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# Our Senior Executives Message 1

The years 2020-2021 brought new and unprecedented challenges to the Group and its ways of working. This required flexibility and decisiveness, but those challenges were also a catalyst for the already started shift to place more focus on operational quality requirements and results.

## Our Citizenship & Sustainability framework

### *Ten Principles*

BESIX Group reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labor, Environment and Anti-Corruption. In this Report, we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. We also commit to sharing this information with our stakeholders using our primary channels of communication.

### *Sustainable Development Goals*

The Group, active member of the United Nations Global Compact, supports the 17 Sustainable Development Goals (SDGs). The Group works with SDGs as a guiding compass while focusing on selected Goals, on which BESIX Group can have the most impact. It communicates its sustainability progress every year.

## Our Citizenship & Sustainability approach

In the pandemic context, a series of adaptations and changes have been made to facilitate business continuity in the safest and healthiest manner for BESIX Group staff members. BESIX Group was careful to maintain the continuity of its business to serve its clients at the same level of excellence, to preserve jobs as best as it can and to ensure a safe work environment for its teams while adapting to major sustainable changes.

The Group focuses on risks and opportunities to manage through a systematic project approach summarized as 'Choose better. Prepare better. Execute better'. BESIX Group chose a Citizenship & Sustainability approach which is integrated in its daily activities and achievements in tender, procurement, contract and insurance management in line with relevant ISO and other guidance and standards.

Our stakeholders help us to improve on our path to sustainability. We are increasingly asked to demonstrate our approach towards the major issues facing today's society: ethical construction, safeguarding the planet, well-being at work, safe workplace and social impact, especially at the operational project level.





## Our Senior Executives Message



### Human Rights

BESIX Group respects and supports the Universal Declaration of Human Rights (UDRH).

The implementation of the International Framework Agreement (IFA) demonstrates its continuing willingness to secure the welfare of workers in the Middle East and in other continents such as Africa, where the Group is also active.

The Group remains aware of impact on its supply chain. Besides its Codes of Conduct – General and Procurement, an evaluation tool has been developed in the Contracting activities for its main vendors. Objective is to build transparent and trustful partnership with them in terms of ethics, environment and innovation.

### Climate change

BESIX Group wants to contribute actively to the transition towards a low-carbon society. Due to the pandemic, the Group's Climate ambitions described in 2019 have been refocused primarily on CO<sub>2</sub> keeping in line with COP 21 with the 'CO<sub>2</sub> performance ladder' used in the tender process on the Belgian public market. BESIX Group joined the 'Belgian Alliance for Climate Action', initiated by The Shift and WWF Belgium in October 2020.

The Group wants to play a key role in the building of passive or green certified projects. Its engineering teams develop also sustainable engineering solutions, amongst others smart buildings track energy consumption, green concrete, recycled aggregates, sustainable site installation, use of material passports, moss walls to fight against air pollution, 3D concrete printing. Those solutions are developed in-house and also together with experts from the sector of activities and also from various other ones, including the vendors in the procurement chain.

This Group fifth report on C&S was the opportunity to make a further step in the Group 's engagement and commitments in C&S. Therefore, this report starts with a new initiative, the Group C&S Charter that has served and shall further serve as the reference to determine the Group C&S objectives and to assess its achievements. This Charter has the potential to be reviewed yearly.

By so doing, our stakeholders will be in a better and easier position to evaluate our progress from one period to another.

In essence, BESIX Group and all its entities wish to engage in an always more sustainable approach embedded in a Charter and the reference Codes of Conduct.

Human Rights and Climate Change remain part of the top priorities besides keeping on-going activities and encouraging sustainable solutions.



**Frédéric de Schrevel \***  
*Group Citizenship & Sustainability Officer \*\*  
Secretary General – General Counsel  
BESIX Group*



**Pierre Sironval \***  
*Deputy Chief Executive Officer  
BESIX Group*

We engage to take steps forward in all the topics defined in this current report, working closer with stakeholders, developing new actions and making our mission true 'Excel in creating sustainable solutions for a better world'.



# Our Essentials 2

The report is driven by the different sections of the Charter, allowing transparency around the Group's achievements on each related Engagement and Commitment.

The BESIX Group performance, composition of the Board of Directors and Committees, finances and main key events are available in the BESIX Group activity reports and on our website [www.besix.com](http://www.besix.com).

## The Group's purpose and mission

Our Essentials, in terms of noble purposes, mission and values, have not been changed in the referred period but strongly emphasized all over the Group entities.

### A recognized multi-services provider

As a multi-services group with over 110 years of experience, BESIX Group operates in construction, concessions and real estate development. In its business as a multiservice contractor working for governments, private investors or in a Public-Private Partnership (PPP) setting, BESIX Group is active in the design, construction, operation and maintenance of large-scale infrastructure and buildings, marine and industrial works, civil engineering projects, water projects and high-profile developments in the sports and leisure sector.

The Group develops multiple services to create value for its clients whilst incorporating the evolving expectations of the end users and building on strong partnership with all

stakeholders. In its purpose to definitely excel in creating sustainable solutions for a better world, BESIX Group considers its role in society as supporting economic, social and environmental progress, and aiming for a better quality of life for people.

BESIX Group is a leading Belgian industrial company, headquartered in Brussels, which operates on 5 continents in 27 countries: Australia, Bahrain, Belgium, Denmark, Egypt, France, Italy, Luxembourg, Montenegro, New Zealand, Norway, Oman, Poland, Portugal, Qatar, Sri Lanka, Switzerland, The Netherlands, The Philippines, UAE and United Kingdom. In the referred period, BESIX Group has extended its services to customers in Canada, Mozambique, Morocco, Ivory Coast, Latvia and Cameroon.

NV BESIX SA, its largest subsidiary, offers services in the different stages of construction projects. In addition to NV BESIX SA and its other subsidiaries, BESIX Infra, Cobelba, Jacques Delens, Socogetra, BESIX Unitec, Vanhout, Wust, Franki Foundations, BESIX RED and Lux TP in the Benelux and in France, BESIX Group operates in Eastern Europe, North and Central Africa and the Middle East through its subsidiary Six Construct, as well as in Canada and BESIX Watpac in Australia.

In January 2019, BESIX Group SA acquired the remaining shares, and is now the sole shareholder of Watpac Ltd.

Turnover 2021



EUR 2.9 billion

Order book 2021



EUR 4.8 billion

Total employees 2021



11,497

Active in



27 countries  
in 5 continents





# Our Essentials

## Key events

Key events are published in the Group activity report issued every year.

Some of the most important ones being:

### 2019

- BESIX Group SA acquired a shareholding in Mabilux SA. The Luxembourg company is specialized in the manufacture and assembly of metal structures for industrial and commercial buildings (Belgium, annual turnover of about EUR 15 million).
- ComTIS is the new, joint name of Vanhout Facilities and De Bie-Veba, respectively Services (responsible for both technical and structural maintenance of buildings) and Installations (placing of new sanitary and heating installations (HVAC): 'Complete Technical Installations and Services'. The objective is to focus on sustainability and energy efficiency.
- Besides its Benelux-France activities, BESIX RED also pursues its pan-European ambition in Portugal.
- BESIX Group SA and Proximus acquire stakes in i.LECO, a European tech start-up specialized in buildings' energy management and local energy communities.
- BESIX Group SA designed and built a new-generation smart building housing headquarters of BESIX Nederland in Dordrecht (NL) with technological support of Proximus.
- A 3D concrete printing studio is launched in Dubai.
- BESIX Clean Air develops panels made out of mosses for treating fine particles.
- BESIX Group SA supports start-ups primarily active in smart building, robotics, construction 4.0 and artificial intelligence and opportunities for experimentation for free on construction sites during 2019.
- The first A-STAY hotel in Antwerp is officially opened.
- LN24 is launched. It is the first 24-hour news channel in French-speaking Belgium.
- The renovated Flamant Sablon shop in Brussels is reopened.
- BESIX Foundation and the King Baudouin Foundation joined forces to encourage educational projects for children from disadvantaged backgrounds (Belgium): 8 educational projects received together EUR 50,000 from BESIX Foundation.

### 2020

- The Group's 2020 results were significantly impacted by the COVID-19 crisis. To respect quarantine impositions, a majority of sites had to reduce activities. The Group closed the year 2019 with a record turnover (EUR 3.3 billion). Its strong cash position in 2019 helped to deal with the crisis.
- The Group's revenues amounted to EUR 2.7 billion (2020), which demonstrates its ability to overcome challenges. The revenues indicated a strong recovery since mid-2020.
- Through its Belgian subsidiary Van den Berg, BESIX Group acquired Appermont Gebroeders, mainly specialized in the laying of cables and pipes to the railway network. The Belgian company achieves an annual turnover of about EUR 4 million.
- In July, Etienne Schneider joined BESIX Group's Board of Directors as Independent Director. He succeeds Jean Stéphane in this role, who was nominated as Honorary Chairman of the Boards of Directors.
- At the new Dubai headquarters, BESIX 3D prints the largest concrete façade in the world.





## Our Essentials



### 2021

- In May, Pierre Sironval was appointed Deputy CEO of BESIX Group, succeeding outgoing CEO Rik Vandenberghe, who continues to sit on the Board of Directors of BESIX Group.
- Frédéric de Schrevel, Secretary General and General Counsel – BESIX Group, passes the torch of his position as Group Citizenship & Sustainability Officer – BESIX Group to Geert Aelbrecht, Chief People Officer, as of 01 January 2022, who will combine the two functions.
- Through its Belgian subsidiary BESIX Infra, BESIX Group completed the acquisition of the road construction activities of STRABAG BV in the Netherlands.
- Through its Belgian subsidiary Vanhout, BESIX Group acquired stakes of BuildUp, Belgian expert in modular construction.
- BESIX Connect is created, a new subsidiary of Van den Berg (BESIX Group's Belgian expert start-up). BESIX Connect is specialized in cable works, laying utility line, infrastructure works and uncontrolled drilling. The creation of BESIX Connect follows the merger of Larabo and Uniconnect, two companies acquired by Van den Berg in 2017 and 2018 respectively.
- Elia and BESIX, which have already collaborated together on the Internet of Energy (IO.Energy) ecosystem as part of the Enleash project, work together on a joint vision statement and a project structure will be set up to share knowledge, identify opportunities and develop projects. Objective is to jointly promote the importance of smart buildings which contribute to the energy-transition.
- Through its Belgian subsidiary Van den Berg nv, BESIX Group has successfully acquired:
  - Lucan BV, specialized in the construction of domestic gas and electricity connections (Belgium, annual turnover of about EUR 1.4 million).
  - Agidens Infra Automation division (AIA), market leader in automation, remote control, interconnection and intelligent energy management for infrastructures (Belgium and Netherlands, active in seven countries, annual turnover of about EUR 14.7 million).
- BESIX, Proximus and i.Leco created aug-e, 'Augmented Energy': a smart building application platform combining their respective expertise in building, ICT and energy. Aug-e follows the acquisition by BESIX and Proximus of stakes in i.Leco in 2019. Objective: improve the energy performance and environmental impact of buildings, facilitate their long-term maintenance, and increase their users' comfort.
- 'Conneqtr' applications is created by BESIX, together with other Belgian companies active in the construction sector, and ADEB-VBA (Belgian contractors' association). They offer easy-to-use digital tools to standardize the administrative management of construction sites in Belgium.
- 'Voice of Construction': symposium around climate change and the role of the construction industry. Roundtable discussion with five experts and academics.
- BE Inject, a division of Franki Grondtechnieken (NL) – successfully performed with a partner a new soil injection technique to create biological cement for a unique art project 'Loopgraaf voor de Vrede' ('Peace Trenches'), designed by Studio Marco Vermeulen for the municipalities of Eindhoven, Oirschot and Brabants Landschap in The Netherlands.
- The commitment to Indigenous Australians in 2021 is renewed by BESIX Watpac, recognizing their cultural and spiritual heritage as an integral part of the company's corporate culture. The company promotes reconciliation through its Reconciliation Action Plan, focusing on employment and training.
- Participation to the SDG Conference, organized by BEST Leuven and Ghent (Board of European Students of Technology) at Ghent University, sharing ideas and projects with about 100 university students around the SDG 13 (Climate action).
- BESIX Young Professional Days, a two-day event organized online: a mix of networking and learning where candidates can learn more about the opportunities at BESIX as a future young professional.





## Our Essentials

### Awards & Recognitions

The sustainability awards received over the last two years are a fine recognition of BESIX Group's engagement to integrate sustainability in the Group operations.

- BESIX Group is certified as Top Employer 2020 and 2021, guaranteeing the very best working environment through progressive HR policies in which people are at the center.
- End of 2021, BESIX Group signed together with the BWI, of which the FGTVB and the CSC are members, the Declaration for safe and healthy workplaces which demonstrates that health and safety is a priority for BESIX Group and its subsidiaries in each of the countries where it operates.
- NV BESIX SA obtained the silver sustainability medal rating by Ecovadis in 2020, showing BESIX' sustainability ambitions and performances. The company is among the 25% of the companies evaluated by Ecovadis that obtained this score in this industry.
- NV BESIX SA is awarded the ISO 19650-2:2018 certification, the world's first international standard for Building Information Management (BIM).
- BESIX Contracting is ISO 9001, ISO 14001, ISO 45001 and VCA\*\* multi-site certified.
- Six Construct was awarded the CSR Label by the Chamber of commerce of Dubai in 2020 for the 8th consecutive time. The Label was provided after having been successfully showcasing actions and processes against a set of international standards and completed an audit as well.
- Six Construct is the winner of 3 star Taqdeer Awards 2020. Taqdeer Awards is a key initiative that recognizes organizations who implement global best practices in Labour rights protection.
- 'CO<sub>2</sub> performance ladder' on the Belgian public market: NV BESIX SA is an initiative taker and member of the steering committee.



Taqdeer Awards 2020, 3 star – Six Construct







# It all starts with our Stakeholders

# 3

BESIX Group is aware that it has a responsibility towards its clients and its employees, and to the communities in which it operates.

The Group wants to engage with them and provide clear information about specific topics in which all feel concerned. BESIX Group has a role to play in society as supporting economic, social and environmental progress, and aiming for a better quality of life for people.

## Supporting the Sustainable Development Goals (SDGs)

With the adoption of the Sustainable Development Goals (SDGs), business companies demonstrate to their stakeholders that they are important players in sustainable development. Identified as real partners, they now need to demonstrate how they incorporate sustainability in their business models, how they invest in circularity and how they come up with creative and sustainable solutions that contribute significantly to society, communities and future generations.

In this context, BESIX Group works with Sustainable Development Goals (SDGs) as a guiding compass while focusing on selected Goals, on which BESIX Group can have the most impact.

BESIX Group supported 8 SDGs based on the 3 Ps pillars in 2017. The Group updated its aim towards SDGs according to the 5 Ps developed by the United Nations and focuses from 2017 onwards specifically on 10 SDGs on which it can have a direct positive impact, including SDG 16 and SDG 17.





# It all starts with our Stakeholders



Citizenship & Sustainability	People	Planet	Prosperity	Governance	Partnership
Industry challenges & UN concerns	Issues directly related to the fundamental human rights, which permit all people to lead a dignified life.	Issues to protect the planet by promoting sustainable natural resource management and addressing climate change.	Issues on enabling human beings to lead a prosperous and full life, and on promoting economic, social and technological progress that occurs in harmony with nature.	Issues to promote peaceful, just and inclusive societies that are free of fear and violence.	Issues to mobilize the necessary means to implement this agenda through a revitalized Partnership.
SDGs supported by BESIX Group	 	 	 	 	 
BESIX Group commitments and Key Material topics	<p>Increasing safety and comfort.</p> <ul style="list-style-type: none"> <li>• Safe workplace</li> <li>• Healthcare measures</li> <li>• Psychological prevention</li> <li>• Ergonomics</li> </ul> <p>Growing as a Preferred employer.</p> <ul style="list-style-type: none"> <li>• Engaged employees</li> <li>• employee growth and development</li> <li>• Promoting diversity</li> <li>• Fair working conditions</li> <li>• Attract new potentials</li> </ul> <p>Promoting local, social &amp; economic development.</p> <ul style="list-style-type: none"> <li>• Local social economy</li> </ul>	<p>Actively contributing to the transition towards a low carbon &amp; low waste society.</p> <ul style="list-style-type: none"> <li>• Carbon management</li> <li>• Waste management and circularity</li> <li>• Preserving environment</li> </ul> <p>Encouraging green solutions.</p> <ul style="list-style-type: none"> <li>• Sustainable engineering solutions</li> <li>• Energy sources and digitalization solutions</li> <li>• Exploring new opportunities</li> </ul>	<p>Carrying out respectful &amp; sustainable operations.</p> <ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Risk and opportunity management</li> <li>• Knowledge management</li> <li>• Client centricity</li> </ul>	<p>Endorsing Codes of Conduct.</p> <ul style="list-style-type: none"> <li>• Responsible conduct</li> <li>• Responsible procurement</li> </ul>	<p>Carrying out respectful &amp; sustainable operations.</p> <ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Risk and opportunity management</li> <li>• Knowledge management</li> <li>• Client centricity</li> </ul> <p>Being inclusive with authorities and NGOs</p> <ul style="list-style-type: none"> <li>• Responsible public affairs and communications</li> <li>• Sustainable partnership with NGOs</li> <li>• Memberships &amp; partnerships</li> </ul>

Actual and potential impacts: identifying, prioritizing, mitigating and remediating  
Committing and Progressing in Qualitative and Quantitative C&S Objectives and Reporting



## It all starts with our Stakeholders



### Facing challenges in the Construction industry

The Construction industry is often perceived as the source of a major part of the B2B industrial sector.

The construction industry is confronted with an increasing regulatory and normative context coming from various organizations such as the UN, the OCDE, the IPP or the EU and in various disciplines of 5 Pillars, among others, corporate governance, renewable energies & GHG emissions, sustainable materials management, circularity, sustainable procurement, human rights and bribery, risk management. The sector is challenged to include sustainability regulations, norms and guidelines in its operation mode and cannot ignore the 17 SDGs, the different Climate Change Conferences (COP), the European Green Deal 'Fit for 55' plan, national energy plans, etc.

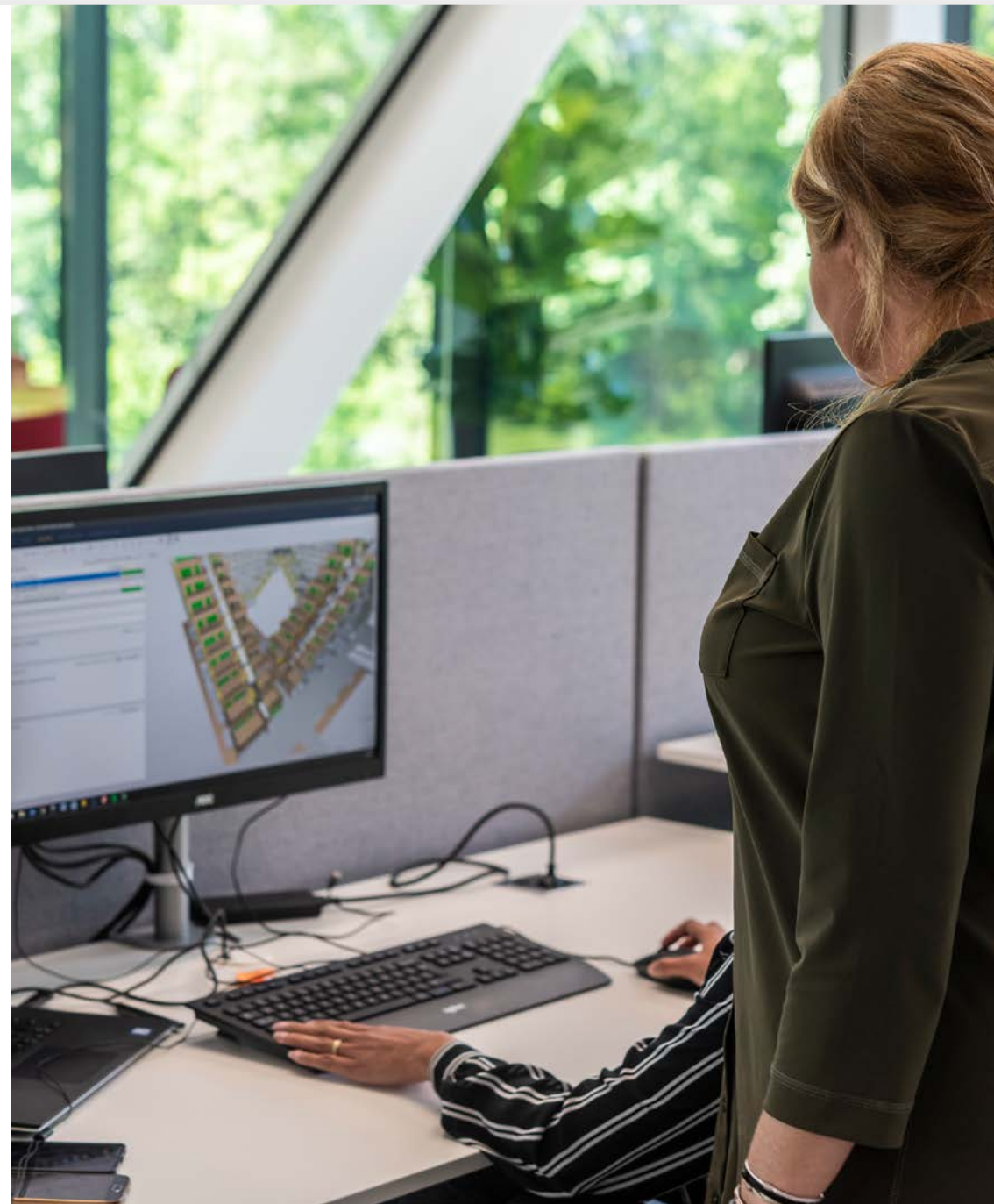
According to the FIEC statical report 2020, with about 30% of industrial employment in Europe, the construction industry represents a job multiplier of three: for one job created by construction, two other persons are employed in other industries. The market's fast changes request new talent competences. Safety and health (physical and mental) will remain a priority for the sector.

According to the European Commission's summer 2020 forecast, total investment grew by 5.7% with investment in construction\*. Growing global economic relations, increasing industrialization and urbanization across countries contributed significantly to the development of the construction industry worldwide\*\*. According to the European Commission, the industry is also known as a major driver of energy demand and global CO<sub>2</sub> emissions (nearly 40%).

To boost competitiveness and support sustainable growth in the sector, the European Commission focuses on its Construction 2020 strategy through five areas: financing and digitalization, skills and qualifications, resource efficiency, regulatory framework and international competition.

The Global Reporting Initiative (GRI) provides a Construction & Real Estate sector supplement with specific standard disclosures to address positive and negative impacts faced by this sector on economy, society and environment.

BESIX Group takes into account the above challenges from the various organizations mentioned above in its business journey and translates them into its C&S strategic roadmap. It is reflected in different levels of maturity depending on the possible boundaries, from location to operational units.



\*source: [fiec-statistical-report.eu](https://www.fiec.eu), FIEC EU

\*\* source: [statista.com](https://www.statista.com), construction equipment industry in Europe – statistics & facts





## It all starts with our Stakeholders



### Focusing on the expectations of our stakeholders

The Group is increasingly asked to demonstrate its Citizenship & Sustainability approach towards the major challenges facing today's society (climate change, lack of energy, water scarcity, lack of experts, etc.). BESIX Group has a continuous discussion with its stakeholders – staff, vendors, NGOs, governmental and financial institutions, professional networks, academic world, trade union – on workers' welfare, ethical supply chain, well-being at work, green building, sustainable innovation, CO<sub>2</sub> reduction, preserving biodiversity, etc.

