
Diving Contractor Certificate IMCA	
Association of Diving Contractors International (ADCI)	

OUR BUSINESS ENGAGEMENT

BESIX Forward

STRATEGY & CLIENTS

Reinforcing our 'client-centricity'

In order to strengthen our client-oriented approach, the 'BESIX Potential Academy' alumni organized an inspiring workshop on 'Client-Centricity' in late 2016.

JAN VAN STEIRTEGHEM
Director Engineering, BESIX

"The Dare Change workgroup on commercial training has as primary target to put the client centric in all our projects, thus delivering higher customer value. Transforming the company from project technical centric to customer centric thinking requires a new skill and competence set for the core of our operations, the management of projects. Next to our ability to be experienced managers of project and excellent problem solvers, focusing on the end-client needs will help to establishing lasting relationships with our clients."

DIRK VERVOORDT
Administrateur Délégué de Vervoordt r.e.
Kanaal project, Wijnegem (B)

"Reconversion is an extremely demanding process for us, for the architect and for the builder. BESIX-Vanhout proved to be an excellent communicator and showed a great deal of adaptability to any and all situations on the Wijnegem Kanaal project. To know that the team was prepared to look for innovative solutions and to work closely together with all parties was very reassuring."

GRI 102-43

Collaboration as added value during tender phase

BESIX experienced a new approach in tendering. In The Netherlands, for the renovation project of the Nijkerker bridge, the client (Rijkswaterstaat) opted for an innovative way of tendering, in which there are less restrictive rules between all parties involved and in which the project's price and scope are not the leading directives of the selection procedure.

The new selection criteria? Client-understanding, communication and collaboration. Components of the procurement process encompassed presenting our vision of the project, a collaboration assessment with the team of Rijkswaterstaat and our interpretation of the client's needs. The contract was drawn up in a later stage by all parties involved, including arrangements on scope, costs and risks. The result? A fitting procurement process saving both time and money.

This new approach was implemented for the 50-year-old Nijkerker bridge which needs to be renovated in the third quarter of 2018 to last another 30 years. At the end of November 2016, BESIX and Mourik signed a MoA (memorandum of agreement) in Amsterdam (The Netherlands) to work out the engineering phase of the 'DOEN' initiative, as the joint venture NU.

JAN HENDRIK DRONKERS
Director General of Rijkswaterstraat.

"BESIX did not come with the cheapest proposal but safety, minimized traffic disruption and good understanding with the client were more important to us here than budget"

Clients' requests in prequalification folders

Clients' requests in prequalification folders tend to be a useful barometer to determine what our clients' main concerns are.

The top-3 requests from 2014 to 2016? ISO 14001, ISO 9001 and VCA ** certifications. An environmental Management Plan and CO_2 awareness are common requests as well. The Code of Conduct is also regularly included in prequalification requests.

Our continuous progress in CSR is also part of concern in prequalifications.

The Cube

Interact, Connect and Share the BESIX Experience

This multi-purpose facility, first launched in 2015, helps us to interact with our business partners. Two more CuBes were opened in the Emirates on the Dubai Canal project and the Atlantis hotel project. Used for weekly site meetings with partners, visitors shared their positive feedback as they could better experience the BESIX's company culture. Another CuBe along the Al Rayyan road project in Qatar was also installed, with the same spirit.

RESPONSIBLE BUSINESS

Group Rules

The Group Rules have been issued by the BESIX Group Executive Committee that operates in delegation of the Board of Directors and the CEO. The Committee continuously monitors compliance, control and reporting of the Group entities pursuant to the Group Rules.

The Group Rules embed the major risk areas identified by the Committee and the Group senior management and mainly cover High Risk Contracts, Capital Expenditure, Budget & Finance commitments, Real Estate exposure, Remuneration policy, Litigations, Corporate management and Crisis situations through twenty rule statements.

Knowledge Management

The BESIX Group remains a learning organization via information collected from data, but also via its employees who never stops with learning, and with sharing their operational experience inside the Group via the TKM portal, launched in 2011.

Optimizing the transfer, the deployment and the maintaining of knowledge remains a challenge for the Group. This TKM portal collects technical information among countries in which we are active and share it in the easiest possible way to all colleagues. Sharing knowledge encourages co-creativity to promote standardization, participating to the success of a future project and in line with the business objectives.

The Dare Change 2015-2016 initiative boosted all along the Group the awareness of the rich accumulated experience, information and knowledge all over the organisation. It also emphasized the need for setting up for the maximum entities of the Group a framework making easier the consultation and re-use of that information and knowledge but also the contribution from all the colleagues who have formed informal communities of practice.

To streamline all the existing initiatives, a workgroup launched, with an external assistance, a thought process on data and information management in relation to tenders and projects.

DARE CHANGE 2015-2016

MATHIEU DECHAMPS
General Manager International, BESIX

"As our group is expanding in several directions, it was crucial to have the tool to manage and record all information related to the projects we are following from the Expression of Interest phase to its delivery. Therefore, Salesforce has been transformed to become BESIXforce, a user friendly tool fit for its purposes: the follow up of our projects and their stakeholders."

This is a first step in setting up the wished framework, a process and a tool that would federate all current and future initiatives and take profit of the new digital technologies, including artificial intelligence. The CSR and BESIX Forward objectives for 2017 and 2018 include now the next steps in all those key challenges to contribute to excellence and continuous improvement from lessons learnt.

GRI 102-30

Integrated Management System

In 2015, the Group revised its Integrated Management system (IMs) profoundly. The objective: to improve the user-friendliness of the portal where all IMS procedures are logged and to integrate the company's best practices, last process changes and new standards and forms. Moreover, as mentioned in the previous CSR report, a link with the BE Pro e-learning platform was also implemented to facilitate the search for specific IMS documents in relation with a project's phases: acquisition, design, execution and delivery.

At the end of 2016, the Management Board Contracting decided to go for a multi-site ISO certification with a "BESIX Contracting" perimeter in Q1-2018. Consequently, IMS documents are revised at three levels: (i) General for Policy Statements, Group Rules, Codes of Conduct, IMS Manual and Procedures applicable to "BESIX Contracting", (ii) Regional for procedures and linked documents applicable to an entity or a region and (iii) Specific documents related to a particular project or department or permanent installation/auxiliary center.

The decision for a multi-site certification is a significant step towards the harmonization of our procedures throughout all BESIX Contracting entities.

Digital management of site documents

Since 2010, BESIX reinforced its document management policy to facilitate document management, encourage cooperation via document sharing facilities and to expand the secured accessibility of information.

With its SDMS applications, dedicated to digital document management on building sites, the progress is now visible. Just to give an example: The SDMS of the Mall of Egypt was used by 865 users and contained no less than 110,000 documents. For the the King Abdullah Sport City project project in Saudi Arabia, 796 users had access to 130,000 documents. A total of 54 SDMS are currently available on BESIX and Six Construct building sites.

Paper archives still exist even though our objective is to drastically reduce this support as much as we can.

At the end of 2013, BESIX Group launched a new action plan to optimize the management and storage of its site and department archives via SharePoint. This SharePoint now contains the contents of 18,146 binders of BESIX and Six Construct sites and departments. A QR code system ensures that each document can be easily found.

PIERRE SIRONVAL
Managing Director, Six Construct

'The Dare Change workgroup on Performance Management aims to develop a common reporting tool with set KPI's across the various Business Units. A more systematic, common and focused reporting tool will increase the awareness of our project teams and thus finally improve our performances'.

Risk Management

The diversification in activities and geographies of our Group already reduces our exposure to risk significantly. Nevertheless, risk management remains a very important topic for the Group.

BESIX Group integrates the assessment, management and control of risks at all levels of the Group's organization.

Under the direct responsibility of its Board of Directors, each Group entity has developed its own Integrated Management System that covers all strategic, operational, reporting and compliance processes underlying its business and activities. The system also covers all possible risks as well as the policy, procedure, tools and responsibilities to manage them. Each entity is responsible for identifying, controlling and managing its own business and risks. Our entities' risk management complies with the Group Rules that are mandatory for all of them.

To assess the effectiveness of the internal control mechanisms within the Group, an **Internal Audit** function is organized under the direct responsibility of the BESIX Group CEO. It has authority in all Group entities. The internal audit function operates in accordance with the Internal Audit Charter that is approved by the Audit Committee.

The BESIX Group **Audit Committee**, chaired by an independent director, oversees the annual and interim consolidated accounts of BESIX Group and as such liaises with the Statutory Auditor, the Internal Auditor and the Group's senior management. In this context, the Committee monitors the effectiveness of the internal control mechanism within the Group.

As important parts of the Enterprise Risk Management, like health and safety, environment and quality, are included in the accreditations of each Group entity, the auditors of the accrediting organizations also control our operations on a regular basis.

GRI 102-18 102-30

Project Risk Management

Prioritizing the High-Risk Contracts, as prescribed in the Group Rules, BESIX Group dedicates a specific focus to the management of project risks, both at tender stage and during completion.

Tendering Risk Tool

The Tendering Risk Tool is used to assess project opportunities in relation to the technical, administrative and financial risk and to duly report to the relevant management levels. The objective: securing the follow-up of relevant and effective business opportunities and consolidating all relevant risk factors, having them duly analyzed and included in the final tender price by the senior management.

The tool also includes an assessment of the risks associated with the country, partners and main subcontractors involved in the project. For projects that qualify as High-Risk Contracts, the authority remains in the hands of the BESIX Group Executive Committee.

The objective is to limit the risk of abandonment of an opportunity during the tendering process and to monitor whether a tender price is correct and feasible.

Completion Risk Control

With a priority on the High-Risk Contracts, specific attention is paid to the internal "transfer meetings" organized after a contract is awarded. The goal is to secure a well-documented hand-over of the tendering and negotiation process to the project team in charge of completion.

BESIX Group imposes an effective 'live' hand-over of data, planning and requirements. Another key directive is that the central Design Department colleagues who have been involved during the tender stage remain in charge of the completion period.

The central support service specialists organize business, cost and contract reviews regularly, in order to guide and support the project team on the key milestones of the project. Contract and subcontract management is secured in the High-Risk Contracts by a dedicated contract administration and a survey team directly managed by the project manager.

Operational Risk Control

The long planning horizons and complex interfaces of large projects make planning and budgeting a lot more challenging than for standard projects. Often, the scope or ambition level of megaprojects changes over time, further challenging a successful and timely delivery. To avoid cost overruns, delays and, above all, unsatisfied clients, proper project management and coordination are key.

Digital real-time tools, such as virtual animation, 3D planning and document control, help to effectively communicate with key players and provide progress reports in terms of budget and timing.

JEAN POLET
General Manager Europe, BESIX

"The Dare Change workgroup on Risk Management aims to develop risk management systems across the project lifecycle. At the tendering stage the focus will be on detecting and preventing risks before they happen. If possible we will discuss these with our clients and include both mitigation measures and a provision for the residual risks in our estimates. During execution stage the focus will be on continuous review of the project risks and the development and implementation of adequate countermeasures, raising risk awareness of our project teams and thus finally improving our performances."

Large projects often feature a high-risk profile

Megaprojects have the ability to change the structure of society. They contribute to an updated city plan (the Burj Khalifa, Dubai's international airport), to an increased comfort of life (the Cleveland clinic in Abu Dhabi and Melun hospital in France), to a city's entertainment facilities (Ferrari World and Legoland® Dubai) or to the safety of a specific region (The Netherlands North Sea Protection Works).

GRI 102-15 102-30

Insurance Management

Among the *Group Rules*, risk and insurance management forces all Group entities to adequately cover the risk that can be transferred to insurance, either on projects or for issues that relate to the BESIX Group staff protection.

The main driver of the Group's insurance management strategy is to not only comply with the requirements by law or from our clients but to identify, assess and cover the risk on a larger and more protective way each time that it seems relevant to secure the profitability of the Group entity, its staff and third parties in the development of the Group activities.

BESIX Group is also firmly protected against high risks as a consequence of its operational activities. In this context, a professional **indemnity open cover** is renewed each year to offer adequate cover of the design and supervision activities that are developed by any Group entity.

An **open cover** has also been put in place at BESIX Group level, with higher limits to secure the Group interests in case of a substantial third-party liability that would exceed the usual limits covered at project level.

With regards to the **credit insurance**, a (non-exclusive) collaboration has been put in place with the Belgian Export Credit authorities, which allows adequate risk analysis and an effective decision-making process if and when projects are completed in countries with a high-risk rating.

In all Group entities, the relevant procedures have been included in the *Integrated Management System* to secure compliance and effective insurance management.

Encourage partnership on site thanks to lean approach

BESIX site teams are increasingly implementing a Lean Management approach on-site. Lean Management aims to involve all stakeholders: designers, planners, contractors, subcontractors, suppliers, ... The main goal is to fine-tune the coordination of the works: a joint exercise in maximizing efficiency.

This creates a better understanding of the planning and directly involves each party. The scheduling phase is visualized by color-coded sticky notes. An efficient way to translate tasks, risks and progress into a visual workflow. The goal? To better meet clients' needs by streamlining our building processes.

The Cleveland Clinic project gathered about 18,000 workers and between 40 and 50 subcontractors. For such projects, team spirit (between customers, subcontractors and BESIX), transparency, flexibility and decision-making are key.

DIDIER BOSREDON
Director Large Project Operations, BESIX

"When BESIX is in charge of megaprojects, we take on a coordinating role. Bringing together all parties involved is one of our strengths. On-site, the project manager basically manages a small company. A successful project starts with an efficient engineering phase and a meticulous risk analysis. We create added value thanks to our in-house design, engineering and BIM capabilities, but also by sharing expertise between different regions, using our internal resources for key parts such as foundations, facades and MEP."*

*Mechanical, Electrical and Plumbing

In 2014, BESIX decided to create an e-learning reference tool to extend the control and monitoring of the management process risks. **BE Pro** was launched in February 2016 and summarizes the BESIX way of managing the various stages of the business process.

2016 IN NUMBERS

490 Colleagues invited

180 Completed all the courses

GRI 102-30 404-2

SUSTAINABLE INNOVATION

Engineering

The BESIX Group has outgrown its roots as a building firm to become a leading multi-service enterprise working at the cutting edge of engineering and construction.

Our Engineering department meets and exceeds our customers' ever-increasing expectations every day. With ever-changing construction imperatives in terms of safety, environment and wellbeing of citizens, the Engineering Department is (now more than ever) considered a crucial competence centre for the Group. Moreover, the BESIX Engineering Department remains an essential link in the success of the Group to win new contracts. In its relentless efforts to offer the most competitive tender, the department is constantly looking for solutions that optimally combine functionality, technology, implementation methods, budget and planning schedules.

Managing megaprojects is also a niche for our teams. Working on ambitious projects like these helps us to explore new technologies and drives us to aim higher every day.

Our in-house experts follow a training program to enhance their technical skills according to the newest trends and to stay up-to-date continuously. In addition, all engineers have the opportunity to share their experience via the Technical Knowledge Management (TKM) portal.

Our Engineering department is based on four expert areas:

IN 2016

LOCATIONS
Brussels (Belgium) & Dubai (UAE)

89 Engineers

37 Designers
incl. BIM

19 Nationalities
11 in Brussels / 8 in Dubai

In-house expertise and know-how

BESIX is fully aware of the importance of certified sustainable construction projects, in terms of current and future generations' well-being, CO_2 emissions and energy. It requires a vast amount of expertise and specialized know-how to meet the requirements of well-known certifications such as LEED and BREEAM. Moreover, national authorities increasingly announce rules regarding sustainable construction in their own legislation (such as the Energy Performance of Buildings in Belgium and Dubai green buildings regulations).

