





Mediavaert, Amsterdam, The Netherlands

One of the world’s largest hybrid-timber office buildings

- BESIX with partners: Being, Team V Architecture, Drees & Sommer Netherlands, Arup, DGMR, DELVA Landscape Architecture / Urbanism / Developer; Being / Engineering & Build
- Architect: Do Janne Vermeulen, Team V Architecture
- The 44,500 m² main office of DPG Media strongly focuses on the relationship between nature and technology.
- The construction required 6,500 m³ of timber. Compared to traditional construction methods such as concrete construction, wood production produces significantly less CO₂ and nitrogen. Trees also absorb CO₂ during their growth, which remains stored in the material. This means Mediavaert’s wood construction limits additional emissions and potentially has a positive carbon balance.
- The building will also be very energy efficient and use aquifer thermal energy storage, including underground heat and cold storage with a heat pump, as well as solar panels on the roof. The building has been designed to reach the BREEAM Excellent certification.
- The completion of Mediavaert was achieved in 2023 and delivered to client DPG Media at the beginning of 2024.

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This report completes the BESIX Group Activity & ESG  
Report 2023 and is exclusively available in English, in a  
digital version on [www.besix.com](http://www.besix.com).

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## About this Reporting on Sustainability & ESG

BESIX Group's Sustainability & ESG strategy is based on ambitions, objectives, and achievements. The Group's teams have initiated various sustainable initiatives and achieved significant milestones over the years. BESIX Group's strategies are designed to ensure long-term success in an ever-changing world.

BESIX Group recognises the importance of responding to today's societal challenges, such as climate change, human rights, and decent working conditions. BESIX also values its stakeholders' feedback about workers' welfare, ethical supply chain management, and sustainable building practices. BESIX Group's Executive and Strategic Committee has identified four strategic drivers that prioritise these considerations in a way that aligns with BESIX's commitment to "excel in creating sustainable solutions for a better world". By continuing to engage with its stakeholders, BESIX can ensure that their views are taken into account when shaping policies and operations.

Building on the information in the Group Activity & ESG Report, this Sustainability and ESG Appendix dives deeper into specific sustainability and ESG initiatives. This accurately reflects the progress made over time. It has been structured and monitored through 'Key Material Topics' (KMTs) for the period of 2023. They reflect the practical drivers for the implementation of each commitment. BESIX will refine its Key Materiality Topics (KMTs) for its ESG engagement in 2024, leveraging the results of the 2023 double materiality assessment to maximise impact and anticipate the ESRS (European Sustainability Reporting Standards). This is a critical step towards compliance with the upcoming Corporate Sustainability Reporting Directive (CSRD) by 2026. BESIX follows the ISO 26000 guidelines and the Global Reporting Initiative framework as it has done since its first CSR report 2010–2011. This report aims to comply with the Code Buyse III in comparison with CSR for Belgian non-listed companies.

Reflecting the importance of group revenue in Contracting, the focus in 2023 remains on Sustainability and ESG initiatives in these activities. The group is also increasingly responding to the growing ESG requirements of co-investors and lenders in the real estate development sector as well as in concession and asset management.

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# Message from the Group Sustainability & ESG Officer

In 2023, BESIX further strengthened its commitment to sustainability and ESG (environmental, social, and governance) principles. Anticipating the upcoming Corporate Sustainability Reporting Directive (CSRD) due in 2026, we initiated a comprehensive double materiality assessment. This exercise fosters dialogue with key stakeholders, ensuring their concerns shape the group’s sustainability journey and inform a systematic approach to managing ESG-related risks and opportunities. To ensure CSRD compliance and refine our ESG roadmap, a data-driven action plan will be launched in 2024.



Geert Aelbrecht,  
Group Sustainability & ESG Officer

## Building a shared vision for Sustainability & ESG

Recognising the critical role of our workforce, we empowered employees through cross-departmental training on the SDGs, CSRD, and EU Taxonomy. We also held a group-wide debate session to discuss our ESG ambitions and gather employee expectations.

We keep a close eye on the global trends that affect our markets and are convinced that building a sustainable future requires collaboration. This is why the group continues to actively collaborate with clients, academia, startups, and local authorities to develop innovative solutions for the construction sector. BESIX demonstrated its commitment to sustainability at the COP 28 UN Climate Change Conference in Dubai, presenting innovative solutions for a low-impact construction industry. This aligns with BESIX’s role as an active member of the UN Global Compact, supporting the 17 Sustainable Development Goals (SDGs). We are particularly focused on those areas where the Group can make the most significant contributions, and to further reinforce this commitment, we joined CIFAL, a UNITAR affiliate, in 2023 to guide us on the SDG Pioneer trajectory we will start in 2024.

## Prioritising Planet & People

Tackling climate change and fostering fair and safe working environments are two of BESIX’s core sustainability priorities.

We have set specific goals to reduce our carbon footprint. This dedication was recognised in 2023 by the fact that BESIX retained the highest level (Level 5) on the CO<sub>2</sub> Performance Ladder for its European Business Unit and its Organisational Boundary. In this specific context, we surpassed our initial target of 10 % zero-emission company cars by the end of 2025. We are now well on track to reach 40 % by 2028 and a full transition to zero-emission vehicles by 2032. We are also actively seeking to reduce our footprint by exploring sustainable practices for site equipment and construction materials. Our sustainability experts prioritise design optimisation and sustainable materials, and other life cycle best practices throughout projects, while our inaugural Supplier Sustainability Forum in 2023 brought together key suppliers of carbon-intensive materials to collaborate on sustainable solutions.

At BESIX, respect for human rights, fair labour practices, and inclusivity are fundamental principles. Our commitment is evident through adherence to the Universal Declaration of Human Rights (UDHR) and the International Labour Organization Conventions (ILO) as well as the implementation of robust policies, including the International Framework Agreement (2017), the Declaration for Safe and Healthy Workplaces (2021), the Diversity & Inclusion Policy (2022), and the revised Grievance Policy (2023). To continuously improve employee well-being, we are launching a new group-level employee engagement survey in 2024, complementing our “WeCare” and “BESAFE” programmes.

## Reinforcing ethical conduct

The group strengthened its ethical framework with a mandatory e-learning on the General Code of Conduct for employees with a 95 % participation rate. We also implemented a robust whistleblower policy, aligned with EU directives, ensuring confidentiality and legality in reporting, underpinning our commitment to ethics.

## A phased approach to integrated reporting

Recognising the growing integration of ESG principles into our core business, BESIX is taking a phased approach to combining our Activity Report and ESG Report. This 2023 edition offers a holistic view of the group’s operations, and performance, together with its commitment to sustainability and responsible practices.

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**Tackling climate change and fostering fair and safe working environments are two of BESIX’s core sustainability priorities.**

Geert Aelbrecht, Group Sustainability & ESG Officer



# 01

## Essentials

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# Sustainability & ESG Governance

The BESIX Group Executive and Strategic Committee focuses on the group’s vision, mission, and strategic objectives. The Committee oversees the business activities and performance, risk management, internal control, and organisation as implemented by the Chief Executive Officer and general management. The Committee includes identity compliance in its Group Rules to ensure the overall reputation of the BESIX Group. The sustainability and ESG policies and performance are part of and influence the BESIX Group’s uniqueness and reputation.

The Executive and Strategic Committee reports directly to the Board of Directors on the Sustainability and ESG strategy. The Executive Committee reviews the Sustainability and ESG Strategy annually, supported by the Group Sustainability & ESG Officer.

Reporting, including targets and results, is approved by the Executive and Strategic Committee and the Board of Directors prior to annual publication. This complements the annual United Nations Communication on Progress (CoP), which is available on the UN Global Compact website. This CoP is approved annually by the Executive and Strategic Committee.

To consolidate efforts towards CO<sub>2</sub> reduction objectives, a dedicated network has been established, strengthening collaboration between sustainability and ESG initiatives and existing networks within the group, such as Procurement and Environment.












To ensure that sustainability and ESG commitments are embedded in all BESIX Group entities and their working methods and processes, an ESG Board was established in 2023. It is composed of representatives from key support departments, group entities, activities and processes of the different business units. The ESG Board is chaired by the Group Sustainability and ESG Officer, who is a member of the Executive & Strategic Committee.



The ESG Board, which meets three times a year, plays a key role in ensuring compliance and driving sustainability efforts. It establishes working groups to integrate priorities and oversees all group initiatives related to defined ESG objectives.

It also coordinates and implements projects, including those developed by different group entities. ‘Ambassadors’ further reinforce the BESIX Group’s commitment to ESG values across its operations.

# ESG in Action

Sustainability & ESG	People	Planet	Prosperity	Peace	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 mobilise the necessary means to implement this agenda through a revitalised partnership.
SDGs supported by BESIX Group					
<div><div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div></div><div><div>4</div><div>QUALITY EDUCATION</div></div><div><div>5</div><div>GENDER EQUALITY</div></div><div><div>6</div><div>CLEAN WATER AND SANITATION</div></div></div>			<div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div><div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div><div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div></div><div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div><div><div>13</div><div>CLIMATE ACTION</div></div><div><div>16</div><div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div><div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div></div></div>		
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 &amp; well-being</li></ul> <p><b>READ MORE ON PAGE 27.</b></p> <p>Growing as a preferred employer.</p> <ul style="list-style-type: none"><li>• Employee growth and development</li><li>• Fair working conditions</li><li>• Diversity and inclusion</li></ul> <p><b>READ MORE ON PAGE 31.</b></p> <p>Promoting local, social &amp; economic development.</p> <ul style="list-style-type: none"><li>• Local social economy</li><li>• Social initiatives</li></ul> <p><b>READ MORE ON PAGE 37.</b></p>	<p>Actively contributing to the transition towards a low carbon society &amp; encouraging circular economy.</p> <ul style="list-style-type: none"><li>• Climate mitigation, carbon &amp; energy management</li><li>• Water, waste management and circularity</li><li>• Biodiversity</li></ul> <p><b>READ MORE ON PAGE 15.</b></p> <p>Encouraging sustainable solutions.</p> <ul style="list-style-type: none"><li>• Sustainable engineering solutions</li><li>• Energy sources and digitalisation solutions</li><li>• Exploring new opportunities</li></ul> <p><b>READ MORE ON PAGE 19.</b></p>	<p>Carrying out respectful &amp; sustainable operations.</p> <ul style="list-style-type: none"><li>• Corporate governance</li><li>• Risk and opportunity management</li></ul> <p><b>READ MORE ON PAGE 45.</b></p>	<p>Endorsing Codes of Conduct.</p> <ul style="list-style-type: none"><li>• Responsible conduct</li><li>• Sustainable procurement</li></ul> <p><b>READ MORE ON PAGE 47.</b></p>	<p>Carrying out respectful &amp; sustainable operations.</p> <ul style="list-style-type: none"><li>• Corporate governance</li><li>• Risk and opportunity management</li></ul> <p><b>READ MORE ON PAGE 45.</b></p> <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> <p><b>READ MORE ON PAGE 41.</b></p>
BESIX Group sustainability & ESG objectives	<p>Current and potential impacts: identifying, prioritising, mitigating and remediating Committing and Progressing in Qualitative and Quantitative Sustainability &amp; ESG Objectives and Reporting</p> <p><b>READ MORE ON PAGE 56.</b></p>				

# Double Materiality Assessment

The Corporate Sustainability Reporting Directive (CSRD) sets out how organisations should report non-financial information, i.e. environmental, social and governance (ESG) information. The detailed requirements of the CSRD are set out in the European Sustainability Reporting Standards (ESRS). Organisations must report according to these ESRS, on information considered to be important or ‘material’. A double materiality assessment (DMA) is performed to assess what is material.

In 2023, BESIX completed its first double materiality assessment with the assistance of an external expert. The DMA determines which topics are material by examining the impacts, risks and opportunities (IROs) that correspond to sustainability topics.

This assessment takes into account two perspectives:

- **Impact materiality:** This perspective examines the group’s environmental and societal impacts on a particular ESG topic. Impacts can be positive or negative, actual or potential.
- **Financial materiality:** This perspective investigates the potential financial effects on the group related to the development of an ESG topic. These effects are caused by risks or opportunities of ESG topics, which can influence the group’s financial position, financial performance, cash flows, access to finance or cost of capital.

A tailored approach was used to perform the DMA, based on the ESRS guidelines and BESIX’s Enterprise Risk Management (ERM) methodology.

The double materiality assessment was conducted following a structured approach consisting of **five phases**.

## Scope

The entire value chain of the group, characterized as complex, was considered during the double materiality assessment. The scope was defined at group level including subsidiaries as well as upstream (raw materials supply and the manufacturing of construction materials and products) and downstream (referring to the ‘use phase’ and eventual renovation, demolition as well as processing and recycling of construction waste, other additional actors and sectors) processes.

BESIX ‘s own operations can be categorized into three high-level segments: Contracting, Concessions & Assets, Real Estate Development.

## Adequate ESG Topic selection

As required by the CSRD, BESIX assessed the materiality of all sustainability topics covered by the sector-agnostic ESRS. The illustrative topic-subtopic and sub-subtopic hierarchy, as described in the ESRS, has been considered throughout the process. By clustering several (sub) topics, a tailored list of ESG topics related to BESIX business activities was defined

to facilitate IRO identification. In addition, by looking at the group’s internal priorities and material sectoral topics stemming from the Sustainability Accounting Standards Board (SASB), two additional sector-specific sustainability topics were identified.

## IRO identification

For each sustainability topic included in the double materiality assessment, Impacts, Risks and Opportunities (IROs) were identified through the analysis of internal and external documentation (BESIX sustainability documentation and report, ESG policies, risk management report, ISO documentation, academic research, public media coverage on specific ESG issues, etc.), through semi-structured interviews with key internal (24 experts) and external (25 accounts) stakeholders and thanks to an employee survey covering 5 geographies and 15 entities (188 responses).

The final selection of stakeholders to be interviewed was based on: the representation of different stakeholder groups, relevance and proximity to BESIX, expertise in ESG and broad understanding of the group’s sustainability agenda, expectation of potential material IRO’s within the value chain. Qualitative input relating to Impacts, Risks and Opportunities associated with the topical expertise of the interviewee(s) were captured during the interview. The stakeholders were selected to ensure full coverage of all the sustainability topics of BESIX’s different entities.

## Assessment of impact and financial materiality

A framework for the evaluation of IROs was established, taking into account the requirements of the ESRS, and materiality thresholds were defined. Each IRO was then assessed against this framework to determine which IROs were considered material. Finally, the materiality of the issues was derived from the materiality of the IROs.

Financial materiality assessment criteria were based on BESIX’s ERM methodology and tailored to the DMA approach in collaboration with BESIX risk experts. Aligning the double materiality assessment with existing risk management business processes and ensuring tangible and relevant financial materiality outcomes is essential.

## Assessing the group’s sustainability and financial materiality A five-step approach

Double materiality assessment		
<b>Step 1. Scope</b> <ul style="list-style-type: none"><li>• Define the objective and scope of the assessment, i.e., understanding BESIX Group’s own operations, incl. the activities performed by the different actors and value chain elements.</li><li>• Identify the key BESIX stakeholders and define a stakeholder engagement approach.</li></ul>	<b>Step 2. IRO identification</b> <ul style="list-style-type: none"><li>• Identify sustainability topics and related impacts, risks, and opportunities (IROs) through analysing internal documentation, Industry information, SDGs, SASB standards, and stakeholder consultation.</li></ul>	<b>Step 3. Assessment of impact and financial materiality</b> <ul style="list-style-type: none"><li>• Assess each identified impact, risk, and opportunity (IRO) independently to determine impact and financial materiality.</li></ul>
<b>Step 4. Validation</b> <ul style="list-style-type: none"><li>• Validate the double materiality outcome, i.e., the material topics and IROs by the ESG Board and tthe Executive &amp; Strategic Committee..</li></ul>		<b>Step 5. Reporting</b> <ul style="list-style-type: none"><li>• Final double materiality report.</li><li>• Engage in knowledge transfer.</li></ul>

## Validation

The results of the DMA (IRO identification and IRO evaluation) were reviewed extensively and pre-validated by the ESG Board and finally by the Executive Committee.

The results were presented to the key stakeholders consulted.

## Reporting

The results of this double materiality assessment will help to ensure that the Group’s sustainable development efforts are aligned with stakeholder expectations and existing or potential ESG risks and opportunities. This information will be used

to update the BESIX ESG roadmap to ensure alignment with its broader strategy and commitment to address material sustainability issues as outlined in the CSRD.

BESIX is committed to continuous improvement through regular double materiality assessments. It remains committed to integrating ESG considerations into its business activities and decision-making processes, and to reporting on its progress in a transparent and accountable manner.

## Adequate ESG material topic selection

Results after the DMA assessment	Environmental	Social	Governance
Material topics	<ul style="list-style-type: none"><li>• Climate change adaptation</li><li>• Climate change mitigation</li><li>• Energy</li><li>• Water</li><li>• Biodiversity</li><li>• Circular economy and waste</li></ul>	<ul style="list-style-type: none"><li>• Workforce health, safety and well-being</li><li>• Working conditions</li><li>• Diversity, equity, and inclusion</li><li>• Workers in value chain and human rights</li><li>• Local communities</li></ul>	<ul style="list-style-type: none"><li>• Business ethics</li></ul>
			<b>Sector / entity specific</b>
Non-material topics	<ul style="list-style-type: none"><li>• Pollution</li></ul>	<ul style="list-style-type: none"><li>• Product and service quality and safety</li><li>• Social inclusion</li></ul>	<ul style="list-style-type: none"><li>• Sustainable R&amp;D and innovation</li></ul>
			<ul style="list-style-type: none"><li>• Digitalisation</li></ul>

BESIX has assessed impact materiality and financial materiality for each sustainability topic, taking into account positive and negative impacts, opportunities and risks. The score for each topic reflects the maximum impact materiality and financial materiality scores of the underlying IROs. A topic is material if at least one underlying IRO exceeds the materiality threshold. A total of 126 IROs were identified, of which 59 were considered to be of significant importance.

Of the 17 topics, 13 are material to the group, while pollution, product quality, social inclusion and digitalisation are not.



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Environment

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The group further strengthens its environmental initiatives with a better and more sustainable use of resources. The group is committed to actively participating 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.

Driven by a commitment to the Paris Agreement's goals, BESIX has set an ambitious target of achieving net-zero carbon emissions by 2050 for its own direct and indirect carbon emissions (Scope 1 and 2) and the most relevant Scope 3 emissions (building material manufacturers), for the BU Europe and the companies which are part of the CO<sub>2</sub> Performance Ladder certification. BESIX prioritises the Sustainable Development Goals (SDGs), particularly SDG 6 (Clean water and sanitation), SDG 9 (Industry, Innovation and infrastructure), SDG 11 (Sustainable cities and communities), SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action) within its environmental pillar.

Through the following two commitments, the group focuses on six Key Material Topics (KMTs) which are structured along the life cycle of a project:

• **Actively contributing towards a low carbon society & encouraging circular economy**

1. Climate mitigation, carbon & energy management
2. Water, waste management and circularity
3. Biodiversity

• **Encouraging sustainable solutions**

4. Sustainable engineering solutions
5. Energy sources and digitalisation solutions
6. Exploring new opportunities

While these KMTs confirm that the group is on the right track in its approach to the Environment Pillar, they will be refined throughout 2024 based on the results of the double materiality assessment and the ESRS (European Sustainability Reporting Standards).

6 CLEAN WATER AND SANITATION

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION



# Climate Mitigation

BESIX has been taking several steps to achieve its sustainability goals to reduce its GHG footprint and to develop sustainable innovative solutions. To achieve this ambitious target, BESIX has implemented a comprehensive action plan based on the CO<sub>2</sub> Performance Ladder certification of the BESIX Business Unit Europe and the other BESIX Group companies which are part of the Organisational Boundary. This plan focuses on three key areas: increasing energy efficiency, using renewable energy sources, and making its equipment and vehicles more sustainable through electrification and sustainable fuels.

BESIX's commitment goes beyond its own operations. It actively participates in innovative construction projects that minimise carbon footprint and advises clients on building green and energy-efficient structures.

The Organisational Boundary which joined this certification with BESIX BU Europe includes: BESIX Nederland, BESIX

Environment, BESIX Infra, BESIX Infra Support, BESIX Unitec (including its subsidiaries BESIX Unitec Automation, BESIX Unitec Nederland, BESIX Connect and Appermont Gebroeders) and Franki Foundations (including its subsidiaries Franki Grondtechnieken BV and Atlas Foundations).

## Climate mitigation efforts

BESIX actively calculates and reduces its carbon footprint. Since 2019, it has measured Scope 1, 2 & 3 emissions for companies participating in the CO<sub>2</sub> Performance Ladder (CO<sub>2</sub> PL) programme.