It engages with them on regular basis through meetings, surveys, communications and conferences. It is also via its entities an active member of professional network and industry associations. The Group remains attentive to the expectations of the various stakeholders who analyze its actions in citizenship and sustainability. Their concerns, questions and expectations help the Group to progress in the drafting of its action plan and its objectives.

The Group takes the feedback of its employees into account: a global reflection on the Group's sustainability strategy was organized with managers from all group entities in 2019.

Participants agreed to add more concrete values on CO<sub>2</sub> emissions and circular construction, as well as to integrate more sustainable solutions in the Group's offers to its clients. These ambitions reinforce its focus on SDGs 12 and 13.

A panel of employees also had the opportunity to vote for the most significant SDGs within BESIX Group. For this occasion, they followed a smart breakfast in 2019 and a webinar in 2020 on the C&S strategy and actions within the Group.

The results validate the choice made in 2017, when SDGs were launched by the United Nations. The top 5 being: SDG 13, SDG 11, SDG 12, SDG 9 and SDG 17. There is a growing interest in SDG 5, gender equality. BESIX Group has been active on this topic for several years already, taking into account the specific context of the construction sector.

**Main requests from our principal stakeholders (investors, clients, NGOs, employees) are the following:**



CSR/Sustainability policy



Sustainable/Responsible Procurement



Meet Labour Market requirements



Electrical site equipment



Sustainability Performance



Reduce Greenhouse gas emissions



Apprenticeship Diversity



Green Buildings



## It all starts with our Stakeholders



The Group is regularly contacted for assessments organized by public authorities, professional associations or NGOs. In 2020, BESIX Group participated in the public EU consultation on Sustainable Corporate Governance and pursued the development of a Procurement toolkit in 2021, together with the European International Contractors (EIC) CSR workgroup.

BESIX Group participated the same year in the National Baseline Assessment on Business and Human Rights commissioned by the Belgian Federal Institute for Sustainable Development and the Federal Public Service Foreign Affairs which charted the progress made by assessed Belgian companies.

BESIX Group reported to the Business & Human Rights Resource Centre (BHRRRC) to outline its control in preventing the spread of COVID-19 among its migrant workforce and the management of infected workers in the Middle East.

NV BESIX SA is audited every year by a world's leading inspection, verification, testing and certification company. In its recertification audit report for ISO 9001:2015, ISO14001:2015 and ISO45001:2018, SGS's general observations were positive in its audit report 2021 regarding the overall coordination of all departments and entities which were part of the audit. The treatment of QHSE aspects linked with interested parties, risks & opportunities, actions, KPIs, etc. were particularly highlighted, such as a clear management commitment.

In 2020, NV BESIX SA had the opportunity to be assessed by Ecovadis. The company obtained the Ecovadis silver sustainability medal rating, showing BESIX' sustainability ambitions and performances. The company is among the 25% of the companies evaluated by Ecovadis that obtained this score in this industry. NV BESIX SA has been analyzing now how to go further in its initiatives to improve its results.

ESG (Environment, Social and Governance) reporting and investing is taking a greater significance for financial institutions and investors with whom the Group interacts. It is also a radar for clients, regulators and employees who ask us how we perform. This framework will support the EU Green deal and encourage a more sustainable economy.

These interactions help the Group to understand world and industry challenges, answer the stakeholders's expectations and prepare for the requirements of global standards and regulations.





# Our Citizenship & Sustainability strategy 4

As an international company in the construction, real estate development and concessions sectors, our activities may involve social and environmental impacts throughout the value chain. We have a responsibility to our clients and employees, and to the communities in which we operate. Our stakeholders at large are concerned about environmental and societal matters.

We want to engage with our stakeholders on a regular basis and provide clear information about notably our green engineering solutions, our climate actions, our workers' rights and our employees' well-being.

True to our noble purpose 'Excel in creating sustainable solutions for a better world', Citizenship & Sustainability (C&S) is integrated in our Group processes. We have defined the following sustainability strategy, based on 5 engagements and 10 commitments.

Our C&S strategy, our Engagements and their monitoring are supported by our Board of Directors and our Executive Senior management. Senior management from each Group entity translates our C&S strategy in the reality of their business. They support our Engagements in their daily activities together with their teams.

To find the right guidance, we have decided to become an active member of the United Nations Global Compact and the UN federating platform 'The Shift' Network. We are inspired by the Ten Principles and the 17 Sustainable Development Goals.

Here we find a support to define our C&S strategy and to reinforce standards in which we believe (human rights, working conditions, ethical business practices, respectful environment).

We focus specifically on 10 SDGs on which we can have a direct positive impact and follow the guidelines of ISO 26000. We aim to comply with the Code Buyse III in relation to CSR for Belgian non-listed companies.

## OUR C&S FRAMEWORK WITHIN THE STRATEGY AND THE OPERATIONS

### WORLD CHALLENGES

Climate change | Ageing society | Green building | Lack of energy  
Water scarcity | Lack of experts | Worker welfare

### OUR SELECTED SUSTAINABLE DEVELOPMENT GOALS



### OUR PURPOSE

"Excel in creating sustainable solutions for a better world."

### OUR STRATEGIC DRIVERS

BEING A LEADER IN OPEN INNOVATION	PROMOTING OPENNESS TOWARDS NEW VENTURES AND BUSINESS ACTIVITIES	DEVELOPING "ONE-STOP- SHOP" SOLUTIONS
LEVERAGING ON OUR CUSTOMER CENTRICITY	PROMOTING A GREAT PLACE TO WORK	CREATING SYNERGIES ACROSS THE GROUP

### OUR C&S ENGAGEMENTS > OUR KEY C&S COMMITMENTS



#### Our Business Engagement

Carrying out respectful &  
sustainable operations

Endorsing Codes of Conduct



#### Our People Engagement

Increasing people's safety & comfort

Growing as a preferred employer



#### Our Environmental Engagement

Contributing to the transition towards  
a low carbon & low waste society

Encouraging green solutions



#### Our Societal Engagement

Promoting local social &  
economic development

Being inclusive with authorities  
and NGOs





# Reporting our C&S strategy 5

The Group Citizenship & Sustainability (C&S) strategy is based on ten years of ambitions, objectives and achievements, activities and projects realized during these three years (2019-2021) by our teams in the different sustainable topics.

As mentioned above, we keep into account that these topics are based on challenges that society has to face (climate change, lack of energy, water scarcity, lack of experts, etc.), on considerations of our stakeholders (workers' welfare, ethical supply chain, well-being at work, green buildings, sustainable innovation, CO<sub>2</sub> reduction, etc.) and on our 6 strategic drivers – identified by our Executive and Strategic Committee – which incorporate our noble purpose 'Excel in creating sustainable solutions for a better world'. Our continuous discussion with our stakeholders (staff, citizens, end-users, NGOs, governmental and financial institutions, professional networks, academic world, trade union, etc.) is an opportunity to regularly identify and consider their concerns.

This Citizenship & Sustainability report is in line with the four preceding editions and complementary to the BESIX Group activity reports in which corporate info can be found.

True to its noble purpose 'Excel in creating sustainable solutions for a better world', our Citizenship & Sustainability (C&S) reporting method is characterized by bottom-up objectives and is integrated in the BESIX Group processes.

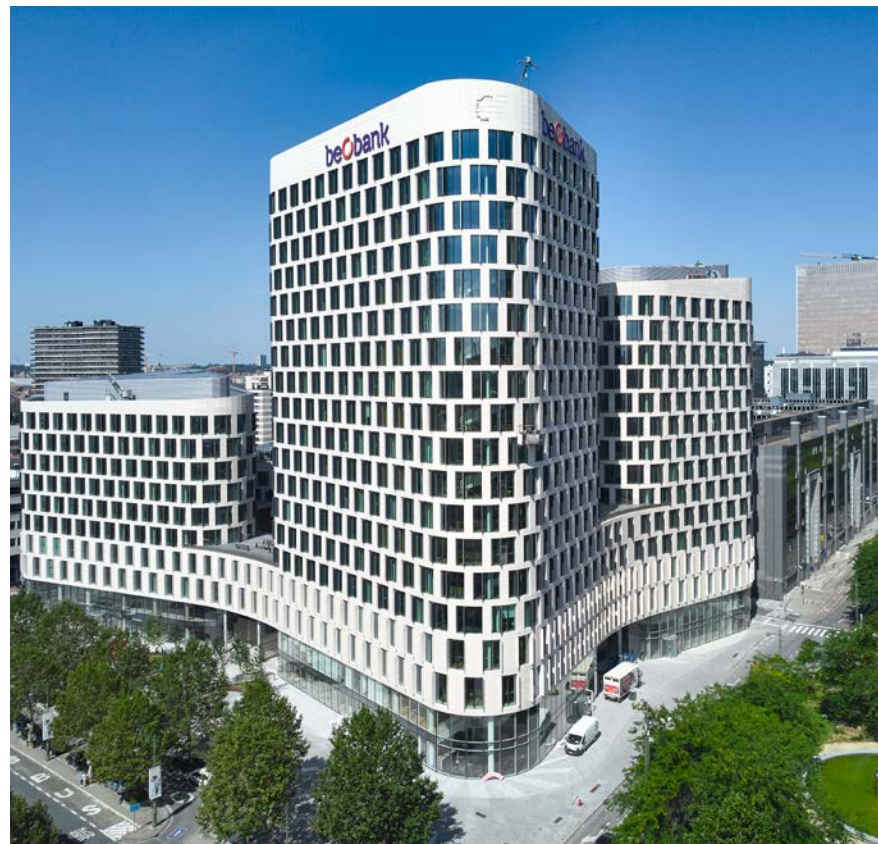
We follow the guidelines of ISO 26000 and the Global Reporting Initiative framework as we have done since our first CSR report 2010-2011. Progressively we report with a GRI Index, allowing us to apply for certification later. This report aims to comply with the Code Buysse III in comparison with CSR for Belgian non-listed companies.

Underlying the Group Objectives, each Commitment has been structured and monitored through 'key material topics' as usual in C&S reporting practice. They reflect the practical drivers of enforcing each Commitment.

Relevant insights on those 'Key Material Topics' (KMTs) in each of these commitments are briefed in the following chapters of this report.

This 5th edition of our 'Citizenship & Sustainability Report' covers 2019, 2020 and 2021.

Aligned with the importance of the Group turnover in Contracting activities, in 2021 the focus remained on C&S initiatives in those activities. In Real Estate Development and Concessions & Assets, the Group follows the increasing C&S requirements of the co-investors and of the lenders.



Quatuor office buildings, passive and BREEAM Outstanding, Brussels (B).  
Jaspers-Eyers architects





# A network for our C&S activities 6

The BESIX Group Executive and Strategic Committee focusses on the vision, mission and strategic objectives of the Group. The Committee supervises the business activities and performance as well as the risk management, and internal control and organization, as implemented by the Chief Executive Officer and the senior management. The Committee includes the identity compliance in its Group Rules to secure the overall BESIX Group reputation. The Citizenships and Sustainability (C&S) actions and achievements belong to and influence the BESIX Group identity and reputation.

The Executive and Strategic Committee reports directly to the Board of Directors on the C&S strategy. The Executive Committee reviews the C&S strategy once a year. The reporting, including the objectives and results, is approved by the Executive and Strategic Committee and the Board of Directors before a biennial publication.

Due to the COVID-19 sanitary crisis, the current report covers three years (from 2019 to 2021) and completes the annual United Nations Communication on Progress (CoP) available on the UN Global Compact website. This CoP is approved by the Executive Committee every year.

A specific network was put in place for CO<sub>2</sub> ambitions to federate the BESIX Group C&S activities and adds efficiently to the networks already existing in the Group around various topics, like procurement and environment.

In order to secure the C&S commitments embedded in all BESIX Group entities and their working methods and processes, a Group C&S Network will be restructured in 2022 and composed of representatives from key support departments from Group's entities, activities and processes across the different Business Units. This C&S network is headed by the Group C&S Officer who is a member of the Executive & Strategy Committee.

The strategic approach remains focused on Business Units Contracting. Aligned with the importance of the Group turnover in Contracting activities, as it represents +90% of the Group turnover.

The Group C&S Network promotes the action plan, and consolidates and manages all the Group's initiatives around the subjects defined. It also ensures their implementation of the C&S guidelines, while coordinating and carrying out projects in that field, including the various C&S projects developed by the Group's entities. Each Group entity informs the Network about its initiatives.

The C&S network is supplemented by 'Ambassadors' who will be the driving forces of the actions and values of BESIX Group throughout its operations.





# Our Business Engagement 7

Our Business Engagement follows a steady pattern, in which BESIX Group first looks to improve the sustainability of existing services, whilst searching for new innovative ways to expand the BESIX Group's offer.

BESIX Group safeguards fair working conditions and guarantees good business ethics towards employees, local communities and other stakeholders from the supply chain. It makes a point of creating positive impact in both its value chain and locally at its construction sites.

It leads this Engagement on two main Commitments:

- **Carrying out respectful & sustainable operations**
- **Endorsing Codes of Conduct**

Through these two Commitments, the Group focuses on six 'key material topics' (KMTs) within the Business Engagement pillar:

- **Carrying out respectful & sustainable operations**
  1. Corporate governance
  2. Risk and Opportunity management
  3. Knowledge management
  4. Client Centricity
- **Endorsing Codes of Conduct**
  1. Responsible conduct
  2. Responsible procurement



Site visit on the Refuse Derived Fuel Facility project site, Umm Al Quwain, UAE

BESIX in partnership: Public-Private-Partnership implementing a Build – Operate – Transfer (BOT) scheme with a 15 year post-construction operational phase.





# Our Business Engagement



## Carrying out respectful & sustainable operations

### Corporate Governance

BESIX Group complies with the Charter on Corporate Governance and endeavors to have all Group entities complying with the Group Rules and the global or specific integrated management policies, and with the specific rules, codes and guidance as made applicable for any project or activity by the client, public or private, and by the local authorities involved with such project or activity in the country or region concerned.

BESIX Group commits to comply with the United Nations Universal Declaration of Human Rights, the International Framework Agreement on fair labour standards (IFA) and the Organisation for Economic Co-operation and Development (OCDE-OECD) rules and acknowledges its responsibility to observe those rights and rules that apply to BESIX Group performance toward BESIX Group' employees and the communities in which BESIX Group operates or where BESIX Group recruits its collaborators.

The Group Audit Committee oversees the quality of the interim and annual accounts, including on litigations and risk, and advises the Board on the same subject.

The Group Remunerations & Nominations Committee is supervising the remuneration of senior management and is advising on the appointment and promotion of directors and

senior managers as well as on succession planning, both at Board of Directors and management levels.

The Group Executive & Strategy Committee takes care of the Group's strategic development and of the supervision of the day-to-day management of the Group entities. Further information on the composition of the Group Executive & Strategy Committee is available on the Group website [www.besix.com /About/ Corporate governance](http://www.besix.com/About/Corporate%20governance).

A specific focus has been on the tendering activities in the Contracting business of the Group, a.o. through tender review committees focusing on the improvement and awareness of the overall project-related opportunities and risk management.

The Group internal audit has pursued its duties despite the pandemic context and reports regularly on its missions and recommendations to remedy possible failures and boost the internal control and overall risk management in execution.

The Group statutory auditor operates at Group level as well as for the majority of the Group controlled entities. His assessment for the years 2019 and 2020 was concluded by an unqualified opinion.

Furthermore, the implementation of the Corporate Governance principles progresses with – in particular – the participation of external directors in the Board of Directors and consultative Committees.

## Risk and Opportunity Management

### Internal process control

In application of the Group Rules and the Charter, operating risks are managed and monitored by the Boards of Directors and other management Committees of the Group entities.

For instance, the Group Rule n° 1 provides a definition for High-Risk Projects ('HRP') within BESIX Contracting, regional entities and BESIX RED. Moreover, BESIX Group established a 'Tender Review Committee' along with a 'Go/ No Go' decision process. Purpose is to align on risk appetite before engaging in significant tender costs and before submitting a binding commercial proposal.

Besides the Group Rules, all the processes and policies of the BESIX Group companies acting as BESIX Contracting in Europe, International and the Middle East are managed and run in a common and single framework of integrated management system that is certified 'multi-sites' under ISO 9001, 14001 and 45001 standards.

The systems have now been complemented with a structured risk management approach, both in tendering and in execution stages of projects, in line with ISO 31000.

In the 2019-2021 period, a large effort has been dedicated to further structure the approach to Risk Management. A risk management competence center has been set up with as role to support projects to

assess and manage the risks across the project lifecycle, to set risk related procedures, to provide assurance on risk management process, and to provide risk management support, learning and training.

At business development stage, besides the scope of work, and solid financial and contractual aspects, other criteria are analyzed such as liability of partners, HSE, geopolitics, logistics conveyance, local communities and cultural heritage. These criteria are consolidated in a scorecard.

At tendering and project execution stages in the Contracting business, relevant procedures and reference tools were set up, with the support of dedicated resources.

Objectives are to understand better and faster the major risks through the entire project life cycle, initiate an open discussion with the different stakeholders about risk allocation at an early stage, and achieve correct pricing and scheduling of the risk treatment measures and the residual risk. This proactive approach brings better project results.

To support the structured approach, the tendering and execution of related policies, procedures and other related reference, documents have been revisited and reinforced to secure to-the-point threats and opportunities management, together with a larger focus on Information, Document and Knowledge Management and due consideration for the relevant ISO guidance and standards.



## Our Business Engagement



In application with the Groupe Rules and the Charter, we note a high level of conformance to the risk management procedures at tender stage for the three following categories – high risk projects (92%), medium risk projects (90%), low risk projects (93%) – for BU Europe, BU International and BU Middle East for the period between May 2020 until April 2021.

In line with the revised process, a standardized BESIX Risk Tool was developed at tender and execution stage to support the structured approach. A new online version of the tool is currently under development in order to further improve collaboration and communication of risks.

In 2020, the immediate priority related to the management of the COVID-19 crisis and its broad impact on all processes, activities, perspectives and resources in all Business Units. Activities and supply chains were disrupted in 2020. Evaluating the sustainability performance was more than ever a need and a challenge.

Risk management team identifies the following challenges: a continuous improvement of the integration of the Risk Management approach to the tender process for an improved transparency; further roll-out the Risk Management approach on sites in execution; improve risk reporting and experience sharing for the projects in execution through regular review meetings with support departments; further develop and formalize the Risk Management approach for C&A projects (PPP, DBFM, ...)

In this context, a gap analysis has been carried out on the initiative of the Group Executive & Strategy Committee. Over 200 projects (in progress during the period of 2015 till 2019) were analyzed. Based on this analysis, an action plan has been developed per project phase. This led to the action plan, titled: 'Choose better, prepare better, execute better, staff for success'.

The goal is to promote operational excellence within BESIX Contracting, also expanding this good practice to the Group activities, at BESIX Watpac and in Concessions & Assets.

BESIX chose accordingly a C&S approach, which is integrated in its daily activities and achievements in tender, procurement, contracts and insurances management.

Another major risk that has been added to the Group risk management approach is cybercrime. This undeniable risk has a huge impact on companies from all sizes and in all sectors. At the end of October 2021, BESIX was the target of a cybersecurity incident, which affected some of the servers supporting mostly its Belgian IT systems. Since this incident, BESIX' systems have been secured and together with law enforcement authorities and cybersecurity professionals extensive investigations have been conducted. The impact of the incident was limited thanks to the company security controls. As a result, only a limited part of its data store was affected. BESIX staff members have continued to work with clients and suppliers on projects in progress.

The Group recognizes that digitalization not only brings new opportunities, but also new threats it cannot ignore. It therefore considers cybersecurity as a strategic priority. With this in mind, BESIX underlines its objectives to prevent and detect cybercrime. The Group encourages its staff to expand their knowledge on this matter. They can for example follow the BESIX Academy cybersecurity e-learning course, build a cyber resilient infrastructure with top qualified experts, reinforce existing information system access control and anti-fraud systems.

### Knowledge Management

In the Contracting business and before the pandemic start, steps have been undertaken to streamline the lessons learned and data management in parallel with the development and updating of the integrated management systems as well as with the deployment of the reinforced risk and opportunity management.

The focus of those steps remains within the approach 'Choose better, prepare better, execute better' of the Contracting business.

The Group has decided in principle in 2021 to develop ICT-friendly tools at aiming to support efficient knowledge management in the next years, including ICT tools in project management, in risk register management and schedule risk management, and more recently, in a new and focused ERP.

### Client centricity

Building and maintaining excellent client relations remains essential. This is the reason why it is one of BESIX Group's strategic drivers: 'Leveraging on our client centricity'. The Group's goal is to create a relationship based on trust and open communication. The BESIX Group intends to become the partner of choice for its key, strategic and corporate 'accounts' of today and tomorrow.

A Group Account Management program in 2019-2021 allows to further build on how to evolve into a full-lifecycle service provider, by forming long-term strategic partnerships with its accounts on the one hand, and by further developing the necessary competences in-house on the other.

Client tender requirements become more and more stringent and challenging. The Group notices the introduction of the most economically advantageous tenders (MEAT) in which the price is not the only award criteria. Meanwhile there is an increased focus on C&S with a specific attention to sustainability (Green building certifications, environmental criteria such as carbon management, etc., workshops encouraging interaction with clients to find the best project solution are increasing).



## Our Business Engagement



A first example in Belgium (2019-2020): the joint venture BESIX Infra-BESIX-Van den Berg won the tender thanks to a maximum score on HSE award criteria and this while the JV's financial offer was more than 7% more expensive than the lowest bidder.

A further example: specific attention is drawn to the fact that the three regional authorities (Flanders, Walloon and Brussels) have decided in 2019 to test the implementation of the CO<sub>2</sub> performance ladder as an award criteria in their tender process. In the period 2019-2022, 25 test projects will be launched by the above authorities. BESIX Group has a leading position in the related Belgian Steering Committee.

Therefore, we deployed in NV BESIX SA a 'sustainability' criteria tab in our CRM to measure clients expectations in terms of specific C&S topics during prequalification and tendering process (from ethics to green rating certifications). The objective is to progressively standardize this approach to other Group entities depending of the clients 'own ambitions.

At operational stage, the level of compliance with technical client requirements is ensured through the implementation of a monitoring and measuring process from which identification, inspection and test plans are developed and implemented.

A customer satisfaction survey is sent after the project hand-over to the clients in the Contracting business for BU Europe and

BU International. No projects were however handed over to the client for BU International in 2020. In addition to sending the customer satisfaction survey to the customer, the Contracting Middle East also performs an internal customer satisfaction evaluation. All ongoing projects in Contracting Middle East are instructed to send a customer satisfaction survey once a year. The majority of the aspects are ranked 4 out of 5 and a few of them 3.7 out of 5 in 2020 – considering ranking 5 as 'Very good', 4 as 'Good' and 3 as 'Compliant'.

### Endorsing Codes of Conduct

#### Responsible Conduct

For a better readability for our targets, we decided to make a more visual layout of our Codes of Conduct. They have been slightly updated in line with new ISO certification category names.

The Group has been developing a guide and an e-training session for employees to increase awareness concerning the importance of the Group's Code of Conduct. The objective is that staff members understand the principles set out in the Group's Code of Conduct. A pilot project will be launched at BESIX Brussels during Q2, 2022.