BESIX Groups accepts the challenge and even goes the extra mile giving clients the chance to develop their own 'green' criteria (e.g. Rijkswaterstaat with the CO_2 Prestatieladder in The Netherlands). Our teams advise clients as well as our Group entities in the design stage, they follow up projects in the tender and execution stages and they provide internal trainings on passive and certified buildings.

Effective partnerships: the road to success

At BESIX, all projects are opportunities to build green. If clients want to obtain a certification, we first evaluate whether this is a realistic objective. We help them to define the sustainable guidelines of the project, challenge the architect, calculate the financial impact and provide technical notes.

Lots of our clients look for sustainable solutions without having a specific idea in mind. We then advise them on what could make their project greener. Thanks to our expertise and creativity, we can deliver sustainable solutions without a significant cost impact.

Innovation through partnership

BESIX Group's Engineering Department is still involved in the 'Smartcoco' ('Smart Composite Components) research project in collaboration with the University of Liège.

Next to the University of Liege, other specialized partners are also involved in the project: Imperial College of science Technology and Medicine (ICST in London), Institut National des Sciences Appliquées de Rennes (INSA) and the research and development department of Arcelor Mittal. All partners intend to publish a design guide that can be used for various situations in which steel profiles are used to reinforce a reinforced concrete structure locally.

Our engineers are also members of ICE, the UK Institution of Civil Engineers, of IABSE (the International Association for Bridge and Structural Engineering), a scientific and technical organization with about 4,000 members in 100 different countries, and of PIANC (the World Association for Waterborne Transport Infrastructure), a scientific forum where professionals from around the world exchange knowledge and provide expert advice on cost-effective, reliable and sustainable infrastructures to facilitate the growth of waterborne transport.

GREEN PLANET BIO DOME
Dubai, UAE

Green buildings

Between 2015 and 2018, LEED-certified buildings in the United States alone are estimated to have $1.2 billion in energy savings, $149.5 million in water savings, $715.2 million in maintenance savings and $54.2 million in waste savings.

GRI 102-13

CERTIFIED PROJECTS

SITE NAME	GROUP ENTITIES	SITE NAME	CITY	PRJECT TYPE	YEAR	CERTIFICATION	NOTE
Mall of Egypt	BESIX	Egypt	Cairo	Shopping centre	2012-2015	LEED	Gold
Shape	BESIX	Belgium	Mons	School	2012-2015	LEED	Silver
EDF SACLAY	BESIX	France	Paris	Offices	2013-2015	HQE-BREEAM	Excellent
Lustica	BESIX	Montenegro	Tivat	Villas	2013-2015	LEED	Platinum
ADNOC Headquarters	Six Construct	UAE	Abu Dhabi	Office Tower	2010-2016	LEED	Gold
Just Under The Sky (DOCKS)	BESIX	Belgium	Brussels	Shopping Center	2013-2016	BREEAM	Very good
Trebel	BESIX - Jacques Delens	Belgium	Brussels	Offices tower	2013-2016	BREEAM	Excellent
CASA Ferrero	BESIX RED - Wust - Lux TP - BESIX	LU	Luxemburg	Offices	2014-2016	BREEAM	Very good
MIVB-STIB Haren	BESIX	Belgium	Brussels	Industrial Building	2014-2016	BREEAM	Good
Khalifa Stadium Renovation	Six Construct	Qatar	Doha	Football Stadium	2014-2017	GSAS**	4 Star
Yas Theme Park	Six Construct	UAE	Abu Dhabi	Amusement park	2015-2017	ESTIDAMA	Pearl 2
STIB Haren	Jacques Delens	Belgium	Brussels	Bus and tram depot	2015-2017	BREEAM	Good
Atradius	Cobelba	Belgium	Jambes	Offices	2015-2017	BREEAM	Very good
Kons	Lux TP - BESIX RED	Luxemburg	Luxemburg	Offices + retail area	2015-2017	BREEAM	Excellent
NEO	BESIX - BESIX RED	Belgium	Brussels	Shopping centre + residential	2015-2018*	BREEAM	Very good
The Royal Atlantis - Resort & Residences	Six Construct	UAE	Dubai	Resort + residences	2016-2018*	LEED	Certified
Al Wakrah Stadium	Six Construct	Qatar	Al Wakrah	Football stadium	2016-2018*	GSAS**	4 Star
Expo 2020 - Event Infrastructure	Six Construct	UAE	Dubai	Deep infrastructure works	2016-2018*	CEEQUAL	Excellent
Masdar Institute Neighbourhood	Six Construct	UAE	Abu Dhabi	Offices + residential	2016-2019*	LEED	Gold
						ESTIDAMA	Pearl 3
British School	Vanhout	Belgium	Brussels	School	2014-2016	BREEAM	Excellent*
Canal District	Jacques Delens	Belgium	Brussels	Residential + daycare + shops	2015-2018*	Passive	
Ecole Cogge	Jacques Delens	Belgium	Brussels	School	2015-2017	Passive	
Saint Pierre & Paul	Jacques Delens	Belgium	Brussels	Residences	2015-2017	Passive	

* Target objective
** GSAS = Global Sustainablility Assessment System (Originally QSAS)

FIRST WAVE

220 people
have added contributions

324 ideas
have been published

4,066 votes
have been cast

909 comments
have been added

GRI 102-43

BESIX Forward

INNOVATION PROGRAMS

Innovation as a goal

Innovation is one of the values that identify our Group. Therefore, BESIX launched "Unleash", a program where collaborators have the opportunity to submit their innovative ideas to increase our performance on the one hand, and to develop new businesses on the other hand.

Leading by example

Our subsidiaries lead by example: Franki Foundations and West Construct created BeWind, offering a one-stop-shop solution for windmill foundations, Socogetra worked on an innovative program for concrete waste recuperation, Vanhout developed the Winst program (Workgroup INnovation and STrategy) to remain successful in the years 2015-2020, BESIX implemented Systems Engineering in an elaborated Relatics tool and BIM in design and execution of many Design&Build projects, BESIX Nederland works together with its client Rijkswaterstaat in the project "DOEN", the BESIX Potential Academy 1 sessions bring us 6 new ideas per year and Six Construct developed the PERFORM program that is targeting better performance and productivity on site.

Innovation platform in figures

- Sustainability and Corporate Social Responsibility
- Customer Experience
- QHSE Performance
- Waste Management & water treatment
- Most Attractive Employer
- New Technologies, Materials & Equipment
- New Business Model & Opportunities

PATRIK PEYNSAERT
Innovation Coordinator, BESIX

"For its first wave, launched in 2016, we are really pleased to note that from the 324 submitted ideas; 79 ideas were about CSR, 74 ideas about waste management & water treatment and 82 ideas about QHSE. This clearly shows our employee engagement to having more sustainable business outcomes by combining profit with social and environmental purposes."

GRI 102-2 102-43

The future of construction is digital

Digitalization within BESIX is already yielding results: better coordination, less paperwork, improved risk and performance management and a more efficient supply chain. To further seize opportunities to build at a lower cost, in a shorter time span and with a minimal accident risk, BESIX continually follows and incorporates the latest developments and trends in its daily activities.

1. Cost-effective construction with 5D-BIM

BESIX is part of the BIM Platform where experts in Building Information Modelling from 9 European countries and USA gathered in a non-competitive atmosphere to share their experience and vision on innovation in the construction industry, with special focus on BIM for infrastructure and during project development.

Vanhout is a member of the Flemish BIM Cluster of the Wetenschappelijk & Technisch Centrum Bouwbedrijf.

The 3D-BIM (Building Information Modelling) era is making way for the 5D-dimension. A close collaboration between entities to entirely integrate geometry, planning, costs and productivity will enable the creation and use of 5D-BIM.

The use of 3D-BIM at all parts of the design stage is already a reality within BESIX. Since 2010, 50 BIM models were produced during tender stage and 22 for projects under construction.

"BESIX aims to take it to the next level by gathering all available tools developed within the group into BIM models. How? By integrating planning and project schedules, estimating software and our 'PERFORM' tool (Dubai's productivity monitor) into the existing BIM models," says Juan Nolet, BIM Engineer Specialist at BESIX.

2. Online and real-time sharing

Some Group entities exploit smartphones and tablets to develop new workflows in planning, tracking, progress reports and best practices. Our teams can share information with their colleagues in real-time now.

On-site, real-time sharing is already paying off for our teams. The Group's rapid communication about maturometry (a technical computation measuring the temperature of concrete and calculating the compressive strength) significantly improves the planning of construction projects.

"This method has been used on several projects in Europe. Data is processed by a website, which automatically sends a text message to the construction manager to inform him when the concrete element is ready to be relieved from the formwork. This allows us to remove formwork in 1 day instead of 3 days. A remarkable difference, saving us both time and costs," informs Xavier Farina, Concrete Technologist at BESIX.

THOMAS VAN DEN BERG
Senior Projects Manager, BESIX

"In early 2016 BESIX hired its first drone engineer to accelerate the implementation and development of UAVs (Unmanned Aerial Vehicles) within the group. The first focus is to explore the possibilities of coupling sensors with drones to collect site information that improves surveying results in terms of safety, precision, speed, type of measured data, at a preferably lower cost. Techniques for aerial footage capture are also tested in order to facilitate site progress reporting. On the longer term, we will make use of UAVs for curing and construction automation."

BIM Model

The BESIX Engineering Department (BED) pursues the full integration of Building Information Modelling techniques, (BIM), in its daily operations. This model offers infinite possibilities of BIM, with complete projects being scoped and modelled for coordination, 4D simulations, the production of drawings and blueprints and material take-offs. The BIM Model is part of our risk management approach.

Projects in execution followed by the engineering department are using BIM

20% was the goal for 2016

29% already using BIM in 2016

3. Precast & prefab construction speeds up the process

Precast and prefab construction is transforming the industry. The structures make use of next-generation techniques: preassembly and 3D-printing. The advantages are self-explanatory: reduced time and costs, but also greater efficiency and improved safety.

3D-printing is still in the early stages of development and not yet applicable to large projects. However, this new technology promises to transform the industry. BESIX keeps pace, with a BESIX Potential Academy group introducing the opportunity to use 3D-printing in the near future.

4. Using drones to see the bigger picture

The importance of drones in the construction industry is growing rapidly. Their high-definition cameras can focus on specific areas to limit geological surprises. Its images are used in progress reports and as inspection tools, especially for difficult-to-access areas.

BESIX owns several drones. A bonus according to Emmanuel Craenen, Deputy Site Manager at the Monaragala & Buttala Integrated Water Supply Project in Sri Lanka (see p. 86): "The drone pictures allowed us to accurately evaluate the impact of our project on the environment, and to take corrective actions immediately."

5. Full digitalization ahead?

The impact of digitalization on our business model is undeniable. BESIX's 'one-stop shop' model is continually adapting to technological advances, yet our 'human touch' remains essential. People are still our most valuable asset.

BIM and Drones

Drone surveys can be used to develop BIM models or to calculate volumes, as BESIX is doing at the 'Carrière des Limites' and 'Beatrix Sluis' sites. The final inspection and 3D model of the newly refurbished Velser Tunnel was carried out by drones.

FRÉDÉRIC KENNES
Senior Engineer Marine Works and member of the 2016 BESIX Potential Academy 1, BESIX

"Future applications in construction are numerous. To name but a few: the curing compound application, transporting first aid or reanimation kits, spotting, fire or emergency situations and giving underwater visual assistance."

Innovation Platform

In April 2015, BESIX hosted the 23rd Innovation Platform. 13 experts in Building Information Modelling from 9 European countries and the USA gathered in a non-competitive atmosphere to exchange their experience and vision on innovation in the construction industry, with a special focus on BIM for infrastructure and during project development.

Tervuren, Belgium 2014-2016

THE BRITISH SCHOOL OF BRUSSELS

The new British School of Brussels building housing offices, a swimming pool, a sports hall and a semi-underground parking, is the first 'BREEAM Excellent' project delivered by Vanhout in joint venture with the Van Roey Group.

BREEAM is a holistic approach to designing, building and maintaining a sustainable building in specific categories.

For this project, special attention was paid to the categories 'Health & Well-being', 'Energy' and 'Pollution', for which Vanhout scores highly above average.

Taking care of our stakeholders
Our teams pay a lot of attention to the neighborhood of the school thanks to a strict communication plan.

Site visits are organized for the future students' parents and for neighbors, business partners and client.

Taking care of the environment
We set up a recycling-driven waste management plan, organizing a strict waste segregation and re-using demolition materials: more than 2,500 tonnes of brick and concrete were broken on-site and reused as the foundation for the road system. We also selected low VOC (Volatile Organic Components) emitting materials for the building.

In addition, the energy consumption of the construction phase was strictly monitored and improved by installing energy saving equipment. For the building in-use we chose photovoltaic panels and a geothermal heat pump which resulted in a very efficient energy rating.

2016 IN NUMBERS

48% CO_2 saved

>2,000 tons waste reused

±150 visitors for the open site day

Certification BREEAM Excellent*

* Target objective

GRI 413-1

United Arab Emirates 2014-2016

DUBAI CANAL

The Dubai Canal connects the natural Dubai Creek and the Arabian Gulf, increasing the value of the land and adjacent properties.

The Dubai Canal forms the last link between the natural Dubai Creek (Business Bay) and the Arabian Gulf. The Dubai Ruler long dreamt of extending this once natural creek, connecting it to the sea. This way, Dubai can be toured by boat, increasing the value of the land and adjacent properties and obviously attracting business, malls and restaurants. BESIX completed this largely ambitious project, inclusive of a marina by end of October 2016 and was formally inaugurated by HH Sheik Mohammed Bin Rashid Al Maktoum, Prime Minister and Ruler of Dubai along with high government officials on 9 November 2016.

Environmentally sound and innovative

The existing natural park at the creek's end will be kept untouched, avoiding the area where flamingos are settling. This natural habitat will therefore not be disturbed by the future passage of marine traffic.

In order to limit impact on the traffic and the neighborhood, the new deep sewerage system is being constructed by non-destructive road crossing (NDRC). All operations are indeed executed in the immediate vicinity of occupied villas, schools, shops and alongside busy roads.

2016 IN NUMBERS

1,224 people working on the project

644 hours of training

17 different nationalities

GRI 413-1

BESIX

Franki Foundations

ECO-RESPONSIBLE DESIGN

- Using natural light to the fullest
- Using rainwater for plantations and sanitation
- Recovery of hot water from the Brussels' incinerator for heating
- Transportation of goods by waterways and public transport
- First European shopping centre to receive the BREEAM 'Excellent' certificate

Brussels, Belgium 2013-2016

DOCKS BRUXSEL SHOPPING CENTRE

Docks Bruxsel is one of the first shopping centers built to ecological standards. Technology-wise, the project is particularly innovative, as Brussels' industrial heritage has been preserved.

Hot water from the nearby incinerator is being reused for heating. Storm water serves for daily maintenance, plant watering and the sanitary facilities. The human dimension is also of great importance, with the project designed to create a lively and vibrant place that encourages a mix of activities, from shopping to leisure to work. The buildings have been dimensioned and the surrounding district and the walking trails conceived with this in mind.

