



PEOPLE ENGAGEMENT

In a fast-changing construction market, where specialised skills are scarce and workforce expectations are rising, BESIX strengthens its position as a preferred employer by combining high performance with care for its people.

The Group aims to offer an environment where people can work safely, feel supported, and build meaningful careers in diverse contexts worldwide. The 2025 double materiality assessment confirms 'Own Workforce' as a material topic, covering health and safety, working conditions, as well as diversity, equity and inclusion.

This establishes two central commitments: ensuring people's safe and healthy working conditions, and growing as a preferred employer, supported by BE SAFE, the WeCare well-being framework, ISO 45001 systems and clear internal policies. Unless specified otherwise, figures and statements in this chapter refer to BESIX's own workforce.



ENSURING A SAFE WORKPLACE

At BESIX, health, safety, and well-being are fundamental to protecting its people and ensuring the continuity of its projects. Safeguarding sites against physical risks and security threats is essential for operational resilience and client trust.

The Group's vision of "Zero accidents and incidents" applies to everyone involved in its operations, across all regions and roles, and is embedded in its culture of mutual care.

In 2025, BESIX reinforced this commitment through leadership-driven accountability, anchored in four strategic pillars. 742 Management Safety Walks were conducted worldwide. These actions reflect a proactive approach to risk management, ensuring safety is embedded in every decision.



The Occupational Health and Safety Management System of BESIX SA and several Group entities is certified ISO 45001.

Ambition, approach, and targets

This commitment is demonstrated by:

- a **QHSE policy**, serving as a guiding document for the health and safety practices;
- a **Safety Pledge and four fundamental Safety Principles** boosting safety culture improvement and safety performance;
- 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.



AMBITION

BESIX is committed to providing a safe working environment for all employees and subcontractors, regardless of their position.



APPROACH

BESIX integrates health and safety responsibility in every aspect of its operations, reducing inherent risks.



TARGET FOR 2025

Achieve zero lost-time injuries (LTIs) for BESIX's own workforce.



RESULTS IN 2025

2025 was a difficult year from a safety perspective, marked by two fatalities within the Group's own workforce and one involving a subcontractor. The recordable work-related accident rate for the Group's own workforce slightly deteriorated compared to 2024 although it remained below the level recorded in 2023.

2025 performance and key risks

Safety performance in 2025 reflects both commitment and clear areas for improvement. Injury severity remained stable, and results varied across business units, reflecting different operational realities.

Beyond indicators, three fatal accidents occurred in 2025: two involving members of BESIX’s own workforce and one involving a subcontractor. These tragic events underline

that the effective implementation of BESIX’s health and safety strategy remains an absolute priority. In response, BESIX Construction and BESIX Affiliates – the two Business Lines with the highest safety risk exposure – implemented a targeted improvement plan in 2025 to strengthen both the deployment and the impact of the Group’s health and safety strategy. While this renewed focus is not yet fully reflected in the annual safety

performance of 2025, an improvement in the work-related accident rate was observed in the fourth quarter of the year. Safety indicators are used not only to assess performance, but also to anticipate risks and implement corrective actions before harm occurs, supporting the Group’s ambition of zero fatalities.

	2023	2024	2025
RATE OF RECORDABLE WORK-RELATED ACCIDENTS – TOTAL FOR THE GROUP’S OWN WORKFORCE	10.79	8.45	9.63
Rate of recordable work-related accidents among employees	10.78	8.22	8.55
Rate of recordable work-related accidents among non-employees	11.00	12.87	30.28
TOTAL NUMBER OF FATALITIES FROM RECORDABLE WORK-RELATED ACCIDENTS AMONG ALL PEOPLE IN THE GROUP’S OWN WORKFORCE AND WORKERS WHO WORK ON ITS SITES	4	2	3
Number of fatalities among employees	1	0	2
Number of fatalities among non-employees	2	0	0
Number of fatalities among other workers	1	2	1

This table complies with CSRD reporting requirements on health and safety on for the Group’s own workforce and should therefore not be compared with previously reported figures, which were calculated using different criteria.

Priority actions to strengthen safety culture

In 2025, BESIX focused on several priority actions to deepen its safety culture, combining leadership accountability, workforce engagement, digital tools and well-being support.

Last year, management reaffirmed the Safety Pledge during BESIX Group’s Annual Meeting and, more importantly, confirmed its commitment to treating health and safety as

“no business as usual”. This renewed focus was accompanied by the launch of structured improvement plans aimed at translating commitment into tangible change within

the Business Lines BESIX Construction and BESIX Affiliates. This approach is formalised through the Safety Pledge, which underpins all health and safety initiatives:

1

Leadership-driven accountability

In March 2025, the Strategic and Executive Committee launched a ‘No Business as Usual’ approach. Safety KPIs are now formally integrated into reward systems, linking executive bonuses to “Leading Indicators” (preventive acts) rather than just “Lagging Indicators” (accidents). This year, senior leaders conducted 742 Executive Management Safety Walks, shifting the focus from inspection to active coaching.