Since the beginning, BESIX BU Europe has taken a leading role in the implementation and rollout of the CO<sub>2</sub> Performance Ladder in Belgium. As an active member of the Steering Committee BESIX promotes the CO<sub>2</sub> Performance Ladder to the Belgian authorities on multiple occasions and shares its experience and knowledge on the subject in multiple work-groups (CO<sub>2</sub> Performance Ladder Belgian Companies,...) and

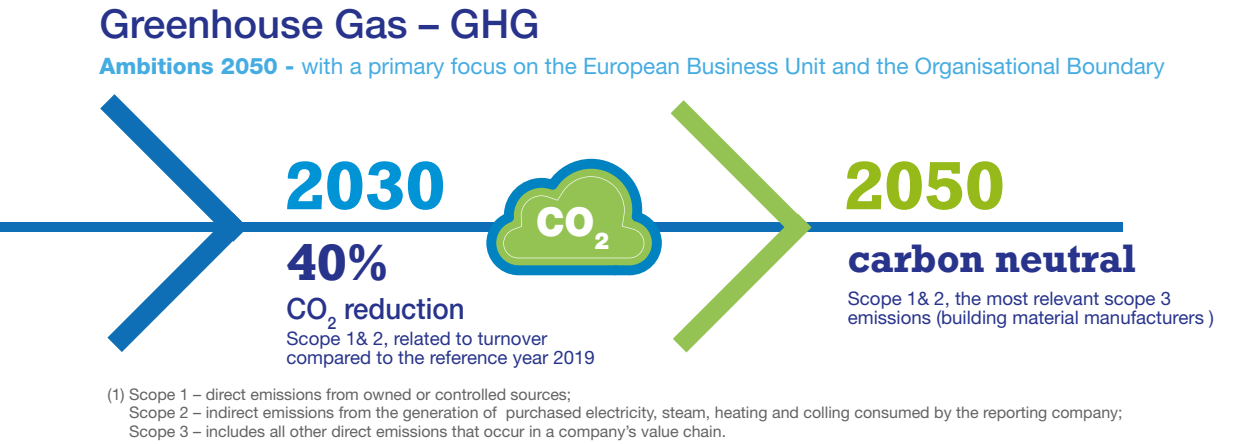
external presentations (presentation to federal authorities, info-sessions,...).

By presenting its experiences with the CO<sub>2</sub> Performance Ladder to the French authorities on 10 March 2023, BESIX supported SKAO (the 'Stichting Klimaatvriendelijk Ondernemen en Aanbesteden, the association behing the CO<sub>2</sub> Performance Ladder in Belgium) in its ambition to expand the CO<sub>2</sub> Performance Ladder to a European level.

## Carbon & energy ambitions

BESIX Europe and the BESIX Group companies belonging to the CO<sub>2</sub> Performance Ladder organisational Boundary commit to the ambitions as outlined in the illustration below.

These ambitious goals stem from the dual impact of BESIX's construction activities. Directly, through its own operations and project execution. Indirectly, through the cascading effect of its sustainability focus on its partners and suppliers, and through the sustainable solutions BESIX promotes and delivers to its clients.





# Carbon & energy approach

To achieve their goals, BESIX BU Europe and the companies belonging to the Organisational Boundary have defined and implemented:

- an **Energy & GHG policy**,
- an **Energy & GHG reduction programme**.

To stimulate the shift to soft mobility, BESIX has also implemented:

- a **Sustainable Business Travel Policy** (2023) \*
- a **Mobility Policy** (2018, updated in 2024) \*\*

## Implementing a group-level approach

The Energy & GHG management system will be implemented at Group level in accordance with the GHG policy , in line with the CSRD requirements that the Group will have to comply with in 2026. BESIX will review its Energy & GHG policy at group level. Data collection will be established at Group level.

By continuously monitoring and analysing key performance indicators, BESIX ensures that its ambitions are maintained and that its results are improving continuously. The review and analysis of these indicators is carried out at regular intervals.

BESIX BU Europe and the Organisational Boundary is certified CO<sub>2</sub> Performance Ladder level 5: More information on BESIX BU Europe CO<sub>2</sub> reduction ambitions, action plans, and (sector) initiatives can be found on:






CO<sub>2</sub> PERFORMANCE LADDER

## Scope 1 and 2 emissions

While Scope 1 & 2 emissions form a small portion (5 %) of its entire Scope 1, 2 & 3 footprint, BESIX BU Europe and the companies part of the Organisational Boundary are committed to further reducing the energy consumption on which they have a direct and indirect control and transferring it towards sustainable solutions.

The Scope 1 & 2 reduction programme focuses on 3 axes which are the 3 largest emissions sources, being heavy site equipment, the use of electricity and the company car fleet (leased cars and utility vehicles):

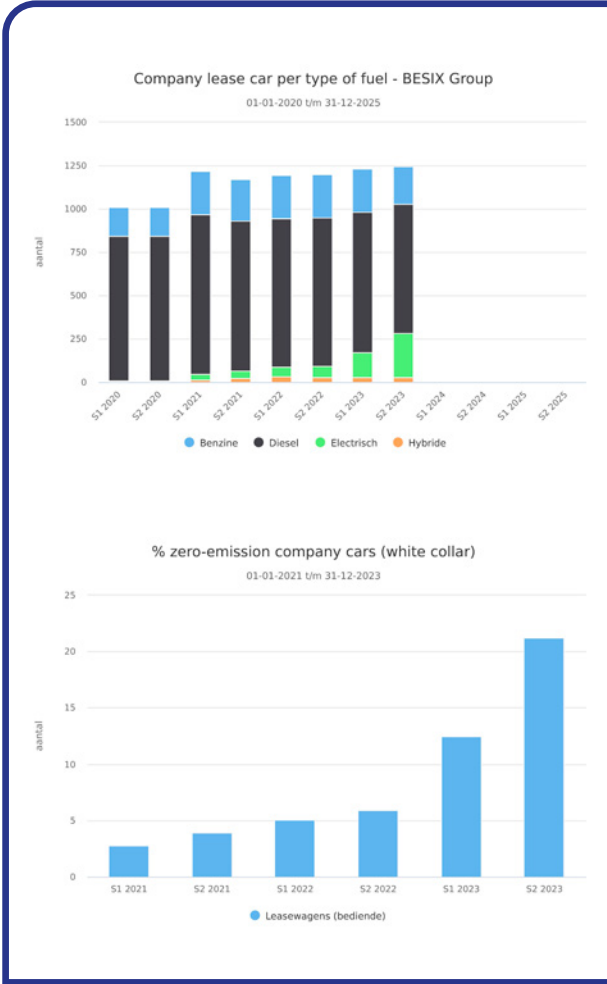
 <p><b>Company car fleet</b></p> <p>Reduce the emissions of the company fleet (company leased cars and utility vehicles) to zero by no later than 2032.</p>	 <p><b>Electricity</b></p> <p>Before the end of 2025, all electricity for the offices, fixed production facilities and projects under the operational control of BESIX shall originate from 100% renewable sources.</p>	 <p><b>Plant &amp; equipment</b></p> <p>Reduce the emissions from site installations and from the heavy equipment used on site, BESIX continues to invest in making its heavy site equipment fleet more sustainable.</p>
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## Company car fleet

The emissions related to the fuel & energy consumption of the BESIX leased car fleet represent approximately 20 % of the total Scope 1 & 2 footprint.

By the end of 2023, BESIX had exceeded its 2025 sub-target of 10 % zero-emission company cars. It is now on track for 40 % by the end of 2028 with a full 100 % transition by no later than 2032. This shift is further encouraged by its new Mobility Policy launched beginning of 2024 which also stimulates the shift to soft mobility.



In 2023, BESIX Infra inaugurated a 4.5 MW windmill to power its facilities on its Bilzen site, reducing reliance on the grid. This windmill, built by Engie and Wind4Flanders, will provide a large part of the energy required for BESIX Infra's batching and recycling plant and Belasco's asphalt plant.

## Plant & equipment

Construction site operations are another focus area. BESIX is testing electric utility vehicles and providing mountain bikes adapted to work sites to promote sustainable travel.

### Innovation on construction sites

The emissions of our utility vehicles account for approximately 25 % of the Scope 1 & 2 footprint. In 2023, a first electric utility vehicle was purchased for testing. Availability of suitable electric utility vehicles, with a minimum range of 300 km, is expected in the coming years.

In 2023, BESIX Infra, a group entity, launched an initiative to shift to more sustainable on-site travel by providing 30 mountain bikes to their site teams. The bikes were fully tailored to the needs on-site (hooks for transporting measuring equipment and detachable bike bags so that project managers can easily take their work materials and documents with them on their journeys).

The major part of our Scope 1 emissions however relates to the use of equipment & machinery on sites. At the A 16 De Groene Boog project in the Netherlands, extensive testing of electrified heavy site equipment is ongoing. For example, in heavy machinery, trials are underway with electrified equipment and the use of Hydrotreated Vegetable Oil (HVO). The De Groene Boog project in the Netherlands made extensive use of this HVO (more than 7 million litres), resulting in a CO<sub>2</sub> reduction of 23,350 tonnes. In 2024, BESIX will receive its first electric rotative telehandlers.

Additionally, BESIX Infra, a leading player in the road construction sector, recently acquired the first fully electric Ammann eARX 26-2 roller in Belgium, a significant step.

This groundbreaking machine sets itself apart from its counterparts with its unique features and environmental benefits such as reduced emissions and noise reduction. Therefore, from a health & safety perspective, this type of machine offers advantages as well. By investing in sustainable technologies like the electric roller, BESIX Infra continues to lead the way in transforming road construction practices.

### Powering up with renewables

Innovation extends to power sources. A pilot project performed by BESIX and BESIX Environment in 2023 tested a hydrogen-powered generator (with a total installed power of 110 kVA) combined with a battery to meet electricity demands on a construction site with minimal noise and pollution.

This test sought to examine how well an electro-hydrogen group, combined with a battery, could meet the demand for electricity in the specific context of a construction site, in a noise-free and non-polluting way. For this, the hydrogen unit was connected to the largest tower crane on the site. Various parameters were assessed during a four-week testing, among them the reliability of the generator supplier, facility security, employee training, transport sustainability, and the security of green hydrogen supply.

\*BESIX Group  
\*\* BESIX Benelux-France and Belgian regional entities.

Other climate actions beyond core operations

Climate mitigation measures are also taken in other parts of the group. Socoetra, a group entity, achieved Level 3 CO<sub>2</sub> Performance Ladder certification on the Pommeroel quay wall project (Belgium) by implementing specific measures on-site, like switching off unused equipment, thus avoiding unnecessary energy consumption. Using 50 % renewable fuels (such as HVO100 diesel) and optimising performance with state-of-the-art equipment also has a positive long-term impact on the site’s emissions. In addition, by using stone from a nearby quarry for the canal embankment, Socoetra reduced transport emissions. Finally, staff and subcontractors also play a key role by adopting an exemplary eco-friendly attitude.

On the international market, BESIX has started the construction of the Nordhavn tunnel in Denmark where a reduction of 30 % of carbon emissions is emphasised related to a carbon footprint baseline defined by the client. This will be achieved through sustainable material selection and transportation methods, with a specific focus on sheet piles and ready-mix concrete.

Third-party energy audits are also carried out yearly, such as at the BESIX Head Office in Brussels in 2023, as well as at the offices and at the recycling and ready-mix concrete batching plant of BESIX Infra in Bilzen.

BESIX BU Europe CO<sub>2</sub> reduction ambitions and action plans: More information on BESIX BU Europe CO<sub>2</sub> reduction ambitions, action plans, and (sector)initiatives can be found on:



Scope 3 emissions

BESIX acknowledges its significant environmental footprint, extending beyond its direct operational activities. This broader impact includes the use of sold products and the environmental performance of its partners, particularly subcontractors and suppliers. However, comprehensive Scope 3 measurement requires the active collaboration of the entire value chain.

Scope 3 emissions analysis in the European Business Unit (BU)

BESIX conducted a qualitative Scope 3 analysis in 2021 to identify the most significant categories for its European Business Unit (BU). This analysis was updated in 2022 - 2023 and determined that the following categories have the greatest impact:

- Purchased goods and services (= raw materials & goods + subcontracted work) (upstream Scope 3 category 1)
- Waste generated in operations (upstream Scope 3 category 5)
- Upstream transportation and distribution (upstream Scope 3 category 4)
- Employee Commuting (Upstream Scope 3 category 7)
- Business travel (Upstream Scope 3 category 6)

Downstream emissions and future integration

BESIX acknowledges the complexity of incorporating downstream categories like “use of sold products” and “end-of-life treatment” due to data limitations. However, it remains committed to gradually integrating these emission categories into its Scope 3 footprint in the coming years.

Nevertheless, actions are already being taken in this area. For example, BESIX Nederland has implemented a carbon/MKI calculation process and prioritises offering sustainable solutions whenever possible during the tendering phase of projects.

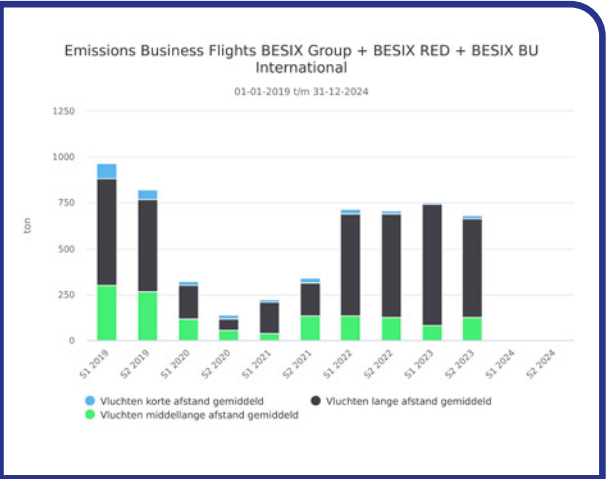
To comply with the upcoming CSRD reporting requirement effective 2026, BESIX will conduct a more detailed analysis of Scope 3 emissions starting in 2024. This analysis will form the basis for developing a robust and accurate Scope 3 GHG management system.

Upstream emissions

Based on the Scope 3 emission analysis in the European Business Unit, BESIX measures its emissions from business travel (category 6) and purchased goods and services (category 1).

Business travel (category 6)

Due to its international activities, business travel is a recognised contributor to the company’s greenhouse gas emissions, and BESIX is actively exploring strategies to reduce its environmental footprint in this area.



A Sustainable Travel Policy was launched in 2023, and BESIX is actively exploring further reduction strategies.

Purchased goods and services (category 1)

Within the construction industry, BESIX is leading the transition to a more sustainable building sector. The BESIX 2023 quantitative analysis confirmed the most relevant emission categories:

- steel / rebar
- cast-in-situ concrete
- structural steel and piles & sheet piles
- civil works
- precast concrete elements
- groundwork activities
- MEP

BESIX decided to focus as a first step on its upstream Scope 3 strategy concerning ‘purchased goods and services’ on ‘steel (rebar, (sheet)piles & structural steel)’ and ‘ready-mix

concrete’. This is in line with BESIX’s commitment to the ‘Dutch Betonakkoord’, and also with the BESIX and BESIX Infra commitment to the ‘Circulair Betonakkoord Vlaanderen’.


The category ‘purchased goods and services’ and ‘subcontracted works’ represent almost the entire Scope 3 footprint. However, the current reliance on financial data makes it difficult to disaggregate the emissions associated with the production, transportation, and installation of these goods and services on-site.

Further detailing and a shift from a spend based to a quantity calculation is needed to get a more accurate Scope 3 footprint.

A comprehensive reporting process will also be developed and implemented to track progress on these KPIs.


### Reducing emissions across the project life cycle

BESIX’s Scope 3 strategy has been implemented at all stages of construction:




Design

During the design phase, BESIX proposes optimised solutions to limit the carbon footprint by performing life cycle analysis (LCA) and assessing the carbon footprint as a design parameter. To facilitate long-term reuse and recycling, material passports are developed in combination with BIM to store the environmental data in a centralised digital platform.



Build

Besides low-emission equipment and alternative fuels, BESIX also proposes low-impact building materials through a sustainable supply chain with a specific focus on alternatives to traditional ready-mix concrete, rebar, and (structural) steel.



Operations & maintenance

BESIX develops solutions for next-generation smart buildings by using artificial intelligence, minimising energy costs, optimising the use of energy and facilitating their long-term maintenance.

A good example of smart building is the BESIX Nederland and Socoetra Head Offices.

To address this challenge, the Procurement Department has developed a sustainable procurement roadmap, which will be implemented in collaboration with the Engineering department. In 2023, a key initiative was the organisation of a Suppliers’ Sustainability Forum. This forum brought together key vendors from the most relevant emission categories, fostering collaboration and alignment around the company’s procurement ambitions for sustainability.

For BESIX actions related to the most important scope 3 emissions ‘Purchased Goods & Services’ and ‘Use of sold products’, please refer to the chapter ‘Engineering Sustainable Value across the Value Chain” of the BESIX Activity & ESG Report 2023

CO<sub>2</sub> & energy monitoring and audits

BESIX regularly reviews and improves its progress by looking at key indicators. Monitoring consists of half-yearly calculation and analysis of companies’ GHG emissions and monitoring of carbon reduction measures.

To ensure an independent evaluation of the CO<sub>2</sub> management system’s compliance, an external assurance provider conducted an internal CO<sub>2</sub> audit. A key area for improvement identified is the definition of energy-related reduction targets. These targets should be set in addition to CO<sub>2</sub> reduction targets to comply with the upcoming Corporate Sustainability Reporting Directive (CSRD) requirements for the group’s FY2025 reporting.

BESIX is also assessed by EcoVadis on its climate mitigation progress.



# Environmental Management

BESIX prioritises minimising the footprint of its construction projects. This is achieved through several key strategies, including conducting comprehensive impact assessments to evaluate potential effects on local wildlife and habitats. The group further emphasises the importance of environmental preservation through dedicated training programmes for employees and stakeholders.

## Environmental ambitions

BESIX prioritises environmental responsibility in all its operations. This includes using energy responsibly, choosing renewable energy wherever possible and avoiding pollution. It is committed to using natural resources responsibly, minimising waste and actively promoting sustainable materials with a view to supporting the transition to a circular economy.

The group also strives to preserve biodiversity and cultural heritage. Recognising the importance of its community, it maintains open and honest relationships with neighbours and stakeholders, providing them with regular environmental information.

## Environmental approach

BESIX prioritises environmental responsibility in all aspects of its business, minimising the inherent impact of its operations. This commitment is manifested in:

- a **QHSE policy**, encompassing environmental protection, guiding the company’s environmental practices.
- an **environmental management programme**, translating the QHSE policy into operational actions.
- **Environmental rules** will be developed in 2024.

To achieve its environmental objectives and continuously improve performance, BESIX implements a comprehensive QHSE approach that notably includes:

- **Minimising its environmental impact:** the group implements ALARP (As Low As Reasonably Practicable) principles to minimise environmental impact.

- **Assessing project impacts:** BESIX assesses the environmental impact at project outset, setting clear objectives and targets.
- **Proactive QHSE culture:** the group fosters a culture that prioritises environmental responsibility and where QHSE considerations are a permanent agenda item in all meetings. It engages subcontractors to comply with its QHSE policy.

Additionally, BESIX collaborates with external environmental experts to gain specialised knowledge and ensure best practices are implemented. Robust environmental management systems are also used to minimise disruption and ensure ongoing environmental responsibility throughout the project life cycle.

By continuously monitoring and analysing key performance indicators, BESIX ensures that its ambitions are maintained and that its results are continuously improved. The review and analysis of these indicators are carried out at regular intervals.



# Minimising environmental disruption

The group takes a proactive approach to ensure that its construction projects have a minimal impact on the environment. This includes several key actions:

 <p><b>Impact management plan</b></p> <p>BESIX conducts thorough impact management plan before commencing any project. These assessments evaluate the potential impact of construction on the surrounding natural habitat and any resident species.</p>	 <p><b>Awareness &amp; training</b></p> <p>The Group fosters a culture of environmental awareness by organising training programmes for both employees and stakeholders (air pollution, biodiversity, hazardous materials, noise, nuisance, sediment dispersion, water, waste,...). These programmes emphasise the importance of preserving the natural environment and wildlife during construction activities.</p>	 <p><b>Engaging experts and environmental management systems</b></p> <p>The Group collaborates with external environmental experts to develop and implement specific environmental management systems (EMS) for each project. These EMS aim to minimise disturbance to wildlife and the natural environment.</p>
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## Water management

BESIX prioritises water conservation and responsible water use on construction sites. Particular attention is paid to the reuse of wastewater and, more specifically, concrete wash water.

Sedimentation tanks are used to reduce the suspended solids content in wash water, allowing it to be reused for washing purposes. This recycling system was successfully implemented on the Deloitte University project (Paris, France). Additionally, clean water is collected in on-site water tanks for further reuse.