This project by developer Equilis includes 41,000 m² of retail space, 7,000 m² of office space, an events hall accommodating 1,500 m², an 8-theatre cinema, plant walls and underground parking place for 1,700 cars.

The oldest industrial site of Brussels, once housed the heating factories of Godin, giving the old site the prestige it deserves. Our teams mingled some of its architecture, old bricks and railroads with the brand-new structures of the mall through a contemporary design.

The site teams welcomed different kind of groups such as training centers, universities and technical schools to share their experiences with students.

GRI 413-1

2016 IN NUMBERS

±840 people working on the project

20 different nationalities

29% CO_2 saved

11,882 m³ waste generated

26% waste saved

98% waste sorted

Certification BREEAM Excellent

Brussels, Belgium 2014-2016

TREBEL

In June 2016, the BESIX-Jacques Delens teams delivered the TREBEL building, a new 13 floor office building for the European Parliament. In honor of a former Belgian Prime Minister who was also President of the European People Party (1990 – 2013), the building was promptly renamed "Wilfried Martens" by its new occupants.

The project presented the BESIX teams with some major logistical challenges. As it is situated right at the heart of Brussels, the construction teams could only use one road to gain access to the site. On top of that, storage facilities were limited to only one small zone. As a result, the concrete structure had to be prefabricated by Ergon. Nevertheless, the teams were able to deliver the project on time. After having successfully finished the construction works, the same BESIX-EJD team can now proudly announce that they have also won the tender for the interior works of this building.

Façades meet high acoustic and thermal demands with triple glazing – unusual for an office building.

Franki Foundations have successfully executed the drillings in deep rock layers, little explored in the Brussels area. An innovative drilling technique was used according to the different layers of the subsoil and aquifers in order to successfully drill as deeply as necessary.

A première in Brussels: Franki Foundations installed geothermal piles 237 m deep.

Low-temperature geothermal energy was used and is still one of the most economical & ecological heating and cooling process for buildings. A constant source of energy locally available.

2016 IN NUMBERS

100% green electricity

80% waste recovered

Certification BREEAM Excellent

GRI 413-1

OUR ENVIRONMENTAL ENGAGEMENT

Integrating Environmental criteria in our Procurement Policy

We integrated environmental criteria in our procurement and subcontracting policy. In order to check whether our suppliers meet those criteria, we perform an audit. An Environmental Performance Rating Tool (PRT) for Site Inspection was developed in 2015 and implemented in 2016.

Environmental criteria are also embedded in the Group's Code of Conduct for purchasing products & services.

JAN VAN STEIRTEGHEM
Director Engineering, BESIX

"Our Sustainable Construction Department is the port of call for all BESIX Group's project managers. We provide an initial assessment service as well as personalized advice to those of our clients who want to start a project with positive impact on the environment."

SUSTAINABLE RESPECT TOWARDS THE ENVIRONMENT

Every day, the construction sector helps to provide citizens with more comfort and better places to live or work in. On the other hand, we can't deny that our sector also has a significant impact on the environment. The Group does its utmost best to keep its negative impact on the environment to a strict minimum. In order to measure and monitor our impact, we have defined a number of objectives for the past years and the years to come with a focus on a better mobility, more varied and efficient, and a reduction in our energy consumption.

Waste diversion rate
2015-2016 compared to 2013-2014

AT SIX CONSTRUCT

INCREASE OF ALMOST 29%

Waste management

All Group entities define their own objectives and KPIs with regards to waste management. A project waste management system defines the types of waste that need to be segregated: concrete, metal, wood, oil, plastic items, cans, paper, electronic and electrical items. Waste segregation and registration are standardized using labels for containers in the waste accumulation areas and waste registration documents, which adhere to legal requirements.

The Group regularly highlights the importance of the 3R principle (Reduce-Reuse-Recycle) to all employees through training, tool box talks, an on-site waste management team, etc. As a result, for example, Six Construct increased its waste diversion rate by almost 29% in 2015-2016 (compared to 2013-2014).

Whenever possible, our entities work together with NGOs to find a sustainable solution or second life for some of our waste. In Belgium, for example, plastic bottle tops are harvested to finance the ASBL Atout Coeur, which educates dogs for the visually impaired.

Burundi 2015

BRALIMA

Franki Foundations installed 150 driven tube piles (diameters 273 mm – 324 mm – 355 mm, of about 12 m in length) for the Burundi Brewers and lemonade makers (Bralima) – a subsidiary of the Heineken International Group – so that they could install new silos.

Minimizing the environmental impact
Thanks to the choice for driven tube piles, the amount of raw materials used, waste and transport could be reduced:

- Reducing the piles' length and diameter by about 30% meant that the quantity of cement to be poured into the ground could be reduced by 50%, which of course had an impact on the number of transports needed.
- The choice of a complete discharge technique meant less displaced earth, and thus less waste and transport.

Circular economy on site
Old pipes were reused as lost casings and the remaining pieces of tubes were turned into plugs for the tube piles.

Reinforcing local skills
Franki Foundations favoured local workers to work on this project. They sent 1 team leader and 1 workman from their headquarters to train 5 local workmen.

GRI 413-1

Recycling or reusing materials

Our site teams and Engineering Department are continuously looking for ways to recycle or reuse material as much as possible. One of the most commonly used practices in the group is to use excavated sand and grind for concrete production and to reuse concrete waste in foundations.

A more innovative solution is the use of ECO-filler instead of soil for backfilling (e.g. Keersluis Limmel project). ECO-filler is a rest product coming from the recycling process of asphalt.

Recycling solutions are also proposed even if they are not requested in the requirement specifications. For its project on the Belgian E411 speedway, for example, Socogetra recycled concrete waste and reused it for the realization of a new speedway section.

GNB Beton, a subsidiary of Socogetra, reuses rests of residues from concrete pump trucks to made stackable blocks. These recycled blocks represent 20% of their total blocks production.

SOCOGETRA IN 2016 :

55,000 tons
of concrete reused

53,500 tons
recycled and sold

Paper use

After an in-depth analysis about paper consumption at the headquarters in 2013, the group decided to take action and set concrete goals to reduce paper use.

This 'Papercut' project (double-sided printing, printing order by badge,...) is still on-going but already results in less use of color printing (decreased up to 53%) and more double printing (increased up to 65% of total impression).

The BESIX Young Community (BYC) also initiated the Notepad project, which was supported by BESIX Foundation at the end of 2015. In partnership with TWI, a social enterprise (sheltered workshops), BYC and BESIX Foundation collected old project plans in order to produce notepads. The result: a total of 564 notepads were produced using old plans. Thanks to this great success, BESIX Foundation has continued the collection process on an even larger scale.

OUR CO_2 MANAGEMENT

Although we acknowledge we still need to take important steps in this field, BESIX Group keeps making progress in its efforts to reduce CO_2 emissions.

The Group entity requires most of its subcontractors to share their footprint data and to implement mutual CO_2 reduction actions.

BESIX is still awarded the Eco-dynamic Enterprise label. Its award (firstly won in 2011) was renewed in 2016 thanks to its new initiatives.

BESIX, Vanhout and Jacques Delens are actively participating in an initiative of ADEB VBA Green Board (Association of Belgian's Largest Contractors) to introduce a CO_2 certification on the Belgian market.

Franki Foundations uses the EFFC-DFI Carbon Calculator to choose the techniques with the lowest associated emissions for specific deep foundation or ground improvement projects.

Vanhout signed the CSR charter set up by VOKA.

BESIX still holds the top CO_2-Conscious certificate*
(level 5 – version 3.0)

	2014	2015	2016
Turnover Mio €	109	103	128
Ton CO_2-emission	4,734**	4,918	5,214

* BESIX Nederland, some of the projects of the BESIX Nederland Branch, the BESIX NV HQ in Brussels, the regional offices of BESIX Nederland BV and Franki Grondtechnieken BV, the Steel Reinforcement Plant (in Sint-Pieters-Leeuw) and the Material Service in Saintes (B).
** The result in our previous report was 4,582 but, as a new calculation system was applied, we had to recalculate the 2014 result.

CO_2 turnover
Ratio CO_2/Turnover, Ton/Mio €

The emissions of these entities were first measured in 2009. In the same year, we set the goal to reduce these CO_2 emissions by 10% by 2015. At the end of 2015, we managed to reach a 7.2% reduction.

2018 objectives
- Develop a Group wide CO_2 management system
- Develop a global reporting of environmental parameters

GRI 102-13 305-5

Our vision on mobility

By road

BESIX launched a new Mobility Policy with the ambition to reduce the average CO_2 emission of the company car fleet. Every employee is assigned a mobility budget, expressed in points. BESIX also wants to provide its employees with attractive alternatives, by stimulating alternative ways of transportation such as the use of public transport and/or bicycles. During the Mobility Week and with the Bike Experience, the Group also helped its employees to discover those alternatives.

The result: a reduction of the CO_2 emissions of the Belgian car fleet with 8.6% from Mid 2014 (114.09 gCO_2/km) until the end 2016 (104.15 gCO_2/km).

A one-year awareness program called 'E-Driver Challenge' was organized in 2016 for all company car drivers in The Netherlands. The program's goal is to obtain an 8% fuel reduction.

By air

The Group is active in more than 20 countries around the world. Although synergies between entities are encouraged, employees are invited to use video conference calls in order to limit air travel. The 'travel request' procedure launched in 2011 has the clear objective to optimize and limit the number of business trips by airplane.

Statistics 2015 and 2016 for air travel:

	2015	2016
Distance (km)	8,213,842	8,771,720
Turnover (Mio€)	2,200	2,400
Ratio distance/Turnover	3,734	3,655
Number of flights	3,668	4,054
Ratio number of flights/turnover	0,60	0.59
Distance per flights	2,239	2,164

*These numbers do not include Six Construct data

Mobility Week 2016: BESIX won the first prize

BESIX participated in the Mobility Week, organized by the Brussels Region in September 2016. Thanks to its dynamic approach to the mobility shift and its internal campaign in order to encourage its staff to find alternative ways of transportation, the company was proud to be awarded.

The main actions: E-Bikes, electrical plugs and clothe hangers in the bike parking, free public transports tickets, 'smart breakfast' organized to inform staff.

GRI 305-5

Energy

Some entities' headquarters (Wust, Vanhout, Franki Foundations), sites and workshops (Cobelba, Wust, Socogetra), are (partially) powered by solar energy. New buildings with a maximum of energy-efficient features at BESIX in Saintes, BESIX Nederland, Franki Grondtechnieken and Wust.

The Group's entities use various actions to save energy:

Ultra-modern workshop for Socogetra
Socogetra has invested in a brand new 1,800 m² workshop on its Marloie site in 2016, built by Wust.

The new ultra-modern working tool includes a maintenance and repair shop, a welding shop, and a spare and storage warehouse. Everything has been designed for employee comfort: infrared heating, overhead cranes for easy handling of heavy loads, three working pits, large glazed doors, etc. Centralizing the equipment department will make for more efficient operations management and technicians dispatching.

The new building is partially powered by photovoltaic panels producing nearly 10 kilowatts. The parking lot's wastewater is gathered in a hydrocarbon separator and there is an ATEX room for storing hazardous products.

Wust moves to a brand new headquarters
Following an initial centralization in 2007, Wust extended the administrative building (just over 2,000 additional m²) at the Les Plénesses industrial estate at Verviers. This extension, ready by early 2017, will accommodate the employees currently located in Malmedy with better energy performance indicators:

- Installation of the latest energy and environmental performance technologies.
- Comfortable, bright workspaces with colored finishings, designed to promote good communication between employees.
- Sanitary facilities and changing rooms are provided to encourage sport activities during breaks.

BESIX entities foster low-energy workplaces:

AIR-CONDITION ENERGY SAVERS IN THE UAE HEAD OFFICE

7% ENERGY REDUCTION

IN THE BESIX HEADQUARTERS, TUBELIGHTS WERE REPLACED BY

LED LIGHTS

BESIX NEDERLAND USE OF DOMESTICALLY PRODUCED GREEN ELECTRICITY

100% GREEN ELECTRICITY

Wust headquarters in Verviers (B)

Does concrete have a future?

The future of concrete is questioned regularly because of the high levels of CO_2 that are emitted during its production. For BESIX projects, however, we use concrete technology almost everywhere as it can be used in practically any climate and tends to save time and money. BESIX Group continues to look for ways to improve the sustainability, quality and utilization of this multi-dimensional material.

Low-carbon concrete

On the large infrastructure projects in The Netherlands, low carbon concrete is used (CEM III instead of CEM I).

- A study on the concrete chain on the Lanaye project where CEM I was replaced by CEM III has been finalized mid-2015 resulting in a **carbon emissions reduction of 76%**. BESIX will start up a new concrete chain study on the projects in The Netherlands in 2017.
- Using CEM III instead of CEM I, BESIX Nederland reduced its footprint at the OVT Tilburg project by 40% compared to the initial construction plan.
- In collaboration with Rijkswaterstaat, an innovative testing program on the use of low carbon concrete has been set up on the Limmel project in The Netherlands. The objective is to increase the percentage of recycled base material up to 50% in the production of concrete.

BESIX proposed a **durable concrete for the redevelopment of the Neherkade**, an important link in the road network of The Hague, The Netherlands: In addition to better-flowing traffic, a further concern of the redevelopment was improving the air quality and road safety. BESIX gave its own interpretation to the client's sustainability criteria by opting for a blast furnace cement mixture that requires no cooling and is therefore less energy-intensive. Following the cradle-to-cradle principle, the granules in the poured concrete were partially replaced with recycled concrete. Sheet piling, asphalt and excavated soil were also recycled.

Six Construct uses GGBS in concrete – Offsetting carbon emissions: To reduce the impact on the environment, construction projects that aim to obtain a green building rating like LEED, Estidama, CEEQUAL, etc. are required to replace a part of the OPC (Ordinary Portland Cement) with GGBS (Ground Granulated Blast Furnace Slag) in the concrete mix. GGBS is a by-product of the iron and steel manufacturing process.

Six Construct has managed to offset a considerable amount of CO_2 emissions by using GGBS mixed concrete in their recent green buildings projects such as ADNOC headquarters (Abu Dhabi), Yas Mall (Abu Dhabi), Yas Theme Park (Abu Dhabi), Expo 2020 Infrastructure works (Dubai), Royal Palm Atlantis (Dubai), Jebel Ali Sewage treatment plant (Dubai), Masdar Institute Neighbourhood (Abu Dhabi).

> “Our main responsibility is to develop an environmental management system that protects the environment on and around each construction site.

OUR VIEW ON BIODIVERSITY

Environment and ecology are becoming increasingly important in tender procedures. In order to take full account of the environmental component in its project pricing, BESIX has recruited an Environment & Ecology Advisor at the beginning of 2015.

This in-house expert analyzes risks (breeding season, logging permits, or other potential environmental damage) in advance, sets up a risk management plan and provides the Group with the necessary information for tender negotiations.

His main responsibility is to develop an environmental management system that protects the environment on and around each construction site. He weighs commercial and social interests against each other and thinks how we can consciously engage with the environment. During monthly site visits, he checks whether everything goes as planned.

BESIX also regularly calls for external consultants to help us to preserve nature and wild animals before starting any projects.

PARTNERSHIPS & MEMBERSHIPS

Next to all our in-house’s engagements, BESIX Group wants to collaborate with external partners to innovate and to support the development of sustainable solutions in the construction sector.