Since the take-over of Watpac in Australia in 2019, first steps have been undertaken to align the Group Codes of Conduct with the market best practices in that country also building-up on the Codes of Watpac prevailing over there since the time that they were listed locally.

#### Responsible procurement

The BESIX Group Code of Conduct Procurement guides its employees who have a signing authority for purchase order in monitoring and cooperating with external parties. By signing this code<sup>1</sup>, its most important subcontractors and suppliers ensure decent working practices in supply chain.

BESIX Group ensures the integration of environmental and social considerations when procuring and sourcing with buyers, suppliers and (sub)contractors. The BESIX Group Sustainable and Responsible Procurement Code of Conduct is the foundation of its good business behavior throughout the whole value chain.

Hereby, BESIX Group establishes an overall integration of sustainability considerations with regard to employee and worker conditions and environmental dimensions with its subcontractors reinforcing long-term partnerships and collaborations.

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 international renowned standards and frameworks described above.

Partners in Frame Agreements are mandatory to sign the Code of Conduct. Moreover, BESIX Group also works with its strategic suppliers<sup>1</sup> in order to have their commitment to the BESIX Procurement Code of Conduct.

About 70,000 vendors work for BESIX Group. On the Belgian perimeter, those who represent 80% of the expenditure are evaluated according to the price, quality, planning and environment, and must be compliant to the Code of Conduct Procurement.





## Our Business Engagement



They are evaluated by the project site teams. BESIX is considering how to progress towards a more sustainable and responsible procurement together with its suppliers.

The importance of the BESIX Procurement Code of Conduct to reach a sustainable supply chain remains a crucial point for the Group. Managing the entire supply chain remains a challenge for the Group.

A central database will be implemented in 2022 in order to monitor the on-boarding process of vendors (level A and B)<sup>1</sup>. The commitment to the Procurement Code of Conduct<sup>1</sup> will become a mandatory step for this target.

An e-evaluation tool has been developed in 2020 to centralize the vendors' performance on specific criteria: from pricing to quality and also sustainability.

Procurement has a global vision with a local approach. As many companies, BESIX Group promotes strategic relationships with preferred vendors ( $\pm$  300). These vendors cover about 50% of the Group's main spend. The Group's objective is not to focus on the lowest bidder but to build effective partnerships with its vendors that share the same vision and values, in order to bring added value to our sector.

Procurement supports Tenders and Execution departments by providing a sourcing solution at best market conditions, fulfilling the needs of the BESIX Group in

both Quality and Service but also supporting innovation and development thanks to partnership with suppliers. The Group notes that interesting innovative solutions could be developed together with suppliers in order to proactively answer clients' expectations in terms of CO<sub>2</sub> reduction, energy savings, COVID-19 proof conditions, etc.

The procurement team has the ambition to build a real partnership with the selected 'preferred vendors' (300) in order to share ideas and innovation.

BESIX Group participated in the CSR work group organized by EIC (European International Contractors) concerning the perspective of the construction industry to enable sustainability in a specific area such as procurement, prequalification and tendering. Here, EIC proposed to the participants to think about a toolkit for the implementation of sustainable tender criteria in project design phase and the selection of the Most Economically Advantageous Tender (MEAT).



Site visit on the Rail Baltica Central Station project site, Riga, Latvia: Part of the larger Rail Baltica Project (the largest infrastructure project in the Baltic region for 100 years) that will integrate the Baltic States in the European rail network and connect the cities of Helsinki, Tallinn, Riga, Vilnius and Warsaw. This multimodal hub will enhance connectivity for passengers and freight. New public green urban spaces (from +8,000 up to +25,000 m<sup>2</sup>) with indigenous trees and other plants will create a visual identity in the cityscape for residents.



### BESIX Contracting

ISO 9001, ISO 14001, ISO 45001  
certifications

VCA\*\*2008/5.1  
(Belgium, France and the  
Netherlands)

aligned with ISO 31000

### BESIX Risk tool

at tender & execution stages

**+200**

projects evaluated (2015-2019)

### Gap Analysis

'Choose better, prepare better,  
execute better, staff for success'

### Responsible procurement

**+70 000**

vendors at Group level

Compliant with the  
Procurement Code of Conduct

**+300**

preferred vendors at Group level

Vendors covering 50%  
of the Group's main spend



## Our Business Engagement



### Responsible crisis management alongside the COVID-19 pandemic

COVID-19 and the subsequent measures imposed by governments and clients in terms of quarantine and visa/work permit issuances, as well as the sanitary measures to be followed all over the world, have deeply and badly impacted all the operations in all the countries where BESIX Group is working. It is further important to highlight that the international projects are highly dependent of an international supply chain and logistics that have also been affected by the pandemic. The Group has done its best to keep employment contracts, even if this would mean unemployment for some categories in some countries.

While progress on active projects was relatively unaffected throughout 2020, the COVID-19 pandemic had a significant impact on new work opportunities for most of the year. Several announced projects were abandoned and decisions on public sector procurement prolonged, as government effort was placed on addressing the immediate health and economic impacts associated with the pandemic.

The Group arranged for a continuous information and support to monitor financial impacts of the pandemic on the projects in execution to secure proper contract, risk and claim management as a consequence of the changes in law and regulations and/or of the related 'force majeure'.

### Best practice example *Subcontractors' Evaluation tool*

The Group remains aware of impact on its supply chain. Besides its Codes of Conduct – General and Procurement, an e-tool has been developed to evaluate its main subcontractors and suppliers. The selection of orders to be evaluated is based on vendors (level A&B).

The objective is to build a transparent and trustful partnership with them in terms of price, quality, planning and environment.

This e-tool, available since 2021, consists in a centralized platform which will facilitate the evaluation of subcontractors' and suppliers' performance. To improve knowledge sharing, this evaluation process will be linked to the end-of-project process.

Main vendors (Level A&B) shall be evaluated once a year on quality and delay. Besides the quality check of materials, reputation, ethics and QHSE, decent working practices with the supply chain are also part of the scope.





# Our Environmental Engagement 8

BESIX further strengthens its environmental initiatives with a better and more sustainable use of resources.

BESIX Group is committed to actively participate in the fight against Climate change. Its teams continuously monitor site activities and consider how to find sustainable solutions in partnership with their clients, targeting the reduction of such impact further.

As a main guidance for this Engagement, the Group engages on two Commitments:

- **Actively contributing to the transition towards a low carbon and low waste society**
- **Encouraging Green Solutions**

Through these two Commitments BESIX Group focuses on six key material topics (KMTs) which are structured along the lifecycle of a project:

- **Actively contributing to the transition towards a low carbon and low waste society**
  1. Carbon management
  2. Waste management and circularity
  3. Preserving environment
- **Encouraging Green Solutions**
  1. Sustainable engineering solutions
  2. Energy sources and digitalization solutions
  3. Exploring new opportunities







OUR SENIOR  
EXECUTIVES  
MESSAGE

OUR  
ESSENTIALS

IT ALL STARTS WITH  
OUR STAKEHOLDERS

OUR C&S  
STRATEGY

OUR C&S  
REPORTING  
METHOD

OUR C&S  
NETWORK

OUR BUSINESS  
ENGAGEMENT

OUR  
ENVIRONMENTAL  
ENGAGEMENT

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# Our Environmental Engagement







# Our Environmental Engagement



## Actively contributing to the transition towards a low carbon and low waste society

Mid-2019, the BESIX Group Strategy Circle, as a BESIX Group executive sharing platform, put their heads together in order to align the global strategy with climate-related sustainability. Fifty members of the Group's top management reflected on what its concrete ambitions should be to improve on environmental sustainability and green project solutions. The participants agreed to enhance the alignment of the various ongoing efforts in the Group along more generally expressed concrete ambitions, and to focus on circular economy in order to preserve the Earth's resources; actively contribute to the transition towards a low-carbon society; support its clients to make their projects more sustainable.

In 2020, it was decided to apply a step-by-step process. First step is the expansion of the Organizational Boundary (our activities in the Netherlands) of the actual CO<sub>2</sub> performance ladder certification to the European Business Unit and a number of Belgian regional entities (BESIX Infra, BESIX Unitec, Franki Foundations). Level 5 certification is aimed for the above organizational boundary in 2022. In the following years a carbon management system will be further deployed within BESIX Group. A roadmap is currently in development.

BESIX Group states its involvement in innovative projects which minimize CO<sub>2</sub> and energy impact on construction projects. The Group advises clients and builds their passive or green certified projects.

The United Nations Sustainable Development Goals define global sustainable development priorities for 2030, to address significant economic, social and environmental challenges such as poverty, inequality, health and well-being and climate action. The Group's Environmental Plan aligns to SDGs 9, 11, 12 and 13.

### BESIX Group is signatory of the Belgian Alliance for Climate Action

On Monday 12 October 2020, the non-governmental organizations The Shift and WWF Belgium announced the launch of the Belgian Alliance for Climate Action. BESIX Group is one of its 53 signatories. The signatory members of the Belgian Alliance for Climate Action aims to align their activities with the objectives of the Paris Agreement, i.e. to limit the rise in global temperature to a maximum of 1.5 °C. These objectives will be in line with the Science Based Targets initiatives (SBTi) developed by the WWF and the United Nations Global Compact, among others.

## Carbon management

The Group keeps making progress in its efforts to reduce CO<sub>2</sub> emissions.

The Group identified that it has an influence on climate change directly, through its own operations, and indirectly through its partnerships with other parties, mainly subcontractors and suppliers.

To reach its objectives, the Group approved the nomination of a carbon management lead in 2020.

### Direct environmental footprint

NV BESIX SA is an early adopter of the CO<sub>2</sub> performance ladder used in the tender process in the Netherlands. BESIX Nederland prepares the recertification to level 5 of the CO<sub>2</sub> performance ladder for its Dutch activities.

As part of its level 5 CO<sub>2</sub> performance certification for its activities in the Netherlands, NV BESIX SA (including Franki Grondtechnieken BV) calculates and reports its scope 1, 2 & 3 (business travel and commuting) CO<sub>2</sub> emissions at least twice a year, and this related to turnover. The progress is checked against the CO<sub>2</sub> footprint of the reference year (2014).

## Environmental engagement

**Belgian  
Alliance for  
Climate  
Action**



CO<sub>2</sub>-PRESTATIELADDER

*Since 2020*

- BESIX Nederland, level 5
- BESIX BU Europe, in progress

## BESIX soft mobility policy *since 2018*

for BESIX Belgian staff members

- Mobility pack (electrical car, e-bike, public transport)
- Homeworking & teleconference
- Regionals satellite offices

*Procurement,  
Transport planning optimization*

**-30%**

empty trucks on return delivery



# Our Environmental Engagement

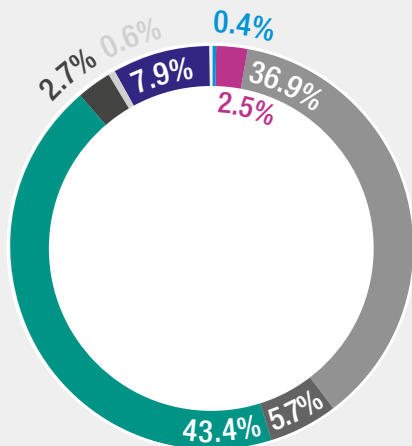


## 2019

We note an increase of our carbon footprint in 2019. This is due to the significant recruitment of personnel for a major project in Belgium (Oosterweel) which generated no turnover at that moment. This had a direct impact on the carbon emission coming from the company car fleet.

To reduce commuting and thus direct environmental footprint, BESIX revised its homeworking policy, mobility pack and company car policy, to enable its employees to opt for greener vehicles and to encourage them to use public transport.

**The target to reduce its footprint (including scope 1 and 2 emissions, expanded with scope 3 emissions from commuting and business travel) by 12% by the end of 2020, compared to 2014, has been reached.**



## 2020

BESIX Group decided in September 2020 to further expand the scope of the current certificate to its entire European business unit, in which BESIX Infra, BESIX Unitec, Franki Foundations and Atlas Fondations also participate. Level 5 certification is aimed for the above organizational boundary in 2022.

In 2020, CO<sub>2</sub> emissions decreased, mainly due to the move of the steel maintenance Department (S.M.D) from the workshop of Franki Foundations in Saintes to the BESIX premises in Sint-Pieters-Leeuw (B) and COVID-19 with remote working (mainly at NV BESIX SA and BESIX Nederland). The use of electric cars (BESIX Nederland) and stricter requirements for maximum CO<sub>2</sub> emission in choice of new lease cars (NV BESIX SA and BESIX Nederland) also played a significant role in the results.

Business travel  
Commuting  
Company cars  
Electricity  
Equipment  
Heating  
Production  
Transport

Scope 1, 2 and 3 (commuting and business travel) carbon footprint for the reference year 2019.



BESim, Uptown Tower, Dubai (UAE)

BESim – BESIX site installation management

Standardize and improve BESIX's site installation: encouraging re-use of offices and site setups.

Results: lower the overall cost of site installation, improve comfort of employees, lower carbon footprint, reuse of equipment and renewable energy.



# Our Environmental Engagement

## BESIX BU Europe, carbon reduction program for scope 1 & 2

FOCUS ON 3 AXES



### COMPANY CAR FLEET

BESIX has the ambition to have a zero-emission company car fleet by no later than 2032. Intermediate targets on the % of zero-emission in the company car fleet have been set for 2025 (10%) and 2028 (40%). In order to obtain these targets the company car policy has been reviewed in 2021.



### ELECTRICITY

As from 2022 BESIX will procure for its Belgian and Dutch owned offices and fixed production facilities only electricity from locally produced renewable resources, meaning electricity produced in the country where it will be used. As from 2023 this will also be applied for the projects in Belgium and the Netherlands.



### PLANT & EQUIPMENT

Two workgroups have been formed. The first workgroup is focused to make our site installations more sustainable with the objective to define minimal requirements for our site installations. The second workgroup is focused on large construction equipment. As part of both workgroups BESIX is currently experimenting with the use of alternative fuels (such as hydrotreated vegetable oils), alternative energy such as biogas and the use of electrified equipment on one of its projects called 'De Groene Boog' (NL).







# Our Environmental Engagement



## Indirect environmental footprint

BESIX Group is aware that it has an important influence on climate change not only directly through its own operations but also indirectly through the use of sold products and its partnerships with other parties, mainly subcontractors and suppliers.

The Group procurement central team looks to optimize the transport planning and to avoid that trucks drive empty. As a result there are 30% fewer empty trucks on return delivery. Moreover, boat transport is encouraged compared to air travel transport which is used for small parcels.

A review of the actual scope 3 carbon reduction program is currently ongoing with a primary focus on purchased goods and services, capital goods (construction equipment – handled in scope 1) and the use and end treatment of sold products.

If a supplier or subcontractor company is not currently able to measure their impact, it expects them to act and look for positive solutions.

## Soft mobility policy for BESIX staff members

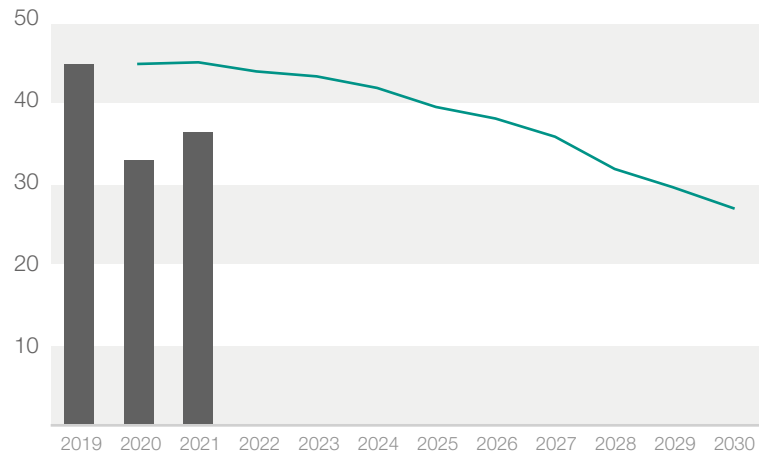
Every year, a specific focus is given to soft mobility during the European Mobility Week. It reflects the ambition of the European Union to become carbon neutral by 2050, involving everyone. A good opportunity to rethink the way you move. BESIX SA expanded the European Mobility week period to give the opportunity to discover driving electric by bike or by car.

NV BESIX SA offers its employees different green alternatives to commute to work. Employees can combine different means of transport. A bike (classic or electric), a public transport subscription, a car (electric also available), etc. NV BESIX SA also organizes trainings to help employees bike safer through traffic.

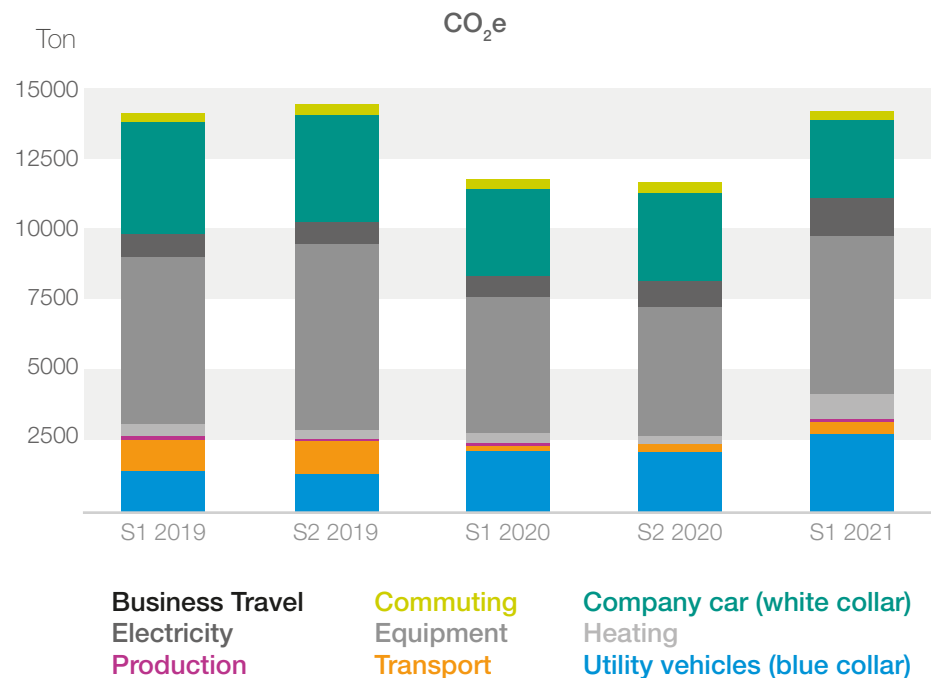
Due to COVID-19, no specific events were organized but by intensively promoting the company bike policy we saw an important increase in employees using the bike for commuting.

Initiatives were also put in place to make the company car fleet greener by adding more electric car models to the BESIX standard cars list. It encourages maximum usage of the Teleconference meetings policy in order to avoid flights since 2018.

CO<sub>2</sub> per million euro turnover  
(Organizational Boundary)



CO<sub>2</sub> per turnover  
Target CO<sub>2</sub> per turnover







# Our Environmental Engagement



## Responsible crisis management alongside the COVID-19 pandemic

Due to COVID-19, the Sustainable Forward ambitions – initiated end of 2019 – related to Circular Economy and Client's support, were temporarily put on hold. The focus was specifically put on the carbon management related ambition for the Business Unit Europe. The decision of the Belgian authorities to include the CO<sub>2</sub> performance ladder (similar to the certification scheme within the Netherlands) as an award criterion in their tender process remains a key decision point to go on with CO<sub>2</sub> management.

In parallel, the Group notices less environmental footprint from its own emissions due to less production and transportation in 2020.

## Waste management and circularity

NV BESIX SA developed several new sustainable construction methods which use less, or more sustainable, raw materials. As an example, BIM (Building Information Modeling) contributes to using less materials by decreasing material use and improving monitoring of overall environmental performance. As a result, waste can be significantly reduced during construction.

NVBESIXSA continues to develop digital material passports for post-construction revalorization of used materials. These passports help to better map the current and future impacts on the environment. The objective is to include these data in the 3D model, through BIM.

In 2020 BESIX Group started to consolidate waste statistics for the companies belonging to the Organizational Boundary of the CO<sub>2</sub> certification. BESIX participated in the development of a web-based application, called Werflink which focuses on the exchange of leftovers of material and equipment between construction companies.

Reduction initiatives are implemented on project level. Examples are optimization of design, the re-use of material and waste. In the coming years further optimization of data gathering (by making a split between waste coming from building and infrastructure projects) are foreseen in order to further optimize our reduction initiatives.

## Preserving environment

### Environmental management systems

Dedicated Environmental management plans and waste management plans are developed for every project and fixed production facilities, to minimize the environmental impacts caused due to the construction activities within the Group.

With its ISO 14001 certified Environmental Management System, BESIX is committed to reducing the Environmental impact of its operations, by continuously monitoring its activities, including non-conformities if any, and innovating to find sustainable solutions in partnership with its clients, suppliers and subcontractors. ISO 14001 recertification has in the meantime been obtained for the Contracting activities in 2021.

ISO Certified Environmental Management System (EMS) sets out the minimum standards and processes BESIX uses in its projects with clients, to identify and manage environmental risks and report environmental performance. When working with clients, the Group makes environmental protection a priority, ensuring water, air and land quality management, noise and vibration, waste management and resource recovery, flora and fauna protection, respect for the community, and heritage preservation.

## Protecting biodiversity

Through its activities, BESIX Group intervenes in various areas of the world and meets specific issues on biodiversity related to these areas. The Group is conscious about the impact of construction activities and take actions to preserve the surrounding nature and biodiversity where it is active. Site teams regularly work in collaboration with external experts (biologists, oceanographers, etc.) to carefully prepare and manage construction sites in respect of wildlife nature before, during and after the project.



## ENVIRONMENTAL ENGAGEMENT

### Preserving environment

- QHSE Policy
- ISO14001
- Project Environmental Management Plan(s)
- Integration of Customer & Regulatory requirements (YGP, Arcalex,...)
- Environmental Impact & Aspect Assessment
- Water, soil, marine environment...



## Our Environmental Engagement



### Best practices examples

#### **20,000 m<sup>3</sup> of water recycled on-site in Leuven (BE)**

On the site of the Bicycle Parking in Leuven, Belgium, its team has joined forces to recycle hundreds of thousands of liters of groundwater for the city. BESIX is building underground floors to increase the number of bicycle parking spaces to 4,000 for the Belgian National Railway Company. Since January, about 200,000 cubic meters of water have been pumped up for reuse, such as for watering trees in the city. Together with the recycled water that the Leuven Green Service collects from brewer AB InBev, the city saves 50,000 liters of water every day.

### **Awareness campaign and initiatives**

In 2019, 2020 and 2021, The Group organized different internal campaigns and initiatives for staff members to raise awareness on protecting environment, such as participating in World Water Day, World Environment Day and organizing the BESIX CleanUp Day, jointly with BESIX Foundation:

- **BESIX CleanUp Day 2019:** 5 tons of waste collected; 35 teams registered on 4 continents
- **BESIX CleanUp Day 2020:** more than 2 tons of waste collected; 17 teams, +1,200 colleagues in 6 countries
- **BESIX CleanUp Day 2021:** +15,200 tons collected; 40 teams; 1,803 colleagues on 4 continents

In the BU Middle East, three additional environmental events were organized:

Green Call Campaign (e-waste collection drive), Mask challenge linked to the World Environment Day and the Act to Sustain Employees Recycling campaign.