Portable water treatment systems are also used whenever necessary. These systems may include pH neutralisation via CO<sub>2</sub> injection, allowing the water to be safely discharged into the sewerage system or surface water after quality control. This approach was implemented on the BNP Paribas construction site (Belgium). The QHSE department has documented this solution as a best practice for future projects.

In addition to managing water in its operations, BESIX has become a key player in environmental contracting by providing solutions for today’s growing water and waste challenges, and energy needs: wastewater and drinking water treatment plants, pumping stations, and hydroelectric installations, treatment capacity upgrades, sludge drying and valorisation (digestion, biogas re-use...), and the polishing of treated effluents to near potable water standards (ultrafiltration, reverse osmosis...).

## Circularity and waste management

The group integrates the waste hierarchy into its environmental management plans, prioritising options with the lowest environmental impact. Waste prevention takes precedence over landfill disposal, aiming to retain the value of raw materials throughout the product life cycle and its components. To promote a circular construction industry, the group assists clients in exploring urban mining, green concrete, sustainable procurement, and innovative business models.

The group’s commitment to waste minimisation is showcased at the Nachtigal hydroelectric project in Cameroon. A dedicated area separates plastics, metals, wood, paper, hazardous waste, and organic waste for composting. Although a landfill has been built, minimising waste disposal has remained a priority. Wastewater from the landfill receives lagoon treatment. This example demonstrates that waste sorting can be managed worldwide.

### BESIX Foundation CleanUp Days

BESIX Group’s CleanUp Days further exemplify the group’s commitment to responsible waste management. Launched in 2019 by the BESIX Foundation in partnership with the group’s QHSE team, the initiative has fostered a culture of environmental responsibility.

The 2023 edition, the fifth iteration, saw over 6,000 employees across five continents participate in cleaning public spaces near offices and sites. This collective effort collected more than 11 tonnes of litter. The team with the best photo from the CleanUp Day competition won a €2,500 donation from the foundation for ‘Ocean Cleanup’, an organisation dedicated to eliminating plastic pollution from the oceans.



## Biodiversity

More than a quarter of the species listed by the International Union for Conservation of Nature are threatened with extinction, while the world has lost 100 million hectares of forest in just two decades. Through its activities, the construction sector has a significant impact on nature and on biodiversity.

As described in its QHSE policy, BESIX is committed to preserving the surrounding nature in various areas of the world throughout its activities. It recognises the importance of protecting the natural habitats of flora and fauna, especially in sensitive areas such as Natura 2000 zones.

In its tendering activities, the group entities not only comply with local and clients' requirements but also develop alternative and innovative walk-around solutions to optimise biodiversity protection.

### Marine environment

To minimise environmental impact, BESIX teams conduct project-specific assessments and implement a comprehensive Environmental Management System (EMS) that complies with the IMO (International Maritime Organisation) and MARPOL (International Convention for the Prevention of Pollution from Ships) standards.

The site teams involve external experts such as biologists and oceanographers to prepare and manage construction sites in a way that respects wildlife and nature before, during, and after the project execution.

A specific focus is given on the marine projects where specific measures are applied to reduce the impact on marine life.

Marine Mammal Observation Programmes with both visual and acoustic monitoring, are implemented on all marine sites where interaction with marine mammals can be expected. The BESIX Marine Mammal Observation Programme is a component of a broader global protocol aimed at safeguarding whales and dolphins from the underwater noise generated by pile driving. This comprehensive protocol includes visual observation, the use of a bubble curtain, the implementation of a soft start procedure, and the use of passive acoustic monitoring techniques. The autonomous passive acoustic monitoring system (PAM) system automatically sends an alert to the marine mammal observers when it detects a marine mammal in the vicinity. In addition, silt curtains minimise sediment dispersion.

The Marine Mammal Observation Programme has successfully been implemented on the Tanga Jetty project in Tanzania and the Guggenheim Museum project in Abu Dhabi.

In addition, silt curtains minimise sediment dispersion. Post-construction activities include seabed restoration and, in some cases, coral and seagrass restoration programmes.

### On-land measures

To protect wildlife, fauna, and flora, management plans and noise and vibration management plans are implemented. Specific measures include wildlife fencing, adapting the timing of construction to avoid sensitive breeding periods, noise reduction during foundation work, visual mitigation for birds, use of ecologists and monitoring programmes, and bat surveys prior to tree felling. BESIX teams also actively prevent protected species from nesting on-site.

Other measures on land include, for example, the installation of insect hotels (Nordhavn Tunnel project in Denmark) and the monitoring of terrestrial fauna on the Guggenheim Museum project in Abu Dhabi (gazelles, foxes, osprey, Socotra cormorant, turtle nesting and hatching,...).

Across the European Union and around the world, invasive species threaten biodiversity, habitats, and even human health. BESIX Group is often confronted with the presence of invasive species in the course of its projects, not only in Europe, but also in the Middle East and on the international market. To limit their spread, BESIX teams have gained considerable experience in various management techniques: employee training, equipment control, and preventive measures like excavation, seed control, and the use of natural parasite. For example, at the Nachtigal hydroelectric power plant (Cameroon), BESIX teams trained local staff and took action against Lantana camara (an impenetrable bush that chokes out native vegetation), Tithonia diversifolia (which competes with local flora) and Chromolaena odorata (a major pest of crops and pastures).

### Monitoring and audit

BESIX prioritises continuous monitoring and the implementation of preventive or mitigating measures: noise, air pollution, biodiversity, water, etc. This comprehensive system ensures accurate reporting and tracking of progress. To ensure compliance with internal and external requirements, an internal QHSE audit and inspection programme has been implemented identifying areas for improvement.

Environmental audits were carried out on all 39 identified BESIX projects in Europe, the Middle East, and the international markets. These internal audits did not identify any areas of non-compliance.

Additionally, the group undergoes external audits that result in ISO 14001 certification, demonstrating its commitment to best environmental practices. It is also assessed every year by EcoVadis on its environmental performance.





03

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# People Engagement

BESIX recognises the significant influence built environments have on people’s well-being. The group prioritises the comfort and well-being of its stakeholders by fostering a positive and safe work environment for both employees and those it interacts with on-site and off-site.

## Building a culture of care

Its commitment to people engagement is exemplified by the “BE SAFE” and “WeCare” programmes. Designed for seamless implementation across its global operations, these programmes create a foundation for a supportive and secure work environment.

Within its social pillar, BESIX prioritises the Sustainable Development Goals (SDGs), particularly SDG 3 (Good health and well-being), SDG 4 (Quality education), SDG 5 (Gender equality), SDG 8 (Decent work and economic growth), SDG 11 (Sustainable cities and communities), and SDG 16 (Peace, justice and strong institutions).

Through the following 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 & well-being
- Growing as a preferred employer
  4. Employee growth and development
  5. Fair working conditions
  6. Promoting diversity & inclusion

While the group’s Key Materiality Topics (KMTs) currently provide a solid foundation, a more comprehensive update is planned for 2024. This revision will ensure alignment with the latest findings from the double materiality assessment and the ESRs (European Sustainability Reporting Standards). This will allow the group to leverage valuable insights and refine its social pillar strategies for maximum impact.



# Increasing people’s safety & comfort

BESIX prioritises a healthy and safe work environment, aiming for zero accidents for all personnel, including subcontractors. In 2018, this commitment took shape as a comprehensive safety culture strategy with four pillars: leadership, participation, knowledge, and accountability. Their ongoing dedication is further evidenced by the 2023 Safety Pledge, endorsed by senior management and implemented across all projects and sites, demonstrating their commitment to safety for everyone.

## Ensuring a safe workplace

BESIX places the highest priority on creating a safe work environment for all employees and stakeholders, on and off site. As the group is active all over the world and because of the broad diversity of its workforce in terms of nationality, language and culture, it is important to make sure that everyone and everything is understood correctly.

To achieve this, the group fosters a culture of “caring for one-self and for each other,” encouraging safe behaviour at all times. A key driver in this process is its Safety Pledge, which outlines four core principles that guide behavioural change within the organisation.

## Health & safety ambitions

BESIX is committed to creating a safe work environment with “zero accidents and incidents” for all employees and subcontractors, regardless of position.

### Safety First: A zero-accident goal

The group ensures to develop a strong and positive culture in the field of health and safety.

BESIX wants to ensure that no accident occurs, through consistent adherence to safety rules and a mindset of continuous improvement. The group wants to go the extra mile to put these ambitions into practice with respect for its staff and partners. This commitment extends beyond its own operations, fostering a collaborative safety environment with clients, employees, and partners.

## Health & safety approach

BESIX prioritises health and safety responsibility in all aspects of its business, minimising the inherent impact of its operations. This commitment is manifested by:

- a **QHSE policy**, serving as a guiding document for the health and safety practices.
- the **Declaration on Healthy and Safe Workplaces**, demonstrating that health and safety is a priority for BESIX Group.
- a **Health and Safety Management Programme**, translating the QHSE policy into operational actions via the Safety Pledge and the four fundamental Safety Principles, supporting the ‘zero harm’ objective.

To achieve its ambitious goal of zero accidents and incidents for all employees and subcontractors, BESIX implements a multi-faceted approach:

- **Leadership commitment:** Senior leaders demonstrate a strong commitment to health and safety by creating safe working conditions.
- **QHSE integration:** QHSE considerations are a permanent agenda item in meetings at both company and project levels.
- **Project-specific risk management:** At the start of each project, the group conducts a thorough QHSE risk assessment, including setting clear objectives and targets to minimise and control potential impacts.
- **Operational excellence support:** BESIX provides ongoing support to its operations in achieving health and safety excellence. This collaborative approach ensures the implementation of best practices for accident prevention.
- **Stakeholder engagement:** The group works closely with clients, business partners, subcontractors, and local communities to promote safety throughout projects. This extends to encouraging subcontractors to operate in full agreement with the QHSE policy.

The group ensures continuous improvement by rigorously monitoring and analysing key performance indicators (KPIs). This regular evaluation process helps the group stay focused on its ambitions and achieve even better results.

## ISO 45001: Occupational Health and Safety Management Systems

BESIX has implemented its Health & Safety Managing System, which has been ISO 45001 certified in most group entities since 2020 and features elements such as the Global Safety Time Out, internal audit programmes, toolbox meetings , etc. This ongoing commitment to safety and health reflects the company’s dedication to its employees’ well-being.



Building a culture of safety excellence

1

HEALTH & SAFETY AMBITION

BESIX is committed to creating a safe work environment with “**zero accidents and incidents**” for all employees and subcontractors, regardless of their position.

2

SAFETY PLEDGE

The pledge prioritises **caring for all individuals who work for the group**, including suppliers and subcontractors, and emphasises the group’s critical risk control focus and senior management leadership expectations. It is translated into four key principles: Life Saving Rules, BE SAFE, Management Safety Walks, and Subcontractor Engagement.

3

4 FUNDAMENTAL PRINCIPLES

Life Saving Rules	BE SAFE	Management Safety Walks	Subcontractor Engagement
A set of <b>10 illustrated safety rules</b> guide workers & supervisors during critical tasks in their core operations.	Behavioural-based safety programme: this programme fosters a proactive safety culture throughout the group via a community of <b>BE SAFE Ambassadors</b> .	<b>Regular inspections</b> enable senior management and site leaders, together with project teams and subcontractors, <b>to identify and address potential risks</b> .	BESIX actively <b>collaborates with subcontractors to ensure their safety practices align</b> with those of the group.

4

IOSH-CERTIFIED TRAINING PROVIDER

To support the Safety Pledge, the group is an IOSH-certified training provider delivering **two core courses ‘Managing safely’ and ‘Working safely’**. These courses are tailored to the best practices in the construction industry and to BESIX’s core occupational health and safety programmes.

BE SAFE

Launched in 2019, the BE SAFE programme, a behaviour-based safety initiative, strengthens a growing network of employee volunteers known as BE SAFE Ambassadors. These volunteers are trained by the QHSE team and lead by example. Their role is to improve safety by proactively identifying risks in their work environment and engaging in daily conversations with colleagues. They focus on both the constructive correction of unsafe behaviour and the recognition of positive safety practices. Observations and feedback are reviewed monthly with the project management to ensure continuous improvement.

Designed to promote a culture of care and positive behaviour change at all levels, the programme started in 2019 with 151 ambassadors and has since grown to 537 ambassadors by the end of 2023. The BE SAFE principles, designed to shape BESIX’s culture of safety, are supported by a comprehensive programme that includes observations, feedback, corrections and improvements, rewards, and training and coaching activities.

This growing community of BE SAFE Ambassadors helps people behave safely on-site and demonstrates the group’s ongoing commitment to safety.

BE SAFE Ambassadors		
2021	2022	2023
400	436	537

Management Safety Walks

Besides quarterly site inspections by the QHSE team, Management Safety Walks are organised 6 to 7 times a year by the operational management.

Leadership and workers’ participation are best demonstrated during Management Safety Walks on site and even more when senior executive management participates. This principle demonstrates their concern and dedication to ensuring the well-being and safety of all individuals employed by the group, directly or indirectly, across projects, sites, and facilities.

In 2023, an impressive number of 3,124 Management Safety Walks were undertaken, with BESIX senior executives participating in 477 of them.

Management Safety Walks by project teams (on +5,300 sites worldwide)		
2021	2022	2023
2,500	3,229	3,124
Management Safety Walks with senior operation managers and directors (on +5,300 sites worldwide)		
758	640	477

IOSH-certified Occupational Health & Safety Training Centre

The group prioritises the safety and health of its employees through a comprehensive training programme built around the Institution of Occupational Safety and Health (IOSH) certified courses. IOSH training courses are an integral part of the group’s occupational health and safety risk management.

Since achieving the status of certified IOSH training centre in 2019, BESIX has been delivering high-quality safety training programmes internally. Its core IOSH courses, “Managing safely” & “Working safely” support the BESIX Safety Pledge.

BESIX ‘s safety training integrates aspects of ISO 45001, VCA, and best practices in health and safety. A blended learning approach is used, combining e-learning modules with interactive and participative workshop sessions to consolidate employee understanding of all aspects covered.

Looking ahead, BESIX plans to revamp both courses in 2024 to ensure they remain aligned with recent company management system updates and evolving safety best practices.

IOSH training courses		
2021	2022	2023
800	294	384

Global Safety Time Out

Since 2008, BESIX has been conducting an annual Global Safety Time Out, a one-hour brainstorming session that brings together employees, clients, partners, and subcontractors worldwide. This collaborative effort addresses challenges in occupational health and safety (OH&S).

Number of participants in Global Safety Time Out sessions/year		
2021	2022	2023
28,705	24,485	21,580

Improving safety performance

The group remains committed to achieving its zero incidents ambition and ensuring a safe working environment for its employees, business partners, and subcontractors.

BESIX is taking a multi-faceted approach to improve safety performance. Its strategy focuses on strengthening its current safety plan and reinforcing its four core Safety Principles supported by OASIS, a new digital platform designed to enhance knowledge and competence in the safe management of occupational health and safety risks, ultimately leading to a reduction in injury rates.

Looking towards 2024, the group remains unwavering in its commitment to continuous improvement. This includes conducting rigorous investigations of all incidents and disseminating the acquired knowledge across the entire organisation. The ultimate objective remains to achieve an incident- and injury-free work environment for all.

Injury rate	2020	2021	2022	2023
LTIFR (Lost time injury frequency rate = number of work accidents with lost time*1mio/worked hours) (DIRECT Staff/JV Partner)	2.85	2.28	2.87	3.39
TRIF (total recordable injury and illness frequency) (DIRECT Staff/JV Partner)	4.28	3.17	4.77	4.77
SR (severity rate = number of lost days*1000/worked hours) (DIRECT Staff/JV Partner)	0.07	0.08	0.05	0.10

## Healthcare measures and well-being at work

BESIX recognises that a happy and healthy workforce is essential for success. By promoting a supportive work environment, the group takes a proactive approach to the well-being and job satisfaction of its employees.

The “We Care” programme, work-life balance initiatives, and robust reporting mechanisms demonstrate the group’s commitment to employee well-being. These programmes create a safe, supportive, and rewarding work environment where employees can thrive.

### Health & well-being ambitions

BESIX is committed to taking the next step to ensure that its employees not only go home physically well but also mentally well. This includes promoting a healthy and supportive work environment, implementing ergonomic practices, prioritising safety, and addressing mental well-being through preventive measures.

### Health & well-being approach

Besides the QHSE policy, the Health and Safety Management Programme, and the Declaration on Healthy and Safe Workplaces, the ambition is expressed through:

- **a grievance mechanism**, which ensures the effective resolution of any personal work-related grievance, harassment, or discrimination.
- **a General Code of Conduct**, which lays out the group’s principles, standards, and the moral and ethical expectations that employees must follow.
- **a Diversity and Inclusion Policy**, which fosters a workplace that values and respects all employees, regardless of background, leading to a more creative and innovative workforce, and creates a sense of belonging.
- **a teleworking policy**, which allows employees to work remotely.

The group takes the necessary measures to support the employees (information, assistance,...), establishes a procedure and continuously monitors compliance with this commitment.

To achieve its commitment, BESIX participated in and supported programmes throughout 2023 to encourage both the physical and mental well-being of its employees. The “We Care” programme is a cornerstone of this approach. This programme fosters employee well-being throughout their journey with the company. It starts with a smooth onboarding experience and continues with ongoing professional development opportunities, and also teleworking, flexible hours, and satellite offices.

### Encouraging employee feedback

Since 2014, the group has reinforced its commitment to a respectful working environment.

### Engagement survey

Every three years, BESIX conducts an engagement survey to analyse the working environment and identify areas for improvement. In 2024, the group will conduct a new engagement survey for all of its employees.

These surveys, along with an enhanced listening strategy, give employees ongoing opportunities to share feedback. This valuable input helps the group create an environment of trust, engagement, and inclusion. As an example, employee surveys consistently rank work-life balance as the most desirable benefit, exceeding even attractive salaries and bonuses.

### Upward feedback

Open communication is a cornerstone of the programme, with the group providing ongoing opportunities for employees to share feedback and concerns. To improve leadership within the business, the group has established a “180° / Upward Feedback” process which enables employees to assess the role of their managers in their development. This process is an opportunity for employees to speak up and provide feedback on various aspects of their line managers’ leadership.

### People risk assessment

BESIX conducts regular risk assessments, analysing factors like workload, work conditions, and interpersonal relationships that can contribute to stress and burnout. This proactive approach allows the group to identify potential issues early and implement preventive measures.

### Breaking the stigma on mental health

Mental health is just as important as physical health. The group aims to be an industry leader, ensuring its workers return home healthy in every sense of the word.

### Work-life balance

Work-life balance is another key aspect of the group’s commitment. Employees can leverage flexible work arrangements, such as telework and flexible hours, to achieve a better balance between work and personal life. Additionally, satellite offices provide employees with additional options for managing commutes and work environment preferences.

### Grievance mechanism and Confidence Officer network

The group has established a robust grievance policy and reporting mechanism for personal or work-related complaints, bullying, or discrimination. This mechanism encourages the internal resolution of issues before situations escalate. Employees can report concerns to either an external service for prevention and protection at work or to the internal network of Confidence Officers. The Confidence Officers’ network offers a safe space for employees to confidentially discuss any work-related issues, including stress, burnout, bullying, or harassment.

These individuals serve as a first point of contact for employees experiencing any psychosocial issues at work. They provide confidential advice, support, and may mediate concerns upon request, escalating issues to prevention advisors if necessary.

# Growing as a preferred employer

The group prioritises employee engagement and development by fostering a culture of mutual respect and continuous growth.

## People ambitions

BESIX Group is committed to developing long-term relationships, safeguarding fair working conditions, promoting and protecting the well-being of all its employees. BESIX commits to constructing diverse teams that mirror a spectrum of socio-economic and cultural identities. This focus ensures equal opportunities for professional development for all employees, while promoting awareness and appreciation of diversity among employees and management.

## People approach

This commitment manifests itself in the following elements:

- **International Framework Agreement**, promoting decent working conditions and protecting the well-being of all employees and workers employed by the group, as well as subcontractors.
- **Worker Welfare Guide**, aligning suppliers with the decent working conditions guidelines in the Middle East.
- **Diversity & Inclusion Policy**, fostering a workplace that values and respects all employees, regardless of background, leading to a more creative and innovative workforce, and giving a sense of belonging.
- **Grievance mechanism process**, ensuring the effective resolution of any personal work-related grievance, harassment, or discrimination.
- **General Code of Conduct**, laying out the group’s principles, standards, and the moral and ethical expectations to which employees must adhere.

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.

By regularly monitoring and analysing key data points (KPIs), the group makes informed decisions to drive continuous improvement and achieve even greater results.