Group companies BESIX, Vanhout, Jacques Delens and Wust are part of the Belgium Green Board Council (BGBC). This Board’s goal is to encourage its members to share experiences in order to implement common actions that address issues like waste, CO_2, BREEAM, fuel tanks, concrete, environmental legislation.

We are also member of the BAMB (Building As Material Bank), an EU funded projects that aims to enable a circular building industry.

- BESIX Is a member of EcoBuild Cluster, a network of sustainable construction companies operating with an HQ in or around Brussels.
- Vanhout is member of Kamp C prov. Antwerpen – duurzaam bouwen Kamp C (Provincial Center for Sustainable Building and Living)
- Jacques Delens is one of the Directors of the Plateforme Maison Passive (PMP).
- Franki Foundations is a member of EFFC (European Federation of Foundation Contractors). This association works on a national and European level for better contract conditions for specialist foundation contractors. Moreover, the EFFC and the Deep Foundations Institute (DFI) are urging the geotechnical sector to make immediate use of their jointly developed carbon calculator tool - a standardized and pioneering open source tool that can be used to compare the sustainability of different foundations.
- BESIX and Cobelba are involved in the REINTEREST research project to develop new renovation techniques for existing residential buildings.

WATER: HIGH ON THE GROUP'S AGENDA

Addressing water scarcity

Sustainable water management is crucial for our planet and its inhabitants. BESIX Group is well aware of this and is keen to play a leading role in addressing the growing water scarcity. Not only by supporting projects through its Foundation but also with water treatment and water supply solutions delivered by BESIX Sanotec.

Ensuring sustainable water solutions worldwide, with access to safe drinking water and decent sanitation, today and tomorrow: that's the central mission of BESIX Sanotec. The company is backed by other Group entities like Socogetra, West Construct, Vanhout, Wust and Six Construct. Together, they deliver drinking water and wastewater services (including water treatment) to residential, commercial and industrial customers.

BESIX groups the various specializations within the Group to provide a comprehensive service. This ranges from civil engineering and networks to mechanical and electrical installations and to operation and maintenance in the form of DBFM (Design, Build, Finance and Maintain) contracts.

Awareness creation

Next to the various water projects the Group is working on, it also wants to dedicate special attention to the increasing scarcity of this precious resource. Six Construct for example, educates its teams to preserve water and make more sustainable accommodations which manage to reduce water consumption since its installation in 2015 (up to 3% per day from August 2016).

Our wastewater treatment concession in Ajman regularly organizes awareness campaigns to urge the local population to reuse treated water.

Local and international water projects

The BESIX Group undertakes both small-scale and large-scale water projects. The first concerns a few hundred or thousand PE (population equivalents), the second ten thousand to one and a half million PE. These projects are running both in Belgium (via Socogetra and Wust in Wallonia and Vanhout and West Construct in Flanders) and overseas (Six Construct). In the Middle East, BESIX Concessions is also undertaking PPP projects, including maintenance and operation.

In Ajman, a daily dose of 45 million liters of treated water are re-used as feed water for SAFI (another BESIX-led company that treats water for even higher quality requirements) as irrigation water for greenery and urban landscaping in the City of Ajman, the new Ajman Al Zorah Golf Course, leisure and 'royal' farms.

The concession organizes awareness campaigns and presentations at universities to sensitize the local population to the re-use of treated water, which is largely under-exploited in this area that is in great need of it. They also develop wetlands where birds which had disappeared are starting to appear again. In 2016 the area will expand by 33%.

ADRIEN THEUNISSEN
Senior Manager, BESIX Sanotec

"Especially when water pollution by industry and agriculture is creating problems both globally and locally, innovative solutions and quality management systems are needed in order to continue to ensure a safe water supply."

GRI 102-2 413-1

Renovation in Joint Venture of the Khalifa Stadium within an expanded footprint with a new capacity of 49,917 seats, in 25 months. This includes dismantling, diversion, reconstruction and extension. And last but not least, the inclusion of four new substations and the building of a museum.

Doha, Qatar 2014 - 2017

KHALIFA STADIUM

Four Star rating in the GSAS
This is the first certificate for a renovation project to be issued by GORD (Gulf Organisation for Research & Development). When making an assessment, GORD takes the following into consideration: urban connectivity, sites, energy, water, materials, indoor environment, cultural and economic value and management and operations.

Sustainable future
One of the most important changes to the stadium was the addition of a huge new roof canopy. Along with advanced cooling systems, it helps to maintain a comfortable temperature for football fans, supplying a simple, green solution to an environmental challenge.

Selected partners
To conform to Q22 standards, relevant Qatari laws but also to our own Codes of Conduct, a strict vetting was held regarding our subcontractors in a manner that ensures the worker's constant wellbeing, health, safety and security.

Working conditions focusing on:
- Health & safety concerns by faster & actively encouraging a world-class health & safety culture. All workers being deployed on Kalifa Stadium site must attend a detailed HSE & orientation induction.
- Ethical recruitment policies to explain officially and by writing to the workers what are his benefits, prior to recruting him. And wages engagement to ensure that salaries are paid on time.
- Equality: all workers are being treated equally & fairly, irrespective of their origin, nationality, ethnicity, gender or religion.
- Safe and healthy working & living conditions thanks to the HSE department that conducts monthly accommodation inspections, following by action plans if needed.
- Creation of a Site Welfare Department to meet the workers in order to understand their problems and take appropriate action with the subcontractor.
- Training.

GRI 413-1

2016 IN NUMBERS

±3,515 people working on the project

11 different nationalities

23,892 hours of training

14,504 tons of waste generated

The "New Flood Lock Limmel" project is part of the rural Meuse renovation project to improve the waterways and make them more suitable for longer, deeper and higher vessels. In this project, the Keersluis Limmel Company and its partners are overseeing the design, construction and servicing of a new retaining structure at the southern entrance to the Juliana canal in the north of Maastricht. At the same time, the nearly eighty-years old lock is being demolished.

The Netherlands 2014 - 2017

NEW FLOOD LOCK LIMMEL

Reducing our environmental footprint
While enlarging the canal and building the new flood lock, sustainability was among the chief concerns of our team. During this project, BESIX Group implemented a lot of measures, to minimize the environmental impact as well as the carbon footprint of the project: the building site was powered by green energy.

Green Deal concrete with a lower carbon footprint was used. Concrete mortar was sourced from the street where the building site was in. The transportation of concrete mortar, therefore, caused very few carbon emissions.

When possible, materials and tools were shipped to the building site rather than driven by trucks. 60% (= 67,500 m^3) of the soil material and 91% (= 11,360 m^3) of demolition materials were brought to and/or taken away from the site by boat. Doing so, we were able to decrease the number of trucks used by 5,510.

Waste was recycled or reused as much as possible
Thermical recycled asphalt from a highway (eco filler) were reused to make the core of the abutments on-site.

Biodiversity
Every month, an environmental expert gave feedback on the construction project. With his help, temporary shelter was made for bats and two beaver castles, including the living area of the beavers, were saved during the construction phase.

Taking care of our stakeholders
We made sure that the neighborhood was aware of the happenings on the building site. Prior to construction, information leaflets were given to residents and we sent newsletters during the project regularly. We even opened an information centre on-site. We also built a temporary bridge for cyclists to facilitate safe crossing during the construction phase.

And last but not least, we enjoyed taking the opportunity to teach children: two primary school groups (around 500 children) visited the site and we created a lesson plan for the teachers to use. A one week game was developed for those students.

Certifications
ISO/IEC 15504 + 15288 assessment, ISO 9001:2008 + VCA** 2008/5.1, EDP certificate PMS and SPIC.

GRI 413-1

Abu Dhabi, UAE 2015-2018

YAS THEME PARK

The Yas Theme Park project consists of the construction of a recreational indoor building with themed rides and attractions, retail, food & beverage facilities. The park consists of approximately 140,000 m² of gross floor area and is designed to be an attraction that will appeal to the whole family. Yas Theme park aims to obtain an Estidama 2 Pearl Rating (equivalent to LEED Silver).

Our people: our main focus

We've implemented a welfare system to ensure all workers are treated fairly. A new mandatory provision has been included in all subcontracts, stating that all subcontractors have to comply with the same welfare standards in order to be eligible to work for Six Construct. Requirements include the nomination of a compliance officer and submitting a compliance plan.

Minimizing our environmental impact

In order to reduce the project's environmental impact, the project team implemented the best construction practices that minimize the weight of construction waste and reduce the environmental incidents. Measuring the embodied carbon during construction stage and reducing it below the international standard is one of the main project goals. The project is in line of achieving its target: to limit the embodied carbon to 550 kg CO_2/m^2.

The team focuses on the high mass components/materials of the project such as the steel structure, concrete, masonry and façade and procures from local sources with the maximum allowable recycled content.

GRI 413-1

2016 IN NUMBERS

6,142 people working on the project

±49,500 hours of training

96 suppliers signed the Procurement Code of Conduct

530 kg CO_2/m^2 saved

93.6% waste recovered

Certification ESTIDAMA - 2 Pearls

Since the early commencement of the project, BESIX took a dedicated attention to environmental issues. The ground water quality was monitored before the project started and was controlled on a regular basis in several locations on site.

Deforestation of the site has been strongly controlled by a dendrologist and ornithologist. No trees have been cut with birds nests and protected trees have been replanted in duplicate. In order to reduce the carbon impact of the tree cutting on site, BESIX decided to recycle some trees for the fencing post of the area.

All animals (frogs, beavers, seals, birds, bats) have been relocated to an appropriate location before disturbing their ecosystem.

A maximum of material found on site was reused, e.g. concrete from demolition work has been recycled for the temporary roads and parking places.

Environmental toolbox meeting took place on regular basis to sensitize the workers to the environmental impact of their way of working with and the tools available to minimize it (wheel washer for trucks, land and marine spill kits for leakage of hazardous substances, dedicated maintenance area,...).

In order to have a positive local impact from this project, BESIX subcontracts most of the work to local companies and suppliers.

GRI 413-1

In cooperation with the local university, BESIX has used 2,000 T of the sand cut on site to create artificial dunes in a protected area, a few kilometers away from the project location. Research and experiments on plantations will then be carried out by the students of the university.

2016 IN NUMBERS

±594 people working on the project

50% female employees

5 different nationalities

1Mio man-hours without lost-time incidents

Brussels, Belgium 2015-2018

CANAL DISTRICT

The « Canal District » Project, an old industrial estate, is located in the lower part of Brussels, near the canal. This location, which is highly polluted by oil and heavy metals, had become a wasteland abandoned by its owner. Several promoters had attempted to redevelop the site, but failed due to the location's complexity and the high amount of pollution from days gone by.

Philosophy of the concept

For this large 205 housing unit project, BESIX RED's vision had to go beyond a classical housing concept. We needed a strong concept with daring architecture! Therefore, we thought up a small village in the middle of the city, which offers a huge variety of accommodation with an inner court, to create a meeting place and a town garden in which children can play.

The surface area of the housing units ranges from 32 m² for a studio flat to 148 m² for an apartment, as well as a concept of two or 3-bedroom townhouses. This spread of different sorts of accommodation allows for all budgets, which enables the development of a very sustainable vision of the city. For us, as developers, it is important to coax families into town again, by offering them high quality accommodation with ready access to facilities. This approach is also supported by the local authorities' environmentally friendly mobility policy. We kept to it, by asking our residents to favour cycling over cars, thanks to rooms, which are directly accessible via the entry halls.

Environmental approach

Our desire was twofold. On the one hand, we worked hard to combat pollution, by suppressing it rather than containing it, which allowed us to curb the spread of this pocket of pollution to the rest of the area via the groundwater and to regain areas of open soil. These areas will be sown to give birth to the future inner court's garden.

On the other hand, we decided to go beyond the required standards in terms of energy, by setting ourselves the goal of reaching the criteria required for passive or very low energy housing. This sustainable choice for the development of the city has seduced many buyers.

A lively project

Canal District's commercial success validates our strategic choices. The rapid acquisition of accommodation by investors is a testament to the attractiveness of our project.

This location has become an example of reallocation and is driving the quarter's redevelopment.

GRI 413-1

Engis, Belgium 2013-2015

ECOQUARTIER FONTAINE ST JEAN

Being developers enables us to enrich a project with our own CSR approach.

This is a project of inclusion, as it was thought out so as to be able to mix generations, to integrate disabled people as well as people on low incomes.

Apart from the leisure areas, the construction of common areas will facilitate the integration of an association, a neighborhood service and a kindergarten. All of this whilst paying particular attention to the organic environment in which the project is growing.

During construction, we took many measures to limit the impact of the work on neighbors. Planning of the more disruptive work, adapted access, limiting dust...

Minimizing the environmental impact
Concerning the buildings, thanks to a controlled ventilation system, the installation of retention basins, installation of waterproofed areas, collection and sorting of hydrocarbons...

For the building site, thanks to the implementation of a waste segregation management system. Recycling of stone from below ground, to make ripraps.

The walls of the buildings were prefabricated by a local company, situated less than 15 kms away from the construction site, in order to minimize the impact of the transportation.

The materials used for these walls include wood from local forests, as we have been using a combination of concrete and wood, wich we patented.

Biodiversity
Wust paid great attention to the preservation of the remarkable local fauna and limiting the height of construction will enable successful integration into the park.

Preserving the neighborhood
A person was given the task of informing the neighborhood of the progress of the construction work, and to implement measures to reduce annoyances from the building site (tarpaulins for lorries, marking HGV's, cleaning access routes, planning noisy work,...)

Social Economy
The purchasing service is looking from partners from social economy for the contracting of certain markets.

GRI 413-1

OUR COMMUNITY AND SOCIETY ENGAGEMENT

DIRECT ENGAGEMENT WITH STAKEHOLDERS

Our 2015-2016 objective was to further develop both internal and external tools of communication in order to create and to stimulate open relationships and solid partnerships with all of our employees and stakeholders.

GRI 102-42 102-43

> “Giving back to the community in which we operate

The Group pursues its on-going communication through its website and its LinkedIn, Twitter, YouTube and Facebook accounts for all its stakeholders. In 2016 BESIX launched a dedicated e-pressroom with Prezly in order to directly inform its business partners and media.

The Group and some of our entities (Six Construct, Jacques Delens, Vanhout, Wust) publish an annual activity report which is available on the Group’s and entities’ website. Some entities also send out a customer newsletter.

Group entities and sites are organizing special events for the attention of different stakeholders and communities interested in the group’s activities: employees, citizens, candidates, students, clients, government officials, journalists, etc.

ENHANCE OUR HUMAN CAPITAL

BESIX Group is fully aware it cannot separate the success of its business and the quality of its services from the talent of its employees. That's why the Group aims to inspire its employees continuously by giving them new opportunities to reveal their potential and to implement their innovative ideas in the best and safe working conditions they deserve.

		2014	2015	2016
Workmen	Belgium	1,238	1,187	1,109
	Worldwide	12,025	10,420	8,920
Employees	Belgium	1,074	1,144	1,115
	Worldwide	5,150	4,773	4,617
Total	Belgium	2,312	2,331	2,224
	Worldwide	17,175	15,139	13,537

GRI 102-8

Five core competencies

In order to ensure a continuously strong and successful performance and to effectively translate the Group's values, BESIX Group wishes all employees and agents to share the following five core competencies in their daily communications, tasks and activities:

Result-orientation

Focus on determined goals, objectives and results.

Teamwork

Maintain the ability and desire to work cooperatively with colleagues from different backgrounds and cultures to achieve our shared goals.

