

OUR STRATEGY

BESIX Group’s strategic framework reflects today’s evolving world. It remains rooted in the strengths that define the company, while embracing the opportunities and challenges ahead.



MACRO TRENDS

- Environmental emergency**
- Labour shortages and workforce development**
- Supply chain disruption and material innovation**
- Urbanisation and smart cities**
- Regulatory changes and compliance**
- Competitive landscape**
- Technological evolution**

OUR FIVE STRATEGIC PRIORITIES

Inspire, invest, and instil an irresistible culture to drive success

The Group inspires curiosity, invests in continuous development to drive performance, and instils a culture of feedback to **unlock full potential**.

A sound commitment to embrace sustainability

BESIX is **committed to addressing environmental challenges** in a competitive context and to meeting the evolving expectations of its clients, employees, and stakeholders.

Embracing digital to continuously enhance our processes

Building a culture where **digital solutions are the standard and the key** to optimising performance, streamlining processes, and maintaining the company’s competitive edge as a highly valued partner.

Robust dedication to risk management

Safeguarding project selection, client and partner interests, expected margin, and overall reputation, ensuring **resilience and long-term success** for all stakeholders involved.

Profitability as the foundation of diversification ambitions

This will be achieved through a strong focus on selecting high added-value, profitable projects with a **fair risk-reward balance**.

HIGHLIGHTS OF 2025

Top Employer certification for the 6th consecutive year, with a score of 90.65%, placing the Group 5.7% above the Top Employer benchmark.

BESIX Watpac named Australia’s Top Builder and its CEO Mark Baker named Executive of the Year (CEO Magazine Executive Awards) and received the Urban Leader Award for Construction (The Urban Developer).

Mandatory human rights training delivered to senior management to reinforce leadership accountability.

105,051 training hours delivered, 7,000+ users on the BESIX Group Academy e-platform.

21% women in white collar roles, 11% women in top management.

SDG Pioneer Award received under the CIFAL-UNITAR SDG Trajectory programme.

Level 5 (highest level) on the CO₂ Performance Ladder for the Group’s activities in the Benelux and France (11 entities).

Scopes 1 and 2 emission intensity reduction target reached earlier than expected, therefore raised from -40% to -57% by 2030.

All the electricity procured by 11 BESIX entities in the Benelux and France covered by Guarantees of Origin of 100% renewable energy.

Further electrification of lease cars and utility vehicles, with about 10% of utility vehicles now being fully electric (Benelux and France).

Four priorities defined: domain-driven data organisation, data governance framework, modern data platform, and data products.

Strategic investment of EUR 1 million to reach digital ambitions approved in 2026 budget.

Collaboration with a specialised consultant on data management and AI.

Appointment of a monthly Steering Committee to support internal alignment, decision making, balance security / entrepreneurship, risk and opportunity management.

Comprehensive Enterprise Risk Management (ERM) Plan approved by the Strategic and Executive Committee, and supported by an ERM Steering Committee.

Update of Group policies and rules, clearly defining the Company’s risk appetite and tolerance.

Introduction of Reference Class Forecasting (RCF) analyses for new tenders, strengthening decision-making, particularly in assessing appropriate contingency levels for unidentified risks.

Enhancement of the BESIX risk management tool to support enterprise-wide deployment and expanded ERM capabilities.

Double Materiality risk assessment within the CSRD framework conducted in full alignment with – and integrated into – the ERM framework.

Financial close of two key PPPs: the Zayed City Schools PPP Augmentation project (Abu Dhabi, UAE) and the ViA15 motorway (The Netherlands).

BESIX RED: diversification in the Purpose-Built Student Accommodation (PBSA) segment (Agora Campus in Mons, Belgium; 2,000 student housing units in five cities across Portugal and Spain).

BESIX Technology: minority stake acquired in Mobius Benelux (a One Planet Studio venture), a fast-growing player in the circular economy.

Ramp-up of BESIX Power (BESIX Invest) through two key projects (read more on pp. 136-137).