### Emphasising the BESIX culture

BESIX Group views diversity as an opportunity for continuous co-creation and innovative teamwork. It has decided to highlight the BESIX corporate culture #bettertogether through six behaviours. The first letters of each of these six attitudes are combined to form the word BETTER: Be inclusive, Eagerness, Take ownership, Trust, Engaging teams, Resolve together. Inclusion is at the heart and is linked to the value of respect. These are the foundations on which the group’s success is built. The group’s approach to diversity and inclusion is set out in this new internal programme.

	2021	2022	2023
Total employees	11,497	12,063	10,382
Total new hires	989	1,047	1,305
Length of service average (y)	9.6	9.7	10.21

Employee engagement is a key measurement of the success of its People strategy. The group conducts an engagement survey every three years, the last of which took place in 2021. Results from the survey are used to identify strengths and areas for improvement, and an action plan is developed accordingly. While the group continues to prioritise career development and feedback, the triennial survey provides an opportunity for employees to communicate anonymously about their working environment and helps teams develop action plans based on their reality. The next engagement survey will be organised within the whole group in 2024.

## Employee growth and development

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

### BESIX Academy

BESIX Academy, BESIX’s growth and development programme, provides employees with a multi-faceted approach to learning. Face-to-face courses at the BESIX Training Centre provide focused learning, while the e-Academy offers a growing library of online courses on relevant topics such as Teams, Cybersecurity,and GDPR. BE PRO, the BESIX Experience in Project Rollout tool within the e-Academy, equips employees for successful project management.

BESIX Academy prioritises ethics with a mandatory e-course on the General Code of Conduct. Courses on change management, environmental permits, and sustainability reflect the programme’s commitment to meeting employees’ evolving needs.

The group organises training courses both in collaboration with internal experts and with external training providers.



Investing in employee growth

The **8,000-hour increase** in training sessions in 2023 represents a substantial investment in employee development. This growth signifies a strategic shift towards a more empowered and well-equipped workforce, prepared to excel in a dynamic and increasingly complex business landscape.

Training*	2021	2022	2023
Number of e-courses	35	42	78**
Total training hours	10,650	20,631	28,259*
Total number of participants	1,652	2,785	3,537

\* Data are valid for BESIX SA and all entities directly related to BESIX SA (BESIX RED, BESIX Group, Six Construct, BESIX Ivory Coast, Morocco, Canada, etc.);

\*\* All entities except BESIX Watpac

NB: 2021 & 2022 data concern NV BESIX SA, BESIX France, BESIX RED, BESIX International. 2023: NV BESIX SA, BESIX France, BESIX RED, BESIX Nederland, BESIX International, Six Construct. Without hours on E-academy.

The BESIX Development Academy: expanding horizons

Launched in late 2021, the BESIX Development Academy (BDA) has become a cornerstone of talent development. Building upon the success of the initial engineering training path, 2023 witnessed a strategic expansion of the programme.

- **Reaching new audiences:** A total of 95 international colleagues from the BU International business unit were invited to participate in the BDA programme, fostering knowledge exchange and collaboration across geographical boundaries.
- **Tailored learning for Dubai:** Recognising the unique needs of the Middle Eastern region, a dedicated BDA programme was launched in Dubai, to meet the specific requirements of 90 employees based there. This strategic move ensures training programmes are customised to regional contexts while facilitating knowledge exchange between operational units.
- **Equipping trainers:** Over 80 % of BDA sessions in Belgium are delivered by BESIX managers. To ensure high-quality programme delivery, these managers participate in a dedicated “Train the Trainer” course to hone their instructional skills and maximise the learning experience for participants.

Building a positive and inclusive culture

BESIX remains committed to cultivating a positive and inclusive work environment. To deepen the integration of core values and foster a sense of belonging, a BESIX culture training has been incorporated into the BESIX Development Academy programme.

- **Embedding values:** This integration ensures that everyone actively contributes to and benefits from the company’s dynamic organisational culture.
- **Bridging generations:** Recognising the diverse generational dynamics within the workforce, a new “Managing Across Generations” training programme was introduced. This initiative equips managers with the skills to coach Generation Y & Z employees more effectively, promoting harmonious collaboration across age groups.
- **Embracing diversity:** BESIX actively promotes a multicultural and gender-balanced workforce. Through unconscious bias training, BESIX ensures to create an environment where everyone feels valued, respected, and empowered to reach their full potential.

Aligning with the Sustainable Development Goals

Sustainability has become a core focus area for BESIX. To equip employees with the knowledge and tools necessary to contribute to the company’s ambitious sustainability goals, new training programmes have been implemented.

- **SDG Awareness Workshop:** In 2023, BESIX Group launched a comprehensive SDG Awareness Campaign to engage its employees and increase their participation in the sustainability agenda. These sessions, in partnership with CIFAL, help BESIX teams understand the SDGs and their relevance for the organisation. Employees can contribute to BESIX Group’s sustainability goals by incorporating sustainable principles into their daily tasks.
- **Strengthened sustainability & ESG training:** Specific workshops and webinars were launched in 2023 for the upcoming challenges of the Corporate Sustainability Reporting Directive (CSRD) and the EU Taxonomy. These training sessions were bolstered to provide employees at all levels with the necessary tools and insights to ensure that they understand their role in driving positive environmental and social change.

By aligning the workforce with the group’s sustainability goals and equipping them to address future reporting requirements, this initiative positions BESIX for long-term success in a sustainability-driven future.

Fair working conditions

BESIX Group prioritises the well-being and dignity of all its employees and workers, regardless of their background. This commitment extends to everyone employed by BESIX worldwide, as well as its subcontractors and suppliers.

Its commitment to fair labour practices is evident in three key areas:

- **International Framework Agreement:** In 2017, BESIX signed an agreement with the Building and Wood Worker’s International (BWI) union to ensure fair labour standards. This agreement enables regular inspections of construction sites and worker accommodations by union representatives. Recent inspections across several countries revealed positive results. BWI representatives expressed satisfaction with the worker welfare standards provided by BESIX. BESIX also cares about workers’ rights in general, providing a clear guide translated for migrant workers and campaigning for safety and decent working conditions as a basic right for everyone at work (through the ILO).
- **Subcontractor monitoring and compliance:** BESIX recognises the importance of extending these high standards to its subcontractors. Following successful compliance with client-mandated welfare standards like those of the Supreme Committee in Qatar and Dubai EXPO 2020,

BESIX has shifted its focus to ensuring that its subcontractors meet the same high standards.

Subcontractors contractually commit to meeting BESIX’s welfare standards, and internal teams verify compliance. Similar to direct employees, value chain workers benefit from these high standards. The HR Welfare Team intervenes if serious issues arise.

Clear communication is key. Six Construct, BESIX’s Middle Eastern entity, held 126 meetings and communications in 2023 to explain subcontractor guidelines. This ensures everyone understands and upholds BESIX’s ethical standards.

- **Permanent social dialogue with workers’ representatives:** Recognising the importance of the workers’ voice, Six Construct established a Workers’ Welfare Committee. This committee, composed of 7 elected worker representatives, provides a direct channel for workers to raise complaints and engage in discussions with management who attend the meetings.

Quarterly meetings between the committee and management ensure transparency and allow for joint solutions to any worker well-being concerns.

	2017 - 2022	2023
Project audited	Dubai EXPO 2020, Belgian and French pavilion (UAE)	Guggenheim Museum & Zayed National Museum (UAE) and the Lusail Towers (Qatar)
Number of Six Construct's offices and living facilities audited by the client	27 (100 % compliant)	42
Number of Six Construct audits on its subcontractors	58	89



## Promoting diversity and inclusion

BESIX prioritises a culture of mutual respect and continuous growth to engage and develop its workforce. The group actively promotes diversity and inclusion with a grading process, resulting in its staff representing over 110 nationalities and diverse cultural backgrounds, which further enriches the working environment at all levels. BESIX fosters an inclusive environment where everyone feels valued and supported, believing this will attract top talent and drive organizational success.

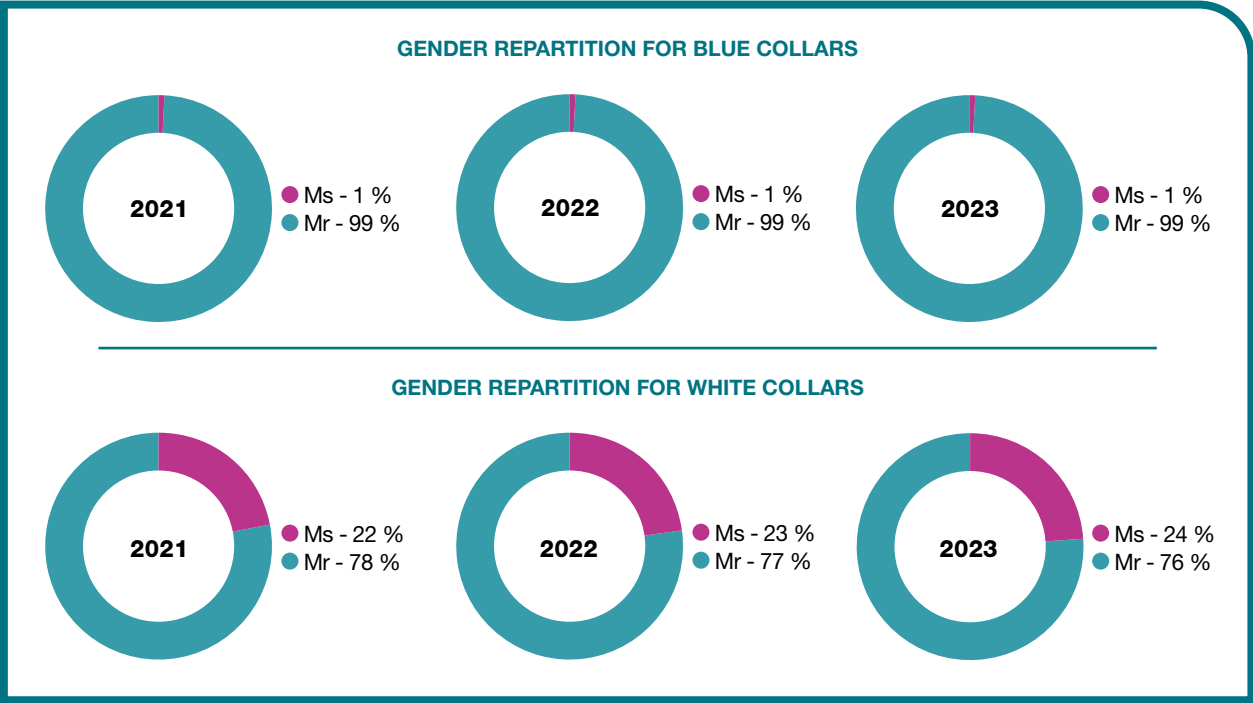
It offers a challenging and diverse work environment where employees can grow their careers, acknowledging the construction industry's shift towards digitalisation and increased opportunities for gender equality.

The BESIX grading system based on core competencies aims to contribute to salary fairness and career development for all

employees. This system focuses on skills and performance, regardless of experience or gender. It clarifies management priorities and helps employees understand their role within the company. The group believes that recruiting the right person for the job is essential, regardless of their background, age, or gender.

### Bridging the gender gap

Although BESIX offers a fully gender-neutral benefits and salary structure, as well as attractive parental leave policies, women are still well represented in support roles, but have yet to achieve parity in project operations management. While recent promotions show a positive trend towards balanced advancement for women and men, female representation at the top management level remains below 10 %. However, BESIX is confident of positive change, citing similar promotion rates for women and men in recent years. This suggests a pipeline of talented women coming through the ranks, with the hope of reaching senior positions in the future.





# Societal Engagement

BESIX operates with a deep understanding of its role in society. This engagement, known as Societal Engagement, means taking responsibility and creating a positive impact in two key areas, the group’s value chain and the local communities surrounding its construction sites.

To support society, the group is particularly focused on achieving goals related to quality education (SDG 4) and clean water (SDG 6), decent work (SDG 8), and working together to achieve these goals (SDG 17).

By focusing on both long-term partnerships and the well-being of the people and places it interacts with, this engagement is translated into two main commitments and on four ‘Key Materiality Topics’ (KMTs) :

- Promoting local & economic development
  1. Local and social economy
  2. Social initiatives
- Being inclusive with authorities and NGOs
  3. Responsible public affairs
  4. Sustainable partnership with NGOs

The KMTs highlight BESIX’s direct community engagement (local employment, social initiatives) alongside collaboration with NGOs and authorities to improve society and the environment.

BESIX recognises the strength of its current Key Materiality Topics (KMTs) for societal engagement. However, to maximise impact, an update is planned for 2024. This update will incorporate insights from the recent double materiality assessment and anticipate the ESRS (European Sustainability Reporting Standards).



# Promoting local socio-economic development

BESIX is deeply connected and committed to local economies and labour forces, considering its global and worldwide operations.

## Local and social economy

### Local socio-economic ambitions

BESIX Group is committed to supporting local communities through its involvement with local stakeholders and community-driven initiatives, supporting local communities through the BESIX Foundation. BESIX believes in building strong partnerships with the communities in which it operates.

### Local socio-economic approach

By prioritising local partnerships and actively supporting local communities, BESIX aims to create a positive and lasting impact wherever it operates.

This commitment manifests through the following elements:

- **General Code of Conduct**, laying out the group’s principles, standards, and the moral and ethical expectations that employees must follow.
- **Diversity and Inclusion Policy**, fostering a workplace that values and respects all employees, regardless of background, leading to a more creative and innovative workforce, and creating a sense of belonging.
- **Procurement Sustainability Ambition Charter**, aligning the suppliers on the group’s sustainability strategies and action plans.
- **Innovate Reconciliation Action Plan**, at BESIX Watpac, aiming at increasing economic independence of Aboriginal and Torres Strait Islander peoples in construction.

This ambition translates into a two-pronged approach. BESIX embraces a “think global, act local” approach to procurement.

- **Direct engagement**: BESIX actively collaborates with local stakeholders and supports community-driven initiatives. This ensures that projects benefit the local population and contribute to long-term social and economic well-being.
- **BESIX Foundation**: The foundation serves as a powerful vehicle for supporting local communities. Through its various programmes and initiatives, BESIX makes a significant impact on the lives of those they touch.

The group ensures continuous improvement by rigorously monitoring and analysing Key Performance Indicators (KPIs). This regular evaluation process helps the hroup stay focused on its ambitions and achieve even better results.

### Encouraging the local economy

The group actively supports the local social economy wherever possible. In many countries, BESIX hires local talents to work on its projects, adhering to local laws. Specialists from outside are brought in only when specific skills aren’t readily available locally. This approach ensures quality work, while providing valuable training and skill development opportunities for local residents.

The group tries to buy supplies from local companies whenever possible. This helps reduce pollution and puts money back into the local community. BESIX also builds strong relationships with local suppliers and tries to work with them for the long term.

In 2023, the BESIX Foundation supported “Les Petits Riens,” a well-known Belgian social economy project. This organisation helps underprivileged individuals achieve sustainable independence by collecting, sorting, reselling, and transforming used goods. The foundation also funded the creation of new housing facilities for young people in Forest (Brussels) through the @HOME18-24 project.

BESIX believes in collaborating with all partners to achieve optimal results for each project. This includes securing the highest quality supplies and services, while simultaneously fostering the growth of the local economy.

The group aims to work with all their partners to achieve the best possible results for each project. This includes obtaining the highest quality supplies and services, while helping to grow the local economy.

### Building an inclusive workforce

BESIX prioritises local talent. This approach fosters social and economic development while boosting professional skills within the communities they work in. The group achieves this by offering ongoing job-related training programmes for their local employees. Additionally, the BESIX Foundation’s “Right2Learn” programme provides IT and English language courses, empowering local workers and preparing them for future opportunities. This programme has trained over 1,252 workers to date and more are expected in 2024.

BESIX actively seeks ways to maximise local participation in its projects wherever possible. This approach contributes to the long-term social and economic development of the region.

The BESIX Foundation further strengthens its local involvement. In Belgium, it supports twelve associations focussing on social integration for disadvantaged or disabled people, as well as refugees. These organisations, including Amonsoli, Baby-Bulle, AJMO, Dinamo, Inter-Action, Solidariteit-Huisvesting, Les Pilotis, Les Sentiers, Les Ateliers du Soleil, AMO Tempo, Armen Te Kort, La Marguerite, and Lazare provide housing, social, and educational support. In 2023, the BESIX Foundation allocated over €200,000 to these vital projects.

Social inclusion and Indigenous employment in Australia

BESIX Watpac, a BESIX subsidiary in Australia, demonstrates a strong commitment to creating employment opportunities for local Indigenous people. They actively create jobs, training programmes, and business opportunities for First Nations Peoples. For example, on the GMHBA stadium project in Geelong, a minimum of 1 % of procurement is allocated to Indigenous-owned companies. BESIX Watpac acknowledges and respects the history and culture of the Indigenous community. Their Reconciliation Action Plan and Indigenous Employment and Training Framework 2022 - 2024 further solidify their commitment to a sustainable future for Aboriginal and Torres Strait Islander people. This framework provides training pathways such as apprenticeships and traineeships, empowering local communities and Indigenous people to gain sustainable employment.

Social initiatives



BESIX Foundation has been supporting social projects in education, construction, and the environment since 2009, providing both financial and skill-based sponsorship. With some 390 funded projects in Belgium, Asia, Africa, and the Middle East, since its creation, the foundation has reached nearly 100,000 beneficiaries and received 7 awards. In addition, more than 20,000 volunteers have contributed to global projects through the BESIX Foundation over the past 15 years.

Volunteering	2020	2021	2022	2023
Activities	28	28	32	37
Participation	1,476	2,235	3,553	6,539
Hours	2,255	3,329	5,810	8,003

During the 5<sup>th</sup> BESIX CleanUp Day, 6195 colleagues in 44 locations across 5 continents collected over 11 tonnes of waste. BESIX Foundation has been supporting the Belgian organisation “Opération Thermos” since 2010, and in 2023, volunteers spent 17 evenings serving 2,500 meals to the homeless in Brussels and Liège.

Supported projects

BESIX Foundation has created two of its own projects: Right2Learn and KiddyBuild.

- **Since 2012, the Right2Learn** programme teaches basic computer and web skills to unskilled workers in the Middle East, while BESIX Group employees volunteer to coach and teach. In parallel, Wi-Fi has been installed in all of the group’s employee accommodation facilities in the Middle East. In 2018, basic English classes were launched. The programme was temporarily suspended due to the Covid-19 health crisis, and the English classes resumed in 2022. In 2023, the project benefitted 161 students, in Dubai and Poti (Georgia).
- **Since 2014, the KiddyBuild** programme offers disadvantaged children a one-day training to visit BESIX sites, discover different jobs, and learn about construction industry trends. Four Belgian sites hosted 134 youngsters in 2023.
- **KiddyBuild in class** was developed as a more flexible programme during the Covid-19 pandemic, where volunteer colleagues come into the classroom to introduce children to the construction sector and its realities thanks to a BESIX-patented board Game created to celebrate the foundation’s 10th anniversary. In 2023, 15 colleagues volunteered to organise 14 mornings for the benefit of 425 children.
- **DiscoveryBuild: the Belgian associations** ADEB and Constructiv have joined forces to launch this new educational initiative for secondary, technical, and general education students.

Since 2012, a total of 159 teachers and 3077 children have actively participated in these activities.

- **TeachBuild:** Launched in 2019 with Constructiv, this project allows technical and general education teachers to discover or get an update on developments in the construction sector. In addition, BESIX Foundation is also a partner of the Entr’Apprendre’s project of the Fondation pour l’Enseignement. A total of 39 teachers have been actively involved in these activities since 2019.

Financial support

In 2023, the BESIX Foundation provided €262,021 of financial support to 32 associations, including Armen Te Kort and Lazare.

Financial support	2020*	2021	2022	2023	Total 2009**-2023
Amount in euros	262,500	213,324	244,267	262,021	4,808,298
Projects	9	25	28	32	375
Beneficiaries	2,783	4,460	7,012	3,464	97,267

\* 2020: the Covid-19 health crisis imposed lock downs  
\*\* 2009: creation of the BESIX Foundation

“The activities offered by BESIX are learning tools that can help children solve problems in a much more flexible, creative and collaborative way. The children learn a whole new language and experience something totally new. And the presence of skilled people from the business world in the classroom enriches the courses. The kids love it and so do we.