Entrepreneurship

Be a self-starter, seize profitable business opportunities and consider change a challenge.

Flexibility

Be open-minded, embrace new opportunities, adapt behaviors and approaches whenever necessary.

Innovation

Think originally, initiate, manage and energize change processes, generate and enable new and innovative solutions, achieve and surpass results against the relevant internal and/or external standard of excellence.

Gender diversity

BESIX Group encourages diversity with various processes that exclude discrimination in terms of race, religion, national origin, age, gender, sexual orientation, marital status or physical disability. And this yields results: although the construction industry still tends to be a man's world, the number of female colleagues in the Group is rising. Although BESIX Group spares no efforts to guarantee equality between men and women from recruitment to career management, we understand a lot of progress is still possible and needed when it comes to gender diversity.

24%* WOMEN

*BESIX Group, BESIX NV, BESIX RED, CCB, Engeo, Franki Foundation Belgium, HBS, Socogetra, Vanhout, Vanhout Project, Vanhout Facilities, West Construct, Jacques Delens, Wust

GRI 102-8 102-16 405-1

Supporting young generations

BESIX Group has always shown a keen interest in the up-and-coming generation, especially students, and young people who want to make their mark on the construction business.

Sharing knowledge is still the most effective way of keeping the building community growing and enlarging its know-how and expertise. That's why each year, the Group welcomes engineering students who want to gain valuable work experience as trainees.

At the end of an internship, each student gets an appraisal interview with his/her mentor or coach, a valuable moment with constructive feedback and useful career advice.

Vanhout is also involved in De Wolkammerij, an organisation which supports young entrepreneurs in the field of construction.

Strong collaboration with universities

Collaboration with the academic world is of extreme importance to the BESIX Engineering Department. It allows our Group to improve its technical skills and to validate solutions developed by the Engineering Department. They cooperate with Belgian universities for research and knowledge exchange on BIM.

Jacques Delens is part of a Cam(B)bridge research project aiming at more reliable assessment of thermic behavior and air tightness before and after construction using BIM.

Internships at BESIX Group in 2016

61 internships

31% more than 2014

200 hours taught outside the group

Members of important networks and associations

Our in-house experts also attach considerable importance in knowledge exchange with other companies active in different and scientific construction fields. They stay open to new trends and to other experiences by attending conferences and by sharing their expertise with universities, R&D teams and their peers. They also share the Group's innovative solutions at specific seminars. Besides the fact that BESIX is a member of the Belgian Construction Confederation and of the BBRI (Belgian Building Research Institute), the BESIX Group companies are active in various associations via its experts.

ANTHONY SETTIMIO
Master Student in Industrial Engineering

"I have had two internships at BESIX. During the second one, I had the chance to work on the Trebel project, in the centre of Brussels. I learned a lot here: it seemed very complicated at first, but the project awakened my curiosity and hunger for knowledge. I really appreciated being made part of the team so quickly. I was genuinely involved and did not just lend a helping hand. My bosses gave me specific tasks and my role was well defined from the get go, which was very motivating. I felt useful and involved with the project. BESIX is a successful and efficient company where I felt very good. I really enjoyed this internship, but the cherry on the cake is that it enabled me to find a job."

GRI 102-13

Recruitment

Group companies are constantly looking for new talents to reinforce their teams. Our recruitment approach has been updated with a bigger focus on digital and social media and on company culture, an increasingly important factor for candidates nowadays.

The Group encourages direct employment of local nationals and applies a 'mixed team' policy to stimulate cooperation and interaction between 'local' and 'non-local' employees. Local employees get the opportunity to follow a tailor-made training that encourages them to take on bigger challenges and responsibilities.

BESIX Group is also fully aware that its activities create direct and indirect employment in the countries where it is active (local purchases, etc.)

Referral, a permanent asset

The success of our referral campaign demonstrates our employees' willingness to recommend their relatives to join the Group. A relevant indicator for us in term of career management and well-being at work.

"BESIX engineers coach students whose engineering research has shown great potential and teach in places where their expertise is a real bonus.

Total recruited

Staff turnover
(departure/ total) (%)

BESIX Egypt Branch, BESIX Equatorial Guinea, BESIX France, BESIX Group, BESIX ITALY, BESIX MANILA, BESIX Nederland BV, BESIX NV/SA, BESIX R.E.D./SGT, BESIX Sanotec, COFELY BESIX Facility Management Ltd, Franki Foundations, Sanotec Sharjah Branch, Six Construct, Six International, West Construct.idem Able Piling, ATLAS FONDATIONS, BESIX Australia Pty. Ltd., BESIX Azerbaijan, BESIX Morocco, BESIX SOMAGEC S.A., BESIX Switzerland, ENGEO, FFB, Franki Grondtechnieken, Six Construct Saudi Arabia Branch, SOCOGETRA S.A., BESIX NV/SA Montenegro d.s.d. Tivat, Vanhout, Vanhout Facilities, Vanhout Projects, Jacques Delens, Wust

GEERT AELBRECHT
Group Human Resources & Communication Director, BESIX Group

"The Dare Change workgroup on Compulsory Induction Program aims to a clear and methodical manner to welcome new employees. The main target is to ensure that newcomers in the company will welcome, understand the basics of the company prior. Employees will easily find the needed information sources especially created for them. There are less risks on quality and safety on one hand and it increases retention and job engagement on the other hand. The program has been launched already for BESIX and is gradually extending to other parts of the group as well as expanding in level of content."

GRI 401-1

Working conditions

Second BESIX Engagement Survey

Our colleagues from all entities participated to the second BESIX Engagement Survey in May 2015. This study is an opportunity for employees to communicate openly about their working environment.

All results were further analyzed by the management team of every department/division/company in order to identify the strengths, weaknesses and trends and devise an action plan. The results were communicated to all employees.

Newly implemented measures

After the second engagement survey, we decided to strengthen the feedback process for Line Managers to their team through an internal communication campaign, a new appraisal process, the Coaching Card, and an e-tool to train managers ("As a line manager, where to start?").

The e-learning course's goal is to guide managers to set SMART objectives and give feedback in an adequate way. 208 managers already completed the course.

MOHAMMED HAJOU
Vanhout worker

"I was just a young lad when I first started working at Vanhout, as a carpenter. I just remember how I felt going home: extremely proud of having a job. Meanwhile, 30 years have passed and so much has changed in my life. The pride, however, never left. How is it that Vanhout has become such a constant in my life? Well, I've been asked this many times before, and I can't come up with a snappy answer. I do have a few ideas on the subject, though. I'm thinking about all the training I've had here, or the relaxing initiatives we're setting up. Maybe it's the openness and honesty of the management towards us. Is it the laughs and good mood between colleagues? Because that part is great. I could go on, but it boils down to the way I feel at Vanhout. It's a great feeling I've had for the past 30 years."

Overall participation rate

90%
have high pleasure at work

84%
have high engagement and commitment to the organization

The results for Engagement, Well-being, Satisfaction and Attractiveness
HAVE INCREASED

Nevertheless, on the "Well-being" we can still improve more than we have done.

>72%
Worldwide white collar employees participation rate

>35%
Belgium Blue collar employees participation rate

GRI 102-43 102-44

Promoting connections

BESIX Groups is actively reinforcing both its online and offline communities. BESIXpedia and the Unleash innovation program give colleagues the opportunity to share knowledge and ideas and work together disregarding their location.

The Group also regularly organizes networking events, teambuildings and family days to strengthen the connections amongst employees.

In 2016, Vanhout published its third cookbook with recipes from colleagues, customers, relationships.

Group newsletters are published in English, French and Dutch within the Group entities for all staff members, giving them an update about the Group's activities. Some group entities also publish an own local newsletter that is translated in various languages.

Employee benefits

The Group offers a total reward package which includes financial and non-financial advantages such as compensation and benefits. Next to a competitive wage, the Group offers benefits which (depending on the position and level) can include group insurance, hospitalization insurance, medical checkup, meal vouchers, company car, mobile phone.

Group entities organize an annual Long Service Award Ceremony in order to thank and promote employees who have been working for them for the past 15, 20, 25, 30 and 35 years.

Moreover, benefits only decrease very gradually with reduced schedules, demonstrating the importance of a good work-life balance for the Group.

Welfare standards for our workers

Our people are the most valuable asset for BESIX Group. Their health and well-being is of primordial importance to us. The Group is committed to provide a caring and supporting work environment that enables all employees to develop and grow towards their full potential.

Six Construct, the BESIX Group subsidiary active in the Middle East, manages the workers' accommodation in the UAE (Dubai, Abu Dhabi, Sharjah), Qatar (Doha), Bahrain, Saudi Arabia and Oman. The accommodation is inspected by the safety department every month. These inspections mainly focus on the safety of employees, the fire protection system, employee welfare facilities, health & hygiene, emergency procedures, maintenance etc. Six Construct sets higher standards than the local standards with, amongst others: training facilities, air-conditioning, leisure, communication facilities, and housekeeping facilities, medical campaign, official ceremonies or cultural celebrations, ...

First election: QSV camp workers welfare representatives election 03/06/2016	
Total number of workers (qsv camp) at the time of election	1,773
Number of candidates proposed their names for representative	10
Number of workers voted	(58%)
Number of elected representatives	6

> **"BESIX is fully committed to continue its efforts for the welfare of workers in Qatar, also by increasing buy-in among its subcontractors.**

Worker's Welfare Forum

The Worker's Welfare Forum was formed at Six Construct's Workers accommodation facilities in Qatar to understand and address the concerns of the workers efficiently, if any.

This forum consists of the relevant worker's welfare officer, the contractor's senior managerial staff (HR manager at least included), one worker representative per nationality of workers living in the accommodations (selected every six months by the workers).

BESIX Forward

BESIX launched a BESIX standard charter in 2017 that includes the minimum standards required by the most rigorous country.

New welfare compliance department at Yas Theme Park project

Six Construct created a new welfare compliance department at the Yas Theme Park.

The goal of this department is to make sure that all subcontractors comply with our welfare standards and treat the entire workforce fairly during the execution of the project. All subcontractors have been invited to comply with the same standards to be eligible to access and work for Six Construct. Moreover, all subcontractors have to formally nominate a compliance officer and submit a compliance plan.

High standards for the workers' accommodation facilities on the Al Rayyan upgrade project

Six Construct (in partnership) was awarded the first segment of the 2.9 km Al Rayyan upgrade project in Doha by the Public Works Authority of Qatar in February 2014. Since the start of the project, they had laid out high standards for the workers' accommodation facilities.

To monitor compliance, KPIs have been developed based on the accommodation requirements. All contractors were categorized from the worst score (red: score below) to the best one (Platinum class: main contractor above 8 and their subcontractors in the green, i.e., score above 7).

The results are determined by the comfort of the tenants (room sizes, cleanliness, quality of food, etc.) as well as their well-being (extra activities, availability of rooms to practise their religion, etc.).

The KPI score achieved by Six Construct and its partner Boom Construction, was 9.2 out of 10. We were particularly proud to get the certificate of appreciation for '**The best project across the expressway program towards workers welfare – Platinum level**'.

As a conclusion, the project team completed four million man-hours without a lost-time incident.

BESIX shares NGOs' concern about the safety and well-being of our workers

Ever since Qatar has been chosen to host the 2022 FIFA World Cup, the media and NGOs have been reporting on the working conditions of immigrant workers in Qatar. Through the joint venture Midmac-Six Construct, BESIX is operating in Qatar as the lead contractor for the Khalifa Stadium.

We explained in our previous CSR report 2012-2014 that BESIX-Six Construct has allowed multiple unrestricted visits to its construction sites and labourer accommodation in Qatar by CSC Building – Industry & Energy, CSCBIE, BWI (Building and Woodworkers International) and the Belgian Workers Delegation. These organisations have applauded our endeavours to improve working conditions and have praised us for our efforts in terms of social consultation and communication with our workers.

BESIX took notice of the publication Amnesty International issued on 30 March 2016 on the Qatar 2022 FIFA World Cup and the conditions for migrant workers on the site. For many months, BESIX-Six Construct was in contact with Amnesty International and fully co-operated with them by providing feedback to their questionnaires, including queries about subcontractors working on the Khalifa Stadium project. We did so because we share Amnesty International's concern for the safety, respect and well-being of our workers on site and during their free time.

The main issues raised by the initial report of Amnesty International focus on irregularities reported for one of our subcontractors. Through our own mechanisms such as our Code of Conduct and regular facility inspections we aim to detect potential issues and act upon them. Through our own monitoring systems such as regular facility inspections with our subcontractors we aim to detect potential issues and act upon them. Whenever we identify conflicts of the Workers Welfare Standards by subcontractors, we discuss the actions to be taken in transparency with the Supreme Committee. If they fail to apply the commonly agreed action, we will end our collaboration as we already did for some of them in the past.

Our team in Qatar used the lessons from Amnesty International to further improve its working methods and act upon them, within the boundaries of what is allowed under Qatari law.

Strong focus on Health & Safety

Ensuring a safe place to work

Although good safety statistics are useful to reflect our safety efforts, there is more evidence than that to demonstrate that BESIX Group is ensuring a safe and sound working environment to its many employees and third-party workers.

Focus on information exchange

BESIX Group organizes many initiatives to raise awareness on safety risks, such as:

- HSE introductions for new employees and subcontractors
- specific HSE training on various topics
- regular toolbox talks to reflect on HSE topics
- safety time-outs
- ...

To be effective, these initiatives focused on information exchange must be more than one-way communication from the management to the employees. That's why in 2015 we decided to make our training more interactive by modifying our toolbox talks format.

At Six Construct, employees who perform extraordinary at every project in the field of HSE are rewarded with a certificate and a cash prize. There were about two thousand in 2015-2016.

Taking into account a multi-cultural environment

As BESIX Group is active all over the world and because of the broad diversity of its workforce in terms of nationality, language and culture, it's important to make sure that everyone and everything is understood correctly.

Therefore, we have recently started producing QHSE-related e-learning tools and training materials that no longer use any form of text or speech. This way, any barrier related to language difference, reading ability or intellectual level has disappeared, making it easier to pass messages and make sure they're understood.

Comfort and well-being: addressing particular work conditions

At the end of 2016, after a study on various products that would help shield workers from the side effects of severe weather conditions, and especially the Emirates' heat, a cooling towel has been chosen and is currently under trial at the Royal Atlantis project in Dubai. If the test is successful, it will be implemented as a company standard on all our sites in the Emirates.

Appeal to creativity and innovation

In 2012, BESIX Group launched the HSE Chairman's Awards, a competition that invites employees to pitch their idea to improve our HSE strategy. In 2016, however, no HSE Chairman's Award election was organized. Instead, a Group-wide campaign on innovation called UNLEASH was launched (see page 41). As a part of this campaign, employees are still asked to suggest QHSE-related innovative ideas that may eventually be selected for implementation.

Each year, the best suggestion has been selected to receive the HSE Chairman's Award.

Cooling towels of the Royal Atlantis workers

GRI 102-43 404-2

Accident statistics

Accident statistics show a further reduction of incidents compared to previous years: the number of lost time incidents and medical treatment cases dropped. This reduction, however, is overshadowed by the sad loss of one worker and four subcontracted employees in 4 fatal accidents in 2016. BESIX Group has carefully analyzed all details of these accidents and will do anything that's within its power to prevent accidents like these from ever happening again.

Global Quality, Safety and Environmental Time-Out

The 2015 Time-Out Session focused on 'The impact of every individual' on guaranteeing a risk-free working environment. The 2016 Time Out Session focused on 'Excellence'.