### Encouraging Green Solutions

BESIX Group is conscious that we all have to anticipate on future societal changes and environmental needs. The Group strives to deliver engineering solutions, integrating sustainability in all the phases of its projects and benefit the stakeholders in the wider community and the environment in which we live in.

### Sustainable engineering solutions

The Group aims at developing new solutions in sustainable design for clients who request greener projects. The Group's experts look at sustainable materials, efficient manufacturing processes, smart building approaches and sustainable construction operations to reduce societal and environmental impacts of its buildings and infrastructures.

The Group pursues its ambition in open innovation through decentralized entrepreneurial initiatives, including through interest in start-up companies. The focus is on impact and thereto the driving forces and resources were put as close as possible to the (local) operations.

### Delivering solutions in sustainable design

BESIX Group looks to integrate sustainable thinking in its fundamental design, in the

way a construction site is organized, in the way the finished structure is managed and throughout the entire lifespan of the project. It supports its clients to make their projects more efficient, sustainable, secure and comfortable.

Thanks to its in-house competence center, the Group creates a cross-organizational platform to exchange knowledge and support the information locally available. This competence center enables the Group to centralize and further reinforce its knowledge and expertise related to green rated projects and provide one-stop projects support to green rated projects, right from its pre-design phase until the operational phase.

The Group has been active on new projects targeting a total of 25 green ratings in 2019-2021.

Part of the design challenge is responding to the climate challenge by means of Engineering and constructing Energy neutral and zero carbon projects such as the first carbon neutral highway in the Netherlands 'De Groene Boog' or the use of recycling material for office buildings.



### ENVIRONMENTAL ENGAGEMENT

#### **Encouraging green solutions**

- In-house experts committed to
  - deliver sustainable solutions in the choice of materials,
  - embed sustainable design features,
  - assist the client in achieving his sustainability goals through green rating certifications (LEED, BREEAM, GSAS, CEEQUAL, Green Star, HQE, NABERS Energy, Passive House, etc.),
  - assist efficient planning in design and construction through the use of BIM to facilitating efficient facility management through Smart Buildings.

- **25 green rated projects** 2019-2021
- **ISO19650-2:2018**
- **+200 projects** developed with BIM



# Our Environmental Engagement



## Energy sources and digitalization solutions

Construction projects are becoming ever more complex, but the processes used remain unchanged over time. Digitization increases productivity and efficiency and, compared to other sectors, the impact of digitization is yet to be felt in the construction industry.

The engineering teams develop sustainable engineering solutions, amongst others: smart buildings (integrating advanced smart technologies and tracking energy consumption), green concrete, recycled aggregates, BESim (sustainable site installation), clean air moss walls (creating air cleaning infrastructure), 3D concrete printing (in collaboration with Ghent University), ComTIS (Comfort as a service), Neanex (providing the information backbone for digital twins), lean planning, Building Information Management (BIM), parametric design and digital mapping.

### *BIM approach*

The BESIX Engineering Department pursues the full integration of Building Information Management techniques (BIM) in its daily operations. BESIX works on efficiency and transparency in design through integration of Building Information Management (BIM) and applying advanced techniques like BIM based material passports. 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 its risk management approach. BESIX SA is part of the BIM Platform. BESIX SA is awarded the ISO 19650-2:2018 certification, the world's first international standard for Building Information Management (BIM) in 2020. More than 200 projects were developed with BIM in 2020.

### *Digitalization approach*

Enabling efficient facility management through smart buildings is also an active part of the BESIX Engineering department. BESIX intends to make buildings (from schools to hospital and offices) more efficient, sustainable, secure and comfortable. Its focus on energy comes from the need for smart buildings in the transition towards a clean energy society. The evolution of the Internet of Things (IoT) is now making this possible. BESIX joined its forces and shared competences with leading companies in telecom, ICT and Energy, to improve its offer to its clients in smart building. The smart BESIX head office in the Netherlands, considered as a European reference in the field, generates its own electricity and is installed with an energy management system to maximize efficient consumption. Artificial intelligence (AI) algorithms have been deployed to monitor the balance between energy production, consumption and storage. Solar energy is used to power the building, while an internal battery is used to manage surplus energy and serve the building's parking lot.

The Group looked at mature start-ups in the Construction technology (ConTech) and Property technology (PropTech) industries to anticipate the construction sector's needs in digitalization.

The development in project delivery also implies operational excellence, which is why the digitalization of project management tools is very high on the agenda and will continue to mobilize resources.

In 2021 BESIX together with Proximus and i.Leco created Aug-e, a smart building application platform combining their respective expertise in building, ICT and energy. Aug-e follows the acquisition by BESIX and Proximus, leading actors in construction and ICT, of stakes in i.Leco, a tech start-up specialising in buildings' energy management. With Aug-e, BESIX is bringing to the market state-of-the-art solutions in the field of smart buildings, which will contribute to making buildings a significant actor in the energy transition. These solutions include the most innovative technologies to improve the energy performance and environmental impact of buildings, facilitate their long-term maintenance, and increase their users' comfort.

### *Modular approach*

Also in 2021, BESIX Group via its subsidiary Vanhout, acquired a 40% stake in the Belgian Company Buildup, formerly known as BeSteel. BuildUp develops innovative and sustainable solutions in the field of

modular construction. These solutions include the digital design of custom buildings, their automated prefabrication in the company's workshop and their assembly on site. On the sustainable side, BuildUp's modular approach focuses on optimising structures at the design stage, which has an impact on materials quantities. The in-house integration and coordination of design, prefabrication and assembly also reduces waste and transport requirements. In addition, the materials used by the company are primarily locally produced, sustainable and certified, and offer a high level of traceability.



# Our Environmental Engagement



## Exploring new opportunities

The Group also intends to pursue its expertise in wastewater and waste treatment from Middle East to Africa, to produce drinking water for local population in these regions. BESIX Environment on the other hand provides integrated solutions for water and energy related challenges in Europe, the Middle East, Asia and Africa. The Group also considers waste as an innovative sustainable solution and will build refused-derived fuel facilities. This solution is an alternative energy source produced from waste treatment.

In this context, BESIX devises tailor-made sustainable solutions to better serve the local community, re-use and valorize waste into efficient energy, through BESIX Concessions and Assets. Different projects contribute directly to carbon footprint reduction such as the Dubai 'Waste-to-Energy', Umm Al Quwain 'Refuse Derived Fuel' projects and Ajman 'Sludge-to-Energy' investments. Other Sustainable Projects are delivered through a PPP model.

The Nachtigal hydropower project, increasing Cameroon's electricity generating capacity by 30%, is a concrete example in the Group Contracting activities. According to the World Bank, increasing energy access is key to Cameroon's goal to become a middle-income, industrialized country with poverty levels below 10% by 2035.

In line with decarbonization pathways, BESIX tenders for green hydrogen production plants. Green hydrogen represents an alternative to fossil fuels to answer increasing global energy demand. The Group will further create partnerships with technology suppliers to offer a tailor-made solution in this sector activity.

### Best practice examples

#### *Uptown Dubai District tower, construction 4.0*

Uptown Dubai District will consist of a 340-meter-high tower featuring a luxury hotel with exclusive restaurants, health spas, extensive conference facilities, offices and residences.

To overcome the challenges presented by conventional construction processes on projects of a complex nature, three new innovative digital applications – Sablono, Propergate and WakeCap – have been implemented by BESIX on the Uptown tower project in DMCC's Uptown Dubai district as a pilot project. The Group looked at mature start-ups in the construction technology (ConTech) and Property technology (PropTech) industries to anticipate the construction sector's needs in digitization.

The specific goal and objective of implementing the digital applications are to facilitate central availability of information to all stakeholders and to use digital tools to optimize its current working processes, which include task and progress management on the one hand, and logistics management on the other hand. By doing so, BESIX SA wanted to facilitate the coordination between

different stakeholders, to reduce the time for information retrieval, and hence to increase the time available for actually creating value.

Results on this pilot project demonstrated that the use of these digital tools has contributed to saving time, increasing productivity and enabling the project and the business to perform efficiently and sustainably.

### Green Concrete

The green concrete project is an applied research project to reduce the carbon footprint and reuse waste of concrete. The main focus is on:

- Recycled aggregates (reuse waste)
- Low carbon binder (cement or equivalent)
- Reduce quantities of concrete and steel through value engineering

BESIX SA created a cell in the Engineering Department dedicated to developing sustainable concrete for its projects.

It is essential for BESIX SA to propose a concrete with the lowest possible environmental impact, taking into account the latest technology and

legislation. The current concrete industry has a big environmental impact, so even a small step in the right direction can have a big positive impact.

Concrete already has a number of fantastic properties that tie in with circularity. Amongst others, it is reusable (but mainly through downcycling), it is produced locally (but uses a lot of raw materials) and it has a long lifespan.

In this context, BESIX concrete experts work in partnership with renowned institutions (e.g. BBRI/WTCB) and companies to reduce the CO<sub>2</sub> emissions and also optimize the recycling of aggregates. BESIX also joined 'Circular Concrete', a research project supported by the Flemish Government (VLAIO).

In partnership with Ghent university, ResourceFull and Witteveen+Bos, BESIX focuses on developing sustainable concrete mixtures for the printing of breakwater units.

BESIX SA can nowadays propose efficient green solutions to its clients with relevant cost savings.



BESIX 3D printed the largest 3D printed concrete façade in the world for the new Dubai headquarters of BESIX in 2020. Results: use less concrete and carbon footprint reduction with more complex shape opportunities.





## Our Environmental Engagement



### ***Emirates Refuse Derived fuel facility (RDF): turning household waste into a solution***

In 2018, the Ministry of Climate Change and the Environment signed a 'Build-Operate-Transfer' contract with the joint venture for the design and construction of an RDF plant, followed by 15 years' operation of it.

Started in September 2020, the facility now receives around 1000 T of municipal waste per day from approximately 550,000 residents living in the Emirates of Umm Al Quwain and Ajman. The waste is being converted into Refuse-Derived Fuel (RDF).

The RDF is being used as a fuel in cement factories, partially replacing the use of Fossil Fuels and simultaneously diverting 80% of household waste from the emirates of Umm Al Quwain and Ajman from the landfill.

In addition to producing RDF, the plant will also play an important role in the treatment of recyclable waste, which it will redirect after sorting to competent companies.

### ***BNP Paribas Fortis: new sustainable head- quarters solutions***

In the heart of Brussels, BESIX SA has been working in partnership since 2017 to construct the new head office of BNP Paribas Fortis.

The façade conceals a series of new technologies that will ensure its compliance with passive construction standards and will allow it to achieve a BREEAM 'Excellent' certification.

The building has a STES (Seasonal Thermal Energy Storage) system. This facility will store the heat emitted during summer for re-use in winter. And vice versa. The system therefore makes it possible to store large quantities of energy that are re-injected into the HVAC system according to the needs of each season.

This new concept will allow the building to completely avoid the use of fossil fuel-based energy. And in terms of energy consumption, the building will use up to 7 times less energy than the old building, thanks to the efficacy of this system.

### ***Bushfire relief Australia***

More than 10.7 million hectares of Australian land have been burned and it has been estimated that around 1.25 billion animals have been killed across Australia to date, during the massive bushfire in Australia in 2019.

This dramatic example urges us to fight against climate change and to preserve biodiversity.

A number of BESIX Watpac employees were involved in fighting the fires either through their involvement as a volunteer firefighter or as a defense reservist.

BESIX Watpac provides a broad range of support to employees impacted by the bushfires and to those involved in recovery efforts, including counselling for employees and their families.

The Group entities organized staff donations and facilitated additional initiatives to support communities as they rebuild. The profit from stuffed koala bears sold during the Group New Year's Reception in Brussels were donated to koala relief centers. Funds raised were distributed to support legitimate bushfire causes, such as support for specific communities, animals and wildlife, firefighters and firefighting services, rebuild and recovery efforts, and more.



Emirates Refuse Derived fuel facility (RDF) (UAE)



# Our People Engagement 9

Built environments have a substantial impact on the life habits of the people. It remains BESIX Group's concern to keep comfort and well-being of its stakeholders at the center of its activities.

Therefore, BESIX Group remains committed to creating the best possible working conditions for its employees and stakeholders (on- and off-site).

To support a great and safe workplace, the People Engagement is built around the BE Safe and WeCare programs. These programs are developed to ease their implementation within the different entities of the Group in every country.

As a main guidance for this pillar, the Group engages on two commitments:

- **Increasing people's safety & comfort**
- **Growing as a preferred employer**

Through these two commitments the Group focuses on the following material topics within the People Engagement:

- **Increasing people's safety & comfort**
  1. Safe workplace
  2. Healthcare measures
  3. Psychosocial prevention
  4. Ergonomics
- **Growing as a preferred employer**
  1. Engaged employees
  2. Employee growth and development
  3. Promoting diversity
  4. Fair Working Conditions
  5. Attracting new potentials





## Our People Engagement



### Increasing people's safety & comfort

#### Safe Workplace

The Group's objective is to create a 'zero accidents and incidents' environment for every employee, regardless of his or her hierarchical level, working for the same projects, including subcontractors.

In 2018, the Group has developed a strategy to shape a strong safety culture, with programs based on 4 pillars: developed leadership, commitment and participation, knowledge and awareness, accountability and responsibilities.

This strategy has been translated into a safety pledge endorsed by the Group's senior management and deployed on all the Group's projects and sites.

#### Safety pledge

This safety pledge focuses on the principle of caring for anyone that works at BESIX Group (including suppliers and subcontractors), highlight the critical risk control focus reflected in the Group's 10 Life Saving Rules and the senior management leadership expectations.

The safety pledge was further supported by the design and implementation of tailored core IOHS certified courses 'managing safely & working safely'. As a matter of fact, BESIX SA became a certified IOHS institution occupation safety and health training center.

After having been officially certified as a ISOH training course provider, IOSH training courses – cornerstone of how we manage occupational health and safety risks @BESIX are being rolled out with 800 people trained in working and managing safely BESIX IOSH certified course.

In addition, BESIX Group continued to implement its Health & Safety managing system and features such as Global Safety Time Out, internal audit program, toolbox meeting, etc., which is today ISO 45001 certified in most Group entities since 2020.

The 2021 Global Safety Time Out brought a of emphasis on occupational health and occupation cancer in particular without our No Time To Lose Campaign, long term impact on health that sometimes we under estimate on our daily business activities.

The BE Safe program (Behavioural Based Safety Program) designed in 2018, was gradually rolled

out within the Group in 2019 and 2020 with a growing community of BE Safe Ambassadors. The objective of this program is to shape a culture of safety. BE SAFE Ambassadors are volunteers, trained by the QHSE team, willing to contribute to the program, that lead by example, keep an eye on the risks in their work environment and take about 15 min per day to talk to peers in a constructive way about correcting unsafe behavior and affirming positive behavior.

BE SAFE Ambassadors are also invited to a monthly meeting with project management where their observations feedback is reviewed. With the ambition of caring, this program is an essential tool to focus on behavior change process and caring values amongst the organization (at all levels). The program started with 151 Ambassadors in 2019 and has never stopped growing, with 267 Ambassadors in 2020. The goal was to reach the level of 300 in 2021. Growing community acting every day in caring and helping people in behaving safely on site with more than 400 BE SAFE Ambassadors worldwide.

Members of senior management signed a personal and corporate commitment on safety to demonstrate their ambition to ensure the safety of the people employed directly and indirectly by the Group on projects, sites or facilities. 988 walkabouts were organized in 2020 on 5,234 sites within the Group and more than 10,000 Safety walkabouts were undertaken by Project management leadership teams in 2021. 2,500 Safety walkabouts were undertaken with Senior Operation Managers and directors in 2021, reinforcing safe behaviors and ensuring safe operations.

Participation on Safety Time Out sessions/year

2018	2019	2020	2021
23,713 (15,597 + 8,126 subcontractors)	26,000	The safety time out was organized online for staff members	28,705 (1,851 followed the webcast on mental health)



#### Declaration on Healthy and Safe Workplaces

BESIX Group, BESIX EWC,  
Belgian trade unions  
signed in 2021



TRIFF& LTIFR lowest rates  
in 2021 for the last 6 years

Direct employees  
and JV partners



#### Life Saving Rules

**6,000**

deviations and proactively  
corrected in 2021



IOHS trainings

**+800**

colleagues certified



HSE training  
for employees

**23,540**

hours  
2020-2021



BE SAFE Ambassadors

**+400**

in 2021





# Our People Engagement



### Injury rate

With its zero incidents ambition, BESIX Group wants to ensure a safe working environment and focus on continuous improvements.

6,000 Life Saving Rules deviations dully addressed and corrected by QHSE supervision in order to organize proactive interventions to achieve incident and injury free working environment in 2021.

We note an overall improvement on the Lost Time Injury frequency rate (TRIF), total recordable injuries & illness frequency (LTIFR) rates in 2021 which are the lowest rates for that 6 years (direct employees & JV partners). The Group has unfortunately sustained two work related fatal accidents in 2021.

The three Contracting Business Units Benelux-France, International and Middle East indicated a slight deterioration in safety performance for the last three years due to fatal incidents involving subcontractors and partners. In each case, in-depth investigations are conducted to understand the cause of the incident and take the necessary actions.

The senior management is determined to strengthen safety measures on sites to prevent such unwanted situations.

### Life Saving Rules

BESIX Group is promoting and encouraging the detection of the Life Saving Rules deviations. A 'Life Saving Rule' consists of a simple icon, a descriptive text and an

additional guidance to explain why the Rule is important and what aspects workers and supervisors should focus on. These rules are intended to modify the behavior of workers and supervisors in the workplace by raising their awareness when undertaking high-risk activities. Ten 'Life Saving Rules' have been chosen corresponding with BESIX Group core activities and associated critical safety risks: working at height, lifting & rigging, excavation, working in confined spaces, driving, working in the environment of moving and/or energized equipment, diving, working near or over water. Objective is to bring additional safeguards in preventing occurrence of fatal accidents and other high potential incidents. Everyone is encouraged to stop, assess and restart safely when deviations are observed.

Senior management is particularly involved in sharing the importance of safety with staff, by carrying out site visits and management walkabouts, together with project teams and subcontractors.

### Health as a priority

BESIX Group commits itself together with the Belgian trade unions and the Building and Wood Workers' International (BWI) to support the recognition of health and safety at work as a fundamental right by the International Labour Organization (ILO). The Declaration on Healthy and Safe Workplaces was signed by the management of BESIX Group and representatives of the BESIX European Works Council, the FGTB and the CSC.

### Injury rate

	2018	2019	2020	2021
LTIFR (frequency rate = number of work accidents with lost time*1mio/worked hours) (DIRECT Staff/JV Partner)	2.56	2.83	2.85	2.28
TRIF (total recordable injury and illness frequency)(DIRECT Staff/JV Partner)	3.94	4.40	4.28	3.17
SR (severity rate = number of lost days*1000/worked hours) (DIRECT Staff/JV Partner)	0.08	0.09	0.07	0.08







## Our People Engagement



### Responsible crisis management alongside the COVID-19 pandemic

At the beginning of the pandemic, BESIX Group implemented a robust Covid risk management program throughout all levels of the organisation. The Group put in place the preventive health measures necessary to ensure a safe environment for its teams during the COVID-19 pandemic context. Parallel to this, the Group ran a successful internal tracing and containment protocol and helped subcontractors and other stakeholders to manage risks. The Group has been able to prevent cluster outbreaks while maintaining the business on project sites.

### Healthcare measures

All employees are enrolled in a health insurance scheme which is also in line with the country law and regulations where the Group is active. When required either by law or by risk assessment, periodical occupational health exams are carried out and certificates are obtained for all employees and workers. Employees and workers can also consult the physician free of charge if they feel the need to do so.

Next to legally required medical measures, BESIX SA organises a biennial medical check-up for its white collar employees as of the age of 46 and every year as of 50. The company organizes every year a voluntary flu vaccination campaigns.

In order to raise awareness for occupational cancer, BESIX Group has partnered with the No Time To Lose campaign of the Institution of Occupational Safety and Health (IOSH). On the occasion of the Global Safety Time Out 2020 the campaign was launched within the Group, focussing on four major sources of exposure in the construction industry: asbestos, silica dust, diesel exhaust fumes and solar radiation. The launch of the campaign was also the starting point of further efforts to call time on occupational caused cancers in its operations and the construction industry as a whole.

### Responsible crisis management alongside the COVID-19 pandemic

If anything, the COVID-19 pandemic has put the care for mental health prominently on the agenda. Teleworking and imposed lockdown restrictions led to stress and isolation for many. More than half of all workers in the EU report they are negatively affected by work-related stress. To mitigate the risks of loneliness and anxiety, BESIX Group has communicated regularly tips on psychological wellbeing and mental resilience. On the occasion of the 2021 Global Safety Time Out, BESIX Group and external medical service Mensura hosted a webinar on mental health during these difficult times. In a further and continued effort to safeguard mental health at BESIX Group, a mandatory training First Aid Mental Health will be rolled out and an awareness and self-coping tool will be made available. These efforts reinforce its already existing practices such as an internal network of Confidence Officers and professional accompaniment in case of mental health issues caused by the jobs we do.

### Psychological prevention

Research shows that when employees experience high levels of psychological wellbeing and job satisfaction, they perform better — making happiness a valuable tool for maximizing organizational outcomes.

The regulatory framework in Belgium requires employers to do a risk assessment on psychosocial risks at work (incl. stress & burn out). Five causes are identified and with an obligation to be analysed: work organization (workload, existing procedure, work repartition, role definition, ...); work terms & conditions (working hours, type of contract, ...); work conditions on the workplace (physical environment, ergonomics, ...); content of the work (work pace, challenge, variety, autonomy, ...); work relationships (accessibility of line managers, communication, ...)

Since 2014, the Group reinforced the respectful work environment which already exists within Group companies. Engagement Surveys that the Group organizes every 3 years are carefully analysed in order to point work atmosphere and see how to constantly improve the Group workplace. The Engagement Survey also serves as periodical risk assessment.



## Our People Engagement



### Ergonomics

Whether on site or in the office, the Group has succeeded in developing toolkits to raise staff awareness of good ergonomic principles.

The Group has identified key elements for comfort at work:

- in the office: office workplaces with natural light and a healthy atmosphere, appropriate equipment available, good posture in front of the screen;
- on site: safe equipment adapted to the tasks on site, adoption of good postures to preserve musculature, ... and when appropriate, the continuous time spent on a task shall be limited, possibly by job rotation or other suitable relief.

As studies show that too much sitting is bad for health, the Group encourages its staff members from offices to move more via the BESIX Fit program.

### Growing as a Preferred Employer

#### Engaged Employees

The Group envisions a place where its employees are fully engaged in their professional life and get true fulfilment from their jobs. It is looking to build up active relationships with its employees, based on personal growth and mutual respect.

The success of the Group's People strategy is measured on employee engagement. The Group organizes an engagement survey every three years and organized its fourth

engagement survey in 2021. This initiative gives the opportunity for employees to communicate openly and anonymously about their working environment. Results are used to identify strengths and points of attention, and devise an action plan accordingly. Employees are very likely to promote BESIX Group as an organization to work for. The Group is able to compare new results in 2021 with previous feedback from 2018 and consider positive progress, weaknesses and trends. The impact of the COVID-19 crisis on teams was also measured.

While engagement – as well as satisfaction and attractiveness – to BESIX was already high in 2018 and 2021, results showed that same improvement in the well-being of employees. Results of the engagement survey at Group level in 2021 show that 85% of BESIX employees are satisfied to very satisfied with working for BESIX. 84% of participants would recommend the company as an employer to friends and acquaintances.