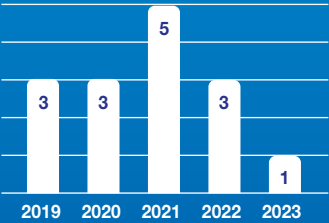
N. Moro, teacher at the La Bruyère-Horta school, on the KiddyBuild programme

More information on all projects supported by the BESIX Foundation:



Key figures  
**+40 suppliers listed in Belgium**  
in socio-economic development projects

Projects in socio-economic development supported by BESIX Foundation



**€5,000**  
Financial support for this project

**+19,500**  
Volunteer colleagues\*

**+375**  
Projects supported\*

**+97,500**  
beneficiaries\*

**+7**  
awards\*

\* Since 2009



Beneficiaries of (external) supported projects

Invested amount (%)	2020*	2021	2022	2023	Total 2009** - 2023
Underprivileged	45 %	69 %	47 %	74 %	59 %
Physically challenged	0 %	24 %	28 %	6 %	14 %
Refugees	13 %	0 %	15 %	0 %	2 %
Drop outs	42 %	5 %	4 %	16 %	9 %
Environment	0 %	2 %	6 %	4 %	10 %
Others	0 %	0 %	0 %	0 %	4 %

\* 2020: the Covid-19 health crisis imposed lock downs  
\*\* 2009: creation of the BESIX Foundation

Number of projects supported		2020*	2021	2022	2023	Target 2024
By pillar	Environment	1	6	8	6	Continue to strengthen activities around the Environment pillar
	Construction	2	18	18	13	
	Education	9	12	18	22	
By country/ region	Belgium	7	21	23	23	1/5 abroad
	Africa	2	2	3	5	
	Middle East	0	1	2	0	
	India	0	1	0	0	
	Other	0	0	0	2	

\* 2020: the Covid-19 health crisis imposed lock downs

Investment type (%)	2020*	2021	2022	2023
Buildings	13 %	62 %	67 %	49 %
Staff	54 %	15 %	9 %	29 %
Equipment	22 %	22 %	23 %	22 %

\* More than €350,000 was given as financial support over 2020 to 9 different projects. 54 % of the 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.

Internal belonging

Through the following actions, a vote is requested from the group’s employees:

	2020*	2021	2022	2023	Total 2009**-2023
Staff Award (votes ***)	1,496	-	528	-	6,416
Projects introduced by a colleague	21	9	18	10	322
KiddyBuild ambassadors	-	6	6	52	64
Volunteering colleagues in BESIX Foundation’s initiatives	1,401	2,155	3,506	6,539	+20,000

\* 2020: the Covid-19 health crisis imposed lock downs  
\*\* 2009: creation of the BESIX Foundation  
NB: Vote organised among a restricted group or all the group’s employees to choose for their favourite project of BESIX Foundation from a shortlist of ten

Being inclusive with authorities and NGOs

BESIX Group recognises that collaboration is key to its success, not only among its employees, but also with clients, partners, subcontractors, authorities, and NGOs. Through co-creation and teamwork, the company can achieve its goals and maintain its position as a leading player in the industry.

Responsible public affairs and communications

Direct engagement with stakeholders

BESIX strives to keep its stakeholders informed through a multi-channel approach. Activity reports, websites, social media, and press activities keep external audiences, including media, institutions, and local communities, informed. Annual press conferences offer direct interaction with leadership media, while press releases update them. The group prioritises addressing concerns through a complaint register system, reviewed by the QHSE department. A whistleblowing process allows confidential reporting of potential issues. Finally, BESIX Group uses its website and social media to communicate its sustainability and ESG actions to stakeholders.

Group overall monitoring

BESIX Group wants to streamline its public affairs efforts by explaining policies, assisting lawmakers in creating better policies and laws, and advocating for issues that could impact its operations and reputation. This centralisation and coordination aims to strengthen the group’s reputation and ensure successful operations.

Personal Data Management

BESIX Group respects and advocates for the fundamental right of personal data protection. The group has established a General Data Protection Regulation (GDPR) network to ensure compliance and to contribute to social progress. European rules have been integrated into critical processes and ICT tools in the group’s Integrated Management System.

Sustainable partnerships with NGOs

BESIX recognises that achieving long-term success requires collaboration with key partners. This includes working

alongside NGOs that share our commitment to human rights and environmental well-being.

In 2023, BESIX partnered with various stakeholders, including NGOs, to conduct a comprehensive double materiality assessment. This collaborative approach helped to identify key ESG priorities, risks, and opportunities, ultimately shaping its sustainability strategy.

BESIX participated in the COP 28 in Dubai last December 2023, demonstrating its commitment to sustainability and its initiatives for a more sustainable construction industry.

Building partnerships with local expertise

The group actively seeks opportunities to partner with local NGOs, with the support of the BESIX Foundation, to understand and address the specific needs of communities where it operates. This collaborative approach ensures its efforts have a positive and lasting social and environmental impact.

Sharing Global Compact targets and ambitions

Since 2016, BESIX has been a UN Global Compact signatory and reports its Communication on Progress every year. To deepen its sustainability efforts, it partnered with UN-affiliated training centre CIFAL in 2023. This paves the way for BESIX to leverage the UN’s Sustainable Development Goals (SDGs) and train employees. BESIX will embark on the SDG Pioneer trajectory in 2024, solidifying its ambition to become a truly SDG-proof company.

International Framework Agreement with BWI as guidelines

BESIX Group is committed to promoting compliance with the Universal Declaration of Human Rights and has jointly initiated an International Framework Agreement (IFA) on Fair Labour Standards with the Building & Wood Workers’ International union and the European Works Council.

Monitoring and external assessment

The group is committed to continuous improvement in its engagement with local communities. While the framework is under development, it has started tracking key indicators to assess its social and economic impact:

- Community investment: supported projects through BESIX Foundation, financing provided to social initiatives, volunteer participation rate, number of beneficiaries of BESIX Foundation projects.

BESIX is developing additional metrics to further measure its impact on social inclusion and local economies such as the number of training programmes offered to local communities, the number of local jobs created through projects, the number of community meetings and events organised.

Additionally, BESIX undergoes external assessment. As an example, EcoVadis assesses the societal performance of BESIX on an annual basis.



04

Governance

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# Business Engagement

BESIX’s 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.

- The group prioritises its business engagement on supporting SDG 4 (Quality Education) and SDG 16 (Peace, Justice and Strong Institutions).
- Through the following two commitments, the group focuses on ‘Key Material Topics’ (KMTs) within the Business Engagement pillar:
- Carrying out respectful & sustainable operations
  1. Corporate governance
  2. Risk and Opportunity management

BESIX plans to update its Key Materiality Topics (KMTs) for Business engagement in 2024 to maximise impact and leverage the double materiality assessment results. The refresh will anticipate the ESRS (European Sustainability Reporting Standards).

- Endorsing Codes of Conduct
  3. Responsible conduct
  4. Sustainable procurement



# Carrying out respectful and sustainable operations

## Corporate governance

BESIX prioritises strong corporate governance by ensuring all entities comply with group-wide rules and management policies.

**Corporate governance ambitions**

The group aims to lead the way in ethical behaviour and to develop its corporate governance across all group levels to ensure full compliance with local regulations.

## Corporate governance approach

In the context of the group’s overall governance, each group entity is first required to comply with the specific rules, codes, and guidance applied to any project or activity by the client, public or private, and by the local authorities involved in the country or region concerned.

BESIX Group’s corporate governance secures sustainable development together with a strong risk management approach.

To achieve its goals, BESIX has defined and implemented the following elements:

- **General Code of Conduct**, laying out the group’s principles, standards, and the moral and ethical expectations that employees must follow.
- **Group Rules**, covering risk management and internal control, mainly for high-risk contracts, capital expenditures, budget and finance commitments, real estate exposure, remuneration policy, litigations and claims, and corporate and crisis management.
- **Integrated Management System**, including the internal control and method statements guiding the management and monitoring of all strategic, finance, operations, project, insurance, support, and reporting processes of each company.

## Driving performance through effective governance

To develop a strong sustainable and ESG approach, good corporate governance is essential. Proper business behaviour is crucial for the continued performance of the group, its reputation and its compliance with the world’s highest standards in ethics and business.

BESIX continues to comply with a corporate governance framework that is firmly embedded in the day-to-day working of the group’s Board of Directors, its advisory committees and the many Boards of Directors of the group’s entities. The goal is to ensure the sustainable development of the group and to develop a solid risk management approach. The monitoring of

this commitment is secured through the ongoing implementation of the Group Rules.

The group has established several committees that oversee various aspects of its operations. The Audit Committee focuses on financial statement accuracy, risk management, and legal matters. The Remuneration & Nominations Committee manages senior leadership compensation and guides executive and board member appointments. The Strategic & Executive Committee steers the group’s overall strategy and daily operations.

For its Contracting business, BESIX emphasises responsible bidding practices. Tender review committees identify opportunities, manage risks, and ensure responsible tendering practices. Regular internal audits further enhance internal controls and risk management.

Furthermore, a statutory auditor operates at both group and entity levels, ensuring comprehensive compliance throughout the organisation.

BESIX’s governance is strengthened by the participation of external directors on its board and committees. The group is committed to transparency by providing detailed committee information on its website. The goal of these governance practices is to create a secure and sustainable future for the group and its employees.

## Risk and opportunity management

BESIX places a strong emphasis on managing risks and opportunities.

## Risk & opportunity management ambitions

The Group is committed to consistent performance by proactively managing risks and opportunities, implementing effective mitigation strategies, and delivering reliable results on every project.

## Risk & opportunity management approach

To achieve this ambition, BESIX has amongst others established Group Rules, which serve as a framework for Enterprise Risk Management across the entire organisation.

## Internal process control

Risks are overseen and monitored by the Board of Directors and various management committees within the group’s entities.



In its core EPC activities, BESIX has established rules for defining high-risk projects that require the involvement of the Tender Review Committee. This committee’s role is to align on the risk appetite at two critical stages: before engaging in significant tender costs and before submitting a binding commercial offer. The project analyses presented to the committee encompass a comprehensive assessment of various risks, including the detailed analysis of the contract, the feasibility of the planning through advanced schedule risk analyses, the partners’ liability and reliability, stakeholders involvement, the projects’ environmental and potential geopolitical risks, logistics aspects, and sustainability objectives (e.g. circularity),...

To support its risk management efforts, BESIX has implemented a multi-site, integrated management system certified under ISO 9001, 14001, and 45001 standards. This system is complemented by a structured risk management approach aligned on ISO 31000, and supported by a dedicated risk management competence centre.

This competence centre establishes effective risk management procedures and continually seeks to improve these. It also plays a pivotal role in assisting projects in assessing and managing risks throughout their life cycle, providing support, learning, training, and ensuring proper documentation of the process. Since 2022, BESIX has extended the use of its online risk tool to most contracting projects, streamlining reporting and early issue identification.

The group’s systematic project approach, “Choose better, Prepare better, Execute better,” prioritises managing risks (being understood that risks also include opportunities). Developed in 2019 after analysing over 200 reference projects to identify key factors impacting project outcomes, this approach underscores the group’s commitment to operational excellence.

In 2023, all projects from BESIX Contracting falling under the definition of high-risk projects as per BESIX Group Rules performed a risk analysis and were reviewed by the Tender Review Committee before submittal of the offer.



# Endorsing Codes of Conduct

## Responsible conduct

The BESIX Group Code of Conduct embodies corporate governance, ethics, human rights, business behaviour, safety, environment, and human resources and is included in most of the group entities’ prequalification and tendering documentation.

### Responsible conduct ambitions

BESIX Group adheres to the highest ethical and professional standards, as reflected in its values and its codes. The group wants to be seen as an organisation where these standards are fully integrated into the workplace and into the quality of the professional relationships that the group develops between its employees and its business partners.

### Responsible conduct approach

BESIX recognises ethical and responsible business practices as a cornerstone of its sustainability approach. This commitment is reflected in the group’s “Endorsing Codes of Conduct” initiative and is supported by the following elements:

- **General Code of Conduct**, laying out the group’s principles, standards, and the moral and ethical expectations that employees must follow.
- **Whistleblower policy**, safeguarding organisational integrity by fostering a safe environment for reporting misconduct.
- **Group Rules**, covering risk management and internal control, mainly for high-risk contracts, capital expenditures, budget and finance commitments, real estate exposure, remuneration policy, litigations and claims, corporate and crisis management.

The General Code of Conduct constitutes a framework that can be further developed by each group entity to the extent necessary to align with the specificities of the country or business sector concerned. The code also prescribes that violations of law, rules, regulations or the code shall be reported to the Group’s Sustainability & ESG Officer.

To reinforce its commitment, BESIX updated the Code of Conduct in 2022 to enhance readability and ensure alignment with current ISO certification categories.

### Building a culture of integrity

In this context, the group has implemented a comprehensive **awareness programme** to ensure that all employees (except BESIX Watpac, which has its own programme) understand the principles of the code. This mandatory e-training course, launched at the beginning of 2023, guides employees on how to comply with the code in daily operations (training completion rate: 95 %). To maintain awareness, BESIX plans to introduce a biennial refresher programme on specific topics of the code.

95 %

of employees have completed the e-learning on the General Code of Conduct.

In addition to the training, the Group has also implemented a **whistleblower policy**, which became effective at the beginning of 2023. This policy provides a confidential and secure channel for employees and other stakeholders to report any concerns about unethical or illegal activities, further reinforcing the group’s commitment to ethical practices. BESIX Group encourages reporting any serious concerns and facilitates the whistleblowing procedure according to the EU Whistleblower directive (2019/1937) and the Collective Labour Agreement in the BESIX Group European Works Council on the protection of whistleblowers. The group ensures the confidentiality of the identity of the whistleblower and the people involved and complies with the GDPR.

In 2023, the group received four alerts, of which one only fell within the scope of the whistleblowing directive. On the same day, action was taken, and the whistleblower received feedback explaining what had been done and the status of the report.

The results of the investigation are reviewed once a year by the BESIX Group’s European Works Council and the BESIX Group Audit Committee. The report and conclusions of the completed investigation are communicated to the whistleblower and the alert is then closed.

In 2024, BESIX will undertake a comprehensive governance review and policy refresh to strengthen its approach to ethical business conduct. This initiative presents the opportunity to identify areas for improvement, enhance transparency, and solidify its leadership position.

By equipping employees with the knowledge to make informed decisions and report unethical behaviour, BESIX fosters a culture of ethical conduct. This commitment ensures transparent and ethical operation, protecting both employees and stakeholders.



## Sustainable procurement

### Sustainable procurement ambitions

Sustainable procurement is a cornerstone of BESIX’s overall sustainability strategy. The group is firmly committed to continuously promoting responsible practices throughout its supply chain. It aims to build a fully sustainable ecosystem incorporating responsible practices from onboarding to collaboration with all its partners.

### Sustainable procurement approach

This commitment translates into a multi-step approach focused on continuous improvement and driving positive environmental and social impact, with the followint elements:

- **General Code of Conduct**, laying out the group’s principles, standards, and the moral and ethical expectations that employees must follow.
- **Procurement Code of Conduct**, outlining ethical and responsible sourcing expectations for suppliers.
- **Sustainable Procurement Ambitions Charter**, articulating BESIX’s intentions and the organisation’s sustainable procurement principles.

These responsible practices are steadily integrated throughout its vast network of 22,000 active suppliers.

### Sustainable procurement roadmap

BESIX strives to create a fully sustainable supply chain, integrating responsible practices from onboarding to collaboration with all its partners. This commitment is translated into a multi-stage process focused on continuous improvement and driving positive environmental and social impact.

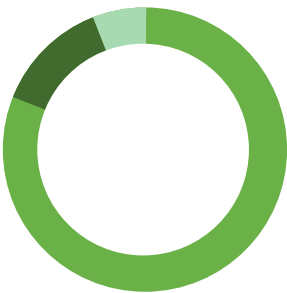
BESIX’s commitment to sustainable procurement began years ago with a solid foundation: a Procurement Code of Conduct. This code requires all suppliers to adhere to ethical and environmentally friendly practices. To ensure continued alignment and maintain the highest ethical standards, BESIX will request the renewal of key supplier Procurement Code of Conduct signatures in 2024. This refresh will ensure all its partners are operating under the latest guidelines.

The group has implemented a rigorous evaluation process for its 22,000 active suppliers, with a focus on the suppliers covering 80 % of expenditure and who are crucial within its business. These evaluations assess suppliers based on criteria such as price, quality, planning, and ESG performance, ensuring that responsible practices are embedded in core procurement activities and are performed by project site teams. Building on this foundation, BESIX has also developed strong partnerships with 80+ suppliers through frame agreements, helping them improve their performance, innovation, and sustainability efforts.

To further strengthen alignment and collaboration, a central supplier database was established in 2023. This streamlines the evaluation process, mitigates operational and financial risks to project delivery and fosters stronger partnerships.

In 2023, BESIX took a significant step forward by preparing its procurement teams with upcoming European regulations on sustainable procurement. This translates into focusing on European activities and procurement categories that generate the highest greenhouse gas (GHG) emissions, such as cement, concrete, and steel.

BESIX Scope 3  
(368kT/Y)



- Purchased materials & goods
- Contractors
- Transport

Recognising the interconnectedness of sustainability, BESIX has formalised its sustainable procurement ambitions around three key pillars:

- **Planet:** Actively encouraging key suppliers to reduce GHG emissions and achieving on neutrality by 2050. This includes promoting waste-to-wealth programmes, increasing the use of recycled materials, and practices that minimise energy consumption and pollution. Concrete actions include requesting suppliers to report on their CO<sub>2</sub> emissions and energy usage.
- **People:** Adopting fair labour conditions, robust health & safety practices, and adherence to the Procurement Code of Conduct throughout the supply chain. To achieve this, BESIX requests suppliers to share accident statistics, diversity & inclusion policies, and to commit to its codes (the General Code of Conduct and the Procurement Code of Conduct).
- **Prosperity:** Fostering close collaboration with suppliers to develop a pipeline of sustainable projects that generate shared benefits. This includes promoting suppliers who integrate socio-economic considerations and embrace innovation for low-impact solutions. Suppliers are encouraged to provide a roadmap for sustainable growth and share their sustainability assessments.

### Continuous improvement

BESIX recognises that a sustainable supply chain is an ongoing journey. The group continuously seeks improvement through initiatives like the inaugural BESIX Suppliers’ Sustainability Forum, held in September 2023. This initiative fosters collaboration and engagement with key suppliers, particularly those contributing most to Scope 3 emissions (cement, concrete, and steel) as well as on BESIX’s procurement vision and ambition.

Looking ahead, BESIX is engaging key suppliers in the development of its 2024 - 2026 Sustainability Roadmap. Workshops planned for 2024 will focus on challenging the status quo and exploring alternative solutions for high-emission materials like cement, concrete, and steel. This collaborative effort between Procurement, Engineering, Real Estate, and key suppliers, aligns with upcoming European directives on sustainable procurement.



Pierre Sironval,  
CEO, BESIX Group



Sylvain Sainton,  
Chief Procurement Officer,  
BESIX Group



Geert Aelbrecht,  
Group Sustainability & ESG  
Officer, BESIX Group



## Monitoring and external assessment

The group is committed to continuous improvement in business engagement. BESIX is developing additional metrics to further measure its impact on responsible conduct, risk and opportunity management and procurement such as compliance with the Codes of Conduct, high-risk projects assessed, project risks prevented and mitigated, subcontractor ESG performance metrics, whistleblower alerts and processes.

Additionally, BESIX undergoes external assessments. For example, EcoVadis assesses the governance performance of BESIX on an annual basis.



05

Partnerships

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# Memberships & Partnerships

Through its various units, the group is a member and contributor to various working groups with external stakeholders to stimulate change and drive progress towards a more sustainable future.