The goal of these globally organized Time-Out sessions is to raise the awareness of employees and subcontractors on how they can prevent incidents and injuries and on how they should safeguard the quality of their work. More than 20,000 staff members and subcontractors exchanged ideas after getting inspired by videos that showed colleagues on-site in different parts of the world, sharing their personal views on QHSE.

Frequency Rate - With subcontractors

Number of work accidents with lost time *1,000,000/worked hours

Severity Rate - With subcontractors

Number of lost days *1,000/worked hours

Safety Time Out	2014	2015	2016
Worldwide participants (with subcontractors present that day)	18,257	17,671	21,403
Number of employees BESIX & JV	28,929	28,497	29,869
Number of subcontractors	14,067	13,212	12,082
Total	42,996	41,709	41,951
% with subcontractors	42%	42%	51%

GRI 402-2

BESIX
Safety & Environmental Time-Out 2015
24 November 2015
MY IMPACT on Health, Safety & Environment
Focus Together on BESIX Life Saving Rules
GOAL ZERO
Always position yourself in safe zones away from moving and energized equipment
When working at height outside a protective environment, protect yourself against falling
permit
Always obtain authorization before diving
Always follow pres
lift plans

Life Saving Rules

In 2013, BESIX launched a communication campaign concerning the Life Saving Rules. Ten specific Life Saving Rules were defined as they corresponded to the Group's core activities and associated critical safety risks: working at great heights and in confined spaces, heavy lifting and rigging, excavation techniques, driving, moving equipment, and diving and working near/over water.

The Group continues to communicate about these fundamental rules through poster campaigns and toolbox meetings. Besides quarterly site inspections by the QHSE team, safety walkabouts are organized 6 to 7 times a year by our operational management. Since 2014, our general managers also participate to 'walkabouts' in order to stress the importance of safety on site.

Diving improvements

The group is an International Marine Contractors Association (IMCA) member since 2013. Since its accreditation as IMCA Diving Contractor, it can tender projects including in the Oil & Gas sector for marine works, where diving is an important aspect of the job to be performed.

In parallel, Six Construct is accredited by Bureau Veritas (BV) for 'Underwater Class Survey'. The company has registered with the International Safety Management (ISM) certification to manage its marine operations and associated risks effectively and improve performance in those operations.

Our diving teams are trained to perform in a professional process and in a safe environment.

Training and personal development

Deploying our people's talent

BESIX Group supports the talent of its people and constantly develops tools to maximize their potential at the highest level.

	2014	2015	2016
TOTAL	10,126 hours	11,188 hours	13,114 hours
Total People	5,150	4,773	4,617
Ratio	1.97	2.3	2.8

BESIX Potential Academy

In collaboration with Vlerick Business School and Solvay Brussels School, the Group offers custom business school programs to 40 young and mid-career potentials each year.

The last BESIX Potential Academy in 2016 focused on 'client-centricity', guided by the new leadership style within the Group.

BE Pro

Every year, the Group counts more than 150 new managers who are spread all over the world and need to be informed about the BESIX essentials as soon as possible. This is why BESIX EXPERIENCE IN PROJECT ROLL OUT was launched in February 2016.

BE Pro informs our colleagues on what our company considers to be the key elements in the Project Management process and directly linked to the BESIX Contracting Integrated Management Systems (IMs). This tool gives managers the opportunity to spread important information concerning:

- who we are and what type of company we'd like to be
- the Group's definition of success
- expectations
- how to achieve this

Green construction training

As a response to the increasing demands for passive or certified projects (BREEAM, LEED, HQE, ESTIDAMA, OSAS), all BESIX engineers regularly receive high-level training on 'green construction'.

In 2014, more than 40 engineers were also trained by an in-house expert. With 48 engineers trained in 2016, we exceeded our goal to maintain the number of trainees compared to 2014.

BESIXPEDIA, our online encyclopedia

Initiated by BESIX young potentials, BESIX launched an interactive sharing platform, BESIXpedia, to share best practices and lessons learnt. This interactive platform aims to close the gap between the internal know-how and its distribution within our organization.

BESIX Potential Academy 2, 2015

GRI 404-1 404-2

Performance management

Each year, the Group foresees an appraisal process for all of its employees, and every 2 years for the workers in the Middle East. This is an opportunity to summarize an employee's performance and to define upcoming challenges and career opportunities.

With our previous appraisal process, some employees missed the opportunity for different reasons. We know that the Line Manager's feedback is crucial for the employee's own development and growth.

We therefore initiated a new appraisal process in 2015, 'The Coaching Card'. Thanks to this new tool, each employee takes ownership of the process and can get regular feedback on performance and competencies right after each project. Employees become responsible for their own career and development.

Regarding employees, the evaluation process is now up to 100% in Europe and more than 92% for BESIX workers.

In the Emirates, the employees are not yet included in the Coaching card project but will be in the coming years.

GEERT AELBRECHT
Group Human Resources & Communication Director
BESIX Group

"The Dare Change workgroup Face-to-Face evaluations wants to bring the performance review to the essential of coaching in direct contact. By creating the necessary tools, procedures and moments this workgroup wants to establish a culture of feedback, review and coaching on a regular and direct manner. If the proposals of the workgroup are applied, a positive impact on the employee engagement, retention and performance should be measureable. Thus impacting overall company KPI's."

Career development

The System Competency Banding provides all employees with an overview of their current position and future career prospects. The system solely focuses on real competencies and performance and doesn't take into account other specifics (e.g. gender), guaranteeing a fair and transparent salary policy and gender equality.

Promotion
Banded staff = +/- 950 colleagues

HR Business partners

The HR Business partners help the HR team to develop talents and transfer internal expertise from senior to junior staff members. They advise employees and line managers to achieve better results and optimize manpower planning & internal mobility for staff members active on site. They also take care of individual Career Management & Succession Planning in order to guarantee a long-term continuity of the internal competences.

GRI 404-2 404-3

VENDORS AND BUSINESS PARTNERS

Procurement Code of Conduct

BESIX Group expects all stakeholders of the procurement chain, being the Group's own buyers and all subcontractors, suppliers and service providers, to contribute to the continuous alignment of the BESIX Group procurement chain with:

- the Universal Declaration of Human Rights
- the International Labor Organization Conventions 29 and 105 (Forced Labor Prevention), 111 (Prevention of Discrimination), 138 and 182 (Child Labor Prevention)
- the ISO 9001 and 14001 standards
- the Guidance Principles of ISO 26000.

The procurement procedure was revised in 2016 and integrated in the Group IMS that is applied by most entities.

Promote synergy

Procurement Synergy meetings with representatives of most of the European companies are organised quarterly. They ensure the follow-up of the Procurement Code of Conduct and establish the priorities in the development of frame agreements. These allow those companies to take advantage of the Group scale effect, obtaining better prices, better services and, in some cases, introducing more environmentally friendly products and solutions (example: the use of biodegradable oil for stripping).

Frame agreements

At the end of 2016, about 60 frame agreements were in use in Belgium and the surrounding countries. All vendors involved have signed the Procurement Code of Conduct. On top of that, standard contracts are used for subcontracts and for equipment rental, resulting in balanced safety and environment rules that are respected by all parties

Social economy

The members of the Procurement Synergy meetings developed and promoted a list of about 30 Belgian vendors coming from the social economy (gardening, cleaning, carpentry, electrical works, ...).

Buying locally

Another aspect of the Group's procurement policy is to buy locally and to work with local subcontractors and partners as much as possible, even when it is not required by our client.

Signature of Procurement Code of Conduct, a process still on-going

Our objective for 2015-16 was to have all internal buyers active within the Group sign the Code of Conduct. As 96% of the buyers signed the code, this objective has almost been reached. Our second objective was to have 75% of the identified subcontractors and suppliers sign the contract. Despite the good efforts of some entities (Six Construct, BESIX Nederland, Vanhout, Franki Foundations and BESIX), we will need to step up our game to reach this goal.

Peron de l'Ilon in Namur (B) supported by the BESIX Foundation and Cobelba.

GRI 308-1 414-1

	Sustainable and Responsible Procurement Code of Conduct			
	Identified		Signed	
	2014	2016	2014	2016
Subcontractors, Suppliers & Service providers	698	959	433	412
Internal buyers	584	515	520	494 = 96%

Social economy

Since 2009, BESIX Foundation supports, among other initiatives, sheltered workshops and centres for the professional and social integration of the disabled or people who have difficulties integrating in the job market. After a thorough analysis in 2014, our own CSR network set up a concrete action plan.

BESIX Group intends to further promote the social economy as part of a responsible procurement process. The Group also wishes the central procurement support teams to identify and assess the social economy potential of reliable partners.

- BESIX, Franki Foundations and Jacques Delens ordered sweets from the Farilu bakery for the St. Nicholas event.
- BESIX, Jacques Delens and Wust are working with 'L'Atelier de l'Avenir' for carpentry. This association, working with earing impaired people, notably participated in the works for the Belgian pavilion at Expo Milano 2015 with a total contract of € 340,000.
- BESIX Vlaanderen works with 'De Groene Kans' for gardening and landscaping (picture).
- Vanhout works with 'Alito' for the realization of gardens and site surroundings.
- BESIX Group recently selected Village N°1 for the maintenance of the surroundings of its headquarters in Brussels.

GRI 308-1 414-1

SOCIAL INITIATIVES AND BESIX FOUNDATION

Our social initiatives

Aiming to create a positive impact on our and future generations, BESIX Group supports and organises a wide range of socio-economic initiatives. BESIX, for instance guides disadvantaged people on the path to new professional opportunities and BESIX Foundation encourages all our colleagues to volunteer in a variety of projects in the field of education, construction and/or environment.

Social Inclusion

Around the world, BESIX Group aims to get people involved in its operations, regardless of their social background, race, sex or education. The Group wants to give a chance to young people without experience or people with no or few qualifications for whom special training and on-site jobs are defined in advance. By doing so, BESIX Group contributes to the reintegration of those young adults into society.

Training multicultural teams

BESIX Group advocates the mobilization, deployment and training of multicultural teams. By recruiting and training local workmen, we support and strengthen the local economy.

The law of Equatorial Guinea requires that 90% of the workforce of all companies working within its borders be made up of Guinean nationals. This motivated us to train local employees and to develop their skills.

In the Democratic Republic of Congo, Franki Foundations is also training our local partners' employees.

We faced a high workforce turnover in Sri Lanka because many workmen came from far away, were trained on our building sites and then went back home to get better paid jobs thanks to their new qualifications.

OYALA BRIDGE
Equatorial Guinea

GRI 413-1

BESIX Foundation

With the help of BESIX Foundation, the Group continues to contribute to the welfare of underprivileged people. BESIX Foundation supports charitable projects in the fields of education, construction and environment. Its goal is to help the communities in the countries where BESIX Group is active. BESIX Group employees and workers are closely involved in all these projects, strengthening the tie between them and the local communities.

8 years of solidarity

BESIX Foundation brings its support via direct funding, material supply and/or skills sponsoring. The Foundation has been active for 8 years now. In those 8 years, 189 projects were supported, € 2,668,000 was donated and thousands of people benefited from our actions.

2015-2016 FUNDING LOCATION

BESIX Foundation in 2015 - 2016

42 new projects supported

789 volunteers involved

more than **35,000*** beneficiaries

€ 730,222

*These data demonstrate that our actions affect many people directly. An even larger number of beneficiaries, however, are benefited indirectly. For instance, when someone follows a professional training, it tends to lead to a job, and thus recurring revenues for his/her family.
These figures should be seen in context because the project impact on the beneficiary can vary and we believe it can be more relevant to get an important impact on a smaller group than a reduced impact on a larger one.

GRI 413-1

48

Solidarity Days or Nights organized in 2015-2016

Solidarity first

Once again our volunteers demonstrated their strong dedication supporting our projects in 2016 and 2016. An example of this is our local Sri Lanka team, who prepared, supported and organized the much needed work in a primary school with 200 children located near our site. And let's not forget all the colleagues who took part in our two home-made projects: Right 2 Learn and KiddyBuild.

Special Olympics Belgium

helping in the organization of national and international games

Clean Up

cleaning of public areas

Building a library

for refugees children

BESIX Foundation 2016 staff award

BESIX Foundation held its 3rd Staff Award in 2016. Enfants en Inde won, with 34% of votes. The awards ceremony took place during the BESIX Group's annual drink, with 1,000 colleagues attending. Enfants en Inde built its second boarding school in India. Located in Maram in Manipur, it hosts to a hundred tribal girls.

"Enfants en Inde is a marvelous adventure, which is led dynamically by one woman, Claudine Dumez. I am very happy that she received this award. It will not only help to get those girls an education, but it is also the recognition of the achievements of a woman who, for so many years, has struggled to bring her projects in favour of the poorest of the poor to fruition. She is an example to us all, as is Flavia Shaw-Jackson who won the award in 2014 for FACE for Children", Donatienne de Spirlet, Executive Officer, BESIX Foundation.

GRI 413-1

Right2learn

This project, launched in 2011, aims to provide basic computer knowledge to the unskilled workers in the Middle East. By using the Internet, they save a lot of money they would normally spend on communicating with their families and able to discover an endless world.

4 training centres & cyber cafés have been installed either on-site or in workers' housing and many of our colleagues volunteer to coach and teach those who have never used a computer before.

In 2016, the 4 classes (1 in Qatar, 2 in Dubai and 1 in Abu Dhabi) hit cruising speed and more and more colleagues are getting involved. 178 workmen took classes in 2016.

RAVI SHANKAR DUBEY
Six Construct worker

"I come from a village in Bihar, North India, and joined Six Construct as a Scaffolder in 2012. Thereafter, I had an opportunity to switch from site work to office work by starting to work as an office boy. In the same year I got the news of a Five Module – RIGHT 2 LEARN – session for total beginners in the field of Computers being arranged by BESIX Foundation. The sessions were conducted both in English and Hindi/Urdu.
In one and a half months we completed the course and were handed a Certificate of Completion. I am pleased to record that I was promoted to Document Controller in 2015. RIGHT 2 LEARN played a valuable part in my development. My participation to RIGHT 2 LEARN has definitely boosted my confidence."

GRI 404-2 413-1

KiddyBuild

KiddyBuild is a day on which we welcome children from the 5th and 6th grade of underprivileged primary schools. By bringing them to our building sites and warehouses, they can discover the variety of jobs existing in the world of construction.

In 2016, 3rd edition, we organised 4 KiddyBuild days: 3 in Brussels and 1 in Antwerp.

In 3 years, we have reached 15 schools and 716 children.

In 2016, the Limmel building site (The Netherlands) hosted 30 primary school children and organized a week-long game for 60 secondary school students. Wust also welcomed 100 students with the "Ouvre-Boîte" project.

In the UAE, our Ajman concession regularly hosts groups of university students and primary school girls, to give them a behind the scenes look and make help them understand the importance of using treated water and preserving the environment.

In Belgium, the project is supported by the Construction Confederation and the Foundation for Education.

We recently developed a teaching guide which teachers will be able to use in class, before and after the day. In 2017, we aim to host our first TeachBuild day, aimed at lower secondary school classes.