2

Commitment and participation

Last year, 780 volunteer BE SAFE Ambassadors (compared to 503 in 2024) acted as the “eyes and ears” on-site, coaching peers and reinforcing positive behaviours.

3

Accountability and responsibility

The Group has redesigned its Life-Saving Rules based on a five-year data deep-dive, ensuring rules evolve with the actual risks identified in the field.

4

Subcontractors’ engagement

The company recognises that its safety must be as strong as its supply chain. BESIX has moved from simple oversight to active integration, providing partners with the tools and training to mirror BESIX’s “Zero accidents and incidents” standards.



Building skills and awareness. As an IOSH-certified training provider, the Group delivered tailored ‘Managing Safely’ and ‘Working Safely’ programmes, which form the baseline for health and safety practices across the organisation. The 2025 Global Safety Time Out brought together over 30,000 participants, including clients, employees and partners, pause operations to focus on the Top three critical risks: falling from height, falling objects, and the “line of fire”. Crucially, BESIX expanded its scope to include psychological trauma, recognising that mental well-being is foundational to physical site safety.

Digital evolution. The digital OASIS platform remains central to BESIX’s QHSE management, offering advanced analytics and streamlined processes. While the OASIS v4 rollout has been rescheduled for 2026, the interim focus remains on deepening subcontractor data integration. Following a 2025 Management Review, BESIX prioritised a total revamp of the company’s Integrated Management System (IMS) with the ‘Blue Sky’ project, to improve efficiency and achieve superior performance across all key aspects, including health and safety.

Physical and mental resilience. The Group’s approach ensures that its workforce is supported across both dimensions through proactive, site-specific interventions. BESIX prioritises physical preventive care through age-appropriate medical check-ups and seasonal flu vaccinations, and on-site protection, such as advanced safety equipment and mandatory body mechanics training to prevent musculoskeletal injuries. To foster mental well-being, BESIX offers flexible working options like teleworking and satellite offices. These efforts are reinforced by a strong psychological support system, featuring internal Confidence Officers and local solutions such as the 24/7 Pulso assistance programme in Belgium, introduced in 2024.

GROWING AS A PREFERRED EMPLOYER



AMBITION

Build long-term employment relationships, ensure fair working conditions, and promote the well-being of all employees.



APPROACH

Encourage diverse teams that reflect a range of socio-economic and cultural backgrounds. This focus ensures equal opportunities for professional development for all employees, while promoting awareness and appreciation of diversity among employees and management.



TARGET FOR 2025

Retain Top Employer certification with a score around or above 90%.



RESULTS IN 2025

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



BESIX's People strategy supports employee growth and experience across the career journey. The strategy, anchored by the WeCare programme, focuses on creating an environment where employees can work safely, grow professionally and feel supported throughout their careers. As the Group navigates technological transformation and increasing labour market competition, it remains committed to inclusive growth, fairness and well-being. As the Group navigates technological transformation and increasing labour market competition, it remains committed to inclusive growth, fairness and well-being for its own workforce.

Policies supporting a Preferred Employer culture:

- **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. A guide for the welfare of migrant workers helps suppliers align with the standards for decent working conditions in the Middle East.
- **Human rights and modern slavery policy**, upholding and promoting human rights across its operations, from project selection to partnerships with clients and subcontractors.
- **Company culture policy**, promoting a culture that values both high performance and employee well-being.
- **Diversity and inclusion policy**, fostering a workplace that values and respects all employees, regardless of background, supporting psychological safety, equal opportunities and a sense of belonging across teams.
- **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.



Positive and inclusive culture

The Group relies on cultural diversity as a driver of collaboration, innovation and problem-solving across its global operations. This diversity enhances the group's ability to operate effectively in varied markets, and strengthens its organisational adaptability.

The company culture is grounded in the Group's 'BETTER' behaviours (Be Inclusive, Eagerness, Take Ownership, Trust, Engaging Teams and Resolve Together) which translate BESIX's values into daily actions and guide how people work, interact and lead.

In a global labour market where specialised skills are increasingly scarce, BESIX strives to remain a preferred employer by creating an environment where people can grow, contribute and build long-term careers. The 2024 engagement survey¹ results showed strong satisfaction and advocacy across the workforce, reflecting trust in the Group's culture and people practices. Retention and internal mobility remain stable, demonstrating that employees identify meaningful development opportunities within the organisation.