## Commitment & engagement

- UN Global Compact
- The Belgian Alliance for Climate Action
- Circulair Betonakkoord Vlaanderen (BESIX SA, BESIX Infra NV)
- Betonakkoord (BESIX Nederland)
- Green Deal on Circular Construction (BESIX SA, Vanhout NV, BuildUp)
- Green Deal Circular Procurement – Werflink (BESIX SA)

## Membership NGO

- CIFAL, UNITAR-affiliated International Centre of expertise on the SDGs

## Membership (sector) - organisations

- FPRG (BESIX Infra NV)
- European Federation of Foundation Contractors (EFFC) (Franki Foundations)
- Embuild via its Belgian entities
- Fédération Belge des Fondations Philanthropiques (BESIX Foundation)
- ADEB-VBA (BESIX SA, BESIX Infra NV, Franki Foundations SA) – also Socogetra, J. Delens, Wust, Cobelba
- Belgian Hydrogen Council (BESIX Environment)

## Active participation in sector and/or value chain initiatives

- European International Contractors (EIC) – Corporate Responsibility work group (BESIX Group)
- Dubai Chamber of Commerce and Industry ‘Sustainability Network’ (Six Construct)
- Member of the 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
- Member of the Sustainability Committee of ADEB VBA
- VCB Commissie Leefmilieu (BESIX SA, BESIX Infra NV)
- Interreg – CBCI – Living Lab (Vanhout NV)
- ADEB-VBA and its Boards (HR, Safety, Green, ESG, Digital, Communication, Legal)
- CO<sub>2</sub>-Projectplan (BESIX Nederland, BESIX SA, BESIX Infra NV, BESIX Unitec NV, Franki Foundations SA)
- BouwCirculair - Infrastructure Ownership Workgroup (BESIX SA)
- BOUWHUBS of VIL (Vlaams 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)
- BBRI – Technical Committee Smart & Sustainable Constructions (BESIX)
- Ode Warmtenetwerk (BESIX Unitec NV)
- BBRI – Technical Committee Smart & Sustainable Constructions (BESIX SA)
- The Lightness project (BESIX SA, i.LECO)
- The Hestia project (BESIX SA, i.LECO)
- Sustainability workgroup and workgroup ‘Carbon calculator’ within the European Federation of Foundation Contractors (Franki Foundations SA)

## Industrial advisor on external R&D projects (BESIX, BESIX INFRA)

- 3DCP as lost formwork (UGent)
- Feasibility of 3D printing infra elements (UHasselt)
- 3D2BGreen - Sustainable concrete mixtures for 3D printing of breakwater units (BESIX SA, Six Construct) – this is finished since mid 2023
- SMARTINCS – Self-Healing, Multifunctional, Advanced Repair Technologies IN Cementitious Systems (BESIX SA)
- lifeMACS – LIFE cycle Methodology for the Assessment of existing Concrete Structures (BESIX SA)

## Passive participation in sector and/or value chain initiatives

BESIX, BESIX Infra and BESIX Unitec participate passively in the following sector and/or value chain initiatives:

- Waterstof Industrie Cluster ([www.waterstofnet.eu](http://www.waterstofnet.eu)) (BESIX SA)
- Bouwend Nederland - initiatives ‘De Groene Koers’ and ‘Klimaatadaptief Bouwen met de natuur’ (BESIX Nederland)
- Centrum Ondergronds Bouwen – sustainability platform (Platform Duurzaamheid - COB)
- Bouwcampus – transition trajectory ‘Verduurzaming Gebouwen en Omgeving’





# 06

## Objectives

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# Sustainability & ESG Objectives

Based on the United Nations Global Compact, the 17 Sustainable Development Goals (SDGs) 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 Sustainability & ESG objectives for the 2024-2025 period with the estimated results of 2023.

Topic (& SDGs)	Ambitions or objectives 2023	Status	Results 2023	Ambitions or objectives 2024-2025
Environment				
Actively contributing to the transition towards a low-carbon society and encouraging circular economy				
Climate mitigation,Carbon & energy management (SDGs 11.6 - 13.1)				
	<ul style="list-style-type: none"><li>Extend the Energy &amp; Carbon Management system to Group level (see GHG protocol reporting ambition).</li><li>Member of the Belgian Alliance for Climate Action (2020, BACA)</li></ul>	▶	Specific Group boundaries are defined	Define the reporting approach in accordance with GHG protocol and prepare GHG Protocol Reporting Readiness Assessment, in line with GHG Protocol, ISO14064 and ESRS, as well as SBTi (in 2026).
	Define the reporting approach in accordance with GHG protocol and prepare GHG Protocol Reporting Readiness Assessment, in line with GHG Protocol, ISO14064 and ESRS, as well as SBTi (in 2026).	▶	In progress	
	BESIX BU Europe to be certified CO <sub>2</sub> Performance Ladder level 5	✓	<ul style="list-style-type: none"><li>BESIX BU Europe (including specific Group entities) has been certified CO<sub>2</sub> Performance Ladder - level 5.</li><li>Socogetra, a Group entity, achieved CO<sub>2</sub> Performance Ladder certification - Level 3 on the Pommeroeul quay wall project (B) by implementing specific measures on-site like switching off unused equipment.</li></ul>	Maintain the highest level of certification - CO <sub>2</sub> Performance Ladder - level 5.
	From mid-2023, every new BESIX leased company car will be an all-electric vehicle. Ambition unchanged.	▶	<ul style="list-style-type: none"><li>By end 2023, BESIX Benelux-France and Belgian regional entities had exceeded its 2025 sub-target of 10 % zero-emission company cars.</li><li>A first electric utility vehicle was purchased for testing (BESIX, B).</li></ul>	<ul style="list-style-type: none"><li>All-electric BESIX leased company cars with expected annual mileage below 25,000km.</li><li>Updated mobility policy to be launched.</li></ul>
	Encourage soft mobility on site.	▶	<ul style="list-style-type: none"><li>By providing mountain bikes equipped for construction sites, BESIX and BESIX Infra have launched an initiative to promote sustainable mobility.</li><li>On the Pommeroeul project, Socogetra further minimized their environmental impact by using local stone from a nearby quarry for the canal embankment, thereby reducing transport emissions.</li></ul>	Further encourage soft mobility on site.

The following icons are used to illustrate the status in the tables:

✓ done ▶| on track ✗ not done

Topic (& SDGs)	Ambitions or objectives 2023	Status	Results 2023	Ambitions or objectives 2024-2025
	Manage BESIX electricity contracts.	✓	<ul style="list-style-type: none"><li>In addition to the Belgian and Dutch-owned offices and fixed production facilities being supplied 100 % with electricity from locally produced renewable resources, BESIX sources 100 % renewable energy for all its projects in Belgium 100 % as from 2023.</li><li>BESIX Infra inaugurated a 4.5 MW windmill to power its facilities on its Bilzen site (B).</li></ul>	<ul style="list-style-type: none"><li>With the renewal of the group's energy frame agreement in 2024, the other companies of the CO<sub>2</sub> PL Organizational Boundary will also shift to 100 % renewable energy.</li><li>Ambitions unchanged : absolute reduction target of 100 % renewable energy by end 2025 for the electricity use at offices, fixed production facilities and projects for which the company has a direct influence on the type of energy contract.</li></ul>
	<ul style="list-style-type: none"><li>BESIX Group's travel policy to be reviewed in 2023.</li><li>Guide for employees on sustainable travel journey.</li></ul>	✓	<ul style="list-style-type: none"><li>BESIX Group's travel policy reviewed.</li><li>Sustainable travel guide for employees published.</li></ul>	Continue to raise employee awareness of sustainable travel by monitoring the application of the travel policy.
	Two working groups set up in 2019 continued the testing of the 'De Groene Boog' project (A16 project, NL): 1) Define minimum requirements for BESIX site installations and make them more sustainable. 2) Focus on alternatives to large construction machines.	▶	Continue to test: extensive testing of electrified heavy site equipment are ongoing. As an example, for heavy machinery, trials with electrified equipment continued along the use of Hydro-treated Vegetable Oil (HVO), resulting in a CO <sub>2</sub> reduction of 23,350 tonnes.	Continue to test: In 2024 BESIX will receive its first electric rotative telehandlers.
	One pilot project with an electro-hydrogen group.	▶	<ul style="list-style-type: none"><li>BESIX and BESIX Environment (B): One pilot project performed tests with a hydrogen-powered generator (with a total installed power of 110 kVA) combined with a battery to meet electricity demands on a construction site with minimal noise and pollution.</li><li>Socogetra (B): use of renewable fuels (such as HVO100 diesel) for 50 % as well as optimising performance with state-of-the-art equipment on the Pommeroeul quay wall project (Belgium).</li></ul>	Continue to test.
	Programme based on specific purchased goods and services (concrete, steel, facades), capital goods (construction equipment - treated in scope 1) and the use and treatment of sold products: presentation of sustainable solutions mainly to European-based clients.	✓	Done: <ul style="list-style-type: none"><li>Qualitative scope 3 analysis to identify the most significant categories for BESIX European Business Unit (BU) updated.</li><li>First supplier sustainability forum organised in Belgium to share the programme.</li></ul>	<ul style="list-style-type: none"><li>BESIX will conduct a more detailed analysis of scope 3 emissions starting in 2024.</li><li>Supplier sustainability forum, follow-up: organising workshops with key suppliers to develop a roadmap.</li></ul>

Topic (& SDGs)	Ambitions or objectives 2023	Status	Results 2023	Ambitions or objectives 2024-2025
Water, waste management and circularity (SDGs 11.6 - 12.5)				
	<ul style="list-style-type: none"><li>Slide pack showcasing sustainable solutions used to promote the use of these solutions by clients: e.g. a material passport system that has become standard in Belgium, an approach to using carbon as a design parameter: continue to develop initiatives and pilot projects.</li><li>Reduction initiatives implemented at project level, such as optimising design, reusing materials and waste, improving data monitoring. Closed-loop water recycling is used on construction sites to minimise water waste: propose sustainable solutions mainly to European market clients.</li><li>Continue to develop BESIX CleanUp Day.</li></ul>	▶	<ul style="list-style-type: none"><li>BESIX Infra is testing low-CO<sub>2</sub> concrete &amp; 100 % circular pipes in pilot projects on the N446 (B) and is piloting low-CO<sub>2</sub> concrete pipes on the N446 (circular design) and Geoprime® pipes with up to 78 % lower CO<sub>2</sub> emissions in Duffel (B).</li><li>Nordhavn tunnel (BESIX, DK): 30 % reduction in carbon footprint compared with the customer's baseline, thanks to the selection of sustainable materials and transport, with a specific focus on sheet piles and ready-mix concrete.</li><li>BESIX CleanUp Day: + 6,000 employees across five continents, +11 tons of liter collected, €2,500 donation to 'Ocean Cleanup' organization.</li></ul>	<ul style="list-style-type: none"><li>Continue to develop initiatives and pilot projects.</li><li>Present sustainable solutions mainly to European market clients.</li><li>Continue to develop BESIX CleanUp Day.</li></ul>
Biodiversity (SDGs 6.3, 6.6, 11.4 - 11.6)				
	<ul style="list-style-type: none"><li>Continue to monitor compliance and generate improvements via PRT.</li><li>Continue Environmental impact analyses; Work with biodiversity experts and scientists; Educate employees and communities on biodiversity conservation.</li></ul>	▶	<ul style="list-style-type: none"><li>On-going :<ul style="list-style-type: none"><li>Nordhavn tunnel (DK): insect hotels</li><li>Tanga Jetty (TZ) and Guggenheim Museum (UAE) projects: Marine Mammal Observing Program successfully implemented.</li><li>Nachtigal hydroelectric power plant (Cameroun): BESIX teams trained local staff and took action against invasive local flora.</li><li>Environmental audits on 39 identified BESIX projects in Europe, the Middle East and the international markets.</li></ul></li></ul>	<ul style="list-style-type: none"><li>Continue to monitor compliance and generate improvements via PRT.</li><li>Continue Environmental impact analyses; Work with biodiversity experts and scientists; Educate employees and communities on biodiversity conservation.</li></ul>
	Present the new Environmental global programme.	▶	On-going	Enviromental Global programme: update of the approach for approval by management in 2026.
	Finalisation of sensitive area map.	▶	On-going	Finalisation of sensitive area map
Encouraging sustainable solutions				
Sustainable engineering solutions ( SDGs 8.2 - 9.1 - 9.4 - 11.3 - 11.a - 12.2 - 13.1)				
	<ul style="list-style-type: none"><li>Same as the ambitions and objectives for 2022.</li><li>Analysis of order books, identification of opportunities.</li><li>New role in Green Concrete &amp; Sustainability appointed.</li><li>Follow-up of current initiatives and participation.</li><li>Recycled aggregates: Provide a database of concrete plants that supply concrete with recycled aggregates to raise awareness of availability and encourage use on sites.</li><li>Promote the reuse of concrete waste in structural concrete applications within BESIX in close collaboration with demolition companies.</li><li>Low carbon binder: pilot project with new low carbon cement developments in collaboration with cement plants.</li><li>Reduce quantities of concrete and steel through value engineering</li><li>Implement LCA analysis in tendering and execution.</li></ul>	▶	<ul style="list-style-type: none"><li>On-going.</li></ul>	<ul style="list-style-type: none"><li>On-going.</li></ul>

Topic (& SDGs)	Ambitions or objectives 2023	Status	Results 2023	Ambitions or objectives 2024-2025
	Continue to provide green rating certifications to clients.	✓	On track with beacon certified projects, eg: <ul style="list-style-type: none"><li>- new Socogetra headquarters (B), Antwerp Local Police building (B),</li><li>- BESIX: ICONE (LU), Deloitte university (awarded "Best alternative project" at the MIPIM, F), Mediavaert (NL);</li><li>- BESIX RED: Lighthouse and Anthea, Matisse (B), in progress);</li><li>- Six Construct: Uptown (UAE), Zayed National Museum, Abu Dhabi (UAE), in progress.</li><li>- BESIX Watpac: PolyCentre (ASTL).</li></ul>	Continue to provide green rating certifications to clients.
	Consolidate expertise in energy management and sustainable building solutions (carbon and circularity).	✓	<ul style="list-style-type: none"><li>• BESIX and Lux TP: ICÔNE 18,000 m² smart office building in Belval (LU).</li><li>• BESIX: de Groene Boog and the energy-neutral Rottemeren tunnel (NL) still in progress.</li><li>• Vanhout: TripleHelix SurePure NextGen district, Antwerp (B): a new recycling plant that will operate on a fully circular basis and meet its own energy needs.</li><li>• Wust: new BREEAM-certified Socogetra headquarters (B), energy renovation of public buildings in Seraing (B), UMons Centre for Contemporary Eco-Technologies and New Materials (B) that comply with GRO (sustainable building benchmark) and will exceed the 'quasi zero energy' requirements imposed by the Walloon Region.</li><li>• BuildUp: "Best Climate Solutions Awards".</li><li>• BESIX Watpac (ASTL): Axis Alexandria carbon-neutral industrial facility in Sydney.</li><li>• New business venture: BESIX Technology, which strengthens the Group diversification through investment in PropTech start-ups.</li></ul>	BESIX Technology: ongoing partnerships with start-ups.
	<ul style="list-style-type: none"><li>• Become a trusted partner for its clients: Measure client satisfaction through a rigorous monitoring and measuring process.</li><li>• Work closely with developers, designers, and suppliers to rethink the execution of construction projects to support clients in meeting new sustainability regulations.</li><li>• Build long-term partnerships.</li></ul>	✓	<ul style="list-style-type: none"><li>• BESIX and Lux TP: ICÔNE 18,000 m² smart office building in Belval (LU).</li><li>• BESIX: de Groene Boog and the energy-neutral Rottemeren tunnel (NL) still in progress.</li><li>• Vanhout: TripleHelix SurePure NextGen district, Antwerp (B): a new recycling plant to give new life to polyurethane foam.</li></ul>	<ul style="list-style-type: none"><li>• Measure client satisfaction through a rigorous monitoring and measuring process.</li><li>• Work closely with developers, designers, and suppliers to rethink the execution of construction projects to support clients in meeting new sustainability regulations.</li><li>• Build long-term partnerships.</li></ul>
Energy sources and Digitidation solutions (SDGs 9.4 - 12.2)				
	Integrating material passport on BESIX projects: define new objectives	✓	BESIX teams are equipped to perform relevant Life Cycle Analysis (LCA) including evaluation of the environmental impact of materials and products throughout the life cycle of the Design & Build projects.	Integrating material passport on BESIX projects.
	<ul style="list-style-type: none"><li>• Consolidate expertise in energy management and sustainable building solutions ;</li><li>• Secure participation in a European PropTech VC fund by summer 2023;</li><li>• BuildUp: looking for partners in The Netherlands, Germany, Grand Duchy of Luxembourg and Switzerland.</li></ul>	✓	<ul style="list-style-type: none"><li>• BESIX Technology invests in two specialised Venture Capital funds, Rise PropoTech (Brussels) and PropTech1 Ventures (Berlin and London).</li><li>• 7 ongoing partnerships with start-ups in current PropTech portfolio: BuildUp, aug-e, Neanex, CIRCL, Conneqtr, Square Sense, and Litobox.</li><li>• BuildUp: 160 energy-dwelling buildings into zero-energy housing in Wattrelos (F).</li><li>• Aug-e already operates 1,000 batteries and EV charging points, totaling over 1 MW (B).</li><li>• LITO: 18 flats converted into zero-energy homes in less than one day, via the installation of 4 LITO boxes on the roof.</li><li>• CIRCL: 2 model houses built in Diest (B)."</li></ul>	Consolidate expertise in energy management and sustainable building solutions and pursue partnerships with start-ups.



Topic (& SDGs)	Ambitions or objectives 2023	Status	Results 2023	Ambitions or objectives 2024-2025
Exploring new opportunities (SDGs 6.3, 6.4, 6.a, 9.1, 9.4 )				
	Pursue activities in water and waste solutions. Realise projects in green hydrogen production plants. Seek new business opportunities close to our core strengths and experience, in low-impact energy projects and in areas related to climate change.	✓	<ul style="list-style-type: none"><li>• BESIX Environment and Socogetra : Extension of the Trivières wastewater treatment plant (B) from 19,000 to 40,000 PE (Population Equivalent).</li><li>• BESIX Environment: design and build of a green hydrogen production facility in Zeebrugge (B)</li><li>• Franki Foundations and its subsidiary BE Inje-care participating in the third phase of a huge offshore wind turbine project in Hoboken (B). Franki Foundations and Vanhout participate in the Project ONE in Antwerp (B), which will be Europe's most sustainable ethane cracker.</li><li>• BESIX in consortium: 20y-DBFM for a sewage sludge processing plant in Ghent (B) to process leftover biomass from wastewater treatment across Flanders, aiming to be a model for circularity and minimising environmental impact. BESIX and EPC partner: Warsan Waste-to-Energy project in Dubai (UAE) capacity to process 1.9 million tonnes of municipal waste per year and generate 200 MW of electricity.</li><li>• Memorandum of Understanding (MoU) with the Dubai Municipality to support energy transition.</li></ul>	<ul style="list-style-type: none"><li>• Pursue activities in water and waste solutions. Realisae green hydrogen production projects.</li><li>• BESIX Invest: further growth expected in Europe and support to BESIX Watpac in Australia in the field of solar PV projects with long-term PPAs (Power Purchasing Agreements).</li></ul>
People				
Increasing people's safety & comfort				
Safe workplace (SDG 3.8)				
	IOSH course: training to be extended in regional entities; deploy requirements for subcontractors.	✓	<ul style="list-style-type: none"><li>• Objectives to be reviewed.</li><li>• BESIX has been audited by IOSH: Audit rate "Good".</li><li>• BESIX remains an IOSH Certified training provider.</li></ul>	Revamp IOSH training courses; IOSH Objectives 2024: 90 % BESIX SA Staff trained.
	Growing community of BE SAFE Ambassadors: Keep Community growing worldwide.	✓	Achieved: 434 BE SAFE Ambassadors in 2022, 537 BE SAFE Ambassador in 2023.	Keep Community growing worldwide.
	Continue the rollout.	✓	Continue the rollout.	Continue the rollout.
	Achieve an incident- and injury-free working environment in 2023 by conducting in-depth investigations and sharing lessons learned relevant to BESIX operations and risks.	✗	TRIIFR 4.77	Positive incident trend (TRIIFR).
	Promote health & safety innovations on opportunities driven case by case.	✓	Global Safety Time Out undertaken, deployment of OASIS digital QHSE platform - BESIX Group.	Revamp and re-commit BESIX 4 fundamental safety principles with new Safety Pledge.
	Launch of a QHSE induction platform.	✓	OASIS platform launched instead of a BESIX Group QHSE digital platform.	Deployment in other group entities: on-going.
	Launch of a subcontractor management platform in progress.	✓	OASIS - BESIX QHSE digital platform has been deployed including a subcontractor engagement module.	Enhance OASIS implementation including Subcontractors engagement.
Healthcare measures and well-being (SDGs 3.8, 3.9, 8.5)				
	Safety Time Out (STO), organization at Group level on a specific safety topic: focus on stress management.	✓	STO participation objective achieved: 21,480 participants.	Organize Safety Time Out (STO) at Group level on a specific safety topic.
	Re-launch of the BESIX Fit program (BE); Fit February initiative (ASTL).	✓	BESIX Fit programme successfully re-launched.	Encourage colleagues to stay in good shape via the BESIX Fit programmes and participate in renowned sport events around the world (jogging, cycling, walking, hockey,etc.).