Students

ANNA
Student, La Sagesse Philomène elementary school, Schaerbeek (B)

"I learned so many things that I can't name them all (about the jobs, the machines, the building site...)
The workmen were nice to us. And I want to thank them, because they spent so much time telling us things when they could have carried on working, and they even lent us helmets, boots and safety jackets. Thank you for the presents (the ruler and the yellow jacket).
I liked the concrete and the cement, because the cement reminded me of Nutella and the bricks reminded me of bread and seeing the others at work made me think they were making their sandwiches.
I also liked the concrete because, there, I learned lots of stuff. I liked the carpenter, he was very nice. It was the first thing we did so I had gotten used to him. I learned that girls can work on building sites too! Thank you BESIX !"

GRI 413-1

KATRIEN GOOSSENS
Porticus Foundation,
Director, BESIX Foundation

"As a Board member of the Foundation since 2014, I have the privilege to witness the unique way of how BESIX Group is encouraging its employees and contractors to volunteer in a variety of projects in the three main themes of the Foundation: Education, Building and Environment, all fundamental in the process of building a better world. It is impressive to see how multicultural teams are pulling resources together to help achieve the mission of the Foundation. The professionalism of the small team and the commitment of the many volunteers is heartwarming. Congratulations with a job well done and the result of almost 10 years work of the Foundation."

JEAN MOSSOUX
Director, BESIX Foundation - Director in non-profit and commercial organizations, writer

"Between strategic options and field reality, the BESIX Foundation implements opportunities to seize chances for selected recipients and chances for all those who are involved at various levels. Their actions are supported by annual resources. Supports and initiatives in favor of education are exemplary: on several continents, on one hand, encouraging students and trainers, and, on the other hand, setting up innovative programs of talent development. Impressive."

Monaragala, Sri Lanka 2014-2017

MONARAGALA-BUTTALA INTEGRATED WATER SUPPLY

Monaragala, a rural and remote area located in the South-East of Sri Lanka, now boasts a modern drinking water supply facility that meets European standards. The facility was built by BESIX with the support and input of local contractors and local workforce. The project consists of two river water intakes, one water treatment plant, 4 ground reservoirs and one water tower. All these sites are connected by six raw and clear water transmissions mains (30 km) as well as an extensive water distribution network (65 km).

Local workforce

As the project was situated in a rural area, one of the main challenges of this project was to find skilled local labourers. Most of the labourers were farmers without any special skills or experience in the field of construction. That's why BESIX brought experienced people to the site to teach the teams to organize, manage and execute the works. BESIX also engaged some retired and experienced locals who used to work in other similar projects for the client.

People from different cultures like Buddhists, Tamils & Muslims worked together in the same teams and with the same purpose: to learn and to be proud of their contribution to this successful project.

GRI 413-1

2016 IN NUMBERS

±306 people working on the project

613 total hours of training

In order to make sure that BESIX Group's standards in terms of quality were met, every team member received training and support on a very regular basis.

Well-being and safety at work
As most of the labourers lacked experience, a lot of attention was dedicated to Health, Safety and Environment. BESIX organized a number of trainings and awareness campaigns and implemented a monthly safety award for teams and labourers who performed extraordinary in the field of QHSE.

The results were amazing with more than 1,400,000 hours without time lost due to incidents or accidents.

Supporting the local economy
In order to make this project a success, we tried to work with local labourers and suppliers as much as possible. The project created a lot of new opportunities for the local communities and boosted the local economy.

Minimizing our environmental impact
Since a part of the works were carried out in rivers, we dedicated special attention to our environmental impact. After finishing all works, the river beds were monitored with a drone to make sure nothing was left behind. The river sides were grassed in order to avoid erosion.

W.G.A. NANDASIRI
Project Director
Monaragala Buttala Integrated Water Supply Project

"BESIX truly outdid itself on this project and far exceeded our expectations. While not foreseen in the contract, they installed piping, which allowed us to deliver water to most of the end-users. Moreover, the quality of the water was much higher than required in the contract. We highly appreciate that kind of flexibility in a partner."

The BESIX team prepared support and organized the much-needed works in a primary school of 200 children located nearby their site in collaboration with BESIX Foundation.

GRI 413-1

France 2014 - 2018

MELUN

Since the early commencement of the project, BESIX paid dedicated attention to environmental issues. The ground water quality has been monitored before the project started and is controlled in several locations on site on a regular basis.

Perfect integration into the urban fabric

Due to its status as a general interest and equipment project for all, this new hospital, which will house a 510-bed hospital and a 224-bed clinic, is a strong and structuring urban stake in the re-characterization of the town of Melun. It will enjoy easy access via different modes of transport including a heliport on the roof.

Travelling on foot will be easy on location, thanks to a footpath, which is the true central nervous system of the hospital and will allow visitors to get their bearings easily inside as well as outside the main areas of the hospital.

Description of the CSR aspects

Regarding the social aspect, the Groupe Hospitalier Sud Ile de France brings a huge increase in the standard of living of the population of Melun. This is possible thanks to the arrival of the TZen*, new roads and railroads from the Melun station (just 25 minutes away from Paris), increased standard of healthcare, the reinvigoration of some zones and the construction of new residential areas in town and in adjacent sectors.

GRI 413-1

Key events

– **CSR action:**
BESIX favored local companies for the work. More than 30 companies, located within a 30 Km radius of the building site, worked on the building site, be it for contracting, supply of prefabricated materials, supply of concrete, etc. More than € 30 million were incurred with companies in the region.

BESIX also fostered societal integration and allowed unemployed people to do over 20,000 hours of work on the building site.

– **Safety action:** training, awareness raising
  - BESIX holds a « Safety Time Out » session every year for all staff members.
  - Every morning, trained volunteers hold a « muscle warm up session » This is a chance to share and to strengthen team spirit.
  - Implementation of a yellow and red card system in the event of security breaches by contractors. Non-respect of safety instructions leads to a yellow card. If there is a second breach, another yellow card is given, and finally, upon a third breach, the worker is shown a red card, leading to his permanent exclusion from the building site.

* cross between a bus and a subway.

Environment award/action

- We implement « High Environmental Quality » (HEQ) procedures for the clinic and a « Clean building site » Charter for the hospital. This is achieved through the cleanliness of the workstations by, among others, the placing of urinals, to promote the men's hygiene on the building site. During the shell construction phase, specific washing units for concrete buckets and the cement mixer lorries was put in place at the foot of each crane. During the second construction phase, the same principle is applied to painters.
- We chose local waste management companies.
- We opted for « Eco-Packs » in the building site bungalows: 480 comfortable changing rooms, which are cleaned daily, are provided to the workers and have two-shelf heated cupboards, which work on a timer system. The lighting functions with movement sensors. The heating turns off if windows are opened and the taps work with push buttons, etc.
- 88 until 95% of save waste
- Recognition: HEQ

2016 IN NUMBERS

350 people working on the project

26% female employees

36 different nationalities

+81% people trained

300 secondary school students welcomed

14,519 hours social inclusion

2,171 tons waste generated

92% waste sorted

IN TOTAL

115,000 m²
of earth movements without evacuation

88,000 m²
total build-up area

GRI 413-1

BESIX FORWARD 2017

Rik Vandenberghe, Chief Executive Officer, BESIX Group

> “Excel in creating sustainable solutions for a better world

GOING FORWARD

In September 2017, we stated our company purpose and clarified our common vision and values going forward. We aligned on priorities to enable BESIX’s sustainable performance. A crucial exercise, because a purpose can mobilize people in a way that pursuing profits alone never will.

Our purpose is to stand at the crossroads of clients’ expectations, as well as the role we want to play in society and the expertise in our sector. From now on, this purpose will be our source of inspiration and motivation. It does not only relate to what we aspire to be in the future, but also to the changes we want to make now. It is fundamental because it gives everyone at BESIX a common reference point.

GRI 102-16

BESIX Forward 2017

Our commitment to Excellence

To set us apart from competition, BESIX Group launched a new purpose and strategy end of 2017, called 'BESIX Forward'. This opportunity to rethink our purpose, our vision and our values can lead the group to the next step as it gives BESIX employees a common ground.

Our purpose:

Excel in creating sustainable solutions for a better world.

Our vision:

As BESIX Group we develop multiple services **to create value for our clients**, whilst incorporating the evolving expectations of the end users and building on **strong partnership** with all stakeholders.

Our values:

Excellence **Co-creation** **Respect** **Passion** **Unity**

Our strategic drivers:

1. Leveraging on our **customer centricity**
2. Promoting a **great place to work**
3. Developing a **"one-stop-shop" solution**
4. Being a leader in **open innovation**
5. Synergizing **our ways of working**
6. Promoting **openness towards** new ventures & activities for business

OBJECTIVES 2017-2018

	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018
HUMAN RESOURCES			
Career management and promotion of employability	- Number of training hours per year, by kind of training and by function for full time employees	- Done - From 2014 to 2016: 30% more training hours for employees - Set up of new training tools: BE Pro, BESIXpedia,... - All new recruited laborers must undergo training procedures, these include health and safety and job description induction	- Implementation of BE Pro training tools. - Carrying on in the same direction with an objective of +25% more training; focus on on-line programs to facilitate training opportunities for staff
	- Recruitment of new employees	- Six Construct follows the 'free recruitment' policy - 751 employees in 2015 and 701 employees in 2016 were given Third party trainings - All new recruited labours has to undergo training procedures, these include health and safety and job description induction - The Group pursued its recruitment of new employees according ti business projects	- Continuing to monitor this area closely. Six Construct has reviewed & re-enforced this policy in all our agreements/contracts - Estimation: recruitment of about 400 new employees within the Group - Launch of recruitment events at BESIX (BESIX Young Professional Days, Connect to Build, Campus days)
	- Staff member statistics by diploma, kind of contract, years of service	- Still On-going: development of a new recording program in 2015-2016: Metrilio	- Consolidation of the data of all employees worldwide through Metrilio during 2017: Group wide statistics from 2018 through Metrilio
	- Promoting intergenerational partnerships	- Brainstorming	- Preparation of an on-boarding program
	- Launch of a new Engagement survey among staff	- Done for the Management and Senior Staff categories (72% of the white collar)	- Implementation of similar survey for all Staff and Labours categories
	- Adhere to regional or national chart	- Done: New law in the UAE since 2015	- Update if needed
	- Encourage youngsters to live a professional experience through training on site or in the office	- Done: BESIX Group welcomes students and trainees on sites in Europe as well as in the UAE	- Pursuing the same approach
Health & safety conditions (Well-being at work)	- HSE Chairman Awards	- Done: 2015 ok and 2016: launch of Unleash program	- Promote Unleash program within the Group with specific theme: Reduce fall hazards done
	- Number of training hours per year	- 2,340 hours of Health, Safety & Environments trainings in 2015-2016	- Pursue HSE trainings for group staff. - A platform to promote and encourage fitness and well being of our employees - BESIX Fit to be launched in 2018
	- Coordination QHSE between different companies	- Done. First QHSE synergy meeting organized in April 2016	- Pursuing meetings twice a year with a concrete action plan
	- Improvement of the participation rate for the Safety Time Out	- Done. Safety Time out 2016: 21,403 participants = 51% (>42% in 2015 & 2014)	- Carrying on in the same direction
	- Improvement of frequency and severity rate according to the group companies' action plan	- Frequency Rate 2014: 1.67 – 2015: 1.5 – 2016: 1.69 - Severy Rate 2014: 0.04 – 2015: 0.03 – 2016: 0.04	- Carrying on in the same direction

	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018
HUMAN RESOURCES			
Health & safety conditions (Well-being at work)	- Awareness on burn-out	- Preparation of a resilience program to be launched in 2017	- Campaign launched in BE, FR & NL; workshops organized for +300 participants - 2018: Follow up with adequate coaching to employees who make the request; Launch of the campaign on our International operations aiming; for all levels of employees
	- 1st draft for an action plan on work-life balance	- Preparation of teleworking at BESIX in Belgium and The Netherlands.	- Implementation of teleworking in BESIX (BE and NL); sick childcare services provided by BESIX free of charge to employees (limited amount of days per year); launch of a first-step fitness program (BESIX Fit) at BESIX in Belgium
Non-discrimination issues	- Performance indicators by gender, age, nationality, junior-senior, by region, by position	- 'Respect' became our 6th value in 2016 after a worldwide campaign	- Carrying on in the same direction
	- Integration in procurement policy	- Racism is not tolerated and any act of racism is taken seriously by the company. Being an international company with more than 8,000 working labours and over 60 nationalities, cultural differences are inevitable - Six Construct embraces diversity ranging from, but not limited to religion, gender, ethnicity, education, and socio-economic background - Workers have the option to speak to their direct supervisors who will assist them in resolving their general concerns. All labours have the right to "freedom of expression" - On staff levels Six Construct do strive to achieve equality between male and female employees. These include salary equality, equal opportunity and equal treatment within the workforce	- Better gender balance (up to 30% for employees)
	- Extend campaign about Respect in the relations with all Group stakeholders	- Done, included in both Codes of Conduct. - Qatar: creation of a Worker's Welfare Forum	- 'Respect' value is part of the Group values redefined in 2017
HUMAN RIGHTS			
Support and respect of internationally proclaimed human rights	- Integration into effective procurement and partnering policy	- Included in both Codes of Conduct - Qatar: creation of a Worker's Welfare Forum	- Development & Implementation of BESIX fair labour standards in line with international framework agreement
Make sure not be complicit in human rights abuse	- Integration into effective procurement and partnering policy	- Included in both Codes of Conduct - Partnership with NGOs and external organisations	- Development & Implementation of BESIX fair labour standards in line with international framework agreement - Rigorous monitoring of Subcontractors' worker facilities
COMMUNITY INVOLVEMENT			
Promotion of social and economic development	- Promote employment and training of local staff	- BESIX Group: Mixed team policy	- Improve on the minimum requirements
	- Integration of local supplier chain and social disadvantages in procurement policy	- Done	- Promotion of socio-economic responsible sourcing in the procurement system
	- Encourage social economy in our Entities and sites	- Group engagement since 2016 through purchaser	- Increased supply chain engagement