BESIX Watpac, Australia



# Our People Engagement



	2015	2018	2021
Response rate	59%	54%	50%
• white collars	73%	76%	87%
• blue collars	35%	24%	13%*
Staff fully engaged	30%	44%	40%
Net score promoter (results equal and superior of 8 out of 10)	56%	61%	48%
• white collars	66%	67,6%	59%
• blue collars	63,5%	61,13%	69%
Very satisfied with current job position (results equal and superior of 8 out of 10)	43%	45%	51%
• white collars	42%	45%	50%
• blue collars	48%	46%	58%
Satisfied with current job position (results equal to 5, 6 and 7 out of 10)	49%	47%	41%
• white collars	50%	48%	42%
• blue collars	47%	46%	38%
Dissatisfied with current job position (results inferior and equal of 4 out of 10)	8%	7%	8%
• white collars	9%	7%	9%
• blue collars	5%	9%	5%

\* The availability of the questionnaire only online due to the context of the COVID-19 health crisis has impacted the participation rate of blue collars in 2021. We are taking this consequence into consideration for the next engagement survey in 2023.

In the context of the COVID-19 pandemic, participants estimated that the taken measures are adequate to keep them safe: 40% completely, 51% adequate, 7% inadequate and 2% totally inadequate.

In this context, participants were asked how satisfactory the working measures were (support from the manager, clarity of tasks, IT tools, etc.) that have been taken to be able to continue working smoothly: 33% very satisfactory, 58% satisfactory, 8% not satisfactory, 2% totally not satisfactory.

As a conclusion, BESIX Group still surpasses the reference index regarding active promotion

of the company and strong engagement.

Constant attention to respecting others and feedback remains part of the priorities to improve, as well as career development.

This kind of triennial survey is an opportunity for employees to communicate openly and anonymously about their working environment. The results help the People department or senior management to identify the strengths and points of attention. It helps teams to develop action plans accordingly, based on every department's, business unit's or entity's reality.



Civil engineering works of Water treatment plant, La Mé, Ivory Coast  
One of the biggest WTP in West Africa: treatment and distribution of 240,000 m³ of drinking water every day (around 30% of daily water consumption of Abidjan in 2025).

## WeCare program

BESIX Group offers a total reward package which includes financial and non-financial advantages such as compensation and benefits. Next to competitive wages, benefits which (depending on the position and level) can include for example group insurance, hospitalization insurance, medical checkup, Luncheon vouchers, flexible mobility plan, mobile phone.

Various services were launched to boost the employees' well-being, such as the WeCare program.

This program is translated through different initiatives: onboarding platform, training Academy, etc. An internal coaching program, BESIX resilience program and confidence officers network are also available to protect good mental health. To encourage a right balance between professional and private life, the program introduced a childcare babysitting service for sick children and a new teleworking policy.

BESIX Group encourages a healthy sports-based lifestyle for all staff members with the BESIX Fit program. The Group supported the participation of its staff members in several initiatives in countries where it is active.

BESIX Group is convinced that efficient internal communication should not only generate involvement and team spirit, but also increase well-being at work.

## Top Employer 2020 and 2021:

BESIX Group is assessed and guarantees the very best working environment through progressive HR policies in which people are at the center.





OUR SENIOR  
EXECUTIVES  
MESSAGE

OUR  
ESSENTIALS

IT ALL STARTS WITH  
OUR STAKEHOLDERS

OUR C&S  
STRATEGY

OUR C&S  
REPORTING  
METHOD

OUR C&S  
NETWORK

OUR BUSINESS  
ENGAGEMENT

OUR ENVIRONMENTAL  
ENGAGEMENT

OUR PEOPLE  
ENGAGEMENT

OUR SOCIETAL  
ENGAGEMENT

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## Our People Engagement



### ENGAGEMENT SURVEY 2021

**+11,400**  
employees

**27**  
countries



### DIVERSITY

**+80**  
nationalities

**989**  
new hires

- Anonymous recruitment process
- Transparent grading system
- 50% young female engineers (BESIX SA Belgium)

**78%**  
men

**22%**  
women

white collars

**99%**  
men

**1%**  
women

blue collars



### WORKER WELFARE

#### INTERNATIONAL FRAMEWORK AGREEMENT

since 2017

#### TOP EMPLOYER

since 2019

**3**

star Taqdeer Awards  
Six Construct (2020)

#### WECARE PROGRAM

since 2018

Boost employees' well-being

#### BESIX ACADEMY

New training center since 2019

- On-line program
- Training path for engineers
- +10,600 training hours

#### NATIONAL INDIGENOUS PARTICIPATION POLICY

BESIX Watpac

**+10%**

Indigenous employment rights in excess

- North Queensland

Six Construct

**100%**

compliant offices and living facilities

- Dubai Expo 2020 project
- audited 26 times by the client
- 2017-2021 period



### ENGAGED EMPLOYEES

**84%**

BESIX employees

recommend the company

**51%**

BESIX employees

taken measures during COVID-19  
pandemic are adequate







## Our People Engagement



### Employee growth and development

BESIX Group encourages its employees to develop their professional skills in this full transformation society.

The Group proposes face-to-face courses and online classes. A new BESIX training center was inaugurated in Diegem (B) in 2019, aimed at being a place where BESIX people can meet experts, share ideas and master new knowledge. The Academy creates a new employee experience through training.

During lockdown, 'e-Academy' (the online version of BESIX Academy) has been rightly boosted with an increasing number of e-learning courses made available to all its employees. Classes re-opened in the 2nd half of 2020 with all the sanitary precautions in force. The BESIX Potential Academies (BPA) – for young potential and middle management talents – has been relaunched this year, with a BPA 1 session held in November 2021.

Sharing knowledge internally is also part of the BESIX Academy program. The Group's in-house experts give courses to their colleagues on topics that they master perfectly.

In 2021 BESIX Development Academy (BDA) was launched, a new training path for BESIX engineers. The objective of this new curriculum is to provide engineers with the skills and competences they require to

perform their daily tasks, and to evolve in their career. BDA is divided into 3 levels, each level including about 20 courses that are taught during 'training weeks', several times in the year. The first session took place in September 2021 when more than 60 engineers were trained. 3 sessions are currently planned for 2022 and more will be added in the coming years, given the large number of engineers to train.

During BDA, students attend among others technical courses, ranging from the construction of a very high building to foundation techniques and earth-turning structures. Other courses include Legal & finance, IT skills and Soft Skills, such as communication and leadership.

In addition to formal classes, monthly internal webinars ('Smart Coffee' sessions) were launched to provide employees with new knowledge on the Group's expertise: BIM, smart buildings, SDGs, green certifications, project risk management, realization of a specific project, etc.

The e-Academy develops its portfolio according to the skill needs and the career path of its employees. It is also developing new e-courses to meet society trends such as, among others, courses on Teams, Cybersecurity or GDPR.

	2018	2019	2020	2021*
E-courses number	17	6	17	35
Total training hours	19,355	11,099	8,326	10,650
Total number of participants	2,498	1,662	1,433	1,652
Ratio	7.75	6,67	5.81	6.44

The BE PRO (BESIX Experience in Project Rollout) online tool has been updated in 2020 and is now hosted on e-Academy. BE PRO provides the employees with the process and management of its contracting projects.

BESIX students also follow technical training courses, ranging from the construction of a very high building to foundation techniques and earth-turning structures.

### Promoting diversity

BESIX Group considers diversity as an opportunity for continuous co-creation and innovative teamwork. We are strongly committed to promoting a great workplace: offering multiple career development opportunities and tailor-made training programs, or creating internal communities to encourage internal network and boost diversity of interests.

The construction sector has traditionally been a male sector. Gender diversity is therefore a real challenge. If this sector requests heavy physical labor in most construction jobs, its evolution towards digitalization, sustainable construction and mechanization encourages access to the same functions in equal rights and opportunities.

The Group employs more than 80 different nationalities. Diversity is part of its DNA. BESIX Group developed tools to pursue in this way: it offers its employees a diversified and challenging atmosphere where they can grow in their careers. It works to build a real diversity including people from different horizons and backgrounds.



## Our People Engagement



### Anonymous recruitment process

The Group guarantees diversity and gender equality thanks to its anonymous recruitment management process. As a result, its staff is represented by 80 nationalities with various cultural backgrounds. The Group keeps in touch with schools, universities and vocational training centers to explain different qualifications within the sector.

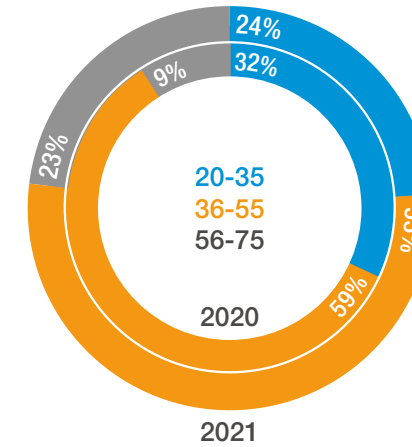
This system is neutral and guarantees equality between women and men within the Group, describing characteristics of all different functions without mentioning the gender of the people who hold them. It allows employees to understand management's priorities and provide them with a better understanding of their position within the Group.

### Transparent grading system

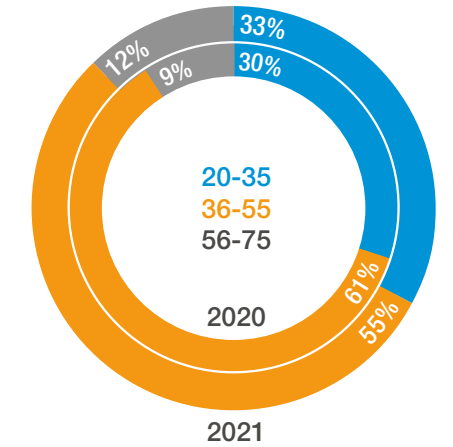
Based on core competencies, the dedicated grading system aims to further contribute to the overall salary policy and to the career management of each employee, independent of years of service, gender, etc., and with more focus on real competencies and performance.

	2018	2019	2020	2021
	23,713 (15,597 + 8,126 subcontractors)	26,000	The safety time out was organized online for staff members	28,705 (1,851 followed the webcast on mental health)
Total employees	15,190	13,351	11,813	11,497
Total new hires	764	785	730	989
Length of service average (y)	10	9.5	9.7	9.6

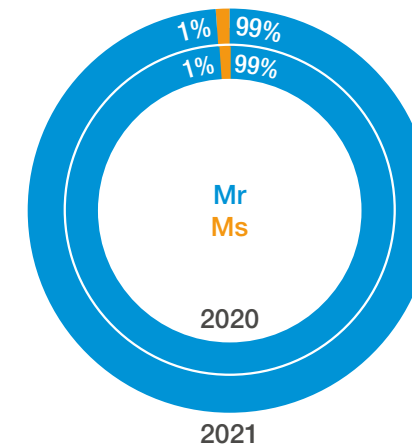
### Age repartition for blue collars



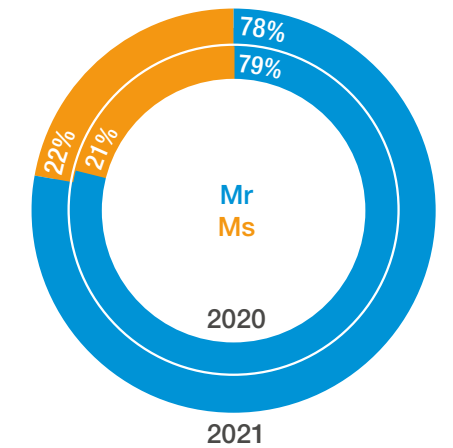
### Age repartition for white collars



### Gender repartition for blue collars



### Gender repartition for white collars





# Our People Engagement



## Fair Working Conditions

BESIX Group strongly believes in the right to everyone's dignity and respect. It commits firmly to human rights and well-being of all employees and workers employed by BESIX Group, regardless of age, disability, gender, marriage and civil partnership, pregnancy and maternity, race, religion, political opinion or beliefs. This concerns the BESIX Group entities worldwide, as well as all of its subcontractors and suppliers.

### International Framework Agreement

The Group guarantees good business ethics towards employees and other stakeholders through the BESIX Group General Code of Conduct and committing to the International Framework Agreement (IFA) on fair labor standards as developed in the societal engagement and commitments.

IFA agreement was signed in 2017 by BESIX Group, its trade union representatives and BWI to ensure and promote high international standards of well-being in the workplace for the Group's employees, and also for the group's subsidiaries and partners.

The Group's human practices are monitored with an independent mechanism, giving BWI free access to construction sites and life accommodations for migrant workers. After visiting sites in the Middle East, BWI had the opportunity to visit and monitor activities in Morocco, just before COVID-19 crisis.

The management of BESIX Group went a step forward with the signature of the Declaration on Healthy and Safe Workplaces together with representatives of the BESIX European Works Council [1], the FGTB and the CSC. BESIX Group commits itself together with the Belgian trade unions and the Building and Wood Workers' International (BWI) to support the recognition of health and safety at work as a fundamental right by the International Labour Organization (ILO).

Construction sites can impact the areas surrounding them and consequently the lives of the local populations. The well-being of the local communities in the countries where the Group is active is also a responsibility.

### Worker welfare

A Guide on Worker Welfare in the Middle East was published at the attention of subcontractors and suppliers in 2018, as well as a set of human resources policies aimed at well-being at work.

Projects linked to major global events, such as Expo 2020 Dubai, have brought Workers Welfare standards to new heights. To advance our commitments, the focus has been placed on third party compliance since 2020. The target is to bring sub-contractors and the manpower suppliers up to our standards. With regular auditing and detailed guidance, steady improvements in accommodation conditions, recruitment practices and general HR processes have been achieved.

The next steps in the IFA rollout on BESIX Group's European markets are taken in the form of BESIX's Respect campaign. This campaign was launched at Group level in 2014 and is in the meantime renewed for 2021-2022.

### Permanent social dialogue with workers' representatives

BESIX Group wants to pay extra attention to the social dialogue with its staff members as appropriate in the countries in which it operates.

Most of the companies of the Group have their trade unions, who meet on a regular basis with members of the general management. Current and future activities are explained and social reports discussed. In special circumstances, extraordinary meetings can be organized to tackle specific topics on short notice. Prior to being legally obligated, BESIX Group had decided to establish a European Works Council. With its proactive approach, the Group encourages social dialogue at European level. Its members meet once a year with management representatives in order to exchange information on the Group's objectives, financial health and activities in Europe.

Six Construct initiated its own Workers Welfare Committee. The committee is composed of 12 workers representatives, elected by their colleagues. It constitutes a permanent body with direct access to Six Construct Welfare team and People department. This allows any grievance to be raised and reviewed without delay. Quarterly meetings are also held with management during which all topics and

grievances can be raised and discussed in full transparency.

This approach ensures that the voice of its workers reaches the appropriate person, through the right channel, and encourages them to be actively involved in the decision-making of worker welfare topics.

### Inspection of construction sites and conditions in workers' life accommodations by external parties

Within its sphere of influence, BESIX Group strives to ensure that its suppliers, subcontractors, agents, joint venture partners and other project partners observe the principles described in its Code of Conduct.

BESIX Group is authorized to monitor or audit the implementation and compliance with this Code of Conduct at any time as part of its CSR objectives and action plans.

Accommodation audits are conducted by third parties. Within the International framework Agreement, an annual reference group meeting is organized together with BWI, EWC and BESIX Group representatives. After several meetings in the Middle East, the reference group met on the Mohamed VI tower project in Rabat (Morocco). The project site was inspected with connected welfare facilities for workers. Random interviews with local staff were conducted by the members of the reference group. For the Group it is important to underline that its commitment to the IFA is for all its staff members in all countries in which it is active.





## Our People Engagement



### Attracting new potentials

Finding the best talents to reinforce its teams remains a real challenge for the Group every year. The construction sector faces a shortage of technical profiles as well as young graduates. How to make the construction sector attractive for millennials? Besides an interesting salary package, candidates ask for learning opportunities in priority. Good work-life balance (teleworking, flexible hours, etc.), job content, career opportunities, clear roadmap for future growth and collegiality are also part of their decision criteria. Well-being at work is the new objective to attract key talents. BESIX Group is constantly developing through its encounters with students and young graduates via partnerships with universities.

The Group is constantly looking for new talent. It recruits an average of 100 to 200 technical staff each year. If it cannot find a specific profile internally, a recruitment campaign is launched. BESIX is no longer only looking for construction engineers. With the evolution of the sector, IT profiles, business analysts, bioengineers or environmental sciences profiles are now of interest.

The Group is also committed to promoting mobility and flexibility to support its employees in enhancing their career at one of its sites or offices around the world, or with one of its subsidiaries. A BESIX Young Community, a community of about 700 young employees within the Group, is also

active to encourage on-boarding and share experiences with colleagues everywhere the Group is active.

BESIX Group regularly communicates about vacancies via its recruitment website and also via LinkedIn (+199,800 followers).

The biggest entity of the Group, BESIX SA, hires about thirty young engineers each year with an average of about 30% of women. About 25% of the recruits first did an internship in the company. In 2020, 42% of internships resulted in an employment contract.

The recruitment teams adapted by conducting the interviews online. A total of 120 young engineers went through the recruitment process. The recruitment teams managed to conduct qualitative online interviews. These replaced the usual events organized to meet the candidates face to face. In the end, 26 engineers were recruited in 2020 and 23 ones in 2021.

These online interviews were previously only reserved for candidates applying from abroad (outside Belgium). The health crisis has accelerated and generalized this channel in 2020.

BESIX Young Potential Day – number of women recruited (BESIX SA Belgium)

2019	2020	2021
40%	30%	50%

### Responsible crisis management alongside the COVID-19 pandemic

COVID-19 brought a new risk in the Organization and a series of adaptations and changes have been made in each BU to facilitate business continuity in the safest and healthiest manner for BESIX workers. Only a few cases of contamination in the workplace have been observed throughout the Group.

BESIX Group has been taking specific steps to prevent the spread of COVID-19 amongst its staff members since the beginning of the epidemic. Its priorities are safeguarding its people by obeying the rules of governments and sanitation, ensuring that staff members who can still work can do this under safe circumstances and with respect to local legislation, as well as instructing those able to work from home to do so and providing them with the necessary digital tools.

Dedicated COVID-19 ambassadors were nominated within entities of the Group to communicate awareness campaigns, organize toolbox talks, answer staff questions and provide specific toolkits to guide employees according to their specific working environment (site, office, telework). There was a close monitoring of the situation in life accommodations and project sites by a trained medical team.

BESIX Group has suffered two victims of COVID-19 amongst its employees who were unable to recover. The Group lost long-standing colleagues who joined the company at the beginning of the nineties.

In 2020, the BESIX Global Safety Time Out was organized online and on-site, respecting sanitary measures. Staff members were invited to brainstorm on the COVID-19 crisis. The Group intends to organize the next seminar about mental health impact on people: an open discussion about the impact of teleworking and imposed lockdown restrictions.

Team leaders have played a crucial role in keeping the motivation of their team members high in this new teleworking context. They know that if teleworking brings flexibility, it also has its limits in specific duties and informal exchanges with colleagues.

BESIX planned an anti-COVID-19 vaccine campaign during first quarter 2021 for its employees and migrant workers active in the Middle East. The vaccine is administered for free and on a voluntary basis.



## Our People Engagement



### Best practice examples

#### **BESIX Watpac, National Indigenous Participation Policy**

BESIX Watpac has made the employment of indigenous persons and the use of their companies as subcontractors a priority. The BESIX Watpac National Indigenous Participation Policy is now an example in Australia. The level of participation of indigenous people on its recent sites is unprecedented on a national scale.

The company has been guided by its National Indigenous Affairs Manager.

James Alley, National Indigenous Affairs Manager at BESIX Watpac: 'I'm really proud to have guided the company to adopt the national indigenous participation policy. We have had great success with some projects and especially in North Queensland, achieving indigenous employment rights in excess of 10%.'

By increasing cultural awareness across the company, BESIX Watpac gets great access to a brand-new talent pool, whether that's employees, social enterprises or indigenous businesses.

### **Workers Welfare on the Dubai Expo 2020 project**

BESIX and Six Construct are participating in three separate projects within Expo 2020, first by building part of the road infrastructures leading to the Expo site and further with the construction of both the Belgian and French pavilions. Workers Welfare is one of the key highlights of Expo 2020 during the development phase of this iconic project for Dubai.

Going well beyond UAE Labor law only, a set of stringent welfare standards have been defined by Expo 2020 and applied to all contractors and subcontractors involved in the project. Led by a permanent team of international welfare experts, Six Construct has been continuously audited, and any points of attention raised have been rectified accordingly. Its commitment to the well-being of its workers has been regularly praised and the company is proud to have maintained its position as one of the top contractors throughout the project.

Turning the focus on its subcontractors, Six Construct has led its own program of audits to identify, advise and lead the way in enhancing the living and working conditions of their workers. The systematic screening and guidance provided by the Six Construct welfare team have resulted in significant improvements welcomed by both subcontractor management teams as well as their workforce.

Six Construct's offices and living facilities were audited 26 times by the client between 2017 and 2021 and were 100% compliant.

Six Construct also audited its subcontractors in their offices and living bases. Taking the period between the end of 2020 and the end of 2021, 58 audits have been performed at the 14 subcontractors active in the realization of the Belgian and French pavilions of Expo 2020.

The Welfare standards applied on the projects are beyond what has been requested by the Supreme Committee in Qatar for the World Cup. Post Expo, these standards should serve as the reference in GCC labor law.

Six Construct purchased 4,000 entry tickets for the workers to enable them to live the experience of this world's greatest exhibition.

Until end of November 2021, 60% of workers have visited expo (till Nov end) & further visits will be arranged every Friday for the remaining workers.

### **Six Construct is the winner of 3 star Taqdeer Awards 2020.**

Under the patronage of His Highness Sheikh Hamdan Bin Mohammad Bin Rashid Al Maktoum, Dubai Crown Prince, Chairman of Dubai Executive Council of Dubai, Taqdeer Awards is a key initiative that recognizes organizations who implement global best practices in Labour rights protection.

Expo 2020 Workers Welfare Management Team recommended our company to participate in the 4th Edition of Taqdeer Awards 2020.

The award specifically targeted Dubai companies from different sector (food, manpower supplier, contractors, construction, etc.)



# Our Societal Engagement 10

Societal Engagement means taking responsibility and creating positive impact in both the Group's value chain and locally at its construction sites, leading this engagement on two main commitments:

- **Promoting local & economic development**

Through this commitment, BESIX Group focuses on two material topics:

1. Local and social economy
2. Social initiatives

- **Being inclusive with authorities and NGOs**

Through this commitment, BESIX Group focuses on two material topics:

1. Responsible public affairs
2. Sustainable partnership with NGOs



KiddyBuild activity on site (Belgium)





## Our Societal Engagement



### Promoting local socio-economic development

The BESIX Group is heavily connected to local economies and labor forces considering its global character and worldwide operations. At BESIX Group each project is considered as a unique occasion to repeatedly create new possibilities and opportunities for local socio-economic development. BESIX supports local communities through the inclusion of local workers, contractors and suppliers in its projects. This is also strengthened by the projects supported by the BESIX Foundation.