Topic (& SDGs)	Ambitions or objectives 2023	Status	Results 2023	Ambitions or objectives 2024-2025
	<ul style="list-style-type: none"><li>• Mandatory training for employees regarding the General Code of Conduct including specific topics on safety and harassment; dedicated handbook for employees on how to report an issue.</li><li>• Implementation of the right to disconnection (EU).</li></ul>	✓	<ul style="list-style-type: none"><li>• Mandatory course on General Code of Conduct done with 95 % completion rate. Mandatory course in the on-boarding phase.</li><li>• Grievance policy at group level: done.</li><li>• The right to disconnection (EU) implemented.</li><li>• BESIX Watpac, partnership with Goanna Academy, Australia's first accredited and Indigenous-owned mental health organisation.</li></ul>	<ul style="list-style-type: none"><li>• Enhance grievance procedure and confidence officer role.</li><li>• New training course session on General Code of Conduct to be developed in 2025: focus on one specific topic.</li></ul>
	Implementation of teleworking at BESIX (BE and NL) : consolidation of data.	✓	On-going.	Monitoring results in 2024.
	<ul style="list-style-type: none"><li>• "Top Employer" assessment;</li><li>• On-going deployment of the People Strategy #WECARE;</li><li>• Launch of 180°/ Upward feedback campaign.</li></ul>	✓	<ul style="list-style-type: none"><li>• "Top Employer" in Belgium for the 5th year in a row;</li><li>• On-going deployment of the People Strategy #WECARE;</li><li>• 180°/ Upward feedback campaign launched.</li></ul>	<ul style="list-style-type: none"><li>• "Top Employer" assessment;</li><li>• On-going deployment of the People Strategy #WECARE.</li><li>• 180°/ Upward feedback : monitoring.</li></ul>
	On-Boarding app: ongoing update content.	✓	On-Boarding app content updated wth new information and mandatory training program (e.g. cybersecurity, General Code of Conduct).	
Growing as a Preferred Employer				
Employee growth and development (SDGs 4.4 - 4.7)				
	<ul style="list-style-type: none"><li>• Ongoing mandatory BE PRO training;</li><li>• BESIX Academy: new courses available; new updated SDG awareness training; launch of debate on specific topics (e.g. sustainability);</li><li>• BESIX Academy: Launch of a leadership programme.</li></ul>	✓	<ul style="list-style-type: none"><li>• Ongoing mandatory training: BE PRO, cybersecurity, General Code of Conduct.</li><li>• Internal experts who deliver BESIX Development Academy (BDA) sessions follow 'Train the Trainer' programme to ensure high-quality course delivery.</li><li>• New SDG awareness training. Debate session on sustainability organised with staff.</li><li>• BESIX Academy: leadership programme launched.</li></ul>	<ul style="list-style-type: none"><li>• Maintain mandatory course programme.</li><li>• Leadership programme : on-going.</li><li>• Update training programme and planning in line with regulations and sector ambitions.</li><li>• Launch a new training programme for BESIX Blue collars</li><li>• Implement a new Learning Management System for BESIX Group.</li></ul>
	BESIX Development Academy : Launch of Sustainability & ESG training session.	✓	BESIX Development Academy (BDA) updated with new courses, reached new audience with BU international colleagues, and launched a tailored-made program in the Middle East.	On-going BESIX Development Academy (BDA) programme.
Fair working conditions (SDGs 8.7 - 8.8 - 10.2 - 10.3 - 10.4 - 16b)				
	External audit: Organise at least one meeting on site with BWI: Organise at least one meeting on site with BWI.	✓	Meeting on-site with BWI organised in the UAE: Zayed National Museum project in Abu Dhabi.	Organise at least one meeting on site with BWI.
	<ul style="list-style-type: none"><li>• Continue the external audit of offices and accommodation;</li><li>• Ensure compliance with Group standards by third parties through systematic supplier audits and guidance.</li></ul>	✓	Six Construct carried out 89 audits on its subcontractors in UAE and Qatar.	<ul style="list-style-type: none"><li>• Continue the external audit of offices and accommodations;</li><li>• Ensure compliance with Group standards by third parties through systematic supplier audits and guidance.</li></ul>
	Permanent social dialogue with workers' representatives (Middle East).	✓	Permanent social dialogue with workers' representatives (Middle East).	Maintain regular meetings between management and workers' representatives.
Diversity & inclusion (SDGs 4.5 - 5.1 - 5.5 - 8.5 - 8.6 - 10.2 - 10.3 - 11.4)				
	<ul style="list-style-type: none"><li>• Next training sessions for recruiters on Neutral recruitment.</li><li>• Pursue partnership with Capital vzw.</li></ul>	✓	<ul style="list-style-type: none"><li>• Diversity &amp; Inclusion Policy: Employee information campaign, BESIX culture training during new employee welcome day and for employees participating in the BESIX Development Academy programme.</li><li>• A colleague from BESIX Watpac has been awarded the 'Women in Building' prize at the Master Builders Queensland Awards.</li><li>• Partnership with Capital vzw: on-going.</li></ul>	Monitor Diversity & inclusion policy application.
	Diverse (senior) managers and external pool talent (non nationals employed): data analysis.	▶	On-going.	Monitoring results in 2026 according to CSRD.

Topic (& SDGs)	Ambitions or objectives 2023	Status	Results 2023	Ambitions or objectives 2024-2025
	<ul style="list-style-type: none"><li>• Encourage female engineers to join the Group;</li><li>• BESIX Watpac (ASTL): increase female workforce participation to 25 % by 2025, increase the number of women in management positions by 5 % by end 2023, and eliminate gender pay gap.</li><li>• Celebrate International Women's Day within the Group.</li></ul>	▶	<ul style="list-style-type: none"><li>• Monitoring of junior female engineers joining BESIX.</li><li>• BESIX Watpac (ASTL): on-going monitoring with its KPI : female workforce participation to 25 % by 2025, increase the number of women in management positions by 5 % by end 2023, and eliminate gender pay gap.</li><li>• Celebrate International Women's Day within the Group: done.</li></ul>	<ul style="list-style-type: none"><li>• Encourage female engineers to join the Group.</li><li>• BESIX Watpac (ASTL): on-going actions to increase female work-force participation, the number of women in management positions, and eliminate gender pay gap.</li><li>• Celebrate International Women's Day within the Group.</li><li>• Preparing monitoring diversity and inclusion according to CSRD in 2026.</li></ul>
	Increasing cultural awareness and recruitment of employees, social enterprises and indigenous businesses (ASTL).	▶	BESIX Watpac developed a Reconciliation Action Plan and Indigenous Employment and Training Framework 2022-2024.	BESIX Watpac pursues this Action Plan and monitors results in 2025.
	Offer staff more opportunities for development. It contributes to the overall salary policy and career management, regardless of seniority, gender, etc.: Action on promotion	▶	Consolidation of data - on-going.	Preparing monitoring diversity and inclusion according to CSRD in 2026.
	Communication campaign on feed-back yearly sessions. Launch of Upward feedback campaign.	▶	Consolidation of data - on-going.	
	On-boarding app: update Sustainability information.	✓	On-boarding app updated.	
	BESIX #WECARE Programme: constantly updating its remuneration package and the BESIX Academy programme.	✓	<ul style="list-style-type: none"><li>• #WECARE Programme: updating of the remuneration package in progress, new training programme at the Academy with specific training on BESIX culture on specific topics for engineers, and a leadership programme; implementation of the 'right to disconnect', BESIX fit programme.</li><li>• Length of service average (y): 9.4</li><li>• BESIX Group recruits an average of 100 to 200 technical staff each year, including IT profiles, business analysts, bioengineers, or environmental science profiles.</li></ul>	BESIX #WECARE Programme, Ongoing updating and monitoring.
	Encourage youngsters to live a professional experience through training on site or in the office.	✓	<ul style="list-style-type: none"><li>• Support for engineering students for their diploma thesis, for students on the sustainability questionnaire &amp; thesis, for students on a training experience in the office or on-site at the head office or abroad.</li><li>• 33 % of the recruits first did an internship within the organisation."</li></ul>	<ul style="list-style-type: none"><li>• Encourage youngsters to live a professional experience through training on site or in the office.</li><li>• Organise BESIX Young Professional Days to inform and recruit young potentials.</li></ul>

Community involvement				
Promoting local socio-economic development				
Local social economy (SDG 8.5)				
	Launch an internal call campaign for projects on social economy.	✓	In 2023 BESIX supported "Les Petits Riens," a well-known Belgian social economy project with the creation of new housing facilities for young people in Forest (Brussels) through the @HOME18-24 project.	Continuous support of BESIX Foundation for social economy projects.
Social initiatives (SDGs 4.1 - 4.2 - 4.4 - 6.4 - 6.a - 6.b)				
	Increase Volunteer Engagement/hour	✓	BESIX Foundation increased the volunteer engagement/hour with 8,003 hours in 2023 (vs 5,810 hours in 2022).	Encourage colleagues to volunteer for projects supported by the BESIX Foundation.
	Increase employee Volunteer Engagement.	✓	Number of staff involved in 2023: 6,539 colleagues (vs 2022: 3,506 colleagues).	

Topic (& SDGs)	Ambitions or objectives 2023	Status	Results 2023	Ambitions or objectives 2024-2025
	Increase the number projects supported in Australia.	✗	not achieved ; Belgium: 23, Africa: 5, ME: 0, Other: 2	In Australia and other countries where the Group operates, the BESIX Foundation explores opportunities to support projects.
	Consolidate data regarding the number of projects supported by BESIX Foundation by regions.	✓	<ul style="list-style-type: none"><li>• Data consolidated regarding the number of projects supported by BESIX Foundation by regions;</li><li>• Environment: 6, Construction:13, Education: 22</li></ul>	Continue to strengthen activities around the Environment pillar.
	Development of KiddyBuild in class.	✓	KiddyBuild in class:in 2023, 15 colleagues volunteered to organise 14 mornings for the benefit of 425 children.	Pursuing the promotion of educational projects.
	Maintain a minimum of 15 % abroad (outside Belgium)	✓	Achieved: 20 %	Maintain a minimum of 1/5 abroad.

Being inclusive with authorities and NGOs (SDGs 17.16 - 17.17)

Responsible public affairs and communications				
	<ul style="list-style-type: none"><li>• Communicate on the Group progress;</li><li>• Website Sustainability &amp; ESG chapter, update;</li><li>• Dubai Chamber of Commerce and Industry CSR Label for the 10<sup>th</sup> consecutive time (Six Construct);</li><li>• Double materiality matrix: Consultations of key stakeholders in line with the Group's CSRD-compliance in 2026;</li><li>• Pursue partnership with Capital vzw.</li></ul>	✓	<ul style="list-style-type: none"><li>• UN Communication on progress published.</li><li>• Website Sustainability &amp; ESG chapter, update of the SDG webpage.</li><li>• Six Construct : Dubai Chamber of Commerce and Industry CSR Label.</li><li>• Six Construct Impact Seal - Gold Tier 2022 from the National CSR Fund.</li><li>• Double materiality matrix completed.</li><li>• Pursue partnership with Capital vzw.</li></ul>	<ul style="list-style-type: none"><li>• UN Communication on progress: publication.</li><li>• Website Sustainability &amp; ESG chapter, on-going update with new actions.</li><li>• Sustainability &amp; ESG roadmap to be updated based on the Double materiality matrix results.</li><li>• SDG Pioneer Trajectory with the support of CIFAL Flanders.</li><li>• Pursue partnership with Capital vzw.</li></ul>

Sustainable partnership with NGOs				
	Encourage long-term partnerships to keep open dialogue.	✓	BWI representatives and Belgian trade union affiliates visited the Zayed National Museum project in Abu Dhabi (UAE).	<ul style="list-style-type: none"><li>• Encourage long-term partnerships to keep open dialogue.</li><li>• Organise one site vist with BWI once a year."</li></ul>

Memberships & participations				
	Pursue our active participations and create new opportunities for the sector and common stakeholders.	✓	<ul style="list-style-type: none"><li>• Partnership with UN-affiliated training center CIFAL in 2023.</li><li>• COP28: participation.</li><li>• On-going memberships and active participation in sector and/or value chain initiatives: Betonakoord, Green Deal Circular Construction/Procurement, Belgian Hydrogen Council, etc.</li></ul>	Pursue the group's active participations and create new opportunities for the sector and common stakeholders.

Business Behaviour				
Carrying out respectful & sustainable				
Corporate Governance (SDGs 4.7 - 16.5 - 16b)				
	Corporate Governance Principles: Progress continues with 3 external directors on the Board and consultative committees.	✓	Done.	Corporate Governance Principles: Progress continues with 3 external directors on the Board and consultative committees.
	Global Compact: remain an active member and commit to the 10 Principles.	✓	Global Compact active membership: Communication on Progress.	Global Compact : remain an active member and commit to the 10 Principles.
	SDGs: align with selected SDGs in our action plan; staff communication, awareness training and external stakeholder review survey to be conducted.	✓	<ul style="list-style-type: none"><li>• SDGs: continue to align with selected SDGs in the Group's Action Plan.</li><li>• Employee communication campaign.</li><li>• SDG awareness workshops for employees.</li><li>• Employee surveys on SDGs selected by BESIX Group: the 10 SDGs selected continue to be in line with the Group's priorities. SDG 3 has been included.</li></ul>	<ul style="list-style-type: none"><li>• Align SDGs with double materiality assessment results.</li><li>• On-going communication campaign on SDGs.</li><li>• SDG workshop for top management.</li></ul>
	Ecovadis re-assessment.	✓	Ecovadis Silver medal (new assessment method).	Ecovadis re-assessment.



Topic (& SDGs)	Ambitions or objectives 2023	Status	Results 2023	Ambitions or objectives 2024-2025
	<ul style="list-style-type: none"><li>• A strategy and an action plan will be developed to prepare the Group for compliance with the CSRD in the year 2026</li><li>• Double materiality matrix.</li></ul>	▶	First steps developed to prepare the Group for compliance with the CSRD in 2026 : Double materiality matrix completed.	<ul style="list-style-type: none"><li>• Development of an action plan to prepare the Group for compliance with the CSRD in 2026.</li><li>• Sustainability &amp; ESG roadmap to be updated based on the Double materiality matrix results.</li></ul>
	<ul style="list-style-type: none"><li>• Launch of a mandatory e-course on the General Code of Conduct;</li><li>• Whistleblower communication campaign and dedicated webpage for reporting alerts;</li><li>• Internal vendors' e-training.</li></ul>	▶	<ul style="list-style-type: none"><li>• Mandatory e-course on the General Code of Conduct completed: 95 % staff completed the course.</li><li>• Whistleblower policy and procedure developed, and a communication campaign and dedicated webpage for reporting alerts launched.</li><li>• 4 alerts in 2023: one of them fell within the scope of the EU Whistleblower Directive, action was taken on the same day, and the whistleblower informed.</li><li>• Internal vendors' e-training: in development.</li></ul>	<ul style="list-style-type: none"><li>• New training course session on General Code of conduct to be developed in 2025: focus on one specific topic.</li><li>• Internal vendors' e-training: by end 2025.</li></ul>
Risk and Opportunity Management (SDGs 4.4 - 4.7 - 8.6 - 10.5 - 13.1 - 16.5)				
	Keep ISO 9001, 14001, 45001 and ISO 19650 standards, staying in line with ISO 31000.	✓	<ul style="list-style-type: none"><li>• All processes and policies of most BESIX Group companies operating as BESIX Contracting in Europe, International and the Middle East are managed and operate under a single, common Integrated Management framework certified ISO 9001, 14001 and 45001 standards, complemented by a structured risk management approach in line with ISO 31000.</li></ul>	Keep ISO 9001, 14001, 45001 and ISO 19650 standards, staying line with ISO 31000.
	Keep providing support and train employees on risk management.	✓	<ul style="list-style-type: none"><li>• Risk competence centre assists projects in assessing and managing risks throughout their lifecycle, providing support, knowledge, and training.</li><li>• All projects from BESIX Contracting falling under the definition of High Risk Project performed a risk analysis and were reviewed by the Tender Review Committee before submittal of the offer.</li></ul>	<ul style="list-style-type: none"><li>• Keep providing support and train employees on risk management</li><li>• Monitor number of High Risk Projects performing a risk analysis and reviewed by the Tender Review Committee.</li></ul>
	Double materiality matrix: Conduct a risk and opportunity gap analysis in line with the 2026 CSRD compliance.	✓	Double Materiality Assessment completed.	The Group's risk & opportunity approach and the project risk management process (bidding and execution stage): to be aligned with the results of the double materiality assessment.
	Extend the use of its online risk tool to most contracting projects, both during the tendering process and during project execution.	▶	On-going deployment	Extend the use of its online risk tool to most contracting projects, both during the tendering process and during project execution.
	Continue to train employees on information and identity security.	✓	<ul style="list-style-type: none"><li>• E-training available to staff through the e-Academy: mandatory in the on-boarding process.</li><li>• Constantly building a resilient infrastructure;</li><li>• Constantly strengthening access control to information systems."</li></ul>	Continue to train employees on information and identity security.
	Optimising knowledge transfer, use and retention remains a Group challenge.	✓	Adopting a “Choose better, Prepare better, Execute better” approach and implementing state-of-the-art ICT tools.	Optimising the transfer, use and retention of knowledge remains a challenge for the Group.

Topic (& SDGs)	Ambitions or objectives 2023	Status	Results 2023	Ambitions or objectives 2024-2025
Endorsing Codes of Conduct (SDGs 10.3 - 10.4)				
Responsible conduct				
	<ul style="list-style-type: none"><li>• 100 % Vendors (A&amp;B category) and 100 % internal buyers committing to the Procurement Code of Conduct.</li><li>• Define Sustainable Procurement policy with 100 % coverage in EU entities.</li></ul>	▶	<ul style="list-style-type: none"><li>• 100 % Category managers commit to the Procurement Code of Conduct.</li><li>• Key supplier Procurement Code of Conduct signatures require renewal in 2023.</li><li>• 95 % of employees completed the mandatory e-training on the General Code of Conduct.</li><li>• A Sustainable Procurement Ambition charter was developed in 2023 at group level.</li></ul>	<ul style="list-style-type: none"><li>• Maintain the commitment of vendors and internal buyers to the Procurement Code of Conduct</li><li>• Develop a roadmap based on the Sustainable Procurement Ambition charter in 2024.</li></ul>
Sustainable procurement				
	On-boarding and evaluation of important vendors (category A & B).	▶	In progress	Pursue the evaluation process and monitor in the vendor hub
	On-boarding and evaluation of important vendors (category A & B).	▶	In progress	Pursue the evaluation process and monitor with the E-evaluation tool.

# GRI Content Index

## Statement of use

BESIX Group has reported the information cited in this GRI content index for the period 2023 with reference to the GRI Standards.

### GRI 1 used

GRI 1: Foundation 2021

Disclosure	Location	Omission Require- ment(s) omitted	Comments
GRI 2: General Disclosures 2021			
2-1 Organizational details	The Group's purpose and mission (BESIX Activity & ESG Report 2023, p14) Contacts (BESIX Sustainability & ESG Appendix 2023), inside cover		
2-2 Entities included in the organization's sustainability reporting	Sustainability & ESG Strategy (BESIX Activity & ESG Report 2023), p35		
2-3 Reporting period, frequency and contact point	Sustainability & ESG strategy (BESIX Activity & ESG Report 2023, p35) Contacts (BESIX Sustainability & ESG Appendix 2023, inside cover)		
2-4 Restatements of information	Focusing on Stakeholder Expectations with a Double Materiality Assessment (BESIX Activity & ESG Report 2023, p18-19) Commitment to Sustainability & ESG (BESIX Activity & ESG Report 2023, p34) Sustainability & ESG Strategy (BESIX Activity & ESG Report 2023, p35)		
2-5 External assurance	Ecovadis assessment (BESIX Activity & ESG Report 2023, p21) CO <sub>2</sub> performance ladder certification (BESIX Activity & ESG Report 2023, p21) SGS audits (BESIX Activity & ESG Report 2023, p21) Top Employer (BESIX Activity & ESG Report 2023, p41) Focusing on Stakeholder Expectations with a Double Materiality Assessment (BESIX Activity & ESG Report 2023, p18-19) Labour conditions - audits (BESIX Activity & ESG Report 2023, p48 and p51) Gold impact Seal (BESIX Activity & ESG Report 2023, p51) Corporate governance (BESIX Activity & ESG Report 2023, p140-143) Monitoring & audit (BESIX Sustainability & ESG Appendix 2023, p19, p22, p35, p41, p49)		BESIX Group is proactively preparing to meet the forthcoming Corporate Sustainability Reporting Directive (CSRD) by 2026. <a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate-governance</a> Financial information is audited , see in the activity reports.
2-6 Activities, value chain and other business relationships	Company profile (BESIX Activity & ESG Report 2023, p6) The Group's purpose and mission (BESIX Activity & ESG Report 2023, p14) Value Creation Model (BESIX Activity & ESG Report 2023, p20-21) Engineering Sustainable Value across the Value Chain (BESIX Activity & ESG Report 2023, p24-31) Memberships & partnerships (BESIX Sustainability & ESG Appendix 2023, p52-53)		
2-7 Employees	Promoting diversity (BESIX Activity & ESG Report 2023, p42) and (BESIX Sustainability & ESG Appendix 2023, p34-35)	Information incomplete	Most information are provided. Detailed information on the split between permanent and temporary workers as well as non-guaranteed hours are not available yet.