	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018
COMMUNITY INVOLVEMENT			
Promotion of social and economic development	- Give an opportunity in each and every project to social economy operators	- Europe: ongoing - UAE: a market analysis has been done and those kind of structures don't exist	- Creation and circulation of a list in France and The Netherlands - Continue our monitoring in UAE
	- Identify the social economy potential of reliable partners	- Done in Belgium	- To be done abroad
	- Action plan regarding social economy potential	- BESIX Group: Information campaign done - BESIX Foundation: 3 projects supported in 2015, 5 in 2016	- Increased engagement of BESIX Foundation
	- Develop our own education programs via BESIX Foundation	- Done through Right 2 Learn and KiddyBuild	- Implement educational programs to the internal community i.e., BESIX Employees
Contribution to issues of general interest	- Comparison of projects supported by BESIX Foundation (statistics 2015 and 2016): numbers of local beneficiaries, number of Group staff involved, projects supported by region, by Foundation pillars	- Done - 2015: nb local benef: 1,833, nb staff involved: 342, - Belgium: 18, Africa: 2, Asia: 2 - Pillars: Envir: 14, Constr: 14, Educ: 16 - 2016: nb local benef: 3 012, nb staff involved: 359, - Belgium: 17, Africa: 3, Asia: 2 - Envir: 3, Constr: 16, Educ: 17	- Increasing Volunteer Engagement
	- Promoting educational projects	- BESIX Foundation: 33 projects supported in 2015/2016	- Carrying on in the same direction
	- Increase of international spread of the support	- 2015: 17% of the financial support abroad - 2016: 33% of the financial support abroad	- Increasing the global presence of BESIX Foundation
	- Collaboration with academic world for sustainable construction promotion	- BESIX Group, Jacques Delens and Vanhout. - On-going collaboration with universities, such as VUB, Ghent, Liège, ... with cluster such as EcoBuild, with other association and work group such as 'plateforme Maison passive', ...	- Explore opportunities to collaborate with local educational institutions to contribute to the sustainable development of the region
ENVIRONMENT			
Development of integrated environmental management systems	- New ISO 14001 certifications	- UAE: done for multi-sites in UAE, Qatar, Oman, Barhain, KSA - NV BESIX SA has renewed his ISO14001:2004 certification in June 2016 which is valid until September 2018 - The following regional entities have an ISO14001 certification: J. Delens, Wust, LUX TP and Vanhout	- An integrated ISO9001+ ISO14001 + OHSAS18001 multi-site certification of the Contracting BU (except regional entities) in the first Quarter of 2018
	- Performance indicators as to number of training hours on environment per employee	- BE Pro in 2016 (NV BESIX SA): 30 minutes per employee for a total of 174 persons = 87 hours - Induction: 30 minutes per new site worker in 2015 and 2016 - QSETO in 2015: (13,348 own employees + 4,323 subcontractors) *0.5h per person= 8,836 hours; - TBM: 1TBM per month per person in 2015 and 2016	- Well-defined performance indicators on employees trained on environmental awareness to be established and monitored
	- Integration of environment criteria and audit in procurement/subcontracting policy	- Development and implementation of an Environmental Performance Rating Tool (PRT) for Site Inspection in 2015 - Environmental criteria are embedded in the Code of Conduct for purchasing product & services and in the vendor list	- Carrying on in the same direction
Development of green solutions	- Development of BIM model for sustainability and monitoring	- On several projects quantity take off was performed which entails that we have a more accurate view on the quantities - Reduction of waste, only virtual waste	- Exploring the idea of development of digital material passport enabling post construction development

	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018
ENVIRONMENT			
Development of green solutions	- Double % of projects in execution using BIM	- Statistics about "project in execution followed by the Engineering Department using BIM": 29% (2016 target: 20%>< 2013=9%)	- Carrying on in the same direction
	- +20% of steel structure drawings extracted from BIM models	- For the in-house BESIX facade projects (where BESIX is performing the facade design and execution themselves) - execution project - 100% of cutting lists / production drawings are extracted from BIM (at least for the external facade and roof)	- All current in house facade tenders: all quantity take off for the large scale complex geometry is done 100% with BIM - Using BIM for preparing method statements renderings and installation sequence animations
	- Quantify in % tenders using BIM visualization	- Done: 2015: 56%; 2016: 50% (initial goal: 40%)	- BIM visualizations for 60% of the tenders
	- Research on low carbon concrete	- UAE: done, adoption of cement with 65% of GGBS - On the large infrastructure projects in The Netherlands, low carbon concrete is used (CEM III instead of CEM I) - A study on the concrete chain on the Lanaye project where CEM I was replaced by CEM III has been finalized mid-2015 resulting in a carbon reduction of 76% - In collaboration with Rijkswaterstaat, an innovative testing program on the use of low carbon concrete has been set up on the Limmel project in The Netherlands	- BESIX will start up a new concrete chain study in 2017 on the projects in The Netherlands
	- Limiting use of raw material	- Socogetra reuses the residue from concrete pump trucks to made stackable blocks. These recycled blocks represent 20% of their total blocks production	- The Socogetra's objective is to increase the percentage of recycled base material up-to 50% in the production of concrete - A study to understand the recycling of the waste internally and feasibility of introducing a circular economy, to be conducted in UAE in 2017
	- Performance indicators in waste management	- UAE: Analysis of waste performance indicators on projects - Netherlands: a study on the waste management chain has been finalized in late 2016 on the OVT project - UAE: done on various projects. - A performance indicator on waste segregation (Waste management cost saved by segregation and recycling of waste) has been introduced in Belgium in 2016: in 6 locations, waste recycling reached 32 to 97%. - A Frame Agreement for collecting waste in Belgium has been signed with MAES at the end of 2015.	- Development of a corporate waste management programme - Initiatives with the bottle caps and the collection of electric devices on the BESIX headquarters. - Notepad
	- Encouraging recycling of excavated or reused material	- Innovative solutions such as the use of ECO-filler (residue from the recycling process of asphalt) instead of soil for backfilling - Socogetra recycled concrete waste and reused it for the construction of a new motorway section - BESIX Montenegro reused the excavated stones, extracted from the ground during the earthworks, to make all the walls of enclosure	- Carrying on same direction. Opportunities to be defined on every projects
	- Increase tablet use to control site data to improve encoded info	- Within the European region, BESIX has implemented digital solutions for managing the provisional acceptance process. Also implemented in Ajman	- Currently in development: a study to perform the internal audits and inspection by the use of tablets

	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018
ENVIRONMENT			
Development of sustainable construction operations	- Continuing to propose sustainable engineering solutions in tendering folders	- The senior manager sustainability was involved in several projects in which we porposed value engineering idea regarding sustainability (New Headquarters of BNP Paribas - Fortis (Brussels), Masdar Institue (UAE / Abu Dhabi), Beatrix lock - (The Netherlands)	- Strengthen the design capabilities regarding sustainability within the BESIX Engineering Department and offering support to Real Estate Development and concessions - Not limit our proposal of energy reduction
	- Continuing support for students in their thesis work and research	- BESIX and some of its subsidiaries are supporting various students in their thesis work and research. In the 2015-2016 period two students were supported by the BESIX Engineering Department - EJD is part of a research project Cam(B)bridge aiming at more reliable assessment of thermic behavior and air tightness before and after construction using BIM - Cobelba and BESIX gave support to a research project of the Walloon Region called REINTEREST which aims at developing very efficient and thin façade elements for refurbishment of old (high rise) buildings	- Follow at least 1 student on the sustainability subject per year and 1 research topic in the field of sustainability
	- Development of sustainable construction teams	- Creation of dedicated teams for each project in which environmental certificates were demanded. We trained people in almost all Business Units and regional entities able to give the necessary support - Jacques Delens, Vanhout and Wust developed their own sustainable construction teams	- Have at least 1 expert per Business Unit or regional entity in Europe - Share of knowledge and information within the group entities
	- Building more certified sustainable buildings	- There were 5 completed buidling sites in 2013-14 and 9 in 2015-16 - There were 13 ongoing building sites in 2013-14 and 14 in 2015-16	- A 'Green Building Expertise & Support Delivery' Centre of Competence to be set up for Middle East BU in 2018 and expanding the same to the group
	- Compile projects where value engineering has made a difference	- Not finalized during this period	- Compile projects where value engineering has made a difference - Establish an innovation platform to encourage and enable innovation, to explore more sustainable solutions
Energy consumption	- Statistics on site about energy consumption in Belgium, The Netherlands, France and progressively in other countries where the group is active for CO_2 reduction program	- Energy consumption is monitored on the Head Office + regional office in The Netherlands, CDF SPL, Saintes and projects in The Netherlands where BESIX is responsible for the administration. - UAE: on "Air Co Savers" done	- The development of a group wide CO_2/energy management system. Objective is to implement this system in 2019
Paper	- Concrete actions to reduce paper consumption (%)	- BESIX has launched the Papercut application (double sided printing, printing order by badge,...) in its head office. KPI's on printing in the head office are set in 2016 - Percentage of color printing jobs related to the total amount of printing = 52.8% (target 2016 was < 55%) - Percentage of double printing jobs related to the total amount of printing = 65.4% (target 2016 was >70%)	- To be developped on projects level
	- Quantify use of recycled paper and eco printers	- Notepad project: In partnership with TWI, BESIX collected old project plans from some sites in order to produce notepads. A total of 564 notepads were produced using old plans	- Continue the collection process on an even larger scale in Belgium

	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018
ENVIRONMENT			
Transport	- Comparison between statistics 2015 and 2016 for air travel	- Flights booked by travel department BESIX Brussels: - in 2015: 5,101,765 miles = 3,668 flights (rating nb flights/turnover: 0.60) - in 2016: 5,448,273 miles = 4,054 flights (rating nb flights/turnover: 0.59)	- Pursuing the same approach - Encouraging online meetings and video conferences
	- Comparison between statistics 2015 and 2016 for car travel	- Reduction of the CO_2 emission of the Belgian car fleet with 8.6% from Mid 2014 (114.09 gCO_2/km) till end 2016 (104.15 gCO_2/km)	- Development of the telework policy - Launch of a one year Eco driving awareness campaign (E-driver) for all drivers of a company car in The Netherlands
Biodiversity	- Concrete examples on site	- Lanaye: Conservation of different types of trees and planting for the upkeep of certain species. - Preventative fishing in the old spawning grounds - Heumen (NL): Relocation of a badger population - Limmel (NL): Relocation of beavers - EDF Saclay: Presence of a newt pond – monitoring of the pond's pH throughout the project, to verify the absence of impact of our work on the pond. Building of a fence around the area, to prevent newts from accessing the building site - Fjordlink Denmark : preservation of eelgrass and local vegetation	- Carrying on in the same direction
	- Contribution to issues of general interest	- Decision to support more environmental projects/ initiatives through BESIX Foundation	- Increased focus on First support/ partnerships, through BESIX Foundation
BUSINESS BEHAVIOR			
Integration of environmental factors	- Social and environmental performances of its subcontractors and suppliers respecting its CSR objectives	- Included in the Procurement Code of Conduct - 96% of internal buyers signatures	- Increased commitment of supply chain on the Procurement code of conduct
	- Integrating social and environmental clauses in supplier and subcontractor contracts	- 412 subcontractors and suppliers signed the Code of Conduct	- Integration in every BESIX Frame Agreement and in the general conditions of the subcontractors' agreement; Legal never took the time to revise the general condition of 2011 - General conditions of purchase and subcontracting to integrate CSR and environment criteria
	- Feedback from subcontractors and suppliers about our CSR procurement code of conduct	- Results didn't answer our objectives. Target for 2017 is to contact them again to explain our goal	- Understanding the performance over CSR procurement code of conduct by supply chain.
	- Secure further deployment of the related commitments all along Group entities in the subcontracting and supply chain.	- Included in the Procurement Code of Conduct - 96% of internal buyers signature	- Target 100% commitment by internal supply chain
	- Signature of the Code by the Group internal buyers	- Yes: 96%	- 100% see above
	- Set up and deliver indicators of real endorsement of the guidance and rules contained in the two Codes of Conduct	- Not done yet	- To be pursued among the subcontractors with improved assessment at project end

	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018
BUSINESS BEHAVIOR			
Integration of environmental factors	- Select subcontractors and suppliers who will be active on sites with a budget exceeding EUR 25,000 to sign the frame agreement.	- Ongoing	- The standard text of subcontract includes the approval of the Code of Conduct
	- Integrate the principle of local partnering in our overall procurement strategy.	- Ongoing	- Carrying on in the same direction; Several social economy companies have been added in the suppliers list and the awareness of the buyer of the group (in Benelux) have been developed
Quality of remuneration systems	- Statistics of internal promotion of staff members	- Implementation of a banding system for 20% of the employees - UAE: records and procedure implementation for all workers	- Providing more view on progression in the banding system
	- Statistics about the annual evaluation interview system	- BESIX Group: Done for 20% of the employees - UAE: Six Construct has incorporated the appraisal report which indicates how the employee is performing during his working hours + line manager constructive feedback	- Carrying on in the same direction
CORPORATE GOVERNANCE			
Code of conduct	- Signature of Procurement and Subcontracting by subcontractors and suppliers in pre-qualifications and tenders (50% of our targets)	- 494 (=96%) staff members who directly deals with the external bodies have signed the Procurement code of conduct and they are held to that code - 412 subcontractors and suppliers signed the Code of Conduct	- Include the Code of Conduct in all of the Group's frame agreements and in the general conditions of the subcontractors' agreements
	- Assessment on staff members (1st group at the head office)	- A smart breaksfast was organized to introduce the CSR actions within the Group and the Code of Conduct in 2016	- Carrying on in the same direction
	- Consider becoming a member of Global compact	- Done	- To engage in Global Compact initiatives
	- NGO framework agreement	- Engage in NGO framework agreement to challenge human rights approach in BESIX	- BWI Framework Agreement signature
Integration of CSR	- Implementation of CSR promotion dynamic	- Regular communication of CSR actions within the Group through, Annual management meeting, internal newsletter and intranet	- Carrying on in the same direction - Presentation during the Welcome Day (for all new staff) in Belgium as a first step - Deployment in the 3 main Business Units - Promotion monitoring. - Set up the CSR Framework of BESIX Group and organize review and reporting every two years on each of the Framework segments to increase progress review
	- Determination of GRI reporting requirements	- Done in the CSR biennial report.	- To produce CSR information sheet every month showin achievements of the last months, on Intranet and on Website
	- ISO 26000 review by external party	- Not done	- To perform with a third party a "gap analysis" review of the three reports compared to ISO 26000

	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018
CORPORATE GOVERNANCE			
Integration of CSR	- Group support organization	- Done: CSR Ambassadors	- Network to be coordinated by central HO CSR Officer team - UNLEASH program to report on CSR innovation proposals for consideration and possible action - Information and Knowledge Management to streamline and incentivize
	- Report for all entities and consolidate group indicators in short and medium term	- 2015-2016 CSR report preparation	- Deployment of new indicators
	- Report on feedback from our external stakeholders on our CSR approach and achievements.	- Done in the CSR report and Groups' Annual Report	- WWF partnership - BWI organization reports and sharing pursuant to signed framework agreement on human rights
	- Extend the value of the indicators in our reports and device effective incentives and action plans.	- Partly achieved in this Report with the number indicators included	- Action plan still in preparation - Further Group consolidated numbers
	- Support project managers in the effective integration of CSR actions in the daily operations	- Toolkit available on Intranet	- UAE: engagement of a Senior Sustainability Engineer - Improved focus on the integration of CSR actions in the daily operations
	- Further development of Website CSR chapter	- Not done yet	- Increased focus on raising awareness on CSR through increased CSR Communications - 2017: introduction in the new BESIX Group website - CSR information sheets monthly from all entities on Group Intranet and website
Board and committees	- Focus on risk management and internal control	- Done: - Update of IMs Policies & Procedures to adapt the Company developments - Development of a project-centric (in-house) interactive learning tool on Company Policies & Procedures: BE Pro	- Develop a Tender-risk approach by updating the Tender Processes to consider Risk Management as an integral part of the Tendering process - Setting-up a Tender Risk Review Committee - Develop a project-risk approach by updating the "Execution" Processes to consider Operational Risk Management
	- Set up an Enterprise Risk Management framework on the COSO model	- Done - An "Internal Audit" function has been set-up and reports to "BESIX Audit Committee" - The "Internal Audit" applies principles of Internal Audit at core organizational functions to verify and report on compliance	- Consolidate the activity of the existing "Internal Audit" function to every organizational functions and levels - New ERP to deploy to secure organization and sustainable prosperity operations au lieu de operations sustainable prosperity - IMs "multi-entities" to streamline ways of working, risk management and internal control
	- Group Rules update	- Done: BESIX Group Rules have been revised on 27 March 2015	- Update the BESIX Group Rules in 2018 to adapt the evolving organization and its context

GRI CONTENT INDEX

We have used the Global Reporting Initiative (GRI) framework to guide us for the content of this report.

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