



CITIZENSHIP AND SUSTAINABILITY

Report 2017-2018



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55

OUR ENVIRONMENTAL ENGAGEMENT

QUATUOR PROJECT TAKES SHAPE

A circular economy exercise before construction phase



OUR BUSINESS ENGAGEMENT

MOSS WALLS AND MORE FOR ISSUES OF TODAY

Clean Air project combats air pollution

33

66

OUR PEOPLE ENGAGEMENT

IFA SIGNING

Promote and protect the well-being of all employees and workers employed by BESIX Group



61

OUR PEOPLE ENGAGEMENT

THE ROYAL ATLANTIS RESORT & RESIDENCES

20 million man-hours without Lost Time Incident



OUR ENVIRONMENTAL ENGAGEMENT

MANAGING MEGABUILDS

Project success in a demanding context

23

Our Citizenship & Sustainability Reporting method

Our Senior Executives' Commitment

Our essentials

Getting to the core of our CSR approach	13
Our vision - purpose - values - strategic drivers	14
C&S framework in our business strategy 2017-2018	15
Consolidated key figures	16
Global brand with local anchoring	17
Awards and accolades	18

76

OUR SOCIAL ENGAGEMENT

MANZIL ART

Transforming waste into art

28

OUR BUSINESS ENGAGEMENT

EXPO 2020 DUBAI

Supporting subcontractors to meet sustainable obligations

Our Business Engagement

Improve the sustainability of existing products, whilst searching for new innovative ways to expand our offer.

CARRY OUT RESPECTFUL & SUSTAINABLE OPERATIONS

Corporate governance	Group Rules	22
	Code of Conduct	22
	Risk & Opportunity Management Managing megabuilds	22 23
	Personal Data Management	23
Client centricity	Strategic Management project	24
	Building bridges with DOEN	25

INTEGRATE CODES OF CONDUCT

Responsible procurement	Code of Conduct Procurement	26
	Circular purchasing	27
	Werflink	27
	XChange app	27
	Expo Dubai 2020, Belgian pavillon Renewable and biodegradable products	28 28

ENCOURAGE GREEN SOLUTIONS

Innovative thinking	Unleash	30
	Hack2Build	31
	BESIX 3D	32
	Green concrete	32
	Clean air project	33
	Site installation management	33
Sustainable Engineering solutions	Start-ups accelerator	31
	Sustainable value engineering	34
	Modular construction	36
	De groene boog	36
	BIM	35
	Competence Center - Green Projects Rating Systems	37
	BREEAM certified Meuse Office	37
	GSAS certified Khalifa international stadium	38
	Certified projects	40
	Energy sources	Water & Environment
Waste to Energy		43
Household water in dry regions		44
Transforming non-recycling waste into energy		44
Doubling the capacity of high-recycled water		44
Exploring new opportunities	A-STAY: Living-as-a-service	45
	ACCEPT integrated system	45
	Real estate real-time feedback	46
	Smart Buildings	47



Our Environmental Engagement

Further strengthened our environmental initiatives with a better and more sustainable use of resources.

FACILITATE A LOW CARBON & LOW WASTE SOCIETY

CO₂ management	CO ₂ performance ladder plan	50
	Encouraging soft mobility	51
Environmental management systems	ISO 14001 Certification	52
	Environmental performance review audits at Six Construct	52
	Environmental awareness trainings	52
Biodiversity preservation	Biodiversity preservation	53
	Fjord Link Frederikssund project: biodiversity conservation	53
Waste management	Focus on sustainable materials	54
	Quatuor project: reusing building components	55
	Eco-district neighbourhoods	56
	Recovering concrete residues	57
	Digital material passport	54
Paper consumption	54	
Memberships & Participations to sustainable workgroups	Memberships & Participations	57



Our People Engagement

Aim at becoming a great and safe workplace.

INCREASE PEOPLE'S SAFETY & COMFORT

Safe workplace	Safety time out sessions	60
	Managing safely and Working safely program	60
	BE SAFE program	60
	Royal Atlantis resort & residences LTI Monaragala-Buttala IWSP safety achievements	61

PREFERRED EMPLOYER

Engaged employees	Well-being programs	62
	Third Engagement survey	62
	Trainings	63
Promoting diversity	Recruitment process	64
	Diversity awareness workshops	64
Fair working conditions	IFA agreement	66
	Workers welfare election in Qatar	67
	Accommodation and construction site welfare inspections in Qatar	67
Attract new potentials	Connect to Build	68
	Onboarding app	68
	Young professional days	69
	Internal mobility	69

INCREASE PEOPLE'S SAFETY & COMFORT

Direct engagement with stakeholders	Direct engagement with stakeholders	69
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Our Societal Engagement

Strive to take responsibility and create positive impact in both our value chain and locally at our construction sites in all the countries where we operate.

PROMOTE LOCAL SOCIAL & ECONOMIC DEVELOPMENT

Vendors and business partners	Encouraging local and social economy	72
	Social enterprise 'De Groene kans'	73
	Ferme Nos Pilifs sheltered workplace	73
Social initiatives	Promoting local social inclusions	74
	Circular migration program	74
	Nachtigal dam project: local development	75
BESIX Foundation	10 years of solidarity	76
	Employees' volunteering	76
	Manzil Art: from waste to art	76
	Right2Learn	78
	KiddyBuild	79

BESIX Forward

WATPAC	80
Message of our COO regarding our C&S Objectives	85
Objectives	86
GRI Content Index	100

OUR CITIZENSHIP & SUSTAINABILITY REPORTING METHOD





We publish here our 4th ‘Citizenship and Sustainability’ report which covers 2017-2018. When reading it, keep in mind the fact that we firmly believe that BESIX Group has an active role to play as a Citizen in the society in which it evolves, in a ‘sustainable’ way with ‘sustainable’ solutions on the recognized basis of Prosperity, People, Planet.

