

SUSTAINABILITY ENABLING LONG-TERM VALUE CREATION

Sustainability reinforces BESIX's long-term performance and competitiveness. In 2025, the Group sharpened its focus and execution across diversified businesses and regions, fully aligned with its vision (*We take on today's boldest challenges to build a lasting legacy*) and strategic priority no. 2: *A sound commitment to embrace sustainability*. Geert Aelbrecht, Chief People Officer and Group Sustainability & ESG Officer, reflects on progress, partnerships and priorities.



Success will be measured not by reports produced, but by projects delivered differently, and by the value clients and communities experience on the ground.

Geert Aelbrecht
Chief People Officer and Group
Sustainability and ESG Officer



GO4ZERO (Mons, Belgium)

Why is sustainability as integral to BESIX as its commercial results?

Because at BESIX Group, sustainability is how we perform, rather than a parallel agenda running beside our business. A refreshed Double Materiality Assessment confirmed six priorities steering how we design, build and operate: climate mitigation, energy, circularity & material inflow, safe & fair labour conditions and diversity for our teams, responsible practices for workers in our value chain, and robust business conduct. Across Europe, the Middle East, Africa and Australia, these priorities tightened the link between sustainability, operations and client value in construction, real estate and concessions. They align with SDGs 8, 13 and 16, and anchor our commitment to the UN Global Compact. We commit to evidence instead of promises, and to scaling what works.

How did BESIX's sustainability commitment translate into concrete progress in 2025, particularly in scaling low-carbon solutions across the Group?

Tangibly and measurably. Eleven Group entities retained the highest level on the CO₂ Performance Ladder. Our activities in the Benelux and France aim for a scope 1 and 2 intensity reduction (per million euro revenue) of -57% by 2030 versus 2019; Group-wide targets will be set in 2026. We are scaling low-carbon concrete solutions, increasing the use of recycled and low-carbon steel, electrifying parts of our vehicle fleet, increasing the share of (self-produced) renewable energy across offices and sites, and using digital design to reduce embodied and operational impacts. This low-carbon value proposition increasingly differentiates us in tenders where climate criteria carry significant weight. You see it in GO4ZERO's decarbonised cement production facility in Belgium, the Port of NEOM renovation with circular materials in Saudi Arabia, and Woolworths' food distribution centre with on-site solar electricity production in Australia, each translating engineering choices into measurable client value.

BESIX projects are run by thousands of people worldwide. How does sustainability reach them in practice?

Through accountability at every level. Safety, fair labour and inclusion are inseparable priorities. We reinforced leadership accountability through an updated Safety Pledge, expanded targeted training and achieved a Top Employer score above 90% in certified entities. Diversity and inclusion advanced as a deliberate priority, because more representative teams make better decisions on complex projects. In our value chain, due diligence grounded in ILO conventions, the UN Declaration of Human Rights and our IFA agreement improved coverage significantly: 89% of strategic suppliers signed our Procurement Code of Conduct by year-end, representing 93% of spend. Governance matured through a finalised Corporate Sustainability Group Rule, strengthened internal controls and expanded ESG data networks. EcoVadis assessed the Group at 65/100 in May 2025 — useful external validation and a clear roadmap for improvement, notably on labour, human rights and sustainable procurement. Full CSRD-aligned reporting is planned toward 2028. We remain transparent about where we are in that journey.

Group-wide climate targets, CSRD preparation, Scope 3: the agenda for 2026 is demanding. What will BESIX have to show for it in a year?

Group-wide climate targets set and owned across our entities, that is the commitment we are prepared to be held to. We will strengthen Scope 3 emission methodology, accelerate the transfer of proven low-carbon and circular practices across regions where they are technically and commercially viable, and engage earlier with clients and suppliers to align on KPIs, assessment and documentation. By the end of 2026, the majority of our entities will have the data infrastructure and governance required by CSRD reporting by 2028. We will continue building local skills with training partners, so that our teams lead this transition confidently and safely.