#### Local social economy

BESIX Group has a proactive approach towards local social economy, most of the times beyond local laws and baseline expectations in Belgium and Europe. In the Middle East and at international level, BESIX Group recruits local workforce according to national law in countries where it is active. These local teams are reinforced by expert functions that cannot be found in the country and amongst local staff members.

#### Local economy

Procurement has a global vision with a local approach. A key success factor is the good collaboration between all stakeholders, whether they are involved in tendering, project or purchasing, local, regional or global. The most significant companies are part of international groups and work internationally because they need to be large enough for

the Group's large projects. However, BESIX Group also has local subcontractors taking large parts of some projects. Local suppliers are privileged when competitive deals are manageable. This choice encourages the reduction of CO<sub>2</sub> and boosts local economy.

Strong local supplier relationships are a priority. As many companies, BESIX Group promotes long-term relations with preferred suppliers.

#### Social economy

The Group supports local communities through the inclusion of local workers, contractors and suppliers in its projects. This is strengthened by the projects supported by the BESIX Foundation. Beyond BESIX Foundation initiatives, the operating entities of the Group are also committed to support social economy. A social economy suppliers list of over 40 companies in Belgium was developed as a first step. Partnerships between the Group's entities and social economy organizations are in this way encouraged. All BESIX entities and the BESIX Group's buyers are encouraged to consult and cooperate with these organizations as soon as specific needs arise within the work field of social economy. Various subsidiaries, such as BESIX SA, Jacques Delens, Vanhout, Wust and others have already worked with social economy's actors. For example, sheltered workshops and centers for the professional and social integration of disabled people or for people who have difficulties entering the labor market.

Furthermore, about EUR 140,000 was specifically provided by BESIX Foundation as financial support in 2019-2021 to 11 different projects in socio-economic development: 6 in 2017, 4 in 2018, 3 in 2019, 3 in 2020 and 5 in 2021.

#### Social inclusion

BESIX Group has a proactive approach towards local and social inclusion, almost always beyond local laws and baseline expectations in Belgium and Europe. In the Middle East, the Group mostly works with migrant workers as there are no local workforces available to the extent it needs. Though it is more difficult to include local workers, the Group still tries to include a maximum of local workers in its projects. This is more often the case in its African projects.

BESIX Group believes in personal value creation for its employees. Through guidance, support and training, it enables its workers to continuously learn and evolve. The Group pays specific attention to include underprivileged people with a distance to the labor market. In doing so, the Group aims to promote their personal socio-economic development and enhance their professional skills.

BESIX Group is constantly educating and training its local workers. These trainings are considered very valuable by the local workers, as they are not only job-oriented but create opportunities to participate in English or IT courses via the BESIX Foundation's own project, Right2Learn.

Through the Right2Learn project, English and IT courses have been provided in the period 2019-2021 to about 163 own workers in the Middle East and have involved some 78 hours of volunteers or a total of 1,713 training hours.



Social economy

**+40**

suppliers  
listed in Belgium

# supported projects in  
socio-economic by BESIX Foundation

**3**  
in 2019

**3**  
in 2020

**5**  
in 2021



**€ 140,000**

Financial support  
for these 11 supported projects (2019-2021)



## Our Societal Engagement



### Social initiatives

In 2019, BESIX Foundation celebrated its 10 years of existence. BESIX Foundation brings its support via direct funding, material supply and/or skills sponsoring. The Foundation has been active for more than a decade now.

Since 2009, the BESIX Foundation supports projects financially and materially, but also delivers skills-based sponsorship, which helps organizations to achieve their goals. Supported projects are related to Education, Construction and Environment. More than 335 societal projects have received funding in Belgium, Asia, Africa and the Middle East over this period.

Priorities in the business world have heavily changed in the last three years, especially due to the COVID-19 pandemic, impacting negatively many societal initiatives taken all over the world by institutions and business operators. However, BESIX Foundation succeeded to remain a reference actor through some of its own initiatives and support to societal partners.

BESIX Foundation has supported a large number of projects and NGOs active in Education and Construction. The objective is now to further develop the Environment pillar of the Foundation.

In 2019, BESIX Foundation launched the BESIX CleanUp day, in partnership with the Group's QHSE team. Since then, and despite COVID-19, this awareness-raising activity is still

a great success, reaching many colleagues and leading to changes in attitude and by example. Success indicators are reported in the Environment section of this report.

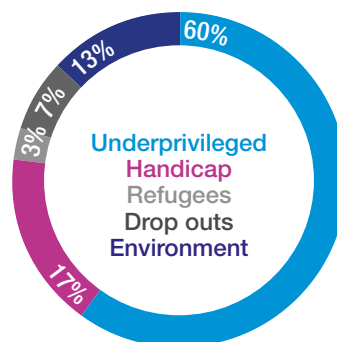
#### Volunteering of teams with BESIX Foundation

During the 13 years, more than 9,000 volunteers helped to shape numerous projects around the world through the BESIX Foundation.

The Foundation reached 83,000 beneficiaries, funded 335 projects and won 7 rewards doing so.

Since 2010, BESIX Foundation drives teams of volunteers to assist with the Belgian 'Opération Thermos' organization in meals distribution to homeless people. This happened 50 times (2019-2021) and mobilized 566 volunteers, colleagues and relatives. Team buildings in the Group were organized around those evenings, the last time was in December 2021 with members of the Group Executive and Strategy Committee.

Beneficiaries 2009-2021

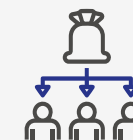


**+335**  
projects supported

### Construction – Education – Environment



**+9,000**  
colleagues volunteers



**+83,000**  
beneficiaries

**335**

projects funded

**2 own projects**

Right2learn

KIDDY BUILD



**7**  
awards



## Our Societal Engagement



### Supported projects

BESIX Foundation has also developed projects of its own, such as Right2Learn and KiddyBuild, which enable underprivileged children to visit the Group's construction sites and discover the construction trades for themselves.

#### Right2Learn

Launched in 2011, Right2Learn is a unique educational program initiated by BESIX Foundation to coach its unskilled workers in the Middle East with basic computer and internet skills, to explore the vast world of internet. BESIX Group's staff volunteer to coach and teach those who had never used a computer before, including Microsoft Word, Internet browsing, Gmail account creation and the management of e-mail accounts. Since 2012, more than 860 workers have received the training.

Although these skills are not necessary on the job, learning to operate a computer or a smartphone in this digital age enables workers to communicate better with their families back home through e-mails, instils them with confidence and aids them in their personal development. Since 2017, Wi-Fi is being installed at all the Group workers' life accommodations in the Middle East.

In 2018, through a partnership with Dubai-based non-profit organization SmartLife Foundation, BESIX Foundation also launched basic English speaking classes for the blue-collar workers. The five-month basic English speaking classes help unskilled workers read and speak basic English. The content includes English passages, short motivational stories, daily life activities and inspiring tales, customized based on the student's current English proficiency. In two years (2018-2019), more than 120 students attended the exam and cleared it successfully.

#### KiddyBuild

KiddyBuild is a one-day training during which BESIX Group welcomes children from the 5th and 6th grade of underprivileged primary schools in Belgium. By bringing them to its building sites and warehouses, they can discover the variety of jobs existing in the world of construction. Since 2014, it has reached 34 schools, a hundred of teachers and 1,775 children. In Belgium, the project is distinguished by the Belgian networks, e.g. Construction Confederation and the Foundation for Education.

### Kiddy Build program - # children trained

2018	2019	2020	2021
401	145	In 2020, given the COVID-19 crisis, all our days were cancelled.	236

The KiddyBuild program goes hand in hand with the innovative IT school '19'. BESIX Foundation is one of the sponsors of school '19', an innovative IT school that aims to help prepare young people for the digital market in Brussels since 2018. School '19' offers the first entirely free IT training in Belgium. It is aimed at young people between 18 and 30 who don't feel at home in the traditional education system: participants included 70% jobseekers, 20% students and 10% employees. School '19' will be able to help an underprivileged public gain access to high-quality education in creating partnerships with local associations and in taking part in the KiddyBuild project. The school achieved even more diversity and equality by encouraging women to take the course.

At the end of 2019, BESIX Foundation launched 'Teachbuild'. For one day, 34 teachers of technical and general classes are welcomed on-site and in a technical learning center in order to discover or keep updated on the evolutions of the construction sector. This day is organized in collaboration with Construcity and the 'Centre Interscolaire des Métiers de la Construction'.

Aware that it could not welcome all the classes that would like to attend its KiddyBuild days, BESIX Foundation created a bilingual board game for schools: 'Les héros de la construction/De helden van de bouw'. In February 2020, 31 teachers attended a demonstration and gave us super enthusiastic feedback.



**+860**  
workers trained



**courses**  
in UAE

Internet courses  
English courses



**34**  
schools



**+100**  
teachers



**1,775**  
children in Belgium

- Discovery day on site
- in partnership with IT school '19'
- TeachBuild program
- BESIX Game
- KiddyBuild on School program

More info on all supported projects:  
[www.besixfoundation.com/our-activities](https://www.besixfoundation.com/our-activities)





## Our Societal Engagement



### Financial support

Out of the ten projects financially supported in 2020, two are very unusual.

The first one is a partnership with Young Water Solutions which supports young local entrepreneurs who want to contribute to a better quality of sanitary life in developing countries. Our support made the organization of a national campaign possible in Ivory Coast, a country where that organization was not yet active. Since 2021, seven candidates-entrepreneurs are supported at all stages to develop their ideas.

The second one is the launch of a Social Impact Bond in partnership with Oranjehuis in Belgium. This bond, developed by BNP Paribas, is one of the first public-private partnerships of the kind in the country. Sponsors are financing the reintegration of 133 underprivileged young adults, a third of whom come from detention, with predefined success objectives which are evaluated yearly by an impartial third-party, i.e. the university KU Leuven. If this innovative project turns out to be successful, the public organization 'Opgroeien Vlaanderen' will refinance the investments to the sponsors. And the final objective is to turn this promising approach in a replicable methodology.

	2017	2018	2019	2020	2021
197 Projects supported by BESIX Foundation	Environment: 9 Construction: 22 Education: 20	Environment: 6 Construction: 20 Education: 13	Environment: 9 Construction: 18 Education: 11	Environment: 1 Construction: 2 Education: 9	Environment: 6 Construction: 16 Education: 12
Total funding	EUR 408,136	EUR 533,796	EUR 415,720	EUR 282,250	EUR 226,936
Total volunteer involved	448	343	2,250	1,446	2,234

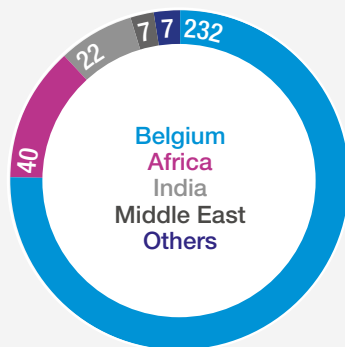
### Responsible crisis management alongside the COVID-19 pandemic

The COVID-19 sanitary crisis had a significant impact on the BESIX Foundation's activities and project funding. The Foundation refocused on existing partnerships in 2020.

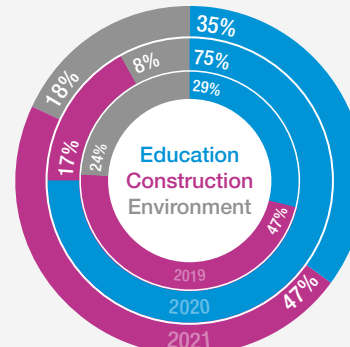
In this context, the Executive and Strategy committee members donated part of their remuneration in solidarity with the victims of the COVID-19 impact.

The crisis raised the digital divide in the society. Thus, within the framework of its call for projects, among the five selected partner associations, four of them will launch a project in 2021 to fight against the digital divide, which makes the disadvantaged public they support even more vulnerable since it is confined.

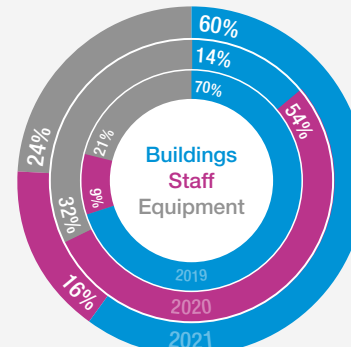
Total number of projects 2019-2021



Projects by theme 2019-2020-2021



Investments by theme 2019-2020<sup>1</sup>-2021



More than EUR 350,000 was given as financial support over 2020 to 9 different projects. 54% of our funding dedicated to staff support is exceptional, though it could be repeated, and is due to the significant funding for Young Water Solutions and the Social Impact Bond described below.



## Our Societal Engagement



### Best practice examples

#### *Water treatment plant, La Mé, Ivory Coast*

At La Mé, BESIX has been realizing civil engineering works for a water treatment plant – one of the biggest in West Africa. The plant will treat and distribute river water, providing 240,000 m³ of drinking water every day – in other words, to 1.5 million Ivorians.

This will considerably increase drinking water supply in the region, especially to Abidjan.

The local BESIX team is made up of 350 people on the site, from 20 different nationalities.

At the end of 2020, BESIX Foundation participated in a large-scale national awareness campaign, 'Young Water Solutions' (Water&Sanitation), and financed the realization of the 10 most promising ideas initiated by young local entrepreneurs.

Awareness-raising sessions held on several sites and the awareness-raising activities were organized by the La Mé project team (Ivory Coast) in a neighboring primary school.

### Back on Track

BESIX Foundation invested in the 'Back on Track' project with a social impact bond in 2020.

The 'Back on Track' project by Oranjehuis, a Belgian non-profit association, provides intensive accompaniment for up to one year for young adults between the ages of 17 and 25 in West and East Flanders, some coming out of detention (prisons in Ypres, Bruges, Ruiselede, Ghent and Oudenaarde and closed institutions for young people).

Over a period of 3 years, 8 supervisors want to help 133 young people to 'get back on track', by providing concrete support in the search for accommodation and employment, along with social supervision and ongoing psychological counselling to prevent recidivism.

### BESIX Foundation's call for projects, 'Graines d'avenir' (Seeds for the Future)

BESIX Foundation and the King Baudouin Foundation are joining forces to encourage educational projects for children from disadvantaged backgrounds.

The objective: to bring these children into contact with adults who are passionate about their work. To convince the children that they too can make it into such jobs. A call for projects, aimed at schools, with a budget of EUR 50,000, was launched in 2019. This is how BESIX has chosen to celebrate the 10 years of BESIX Foundation.

Among the 35 applications, 8 projects were selected to develop activities for the discovery of jobs, whether technical or not, for young people aged 10 to 14 throughout Belgium.

A real educational necessity: in Belgium, 18.5% of children under 15 are at risk of poverty. For children like this starting their lives in precarious situations, the obstacles to personal and professional growth – poor language skills, lack of training or even unemployability – can be insurmountable. These obstacles are often reinforced when children are of immigrant origin. Economic precariousness is often accompanied by discouragement and loss of self-confidence. Young people no longer believe in themselves.

### Supporting recycling and education with Integreat project

BESIX Foundation has supported the creation of Integreat, a training center for young disabled adults in Dubai. In 2019, its students transformed waste collected on construction sites into works of art. And an auction of their achievements was organized in collaboration with Sotheby's. The success of the evening will allow the center to finance more scholarships.



## Our Societal Engagement



### Being inclusive with authorities and NGOs

The Group believes that its success is undeniably linked to its ability to co-create with each other, and also with its clients and its partners, subcontractors and also with authorities and NGOs.

### Responsible public affairs and communications

#### Direct engagement with stakeholders

BESIX Group communicates with its numerous stakeholders through multiple channels and in many ways. External stakeholders include general and specialized media, companies and institutions active in the same business areas, the academic world as well as the local communities neighboring the Group's projects.

The Group wants to keep stakeholders informed about its actuality on the channels these audiences use, i.e. through an activity report, commercial brochure, website and social media.

BESIX Group organizes at least one press conference each year to inform journalists (mostly from Benelux and France) about its financial results and about its present and future projects. During this event, journalists can interview BESIX Group's general management directly. Contacts with media can also occur when specific events

happen worldwide and when they look for more details about the Group's activities and projects. Press releases are available on the Group website and sent by e-mail to world press contacts on each occasion.

Before the COVID-19 context, site teams regularly welcome citizens, students, clients, government officials and journalists on-site in order to explain the different steps of a project and the scope of its achievement. BESIX Group intends to organize such meetings as soon as the sanitary situation is appropriate again to safely accommodate the stakeholders.

If any complaints due to project activities should be introduced, these ones are managed on site level and registered in a complaint register. These complaint registers are periodically reviewed by the QHSE Department during site visits and once a year in preparation for the management review. Main findings of the analysis of the registered complaints in 2019 were driven by nuisance (noise, light, dust, traffic, etc.). The site teams work hard to solve these issues and draw lessons from it.

The Group pursues its communication regarding its Citizenship and Sustainability actions mainly online via its website and social media. The C&S chapter of the BESIX Group website has been updated in 2020 with the Group's latest actuality.

#### Group overall monitoring

BESIX Group aims to centralize and coordinate public affairs, including explaining organisational policies and views on public policy issues, assisting policy makers and legislators in amending or laying down better policy and legislation as well as providing responsible lobby on issues which could impact upon the organisation's ability to operate successfully, and build and maintain a strong Group reputation.

#### Personal Data Management

The protection of natural persons with regard to the processing of personal data is one of the fundamental rights that BESIX Group is committed to respect and advocate. A General Data Protection Regulation (GDPR) Network has been put into place in order to synergize its ways of working, but also to make sure BESIX Group contributes to social progress.

More globally, compliance with the European rules has been secured in the most critical processes and ICT tools by integrating them in the Group Integrated Management System.

### Sustainable partnership with NGOs

Aside of the initiatives of BESIX Foundation with numerous NGOs and for two decades, BESIX Group has been in contact with local authorities, BWI and NGOs such as Amnesty International or more recently with BHRRC that monitor the Group's activities and practices in terms of respect for

human rights and well-being of its workers, particularly in the Middle East.

#### Dialogue with Business Human Rights Resources Center

BESIX Group is in regular contact with Business Human Rights Resources Center (BHRRC), which solicits the Group regarding the rights of migrant workers in the Middle East. The key points for them are mainly: public commitment to human rights, engagement with civil society and global trade unions to address risks in their regional supply chains and stronger action to safeguard migrant workers' rights.

BHRRC wants to understand how construction companies fulfill their responsibility to respect workers' rights on the following key risk areas: workers' representation, freedom of employment, heat stress, wage delay. As already mentioned in its last UN Global Compact CoP, BESIX Group was questioned together with 49 other construction contractors on company policies and procedures in the following eight areas: Recruitment, Payment & wages, Health & safety, Living conditions, Freedom of movement, Worker representation, Grievance mechanisms and Supply chain management.





## Our Societal Engagement



### National Baseline Assessment in Belgium on Human Rights

BESIX Group attended a stakeholder consultation of the National Baseline Assessment (NBA) on Business and Human Rights in February 2021. The Group has been selected amongst a total of 30 companies, from companies headquartered or incorporated in Belgium, companies from the Bel-20 stock index and highest-ranking companies in the Trends sectoral rankings (annual turnover). The objective of this assessment was to analyze to which extent Belgian authorities and selected companies are implementing the 31 UN Guiding Principles on Business and Human Rights (UNGPs).

The Group reviews the results of this assessment to see how it can further communicate on assessment, action plan and monitoring of human rights risks and impacts. Mechanisms to receive complaints or concerns from external individuals and communities should be more clearly available on its website.

The Group developed internal processes for, amongst other reasons, identifying human rights risks and impacts in its activities via a scorecard which is available internally for final analysis.

### Sharing Global Compact targets and ambitions

BESIX Group reaffirms its commitment to respect human rights, through its involvement with the United Nations Global Compact. It also follows the ILOs, which translates into

decent working conditions, complete safety, against illegal work, equal opportunities for access to work without discrimination of any kind.

There are growing expectations towards the construction sector regarding human rights and workers' rights. Carrying out large-scale projects around the world can impact the quality of life of the workforce, but also of the communities surrounding the sites.

Since signing an International Framework Agreement on Fair Labor Standards in 2017, BESIX Group has continued to improve on the working and living standards of its migrant workforce.

Media were particularly eager to focus on this subject with the upcoming 2022 FIFA World Cup in Qatar. Public opinion feels deeply concerned about the living conditions of migrant workers in Qatar, and in the Middle East in general.

Both local government and clients' requests have resulted in improvements to workers welfare and their living conditions in the past years.

Projects linked to major global events, such as FIFA World Cup Qatar 2022 and Expo 2020 Dubai, have brought Workers Welfare standards to new heights amidst increased scrutiny from government bodies, clients and the general public. Six Construct is a recognized leading contractor in the Middle East for the standards it upholds

for its workers. Employing a large number of migrant workers in this region of the world, the company has been working on continuously improving both working and living conditions of its employees and its workers. Health and safety remain a priority.

### International Framework Agreement with BWI as guidelines

BESIX Group aims to promote compliance with the Universal Declaration of Human Rights. In this context, the Group jointly initiated with Building & Wood Workers' International (BWI) and the European Works Council (EWC) an International Framework Agreement (IFA) on Fair Labor Standards in 2017.

This worldwide agreement firmly illustrates the Group's commitment for fair labor standards for its employees and workers.

To expand on the Group's commitments, focus has been placed on third-party compliance since 2019. The target is now to bring subcontractors up to its own standards. With regular auditing and detailed guidance, steady improvements in accommodation conditions, recruitment practices and general HR processes have been achieved.

The monitoring of its subcontractors represents a challenge for BESIX Group, for which it strives to provide specific control.

These frameworks complement the Codes of Conduct on responsible and sustainable procurement.

On its other international markets (mostly within Africa), BESIX Group took further steps to roll out the application of the IFA in 2019. An audit on each of its projects was conducted to identify the specific setup of the operations and how to guarantee the IFA standards are followed. The main difference with the Middle East operations is that manpower is composed of local nationals directly employed by the local JV or partner of BESIX Group. They do not require company-provided accommodation. BESIX has then taken the steps to raise awareness towards their partners on the standards applied by BESIX worldwide.

Whether in the BESIX Group subsidiaries or subcontractors, the points of the IFA must be respected while following local regulations.



## Our Societal Engagement



### Memberships & participations

BESIX Group has been a member and participant of various workgroups to inspire or drive the change with external stakeholders towards a more sustainable future.

- The Shift (BESIX Group).
- The Belgian Alliance for Climate Action (BESIX Group). An initiative of The Shift and WWF Belgium.
- European International Contractors (EIC) – Corporate Responsibility work group (BESIX Group).
- Dubai Chamber of Commerce and Industry ‘Sustainability Network’ (Six Construct).
- Steering committee for the development of a CO<sub>2</sub> performance ladder certification in Belgium, similar to the certification standard in the Netherlands (BESIX SA). An initiative of ADEB VBA.
- Green Deal on Circular Construction, with the aim to promote Circular Construction and Green Deal Circular Procurement – Werflink (BESIX SA).
- BOUWHUBS of VIL (Maams Instituut voor de Logistiek) and WTCB to develop BOUWhubs (BESIX SA).
- Think tank Flemish Government Architect on climate, reuse and recycling of materials, zero-energy buildings, innovation for environment certificates and construction waste management (BESIX SA).
- Brussels Ecocluster Ecobuild (BESIX SA).
- Parksharing werflink (BESIX SA)
- ‘Green Deal Duurzaam GWW 2.0’ (BESIX Nederland).
- Betonakkoord (BESIX Nederland)
- CO<sub>2</sub> projectplan (BESIX Nederland)
- Interreg – CBCI – Living Lab (Vanhout NV)
- Rejuvebit (BESIX Infra NV)
- FPRG (BESIX Infra NV)
- VCB Commissie Leefmilieu (BESIX SA, BESIX Infra NV)
- European Federation of Foundation Contractors (EFFC) (Franki Foundations)
- Confederation Construction/Confederatiebouw via its Belgian entities.
- ADEB VBA and its Boards (HR, Safety, Green, CSR, Digital, Communication, Legal) via its Belgian entities.
- Fédération Belge des Fondations Philanthropiques (BESIX Foundation).