Disclosure	Location	Omission Require- ment(s) omitted	Comments
2-8 Workers who are not employees	Value Creation Model (BESIX Activity & ESG Report 2023 , p21) Enhancing Employee Health, Safety, and Well-Being (BESIX Activity & ESG Report 2023, p44-47) and (BESIX Sustainability & ESG Appendix 2023, p26-29) Fair labour standards (BESIX Activity & ESG Report 2023, p48) and (BESIX Sustainability & ESG Appendix 2023, p33)	Information incomplete	Detailed information need to be collected.
2-9 Governance structure and composition	Corporate governance (BESIX Activity & ESG Report 2023, p140-143)		<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 (BESIX Activity & ESG Report 2023, p140-143)		<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 (BESIX Activity & ESG Report 2023, p140-143)		<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	Sustainability & ESG strategy (BESIX Activity & ESG Report 2023, p35-37) Sustainability & ESG governance (BESIX Sustainability & ESG Appendix 2023, p7) Corporate governance (BESIX Activity & ESG Report 2023, p140-143)		<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate-governance</a>
2-13 Delegation of responsibility for managing impacts	Sustainability & ESG strategy (BESIX Activity & ESG Report 2023, p35-37) Sustainability & ESG governance (BESIX Sustainability & ESG Appendix 2023, p7) Corporate governance (BESIX Activity & ESG Report 2023, p140-143)		<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	Message from the Executive Vice-Chairman and the CEO (BESIX Activity & ESG Report 2023, p4-5) Message from the CSO (BESIX Sustainability & ESG Appendix 2023, p2-3) Sustainability & ESG strategy (BESIX Activity & ESG Report 2023, p35-37) Sustainability & ESG governance (BESIX Sustainability & ESG Appendix 2023, p7) Corporate governance (BESIX Activity & ESG Report 2023, p140-143)		
2-15 Conflicts of interest	Corporate governance (BESIX Activity & ESG Report 2023, p140-143) Endorsing Codes of Conduct (BESIX Sustainability & ESG Appendix 2023, p47)		The BESIX Group General Code of Conduct prescribes that violations of law, rules, regulations of the Code shall be reported to the Group Sustainability & ESG 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			The grievance mechanism is described on the International Framework Agreement (p11): 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> ; <a href="http://www.besix.com/Contact/Whistleblowing">www.besix.com/ Contact/ Whistleblowing</a>
2-17 Collective knowledge of the highest governance body	Sustainability & ESG strategy (BESIX Activity & ESG Report 2023, p35-37) Corporate governance (BESIX Activity & ESG Report 2023, p140-143) Sustainability & ESG governance (BESIX Sustainability & ESG Appendix 2023, p7)		<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate-governance</a>



Disclosure	Location	Omission Require- ment(s) omitted	Comments
2-18 Evaluation of the performance of the highest governance body	Corporate governance (BESIX Activity & ESG Report 2023, p140-143) Sustainability & ESG governance (BESIX Sustainability & ESG Appendix 2023, p7)		<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate-governance</a>
2-19 Remuneration policies	Corporate governance (BESIX Activity & ESG Report 2023, p140-143)		<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate-governance</a>
2-20 Process to determine remuneration	Corporate governance (BESIX Activity & ESG Report 2023, p140-143)		<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate-governance</a>
2-22 Statement on sustainable development strategy	Message from the CSO (BESIX Sustainability & ESG Appendix 2023, p2-3) Sustainability & ESG strategy (BESIX Activity & ESG Report 2023, p35-37) Sustainability & ESG governance (BESIX Sustainability & ESG Appendix 2023, p7)		
2-23 Policy commitments	Message from the Executive Vice-Chairman and the CEO (BESIX Activity & ESG Report 2023, p4-5) Message from the CSO (BESIX Sustainability & ESG Appendix 2023, p2-3) Focusing on Stakeholder Expectations with a Double Materiality Assessment (BESIX Activity & ESG Report 2023, p18-19) Sustainability & ESG commitment (BESIX Activity & ESG Report 2023, p34) Sustainability & ESG strategy (BESIX Activity & ESG Report 2023, p35-37) Corporate governance (BESIX Activity & ESG Report 2023, p140-143) Endorsing Codes of Conduct, (BESIX Sustainability & ESG Appendix 2023, p47) Fair labour standards (BESIX Activity & ESG Report 2023, p48) and (BESIX Sustainability & ESG Appendix 2023, p33)		
2-24 Embedding policy commitments	Message from the Executive Vice-Chairman and the CEO (BESIX Activity & ESG Report 2023), p4-5) Message from the CSO (BESIX Sustainability & ESG Appendix 2023, p2-3) Focusing on Stakeholder Expectations with a Double Materiality Assessment (BESIX Activity & ESG Report 2023), p18-19) Sustainability & ESG strategy (BESIX Activity & ESG Report 2023), p35-37) Corporate governance (BESIX Activity & ESG Report 2023 , p140-143) Carrying out respectful & sustainable operations (BESIX Sustainability & ESG Appendix 2023, p45-49) Fair labour standards (BESIX Activity & ESG Report 2023, p48) and (BESIX Sustainability & ESG Appendix 2023, p33) Sustainable procurement (BESIX Sustainability & ESG Appendix 2023, p48)		
2-25 Processes to remediate negative impacts	Sustainability & ESG strategy (BESIX Activity & ESG Report 2023, p35-37) About this reporting on Sustainability & ESG strategy (BESIX Sustainability & ESG Appendix 2023, under 'Table of content') Healthcare measures and well-being at wok (BESIX Sustainability & ESG Appendix 2023, p30)		<a href="http://www.besix.com/en/about/fairlabourpractices-and-migrantworkers">www.besix.com/en/about/fairlabourpractices-and-migrantworkers</a> (p11) <a href="http://www.besix.com/Contact/Whistleblowing">www.besix.com/Contact/Whistleblowing</a>
2-26 Mechanisms for seeking advice and raising concerns	Carrying out respectful & sustainable operations (BESIX Sustainability & ESG Appendix 2023, p45-49) Endorsing Codes of Conduct, (BESIX Sustainability & ESG Appendix 2023, p47) Fair labour standards (BESIX Activity & ESG Report 2023, p48) and (BESIX Sustainability & ESG Appendix 2023, p33)		<a href="http://www.besix.com/en/about/fairlabourpractices-and-migrantworkers">www.besix.com/en/about/fairlabourpractices-and-migrantworkers</a> (p11) <a href="http://www.besix.com/Contact/Whistleblowing">www.besix.com/Contact/Whistleblowing</a>
2-27 Compliance with laws and regulations	Corporate governance (BESIX Activity & ESG Report 2023, p140-143)		<a href="http://www.besix.com/about/corporate-governance">www.besix.com/about/corporate-governance</a>
2-28 Membership associations	Memberships & partnerships (BESIX Sustainability & ESG Appendix 2023, p52-53)		
2-29 Approach to stakeholder engagement	Focusing on Stakeholder Expectations with a Double Materiality Assessment (BESIX Activity & ESG Report 2023, p18-19) Being inclusive with authorities and NGOs, p62-63		

Disclosure	Location	Omission Require- ment(s) omitted	Comments
2-30 Collective bargaining agreements	Fair labour standards (BESIX Activity & ESG Report 2023, p48) and (BESIX Sustainability & ESG Appendix 2023, p33)		As mentioned in its General Code of Conduit 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 3: Material Topics 2021			
3-1 Process to determine material topics	Focusing on Stakeholder Expectations with a Double Materiality Assessment (BESIX Activity & ESG Report 2023, p18-19) Double materiality assessment (BESIX Sustainability & ESG Appendix 2023, p10-11)		
3-2 List of material topics	Focusing on Stakeholder Expectations with a Double Materiality Assessment (BESIX Activity & ESG Report 2023, p18-20) Double materiality assessment (BESIX Sustainability & ESG Appendix 2023, p10-11)		
3-3 Management of material topics	Focusing on Stakeholder Expectations with a Double Materiality Assessment (BESIX Activity & ESG Report 2023, p18-21) Double materiality assessment (BESIX Sustainability & ESG Appendix 2023, p10-11)		
GRI 201: Economic Performance 2016			
201-1 Direct economic value generated and distributed	The Group's purpose and mission (BESIX Activity & ESG Report 2023, p14) Value Creation Model (BESIX Activity & ESG Report 2023, p20-21) Engineering Sustainable Value across the Value Chain (BESIX Activity & ESG Report 2023, p24-27) BESIX Technology's strategic blueprint for sustainable growth Activities (BESIX Activity & ESG Report 2023, p28-31) Activities (BESIX Activity & ESG Report 2023, p58-137) Financial performance (BESIX Activity & ESG Report 2023, p148-149)		
201-3 Defined benefit plan obligations and other retirement plans	Social commitment (BESIX Activity & ESG Report 2023, p40-43) and Growing as a preferred employer (BESIX Sustainability & ESG Appendix 2023, p31-32)		
GRI 205: Anti-corruption 2016			
205-1 Operations assessed for risks related to corruption	Carrying out respectful & sustainable operations (BESIX Sustainability & ESG Appendix 2023, p45-49) Main ESG Risks and Opportunities (BESIX Activity & ESG Report 2023, p16-17)		
205-2 Communication and training about anti-corruption policies and procedures	Corporate governance (BESIX Activity & ESG Report 2023, p140-143)	Information incomplete	<a href="http://www.besix.com/Contact/Whistleblowing">www.besix.com/Contact/Whistleblowing</a>
GRI 303: Water and Effluents 2018			
303-1 Interactions with water as a shared resource	Water Management (BESIX Sustainability & ESG Appendix 2023, p21)		
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	Biodiversity (BESIX Sustainability & ESG Appendix 2023, p22)	Information incomplete	Detailed information need to be collected at Group level.

Disclosure	Location	Omission Require- ment(s) omitted	Comments
304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity (BESIX Sustainability & ESG Appendix 2023, p22)	Information not availa-ble yet	Detailed information need to be col-lected at Group level.
304-3 Habitats protected or restored	Biodiversity (BESIX Sustainability & ESG Appendix 2023, p22)	Information not availa-ble yet	Detailed information need to be col-lected at Group level.
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		Information not availa-ble yet	Detailed information need to be col-lected at Group level.
GRI 305: Emissions 2016			
305-1 Direct (Scope 1) GHG emissions	Climate mitigation (BESIX Sustainability & ESG Appendix 2023, p15-19)	Information incomplete	
305-2 Energy indirect (Scope 2) GHG emissions	Climate mitigation (BESIX Sustainability & ESG Appendix 2023, p15-19)	Information incomplete	Detailed information need to be col-lected at Group level.
305-3 Other indirect (Scope 3) GHG emissions	"Engineering sustainable value across the value chain (BESIX Activ-ity & ESG Report 2023, p24-27) BESIX Technology's strategic blueprint for sustainable growth activi-ties (BESIX Activity & ESG Report 2023, p28-31) Climate mitigation (BESIX Sustainability & ESG Appendix 2023, p15-19)"	Information incomplete	Detailed information need to be col-lected at Group level.
305-4 GHG emissions intensity	Climate mitigation (BESIX Sustainability & ESG Appendix 2023, p15-19)	Information incomplete	Detailed information need to be col-lected at Group level.
305-5 Reduction of GHG emissions	Climate mitigation (BESIX Sustainability & ESG Appendix 2023, p15-19)	Information incomplete	Detailed information need to be col-lected at Group level.
GRI 306: Waste 2020			
306-1 Waste generation and significant waste-related impacts	Scope 3 emissions, Minimising Environmental Disruption (BESIX Sustainability & ESG Appendix 2023, p18-19 and p21) Engineering sustainable value across the value chain (BESIX Activity & ESG Report 2023, p24-31) BESIX Technology's strategic blueprint for sustainable growth activi-ties (BESIX Activity & ESG Report 2023, p28-31) Activities (BESIX Activity & ESG Report 2023, p92-95)	Information incomplete	Detailed information need to be col-lected at Group level.
306-2 Management of significant waste-related impacts	Scope 3 emissions, Minimising Environmental Disruption (BESIX Sustainability & ESG Appendix 2023, p18-19 and p21) Engineering sustainable value across the value chainn (BESIX Activ-ity & ESG Report 2023, p24-31) BESIX Technology's strategic blueprint for sustainable growth activi-ties (BESIX Activity & ESG Report 2023, p28-31)	Information incomplete	Detailed information need to be col-lected at Group level.
306-3 Waste generated		Information not availa-ble yet	Detailed information need to be col-lected at Group level.
306-4 Waste diverted from disposal		Information not availa-ble yet	Detailed information need to be col-lected at Group level.
306-5 Waste directed to disposal		Information not availa-ble yet	Detailed information need to be col-lected at Group level.
GRI 308: Supplier Environmental Assessment 2016			
308-1 New suppliers that were screened using environmental criteria	Sustainable procurement (BESIX Sustainability & ESG Appendix 2023, p48)	Information incomplete	Detailed information need to be col-lected at Group level

Disclosure	Location	Omission Require- ment(s) omitted	Comments
308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable procurement (BESIX Sustainability & ESG Appendix 2023, p48)	Information incomplete	Detailed information need to be col-lected at Group level.
GRI 401: Employment 2016			
401-1 New employee hires and employee turnover	The human factor: how a people-centered HR strategy drives busi-ness success (BESIX Activity & ESG Report 2023, p40-43) Be a preferred employer (BESIX Sustainability & ESG Appendix 2023, p31) A future for young generations (BESIX Sustainability & ESG Appen-dix 2023, p34-35)	Information incomplete	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	The human factor: how a people-centered HR strategy drives busi-ness success (BESIX Activity & ESG Report 2023, p40-43) Growing as a preferred employer (BESIX Sustainability & ESG Appendix 2023, p31)		
401-3 Parental leave	Promoting diversity and inclusion (BESIX Sustainability & ESG Appendix 2023, p34)	Information incomplete	
GRI 403: Occupational Health and Safety 2018			
403-1 Occupational health and safety management system	Building a culture of safety excellence (BESIX Sustainability & ESG Appendix 2023, p28-29) Enhancing employee health, safety, and well-being ( (BESIX Activity & ESG Report 2023, p44-46)		
403-2 Hazard identification, risk assessment, and incident investigation	Building a culture of safety excellence (BESIX Sustainability & ESG Appendix 2023, p28-29)		
403-3 Occupational health services	Building a culture of safety excellence (BESIX Sustainability & ESG Appendix 2023, p28-29) The human factor: how a people-centered HR strategy drives busi-ness success (BESIX Activity & ESG Report 2023, p40-43)		
403-4 Worker participation, consultation, and communication on occupational health and safety	Building a culture of safety excellence (BESIX Sustainability & ESG Appendix 2023, p28-29) Enhancing employee health, safety, and well-being ( (BESIX Activity & ESG Report 2023, p44-46)		
403-5 Worker training on occupational health and safety	Building a culture of safety excellence (BESIX Sustainability & ESG Appendix 2023, p28-29) Enhancing employee health, safety, and well-being ( (BESIX Activity & ESG Report 2023, p44-46)		
403-6 Promotion of worker health	Building a culture of safety excellence (BESIX Sustainability & ESG Appendix 2023, p28-29) Enhancing employee health, safety, and well-being ( (BESIX Activity & ESG Report 2023, p44-46)		
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Building a culture of safety excellence (BESIX Sustainability & ESG Appendix 2023, p28-29) Enhancing employee health, safety, and well-being ( (BESIX Activity & ESG Report 2023, p44-46)		
403-8 Workers covered by an occupational health and safety management system	Building a culture of safety excellence (BESIX Sustainability & ESG Appendix 2023, p28-29) Enhancing employee health, safety, and well-being ( (BESIX Activity & ESG Report 2023, p44-46)		
403-9 Work-related injuries	"uilding a culture of safety excellence (BESIX Sustainability & ESG Appendix 2023, p28-29) Enhancing employee health, safety, and well-being ( (BESIX Activity & ESG Report 2023, p44-46)		



Disclosure	Location	Omission Require- ment(s) omitted	Comments
403-10 Work-related ill health	Building a culture of safety excellence (BESIX Sustainability & ESG Appendix 2023, p28-29) Enhancing employee health, safety, and well-being (BESIX Activity & ESG Report 2023, p44-46)		
GRI 404: Training and Education 2016			
404-1 Average hours of training per year per employee	Employee growth and development (BESIX Sustainability & ESG Appendix 2023, p31-32)		
404-2 Programs for upgrading employee skills and transition assistance programs	Employee growth and development (BESIX Sustainability & ESG Appendix 2023, p31-32)		
404-3 Percentage of employees receiving regular performance and career development reviews	Employee growth and development (BESIX Sustainability & ESG Appendix 2023, p31-32)	Information incomplete	
GRI 405: Diversity and Equal Opportunity 2016			
405-1 Diversity of governance bodies and employees	Promoting diversity (BESIX Activity & ESG Report 2023, p42) and (BESIX Sustainability & ESG Appendix 2023, p34-35)		
GRI 406: Non-discrimination 2016			
406-1 Incidents of discrimination and corrective actions taken	Endorsing Codes of Conduct, (BESIX Sustainability & ESG Appendix 2023, p47) Fair labour standards (BESIX Activity & ESG Report 2023, p48) and (BESIX Sustainability & ESG Appendix 2023, p33)	Information incomplete	Detailed information need to be collected at Group level. <a href="http://www.besix.com/en/about/fairlabour-practices-and-migrantworkers">www.besix.com/en/about/fairlabour-practices-and-migrantworkers</a> (p5&11) <a href="http://www.besix.com/">www.besix.com/</a> <a href="#">Contact/</a> <a href="#">Whistleblowing</a>
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 labour standards (BESIX Activity & ESG Report 2023, p48) and (BESIX Sustainability & ESG Appendix 2023, p33)		<a href="http://www.besix.com/en/about/fairlabour-practices-and-migrantworkers">www.besix.com/en/about/fairlabour-practices-and-migrantworkers</a> (p5)
GRI 408: Child Labor 2016			
408-1 Operations and suppliers at significant risk for incidents of child labor	Fair labour standards (BESIX Activity & ESG Report 2023, p48) and (BESIX Sustainability & ESG Appendix 2023, p33)		<a href="http://www.besix.com/en/about/fairlabour-practices-and-migrantworkers">www.besix.com/en/about/fairlabour-practices-and-migrantworkers</a> (p6)
GRI 409: Forced or Compulsory Labor 2016			
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Fair labour standards (BESIX Activity & ESG Report 2023, p48) and (BESIX Sustainability & ESG Appendix 2023, p33)		
GRI 410: Security Practices 2016			
410-1 Security personnel trained in human rights policies or procedures	Fair labour standards (BESIX Activity & ESG Report 2023, p48) and (BESIX Sustainability & ESG Appendix 2023, p33) Endorsing Codes of Conduct (BESIX Sustainability & ESG Appendix 2023, p47)	Information incomplete	Detailed information need to be collected at Group level.

Disclosure	Location	Omission Require- ment(s) omitted	Comments
GRI 411: Rights of Indigenous Peoples 2016			
411-1 Incidents of violations involving rights of indigenous peoples	Fair labour standards (BESIX Activity & ESG Report 2023, p48) and (BESIX Sustainability & ESG Appendix 2023, p33) Being inclusive with authorities and NGOs (BESIX Sustainability & ESG Appendix 2023, p41)	Information incomplete	Detailed information need to be collected at Group level  <a href="http://www.besix.com/en/about/fairlabour-practices-and-migrantworkers">www.besix.com/en/about/fairlabour-practices-and-migrantworkers</a> <a href="http://www.besix.com/">www.besix.com/</a> <a href="#">Contact/</a> <a href="#">Whistleblowing</a>
GRI 413: Local Communities 2016			
413-1 Operations with local community engagement, impact assessments, and development programs	Promoting local socio-economic development (BESIX Sustainability & ESG Appendix 2023, p37-38)		
413-2 Operations with significant actual and potential negative impacts on local communities	Fair labour standards (BESIX Activity & ESG Report 2023, p48) and (BESIX Sustainability & ESG Appendix 2023, p33) Being inclusive with authorities and NGOs (BESIX Sustainability & ESG Appendix 2023, p41)	Information incomplete	Detailed information need to be collected at Group level.
GRI 414: Supplier Social Assessment 2016			
414-1 New suppliers that were screened using social criteria	Sustainable procurement, (BESIX Sustainability & ESG Appendix 2023, p48)	Information incomplete	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	Carrying out respectful & sustainable operations (BESIX Sustainability & ESG Appendix 2023, p45-49) Sustainable procurement, (BESIX Sustainability & ESG Appendix 2023, p48)		
GRI 416: Customer Health and Safety 2016			
416-1 Assessment of the health and safety impacts of product and service categories	Building a culture of safety excellence (BESIX Sustainability & ESG Appendix 2023, p28-29) Enhancing employee health, safety, and well-being (BESIX Activity & ESG Report 2023, p44-46) Sustainable procurement, (BESIX Sustainability & ESG Appendix 2023, p48) "		
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Corporate governance (BESIX Activity & ESG Report 2023, p140-143)		<a href="http://www.besix.com/">www.besix.com/</a> <a href="#">Contact/</a> <a href="#">Whistleblowing</a>