This positioning is reinforced by external validation. In January 2025, BESIX was awarded the Top Employer certification for the sixth consecutive year, following an in-depth review of its HR systems, policies and leadership practices. The evaluation highlighted strengths in onboarding, learning culture, diversity and inclusion, well-being and talent development. The certification further demonstrates the robustness of BESIX's people strategy and supports its ambition to maintain a future-ready, motivated and committed workforce.

Gender inclusion remains a key focus area in a sector where women are underrepresented, especially in site-based roles. Progress continues across the Group, particularly within the white-collar population, where women now represent nearly a quarter of the workforce and an increasing share of managerial roles. Targeted actions such as Lean-In Circles (small peer-learning groups, developed in Brussels, Belgium and across BESIX Watpac, that support women's confidence and leadership), along with gender-neutral benefits, enhanced parental leave policies and flexible working arrangements, help strengthen attraction, retention and equitable career growth. A Group-wide pay equity analysis is underway to ensure alignment with the EU Pay Transparency Directive, helping to identify and address any unjustified pay gaps.

Inclusive practices. To reinforce inclusive practices, BESIX strengthened bias awareness initiatives in 2025, particularly for Line Managers involved in recruitment, performance evaluation and team leadership. A "Managing Across Generations" training module, delivered via the BESIX Group Academy supports leaders to navigate different communication styles and expectations in a multigenerational workforce. Multilingual safety materials, religious accommodation practices and culturally appropriate onsite facilities help all employees feel respected and supported.

GENDER DISTRIBUTION IN 2025

TOTAL WORKFORCE

Men	89%
Women	11%

Blue collars

Men	99%
Women	1%

White collars

Men	79%
Women	21%

Women in top management²

11%

Workforce profiles

BESIX's workforce structure reflects the diversity of roles and expertise that drive its operations worldwide.

TOTAL WORKFORCE in 2025	9,575
Total white collars	4,633
Total blue collars	4,504
Other workers (contractors and interim workers)	438



¹ Engagement survey 2024: 90% of participants expressed satisfaction working at BESIX, 85% would recommend the Group as an employer, and the Promoter Score (number of employees who would recommend BESIX Group ; results equal to or greater than 8 out of 10) reached 60%, up from 58% in 2021.

² Defined in 2025 under ESRS : the top management includes all senior managers, regardless of the contract type, proposed by the EVP People and confirmed each year by the remuneration and nominations committee.

Employee listening and leadership accountability

A successful people strategy requires authentic dialogue. BESIX Group uses a multi-layered listening approach to gather employee insights from different levels and regions. Listening is embedded as a continuous process rather than an occasional exercise, enabling leaders to understand evolving employee expectations across regions and roles. It also reinforces accountability, as managers are expected to act on feedback and are evaluated not

only on project performance but also on people-related outcomes.

To complement its triennial engagement survey, BESIX maintains several ongoing listening mechanisms.

- **Coaching conversations:** Biannual structured dialogues between managers and employees focusing on performance, development and career aspirations, with participation exceeding

the 70% target, and reaching 78% of white-collar employees in 2025.

- **Upward feedback:** Employees can provide structured feedback on their managers' leadership, supporting continuous improvement of management practices.
- **Speak up channels:** Employees can raise concerns confidentially through grievance mechanisms, Confidence Officers and related reporting channels.

Fair working conditions

Independent oversight and human rights governance. BESIX Group is committed to ensuring fair, safe, and dignified working conditions for all individuals contributing to its operations, whether directly employed or through subcontractors. Operating across diverse labour markets with varying risk levels, the Group applies a structured framework, combining independent oversight, rigorous value chain standards, and active worker participation. This framework remained fully operational throughout 2025 and continues to mature in response to stakeholder expectations and regulatory developments.

To reinforce leadership accountability, BESIX delivered mandatory human rights-training to senior management in 2025. This supports alignment with international labour standards and with the Group's commitments under the International Framework Agreement (IFA) signed with the Building and Wood Workers' International (BWI). Under this agreement, BWI representatives have access to BESIX construction sites and accommodation facilities worldwide, ensuring independent scrutiny and transparency.

BWI's inspections play a central role in BESIX's continuous improvement approach. Field missions, including in Saudi Arabia, confirm overall welfare standards while identifying improvement points that are systematically integrated into policies, subcontractor audits and follow-up actions.

Monitoring and compliance across high-risk regions. In regions with higher labour-related risks — particularly the Middle East — BESIX complements external oversight with extensive internal monitoring. In 2025, six external and 79 internal audits were conducted, with all resulting corrective actions closed.

The Group also works closely with client-appointed auditors and reinforces compliance across subcontractor chains. Non-compliance triggers corrective action plans, with financial penalties or contract termination applied in serious or repeated cases. These measures reinforce accountability and help embed consistent welfare standards across all project partners.