OUR SENIOR  
EXECUTIVES  
MESSAGE

OUR  
ESSENTIALS

IT ALL STARTS WITH  
OUR STAKEHOLDERS

OUR C&S  
STRATEGY

OUR C&S  
REPORTING  
METHOD

OUR C&S  
NETWORK

OUR BUSINESS  
ENGAGEMENT

OUR ENVIRONMENTAL  
ENGAGEMENT

OUR PEOPLE  
ENGAGEMENT

OUR SOCIETAL  
ENGAGEMENT

OUR  
C&S REPORT

CONTACT

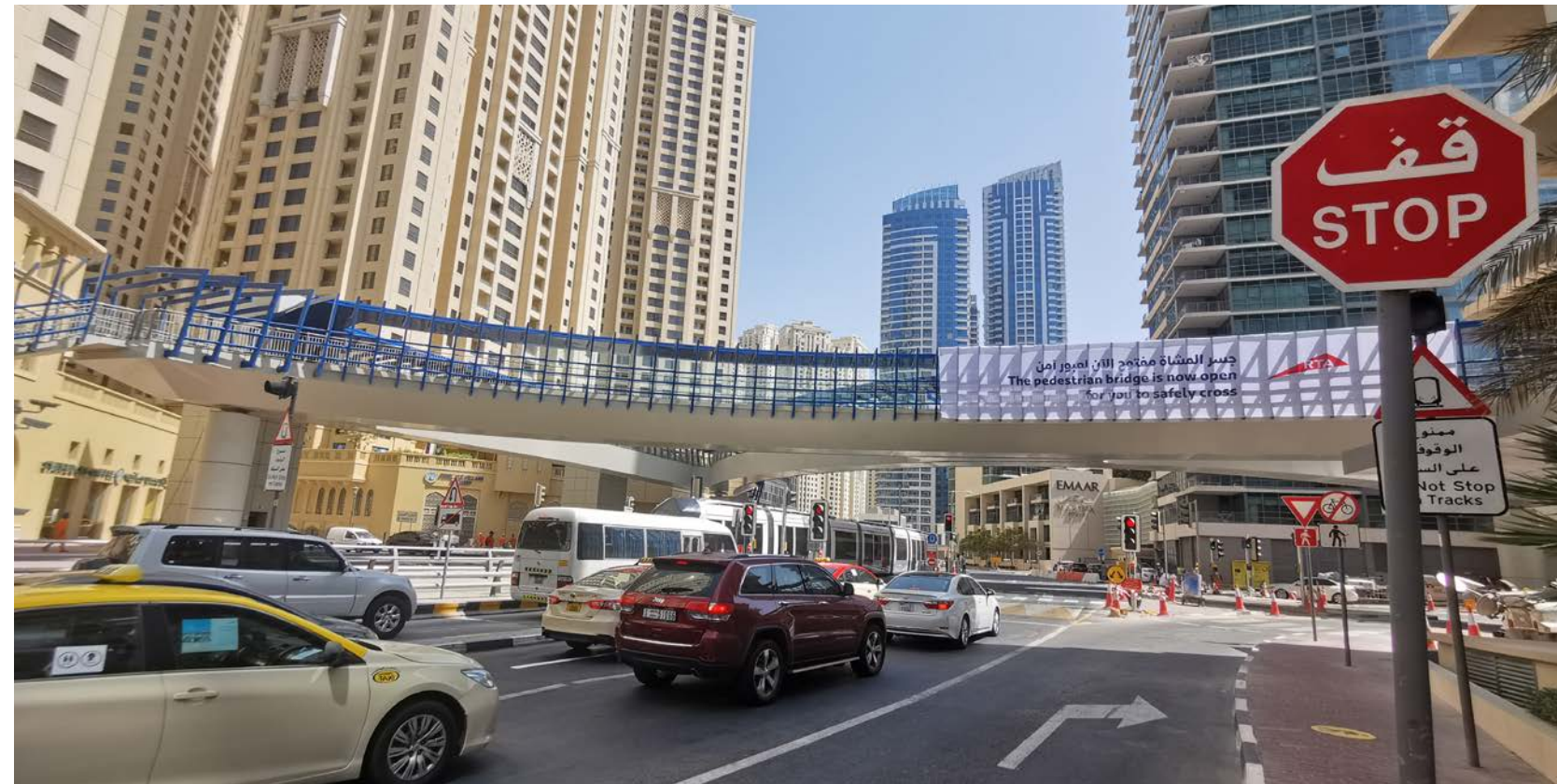
OUR C&S  
OBJECTIVES

GRI  
CONTENT  
INDEX

# Our C&S Reports 11

BESIX Group published its fifth 'Citizenship & Sustainability report' in 2022, covering the years 2019-2020-2021, highlighting its achievements and detailing its objectives pursuant to the GRI approach ('Global Reporting Initiative') and the United Nations 17 SDGs and the Global Compact membership rules.

All C&S reports are available on [www.besix.com/about/csr](http://www.besix.com/about/csr).



Dubai pedestrian bridge (UAE) – A four-way footbridge (75 m length) that allows +8,000 pedestrians to safely cross one of the busiest junctions in Dubai. This project is to be part of the Dubai Roads and Transport Authority's plans to rank among the world's safest cities in traffic safety by 2021.





# Contact 12

BESIX Group SA, avenue des Communautés 100, B-1200 Brussels, Belgium

[www.besix.com](http://www.besix.com)

[www.besixfoundation.com](http://www.besixfoundation.com)

For further questions and input, kindly contact us on [csr@besix.com](mailto:csr@besix.com) or Frédéric de Schrevel, Secretary General – BESIX Group, [frederic.deschrevel@besix.com](mailto:frederic.deschrevel@besix.com) or Geert Aelbrecht, Group Sustainability & ESG Officer and Chief People Officer – BESIX Group, and Muriel Sacré, C&S Officer – BESIX Group, [muriel.sacre@besix.com](mailto:muriel.sacre@besix.com).

*Any business communication sent by or on behalf of BESIX Group NV/SA or one of its affiliated firms or other entities (together 'BESIX Group') may be privileged or otherwise protected. You should not copy it or disclose its contents to anyone. Please be aware that business communication sent to and from BESIX Group may be monitored for reasons of security, to protect its business, and to ensure compliance with legal and regulatory obligations and its internal policies.*



Signature of the Declaration on Healthy and Safe Workplace (2021) by the management of BESIX Group and representatives of the BESIX European Works Council, the FGTB and the CSC (September 2021): Pierre Sironval, Deputy CEO BESIX Group; Geert Aelbrecht, Chief People Officer BESIX Group and Group Sustainability & ESG Officer (as from 01 January 2022); Frédéric de Schrevel, Group C&S Officer (until 31 December 2021) and Secretary General – General Counsel BESIX Group.



# Objectives 13

Based on the United Nations Global Compact, the 17 Sustainable Development Goals (SDG's) of the United Nations, ISO 26000 and GRI drivers in the building sector, BESIX Group fixed the framework, the indicators and the areas where each BESIX Group company is invited to subscribe specific C&S objectives for the period 2022 and 2023 with the estimated results of 2019, 2020 and 2021.





SDGs

AMBITIONS or OBJECTIVES 2019-2020-2021

RESULTS 2019-2020-2021

AMBITIONS or OBJECTIVES 2022-2023

- Identify KPIs for the 6 Group commitments for 2025 and 2030

BUSINESS BEHAVIOUR

Carrying out respectful & sustainable operations

4.7 – 16.5 – 16b

Develop a CSR charter	CSR charter in development	CSR charter: finalization and publication online
Corporate governance principles: keeping progress with the participation of external directors in the Board of Directors and consultative committees.	Corporate governance principles: keeping progress with the participation of 3 external directors in the Board of Directors and consultative committees.	
Global Compact active membership	Global Compact active membership: Communication on Progress	Global Compact: staying an active membership and committing to the 10 Principles
Supporting Sustainable Development Goals (SDGs)	Focus on specific SDGs where the Group can have a positive impact; update with SDG 16 and 17; staff info session; staff review survey.	SDGs: Staying in line with selected SDGs in our action plan; staff communication; external stakeholders review survey
Ecovadis assessment	Ecovadis silver medal (2020)	Ecovadis re-assessment
Top management, internal consultations on governance and C&S priorities	Identification of priorities: Human Rights/Worker welfare, Climate (Carbon management, Circularity, Client support)	<ul style="list-style-type: none"><li>• Primary focus on Human Rights/Worker welfare and Carbon management.</li><li>• Update the Group's Governance approach, roadmap and validate KPIs</li></ul>
Codes of Conduct	Codes of Conduct (General and Procurement): visual layout updated for better readability and update with new ISO certification category names.	<ul style="list-style-type: none"><li>• Boost awareness on Ethics with development of a guide and an e-course on General Code of Conduct</li><li>• Developed specific policies on key topics based on the Codes of Conduct.</li></ul>
Set up of common and single framework of integrated management system	Common and single framework of integrated management system certified multi-sites under ISO 9001, 14001 and 45001 standards.	
Creation of a risk management competence center	Risk management competence center created during the 2019-2021 period	
Project risk management procedure at tender stage: complete financial and contractual aspects with other CSR criteria.	Project risk management procedure at tender stage: financial and contractual aspects included in a scorecard, with other criteria (CSR, environmental, geopolitics, logistics, etc.); Results of conformance (May 2020-April2021, BU Europe, BU International, BU Middle East): high risk projects (92%), medium risk projects (0%), low risk projects (93%)	Project risk management procedure at tender and execution stages with online tool in development: update scorecard with main ESG criteria when needed
Group Rules update	Updated (2019) regarding the evolving organization and its context	
Continuous improvement of the integration of the Risk Management approach to the tender process for an improved transparency	COVID-19 sanitary crisis and impact on all processes in Business Units: Evaluation Challenges; Gap analysis on +200 projects (2015-2019) with an action plan developed per project phase.	Further roll-out the Risk Management approach on sites in execution; improve risk reporting and experience sharing for the projects in execution through regular review meetings with support departments; further develop and formalize the Risk Management approach for C&A projects (PPP, DBFM, ...)
Cybersecurity: awareness towards staff	E-Training on Information security and on Identity security.	Cybercrime prevention: e-learning for staff, cyber resilient infrastructure with top qualified experts, reinforce existing information system access control and anti-fraud systems.
Developed to be ready at the end of 2018 in line with ISO 31000	Risk management approach further structured, both in tendering and in execution stages of projects, in line with ISO 31000.	





SDGs

AMBITIONS or OBJECTIVES 2019-2020-2021

RESULTS 2019-2020-2021

AMBITIONS or OBJECTIVES 2022-2023

Certifications: Transition to ISO 45001 in 2020; execution of a gap analysis yearly follow-up audit requested to SGS; transition to VCA\*\* 2017/6.0 in 2021

Maintaining certifications

Maintaining certifications

BU Europe and International: Internal MS audit: 2-day internal MS auditor training in 2018 and 2019;  
BU Middle East: internal auditor training for ISO14001:2015 and ISO9001:2015

All the processes and policies of the BESIX Group companies acting as BESIX Contracting in Europe, International and the Middle East are managed and run in a common and single framework of integrated management system that is certified multi-sites under ISO 9001, 14001 and 45001 standards.

Maintaining certifications

10.3 – 10.4

Endorsing Codes of Conduct

Code of Conduct – General & Procurement: commitment of supply chain and ensure decent wworking practices and integrate environmental and social considerations.

General conditions of purchase and subcontracting integrate commitment to the Procurement Code of Conduct (environment and social criteria included);

Code of Conduct – General & Procurement: Updating signature process to create awareness to new staff members and subcontractors and to monitor online effciently.

Implementation of a Vendor hub with A/B/C/D category of the 50K Vendors

Development of an e-evaluation tool, 'Vendor tool' to centralize the vendors' performance on specific criteria

E-evaluation tool set up

ENVIRONMENT

Actively contribute to the transition towards a low carbon and low waste society

11.6 – 13.1

Primary focus on carbon management

Appointment of a full-time CO<sub>2</sub> expert

Align our objectives with Paris Agreement

Member of the Belgian Alliance for Climate Action (2020, BACA)

Commitment to Science-Based Targets initiatives (SBTi) according to specific Group boundaries to be defined

Expand the carbon management beyond current boundaries (Netherlands, Brussels headquarters, Franki Foundatons, Franki Grondtechnieken)

Development of a carbon management strategy for its Business Unit Europe (including BESIX Infra, Van den Berg, Franki Foundations and Atlas Fondations)

Obtaining CO<sub>2</sub> performance ladder level 5 for BESIX BU Europe

Carbon reduction program for scope 1&2

Manage BESIX car fleet

Have a zero-emission company car fleet by 2032: 10% in 2025 – 40% in 2028 – 100% in 2032

Carbon reduction program for scope 1&2

Manage BESIX electricity contracts

Electricity 100% from locally produced renewable resources: as from 2022 for the BESIX Belgian and Dutch owned offices and fixed production facilities; as from 2023 for the projects in Belgium and The Netherlands

Carbon reduction program for scope 1&2

Creation of 2 workgroups:  
1) to define minimal requirements for BESIX iste installations and make them more sustainable  
2) focus on large construction equipment alternatives

Experimenting with the use of alternative fuels (such as hydrotreated vegetable oils,...), alternative energy such as biogas and the use of electrified equipment on one of its project called 'De Groene Boog'.



SDGs	AMBITIONS or OBJECTIVES 2019-2020-2021	RESULTS 2019-2020-2021	AMBITIONS or OBJECTIVES 2022-2023
	Carbon reduction program for scope 3	Program in development with primary focus on purchased goods and services, capital goods (construction equipment – handled in scope 1) and the use and end treatment of sold products.	Validation of a program based on specific good and services (concrete, steel, façades), capital goods and use and treatment of sold products
	Carbon reduction program for scope 3	Optimizing transport planning and avoiding trucks drive empty: 30% fewer empty trucks on return delivery; For small parcel delivery: boat transport encouraged (vs air travel transport)	
11.6 – 12.5			
	Reduce waste generation and promote segregation	<ul style="list-style-type: none"><li>• BIM contributes to using less materials by decreasing material use;</li><li>• Participation in the development of a web-based app, Werflink (focus on the exchange of leftovers of material and equipment between construction companies);</li><li>• Monitoring % recycled waste from Belgian and Dutch project sites.</li></ul>	<ul style="list-style-type: none"><li>• Continue to develop digital material passports for post-construction revalorization of used materials.</li><li>• Include material passport data in the 3D model, through BIM;</li><li>• Monitoring % recycled waste from Belgian, Dutch and French project sites.</li></ul>
6.3, 6.6, 11.4 – 11.6			
	<ul style="list-style-type: none"><li>• Further develop and implement environmental awareness trainings in Corporate HSE training program and induction program</li><li>• 3 communications awareness within BU Contracting</li><li>• Develop and implement environmental golden rules</li></ul>	Not fully achieved with COVID-19 sanitary crisis	Finalize the development of the described program in 2023.
	Continue to monitor compliance and generate improvements via PRT.		Continue to monitor compliance and generate improvements via PRT.
	Launch an Environmental Global program (energy, waste, water, training, mobility)	Postpone due to COVID-19 sanitary crisis	Environmental Global program: update approach Collect detailed information to measure impacts
	Worldwide site analysis and preventive measures for fauna and flora	Automatic analysis for certified green rated projects	Map sensitive area where BESIX is active
Encouraging green solutions			
9.1 – 9.4 – 11.3 – 11.a – 12.2			
	Engineering experts in ‘eco-concrete’: applied research project to reduce the carbon footprint and reuse waste of concrete.	Working in partnership with renowned institutions (e.g. BBRI/WTCB) and companies to reduce the CO <sub>2</sub> emissions and also optimize the recycling of aggregates.	Efficient solutions on green concrete with relevant cost savings: 2 low-carbon cement projects and 1 recycled concrete aggregate concrete project delivered (2022). Pursue partnerships with partners; Propose green concrete solutions on clients’ requests.
	Assisting clients in Green rating certifications (LEED, BREEAM, GSAS, CEEQUAL, Green star, HQE, NABERS Energy, Passive House, etc.)	2019-2021: 25 green rating projects	Keep providing Green rating certifications to clients
	Looking for development and acquisition in sustainable building solutions	<ul style="list-style-type: none"><li>• Within the Group: Launch of an in house 3-D printing branch; ComTIS</li><li>• With other partners: stakes of i-Leco (buildings&amp;communities’ energy management, B); smart building solutions with Proximus (B &amp; NL); stakes of BuildUp (modular construction,B); acquisition of Agidens infra Automation division (automation, energy management, B&amp;NL)</li></ul>	Consolidate expertise in energy management and sustainable building solutions
	Design & Build projects: propose sustainable solutions during tender phase	Creation of a dedicated team, ‘Sustainability Engineering’	



SDGs

AMBITIONS or OBJECTIVES 2019-2020-2021

RESULTS 2019-2020-2021

AMBITIONS or OBJECTIVES 2022-2023

9.4 – 12.2

Including new uses into BESIX Engineering BIM Package such as material passport and BIM for facility management; Assess thermal performance of designed façades with BIM.

2020: +200 projects developed with BIM

Implementing Life Cycle Analysis (LCA) on BIM model

BIM model produced for 100% of the projects designed by BED

Integrating material passport on BESIX projects on Client requests

Pilot project with BIM integrated new ERP; Develop qualitative 4D animations when deemed needed (specific method statements, logistic plan,...); 1 extra subsidiary starting with BIM every year

not fully achieved with COVID-19 sanitary crisis

Finalizing the development of the described objective in 2023.

Pursuing the full integration of Building Information Management techniques (BIM) in daily operations.

2020: BESIX SA awarded the ISO 19650-2:2018 certification, the world's first international standard for Building Information Management (BIM)

Smart buildings: advanced smart technologies and tracking energy consumption

Delivery of BESIX Nederland headquarters (2019); BESIX, Proximus and i.Leco created Aug-e (2021): a smart building ad platform combining their respective expertise in building, ICT and energy.

Becoming a a significant actor in the energy transition

3D concrete printing

- Launch a concrete printing studio at BESIX Group's subsidiary, Six Construct in Dubai;
- BESIX 3D prints the largest façade in the world at the new BESIX's Dubai headquarters.

Proposing 3D concrete printing solutions on client's request.

Link our initiatives in smart buildings, digitalisation and robotisation of our methods, the circular practices, the use of sustainable materials and the delivery of buildings and infrastructure with meet high environmental standards

- Neanex: providing the information backbone for digital twins;
- BuildUp: 40% stake by Vanhout (BESIX Goup's subsidiary) (2021) in the field of modular construction;

Boosting sustainable digital solutions in our design and build expertise

6.3, 6.4, 6.a, 9.1, 9.4

Provide integrated solutions for water and energy related challenges in Europe, the Middle East, Asia and Africa.

New projects in Ivory Coast to provide drinking water to the population; new hydropower project in Cameroun to provide electricity to the population; 'waste-or sludge-to-energy' solution projects in the Emirates to valorize waste into energy; creating partnerships in green hydrogen sector.

Pursuing the activities in water and waste solutions. Realizing projects in green hydrogen production plants.





## SDGs

## AMBITIONS or OBJECTIVES 2019-2020-2021

## RESULTS 2019-2020-2021

## AMBITIONS or OBJECTIVES 2022-2023

## PEOPLE

Increase people's safety &amp; comfort

3.8

HSE trainings for group employees.

Done

Defining KPIs

IOSH course: course development, finalization of internal trainers certification process

IOHS course: roll-out working safely in 3 regions of operation

IOHS course: Continue the roll out.

BE Safe program (Behavioural Based Safety, 2018) gradually rolled out

Growing community of BE Safe Ambassadors: 151 Ambassadors (2019) – 267 Ambassadors (2020) – +400 Ambassadors (2021)

Keep Community growing worldwide

Walkabouts: personal and corporate commitment on safety

2020: 988 walkabouts – 2021: 2,500 walkabouts

Improvement of frequency and severity rate according to the group companies' action plan: TRIFF Targeted 3.00

Not achieved – TRIIFR 2019 = 4.40  
TRIIFR 2020 = 4.48;  
TRIIFR 2021 = 3.17

TRIIFR 2022 target for our own staff = 4.0

Recognition of health and safety at work as a fundamental right

Declaration on Healthy and Safe Workplaces (2021) signed by the management of BESIX Group and representatives of the BESIX European Works Council, the FGTB and the CSC.

Promote safety innovations via Unleash or other means (start-up accelerator program)

Done but slow down with COVID – Unleash has been decentralized throughout Group entities.

Promote health &amp; safety innovations on opportunities driven case by case.

Launch of a QHSE induction platform

Postponed during COVID-19 crisis

Focus on the development of the platform

3.9

Safety Time Out (STO), organization at Group level on a specific safety topic

- Done, during COVID-19 crisis and due to sanitary restrictions, STO was organized online on mental health was also organized;
- 2021: STO on occupational health and occupation cancer in particular without our No Time To Lose Campaign, long term impact on health.

Carrying in the same direction, hybrid sessions – online and on site sessions when sanitary situation made it possible.

Responsible crisis management alongside the COVID-19 pandemic

Implement a robust COVID-19 risk management plan throughout all levels of the organisation with the preventive health measures necessary to ensure a safe environment for its teams.

Run internal tracing and containment protocol for staff, subcontractors and other stakeholders

Launch of a first-step fitness program (BESIX Fit) at BESIX in Belgium: encourage staff to participate via specific health campaigns and events

Postponed due to COVID-19 crisis.

Relaunch if sanitary measures authorized

3.8

Awareness and prevention on burn-out: Rollout to International operations: workshops, e-learning tool on resilience awareness; Workshop and info sessions for new joiners BeNeFra; Training of Confidence officers

Not achieved due to COVID crisis management. A webinar on mental health was published in 2020 during first lockdown.

Re-launch awareness and prevention on burn-out rollout and training of Confidence Officers.

Internal Coaching Network in preparation

Launch of the network in 2019, but postponed due to COVID-19 crisis

Re-launch of Internal Coaching Network



## SDGs

## AMBITIONS or OBJECTIVES 2019-2020-2021

## RESULTS 2019-2020-2021

## AMBITIONS or OBJECTIVES 2022-2023

Launch of an action plan on work-life balance

Progress measurement postponed during COVID-19 crisis: implementation of teleworking at BESIX (BE and NL); sick childcare services provided by BESIX free of charge to employees (limited amount of days per year);

Progress measurement: re-start

Be a preferred employer

8.5

Deployment of action plans according to results of the Engagement survey 2018 (54% response rate – 44% fully engaged)

- Focus on work-private life balance, workload and respect: launch of 'Wecare' program;
- Launch of a new Engagement survey (2021): 50% response rate (vs 54% in 2018); 40% staff fully engaged (vs 44% in 2018); 48% NSP (vs 61% in 2018)

Deployment of actions plans according to results of the survey: on-going deployment of 'Wecare' program, and also, career development and company culture.

Increasing retention rate: training of line managers, internal mobility, coaching session, ...

2021: Increasing retention of people in their 40s with new actions

- Awareness to new employees via On-boarding app
- Reminder to staff via internal communication

On-Boarding app: update content (2021)

On-Boarding app: measure content interests to tailor-made topics by targets.

4.4 – 4.7

Encourage employees to develop their professional skills:

- New BESIX training center inaugurated in Diegem (B) (2019);
- E-Academy platform and webinars boosted during lockdown (2020);
- Re-opening of classes in the Academy with sanitary precautions (mid-2020);
- BE PRO (BESIX Experience in Project Rollout) online tool updated and hosted on e-Academy (2020);
- BESIX Potential Academy relaunched (mid-2021).

BE PRO: mandatory for project managers active at BESIX SA

Invest in development: 3 training days by employee per year at Group level

BESIX Development Academy launched for BESIX engineers with mandatory training path.

BESIX Development Academy: development of a specific path for New Comers on BESIX Values and Tools, Cybersecurity threats, QHSE, Sustainability.

Specific training path for blue collars in Belgium

Training Convention for blue collars covering trainings 2021-2022

Implementation of the Convention and update for 2022-2023

4.5 – 5.1 – 5.5 – 10.2 – 10.3 – 11.4

Demonstrate our Diversity within the Group

Preparation of a program, 'BE inclusive' which is part of a broader program on Company Culture

Launch of the 'BE Inclusive' program with first actions and data monitoring

Performance indicators by gender, age, nationality

Consolidation of secured data of all employees worldwide (only management staff in the UAE) through appraisal tool

Consolidation of secured data of all employees worldwide (only management staff in the UAE) through appraisal tool

Improve on gender balance

- Gender balance remains a final working point in construction sector and in our Group.
- Gender balance has improved in 2020: 50% junior engineers recruited via BESIX Young Potential Day are women.

Recruitment Target for engineers: 30% women

National Indigenous participation policy, BESIX Watpac

Made the employment of indigenous persons and the use of their companies as subcontractors a priority: in North Queensland (Australia), achieving indigenous employment rights in excess of 10%.

Increasing cultural awareness and recruitment of employees, social enterprises and indigenous businesses.

Use of a new ATS recruitment tool comply with the laws and regulations requiring nondiscrimination and GDPR.

Reinforce the anonymous aspect of recruitment process



SDGs

AMBITIONS or OBJECTIVES 2019-2020-2021

RESULTS 2019-2020-2021

AMBITIONS or OBJECTIVES 2022-2023

Transparent and neutral grading system reviewed in 2018 applied in 2019

Offer staff more progression opportunity. It contributes to the overall salary policy and the career management, independant of years of service, gender etc.

Measure promotion

Appraisal system reviewed to encourage multiple feedback sessions with manager and their teams during the year.

On-going internal communication campaign to encourage line managers to evaluate their teams more than once a year.

Measure average appraisal meetings by employee

8.7 – 8.8 – 10.2 – 10.3 – 10.4 – 16b

BESIX Fair Labour Standards in line with international framework agreement

Progress action plan and Yearly reporting meeting

Organize at least one meeting on site with BWI

Rigorous monitoring of Subcontractors' worker facilities (UAE)

- Third party compliance: bring sub-contractors and the manpower suppliers up to our standards (Dubai, 2020)
- Six Construct's offices and living facilities audited 26 times by the client between 2017 and 2021: 100% compliant.
- Six Construct audited its subcontractors in their offices and living bases: between the end of 2020 and the end of 2021, 58 audits performed at the 14 subcontractors active in the realization of the Belgian and French pavilions of Expo 2020.

- Welfare standards applied on the projects are beyond what has been requested by the Supreme Committee in Qatar for the World Cup.
- Post Expo, these standards should serve as the reference in GCC labor law.

Systematic screening and guidance by Six Construct welfare team (UAE)

Permanent social dialogue with workers' representatives

Keep going with BESIX and European Works Council, and Six Construct Workers Welfare Committee

Keep going with regular meetings between management and workers' representatives,

Six Construct initiated its own Workers Welfare Committee

Composed with 12 worker representatives, ensures the voices of workers on welfare topics

8.5 – 8.6 – 10.2

Keeping/Creating contact with potential candidates via selected universities, key organized events and our talent pool, social media.

On-boarding program app online

2021: Review, modernize our on- & off -boarding & programs/app

Increasing retention rate: training of line managers, internal mobility, coaching session, ...

2021: Increasing retention of people in their 40s with new actions

Encourage youngsters to live a professional experience through training on site or in the office

BESIX Group welcomes students and trainees on sites in Europe as well as in other countries where the Group operates

COMMUNITY INVOLVEMENT

Promote local socio-economic development

8.5

Encourage social economy in our Entities and sites: to be encouraged; on-demand only

Give an opportunity in each and every project to social economy operators: Creation and circulation of a list in France and The Netherlands. Check monitoring in UAE

Action plan regarding social economy potential: Continuous increase of BESIX Foundation's support

2019: 3 projects 2020: 3 projects 2021: 5 projects

Continuous support of BESIX Foundation and update of action plan



## SDGs

## AMBITIONS or OBJECTIVES 2019-2020-2021

## RESULTS 2019-2020-2021

## AMBITIONS or OBJECTIVES 2022-2023

## 4.1 – 4.2 – 4.4 – 6.4 – 6.a – 6.b

Implement educational programs to the internal community i.e., BESIX Employees: Creation of a partnership to teach English at our UAE labourers: Progress measurement

2017: 60 trainees, 2018: 142, 2019: 111, 2020: 35 at the beginning of the year – courses were stopped (2021 included) due to the COVID-19 sanitary crisis.

Pursuing educational programs if possible due to COVID-19 sanitary crisis.

Increasing Volunteer Engagement: Progress measurement

Volunteer engagement increase realized (thanks to our B6 CleanUp) and measurement made: 2017: 549 volunteers, 2018: 454 vol, 2019: 2261 vol = 3737 hours, 2020: 1446 vol = 2338 hours (lower rate due to COVID-19 crisis), 2021: 2234 vol = 3402 hours

Target: 2,000 volunteers within the Group

Increasing Volunteer Engagement: Progress measurement

Number of staff involved: 2017: 458, 2018: 352, 2019: 2103, 2020: 1347, 2021: 2129

Projects supported by BESIX Foundation by regions (B=Belgium; A=Africa; I=India; ME=Middle East)

Projects supported by regions:  
2017 Belgium: 22, Africa: 4, India: 4, Middle East: 1.  
2018 B: 21, A: 2, I: 2, ME: 0.  
2019 B: 27, Nederland: 2, A: 4, I: 0, ME: 1.  
2020 B: 7, A: 2, I: 0, ME: 0.  
2021 B: 19, A: 2, I: 1, ME: 1.

Support projects in Australia

Projects supported by BESIX Foundation by pillars (Env=Environment – C=Construction – Ed=Education)

Projects supported by Foundation pillars:  
2017: Env 9, C 21, Ed 21.  
2018: Env 6, C 20, Ed 13.  
2019: Env 9, C 18, Ed 11.  
2020: Env 1, C 2, Ed 9.  
2021: Env 6, C 17, Ed 12.

Support more environmental projects.

Pursuing the promotion of educational projects

Not achieved.  
BESIX Foundation: 32 projects supported in 2017/18: 33.  
In 2019/20: 20 (less projects in total due to Covid) + educational program BESIX Foundation – Fondation Roi Bauduin

Pursuing the promotion of educational projects

Maintaining the international financial spread of the support

2017: 16%, 2018: 4%, 2019: 24%, 2021: 18%

Maintain a minimum of 20% abroad

Be inclusive with authorities and NGOs

## 17.16 – 17.17

Communication on C&S roadmap and actions

- Communication on existing channels;
- Website, C&S chapter updated;
- Participation to meetings, forum and events to explain the Group C&S roadmap and actions, and exchange with peers.

Communicate on the Group progress;  
Keep regular contact with young generations and identified stakeholders to share our journey and listen to their expectations in order to update our roadmap when needed.

Partnership with trade union and NGOs

- Site and life accommodations visits by external parties;
- Site visit by BWI in Morocco just before COVID-19 visit;
- Participation to assessment (eg BHRRC)

Encourage long-term partnerships to keep open dialogue

Active participation to various professional networks and workgroups in the construction sector and also with other sectors around engineering, innovation and sustainability.

- Active participation to workshops, meetings and seminars;
- Creation of specific projects (eg CO<sub>2</sub> performance ladder in Belgium), tools (eg EIC procurement toolkit), see membership list,

Pursuing our active participations and create new opportunities for the sector and common stakeholders.





OUR SENIOR  
EXECUTIVES  
MESSAGE

OUR  
ESSENTIALS

IT ALL STARTS WITH  
OUR STAKEHOLDERS

OUR C&S  
STRATEGY

OUR C&S  
REPORTING  
METHOD

OUR C&S  
NETWORK

OUR BUSINESS  
ENGAGEMENT

OUR  
ENVIRONMENTAL  
ENGAGEMENT

OUR PEOPLE  
ENGAGEMENT

OUR SOCIETAL  
ENGAGEMENT

OUR  
C&S REPORT

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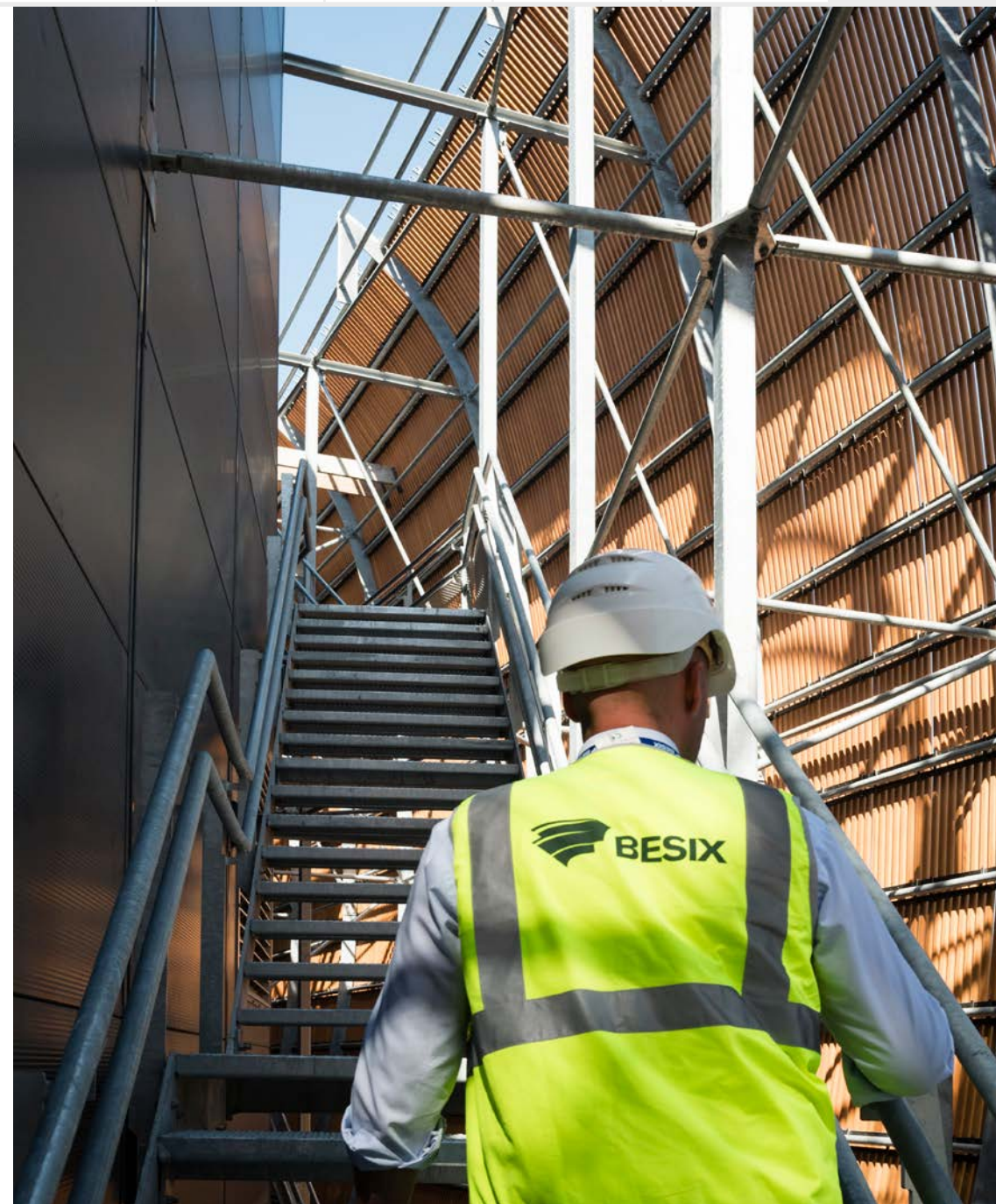
# GRI Content Index 14

## Statement of use

BESIX Group has reported the information cited in this GRI content index for the period 2019, 2020, and 2021 with reference to the GRI Standards.

### **GRI 1 used**

GRI 1: Foundation 2021





## GRI STANDARD

## DISCLOSURE

## LOCATION

## COMMENTS

GRI 2: General Disclosures 2021	2-1 Organizational details	The Group's purpose and mission Contact	p5 p54	
	2-2 Entities included in the organization's sustainability reporting	Citizenship & sustainability strategy	p14	
	2-3 Reporting period, frequency and contact point	Citizenship & sustainability strategy Contact	p15 p56	
	2-4 Restatements of information	It all starts with our stakeholders	p9	
	2-5 External assurance			'Non- financial information: internal audits and SGS audits, revision by senior management see pp18, and <a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate governance</a> . Financial information is audited , see auditor's report in the activity reports. Ecovadis assessment 2020, see pp pp12 of this report.'
	2-6 Activities, value chain and other business relationships	The Group's purpose and mission	p5	
	2-7 Employees	Promoting diversity	p41	Most information are provided. Detailed information on the split between permanent and temporary workers as well as non-guaranteed hours are not available yet. This will be part of objectives 2023.
	2-8 Workers who are not employees	Increasing people's safety & comfort Fair working conditions	pp35-37 p43	Detailed information need to be collected and ready for 2023.
	2-9 Governance structure and composition	Corporate governance	p18	<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate governance</a>
	2-10 Nomination and selection of the highest governance body	Corporate governance	p18	<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate governance</a>
	2-11 Chair of the highest governance body	Corporate governance	p18	<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate governance</a>
	2-12 Role of the highest governance body in overseeing the management of impacts	Citizenship & sustainability strategy A network for our C&S activities Corporate governance	p14 p16 p18	<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate governance</a>
	2-13 Delegation of responsibility for managing impacts	Citizenship & sustainability strategy A network for our C&S activities Corporate governance	p14 p16 p18	<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate governance</a>
	2-14 Role of the highest governance body in sustainability reporting	Our senior executives message Citizenship & sustainability strategy A network for our C&S activities Corporate governance	pp3-4 p14 p16 p18	
	2-15 Conflicts of interest	Corporate governance Endorsing Codes of Conduct	p18 pp20-21	The BESIX Group General Code of Conduct prescribes that violations of law, rules, regulations of the Code shall be reported to the Group C&S Officer (Code available on <a href="https://www.besix.com/en/about/csr">https://www.besix.com/en/about/csr</a> ).
	2-16 Communication of critical concerns	Psychological prevention Fair working conditions	p37 p43	The grievance mechanism is described on the International Framework Agreement (pp11): see <a href="http://www.besix.com/about/sustainability/Fair-labor-practices-and-migrant-workers">www.besix.com/about/sustainability/Fair labor practices and migrant workers</a>



## GRI STANDARD

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2-17 Collective knowledge of the highest governance body	Citizenship & sustainability strategy Corporate governance	p14 p18	
2-18 Evaluation of the performance of the highest governance body	Corporate governance	p18	<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate governance</a>
2-19 Remuneration policies	Corporate governance	p18	<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate governance</a>
2-20 Process to determine remuneration	Corporate governance	p18	<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate governance</a>
2-22 Statement on sustainable development strategy	Our senior executives message	pp3-4	
2-23 Policy commitments	Our senior executives message It all starts with our stakeholders Citizenship & sustainability strategy Corporate governance Codes of Conduct Fair working conditions	pp3-4 p10 pp14 p18 p20 p43	
2-24 Embedding policy commitments	Our senior executives message It all starts with our stakeholders Citizenship & sustainability strategy Corporate governance Codes of Conduct Fair working conditions	pp3-4 p10 p14 p18 p20 p43	
2-25 Processes to remediate negative impacts	Citizenship & sustainability strategy – Reporting our C&S strategy	pp14-15	<a href="http://www.besix.com/en/about/fairlabourpractices-and-migrantworkers">www.besix.com/en/about/fairlabourpractices-and-migrantworkers</a> (pp11)
2-26 Mechanisms for seeking advice and raising concerns	Carrying out respectful & sustainable operations Endorsing Codes of Conduct Fair working conditions	p18 pp20-21 p43	<a href="http://www.besix.com/en/about/fairlabourpractices-and-migrantworkers">www.besix.com/en/about/fairlabourpractices-and-migrantworkers</a> (pp11)
2-27 Compliance with laws and regulations	Corporate governance	p18	
2-28 Membership associations	Memberships & participations	p54	
2-29 Approach to stakeholder engagement	Focusing on the expectations of our stakeholders Be inclusive with authorities and NGOs	p12 pp52-53	
2-30 Collective bargaining agreements	Fair working conditions	p43	As mentioned in its General Code of Conduct and International Framework Agreement, BESIX Group promotes the social dialogue and communication with the workers and employees in each country where it operates pursuant to agreed communication and negotiation channels and operating methods as appropriate in such country. <a href="http://www.besix.com/en/about/csr">www.besix.com/en/about/csr</a>



GRI STANDARD	DISCLOSURE	LOCATION	COMMENTS
GRI 3: Material Topics 2021	3-1 Process to determine material topics	It all starts with our stakeholders	pp10-15
	3-2 List of material topics	It all starts with our stakeholders	p10
	3-3 Management of material topics	It all starts with our stakeholders	p10
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	The Group's purpose and mission	p5 Activity report 2021/consolidated accounts
	201-3 Defined benefit plan obligations and other retirement plans	Engaged employees	pp38-39
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Carrying out respectful & sustainable operations	pp18-19
	205-2 Communication and training about anti-corruption policies and procedures	Endorsing Codes of Conduct	pp20-21 The deployment of an e-training on the BESIX Group Code of Conduct is in progress and under review.
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Preserving environment Exploring new opportunities Best practices examples	pp29-30 p32 p51
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Preserving environment	p29 Detailed information need to be collected at Group level ready for 2023.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Carbon management	pp24-27 Detailed information need to be collected at Group level.
	305-2 Energy indirect (Scope 2) GHG emissions	Carbon management	pp24-27 Detailed information need to be collected at Group level.
	305-3 Other indirect (Scope 3) GHG emissions	Carbon management	p28 Detailed information need to be collected at Group level.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste management and circularity Exploring new opportunities	p29 pp32-33 Detailed information need to be collected at Group level.
	306-2 Management of significant waste-related impacts	Waste management and circularity – Encouraging green solutions	pp29-33 Detailed information need to be collected at Group level.
	306-3 Waste		Detailed information need to be collected at Group level.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible procurement	pp20-21 Detailed information need to be collected at Group level and ready in 2024.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Promoting diversity	p41
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Engaged employees	pp38-39





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GRI 403: Occupational  
Health and Safety 2018

403-1 Occupational health and safety management  
system

Increasing people's safety & comfort

pp35-37

403-2 Hazard identification, risk assessment, and incident  
investigation

Increasing people's safety & comfort

pp35-37

403-3 Occupational health services

Increasing people's safety & comfort

pp35-38

403-4 Worker participation, consultation, and  
communication on occupational health and safety

Increasing people's safety & comfort

pp35-38

403-5 Worker training on occupational health and safety

Increasing people's safety & comfort

pp35-38

403-6 Promotion of worker health

Increasing people's safety & comfort

pp35-38

403-7 Prevention and mitigation of occupational  
health and safety impacts directly linked by business  
relationships

Increasing people's safety & comfort

pp35-38

403-8 Workers covered by an occupational health and  
safety management system

Increasing people's safety & comfort

pp35-38

403-9 Work-related injuries

Increasing people's safety & comfort

p35

403-10 Work-related ill health

Increasing people's safety & comfort

pp35-38

GRI 404: Training and  
Education 2016

404-1 Average hours of training per year per employee

Employee growth and development

p41

404-2 Programs for upgrading employee skills and  
transition assistance programs

Employee growth and development

p41

404-3 Percentage of employees receiving regular  
performance and career development reviews

Employee growth and development

p41

GRI 405: Diversity and Equal  
Opportunity 2016

405-1 Diversity of governance bodies and employees

Promoting diversity

pp41-42

GRI 406: Non-discrimination  
2016

406-1 Incidents of discrimination and corrective actions  
taken

Promoting diversity – Fair working  
conditions – Best practices examples

pp41-44

Detailed information need to be collected at Group level and ready for 2023.

GRI 407: Freedom of  
Association and Collective  
Bargaining 2016

407-1 Operations and suppliers in which the right to  
freedom of association and collective bargaining may be  
at risk

Fair working conditions

p43

GRI 408: Child Labor 2016

408-1 Operations and suppliers at significant risk for  
incidents of child labor

Fair working conditions

p43

GRI 409: Forced or  
Compulsory Labor 2016

409-1 Operations and suppliers at significant risk for  
incidents of forced or compulsory labor

Fair working conditions

p43

GRI 410: Security Practices  
2016

410-1 Security personnel trained in human rights policies  
or procedures

Fair working conditions  
Best practices example

p43  
p45

GRI 411: Rights of  
Indigenous Peoples 2016

411-1 Incidents of violations involving rights of indigenous  
peoples

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Best practices example  
Being inclusive with authorities and NGOs

p43  
p45  
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GRI STANDARD

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GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Promote local socio-economic development	pp47-51	
	413-2 Operations with significant actual and potential negative impacts on local communities	Fair working conditions Social initiatives – Being inclusive with authorities and NGOs	pp43 pp48-53	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible procurement	pp20-22	Detailed information need to be collected at Group level and ready in 2024.
	414-2 Negative social impacts in the supply chain and actions taken	Responsible procurement	pp20-22	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Responsible procurement	pp22	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Increasing people's safety & comfort	pp35-37	



### Responsible publishers

Frédéric de Schrevel, Secretary General BESIX Group – Chairman BESIX Foundation  
 Geert Aelbrecht, Chief People Officer – Group Sustainability & ESG Officer

This report is exclusively available in English, in a digital version on [www.besix.com](http://www.besix.com).

BESIX Group SA, avenue des Communautés /  
 Gemeenschappenlaan 100, B-1200 Brussels

[csr@besix.com](mailto:csr@besix.com)  
[www.besix.com](http://www.besix.com)  
[www.besixfoundation.com](http://www.besixfoundation.com)

[www.iso.org](http://www.iso.org) (ISO 26000)  
[www.unglobalcompact.org](http://www.unglobalcompact.org)  
[www.globalreporting.org](http://www.globalreporting.org)

Additional information mentioned in this report can be arranged upon request via [csr@besix.com](mailto:csr@besix.com).

### Photos

Christophe Van der Eecken

### Editorial Office

BESIX Group CSR Team

### Design and production

[www.astrix.be](http://www.astrix.be)