Worker voice, welfare standards and grievance mechanisms. In its Middle East operations, BESIX has established a permanent Workers' Welfare Committee, composed of seven worker representatives elected by their peers for a two-year term. The Committee meets quarterly with management and has direct access to the Welfare team and People Department, enabling timely escalation and resolution of concerns. This structure enables proactive resolution of issues related to accommodation, health access, food services, transportation, and general working conditions.

Beyond formal dialogue structures, workers can raise concerns confidentially through grievance mechanisms, including

Welfare Officers, confidential reporting channels and access to BWI representatives. Grievance data is reviewed to identify recurring issues and trigger targeted improvements over time.

BESIX's internal welfare policies frequently exceed national regulatory requirements. The Group maintains strict accommodation standards, ensures workers retain full access to their personal identification documents, and provides multilingual communication on welfare rights and grievance channels. Confidential grievance systems are available to all workers, including subcontracted staff, with data systematically analysed to identify trends and inform policy improvement. Regular internal audits and client-led inspections further strengthen monitoring and continuous improvement.

Throughout 2025, BESIX demonstrated strong monitoring discipline and consistent remediation efforts across its operations. These activities will continue to expand in 2026, further reinforcing compliance oversight and governance.



Attracting and retaining talents

Talent attraction in a competitive skills market. BESIX continues to prioritise talent attraction and in a sector marked by persistent shortages of technical and engineering profiles. To secure the capabilities needed across its international projects, the Group applies a long-term talent management approach focused on early engagement, diverse sourcing and strong retention.

Partnerships with universities and technical institutes strengthen visibility among future professionals, while the BESIX Young Professional Days (BYPD) provide selected graduates with direct exposure to project teams and the company culture. Internships continue to remain a strategic entry point, supporting smoother onboarding and sustained talent pipelines.

As skill needs evolve, the Group increasingly recruits based on competencies, digital fluency and mindset, broadening access to candidates from business engineering and hybrid technical backgrounds. Strengthened employer branding, supported by digital channels, further expands reach.

Retention and employee experience. Retention efforts focus on delivering a positive employee experience through flexible working models, structured onboarding, mobility opportunities, leadership development and recognition programmes. The BESIX Young Community fosters connection and belonging across entities, while long average tenure contributes to organisational continuity and strong collective expertise.



Developing skills and employability

Building capabilities for a changing industry. Continuous learning remains essential to BESIX's ambition to be a preferred employer and to help its workforce adapt to a rapidly changing industry. As technological innovation accelerates and regulatory expectations evolve, the Group continues to invest in strengthening technical, managerial, digital and sustainability-related capabilities across all functions.

The BESIX Group Academy serves as the central platform for learning and development, offering a growing catalogue of training programmes delivered through classroom sessions, e-learning modules, hybrid formats and expert-led technical workshops. Courses span engineering disciplines, project management, digital tools, environmental permitting, sustainability, data protection, change management, etc. Mandatory modules for white-collar employees include ethics training based on the Group's General Code of Conduct, alongside cybersecurity and artificial intelligence awareness. Senior management also completed mandatory human rights training in 2025, reinforcing expectations around responsible leadership and value chain accountability.

Technical excellence and leadership development. The BESIX Development Academy (BDA) plays a key role in building technical excellence, particularly for engineers and project staff. Its programmes strengthen competencies in engineering, digital solutions, health and safety, functional skills and corporate culture. Internal knowledge transfer remains a strong feature, with BESIX managers delivering most sessions in Belgium through a 'train the trainer' pathway. Sustainability-related

skills continue to expand through dedicated training on EU sustainability reporting, the EU Taxonomy and greenhouse gas management.

Leadership development is supported through the BESIX Potential Academy, developed with Vlerick Business School, and, the new Leadership Essentials programme. Two pilot sessions were organised in 2025, each involving 12 participants. The programme continues in 2026, with additional sessions planned and potential for broader rollout.

To broaden sustainability awareness, BESIX expanded informal learning initiatives in 2025, building on the SDG awareness workshops launched in 2024. The Group introduced the SDG Game in 2025 in collaboration with the BESIX Young Community, an interactive way for employees to explore the UN Sustainable Development Goals and integrate them into daily work.

Training coverage and participation are monitored through the BESIX Group Academy and dedicated programmes. In 2025, 105,051 hours of training were delivered across the Group, covering both hard skills (such as digital solutions and low-impact building solutions) and soft skills, including inclusive leadership.



100%

of employees have access to training

>80%

of BDA sessions in Belgium delivered by BESIX managers

Mandatory training streams for white collars:

- **Code of Conduct**
- **Cybersecurity**
- **AI awareness**

105,051

training hours delivered in 2025

Expansion of SDG learning:

- **SDG workshops (2024)**
- **SDG Game (2025)**