This report maintains the bottom-up approach that the Group originally chose to adopt for its 3 previous reports.

In this edition, we keep into account programs, activities and projects realized during these two years by our teams in the different sustainable topics. These topics are based on challenges that society has to face (climate change, lack of energy, water scarcity, lack of experts...), on considerations of our stakeholders (workers’ welfare, ethical supply chain, well-being at work, green building, sustainable innovation, CO₂ reduction, preserving biodiversity...) and on our 6 strategic drivers – identified by our Executive and Strategic Committee – which incorporate our noble purpose (‘Excel in creating sustainable solutions for better world’). Our continuous discussion with our stakeholders (staff, citizens, end-users, NGOs, governmental and financial institutions, professional networks, academic world, trade union...) is an opportunity to regularly identify and consider their concerns.

As an active member of the United Nations Global Compact and the UN federating platform ‘The Shift’ Network, we are also greatly inspired by the Ten Principles and the 17 Sustainable Development Goals. We find here a support to reinforce standards in which we believe (human rights, working conditions, ethical business practices, respectful environment).

This Citizenship & Sustainability report is in line with the three preceding editions and complementary to the BESIX Group activity reports in which corporate info can be found. In the BESIX Group activity report 2018 you can find key information of the preceding year.

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

SENIOR EXECUTIVES' COMMITMENT



“

As an international construction company, we have a responsibility to our clients and employees, and to the communities in which we operate. Our stakeholders at large are sensitive about environmental and societal issues. With our bi-annual report, we want to engage with them and provide clear information about our environmental policies, our workers' rights and employees' safety for instance.

A6 motorway near Almere requires to provide in its own energy needs to become 'The Netherlands' first energy-neutral highway'.

A set path to co-creation

“Excel in creating sustainable solutions for a better world”. More than a motto, this redefined our purpose in 2017. We take in that year as a turning point. The launch of BESIX Forward, the new springboard of our purpose, becomes an answer to an ever-increasing volatile, uncertain, complex and ambiguous world.

Engaging with the community

This renewed purpose revolves around Citizenship and Sustainability. It explains what we aim for and describes how we want to take part positively in the society. It guides our business across our six strategic drivers: Leveraging on our customer centricity, Promoting a great place to work, Developing a “one-stop-shop” solution, Being a leader in open innovation, Synergizing our ways of working, Promoting openness towards new ventures and activities for business. These drivers strengthen our ability to innovate, maintain a high level of quality, face the competition, meet financial requirements, diversify and become a meaningful actor of social and environmental progress, and improve the quality of life of people, everywhere we invest.

We have the ambition to meet the needs of the market in terms of construction 4.0, circular economy and sustainability in general. Climate change urges us to adapt and finetune our ambitions in the 'Planet' pillar. We can make a difference with our green project solutions. BESIX Group strongly believes that innovation is part of the evolution of the construction sector. We have launched our own innovation program, 'Unleash', and our Start-Ups Accelerator. We also promote and pursue co-creation. For this reason, we decided to join forces and skills with Proximus to create a new generation of smart buildings, notably in the field of energy performance. Exemplary of our growing know-how and concrete achievements in this field: our BESIX Nederland headquarters.

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

Ethics enrich our Codes of Conduct

To find the right guidance, BESIX Group has decided to become an active member of the United Nations Global Compact since 2017 and supports the 17 Sustainable Development Goals of the United Nations. Our codes of conduct (General and Procurement) have been launched to formalize our steps in this direction and guide both our employees and our subcontractors to understand, adhere to and apply our standards. The Group has also established Group Rules to measure risks and follow an ethical course of action, when choosing a project.

We are also proud that BESIX Group signed an International Framework Agreement on Fair Labor Standards with Building & Wood Workers' International (BWI) and the Group's European Works Council (EWC) in 2017. This worldwide agreement's purpose is to promote and protect the well-being of all the employees and workers employed by the BESIX Group. It applies to all the BESIX Group entities worldwide, as well as to all of their subcontractors and suppliers, a provision which was already contained in the BESIX Group Code of Conduct. It firmly illustrates the Group's commitment for fair labor standards for its employees and workers.

Going forward at a steady pace

Even if this report covers the years 2017 and 2018, we cannot resist to announce that in 2019, we will celebrate with all our stakeholders the 10-year existence of the BESIX Foundation. Our Foundation plays an important role in three sectors: Education, Construction and Environment. It showcases our willingness to support eligible projects launched in countries where we operate, always with the idea of pursuing the daily mission of local associations. The foundation supports more than 30 projects each year, while its own projects – KiddyBuild and Right2Learn – demonstrate the involvement of our staff on a voluntary basis.

In order to consolidate our Citizenship and Sustainability approach at Group level, we initiated a BESIX Forward strategic thinking specifically on the Group's sustainability ambitions with our top management. This is our way of considering how to further embed C&S in our daily business activities. On one hand, major steps have been taken over the last two years and on the other hand, we are eagerly looking forward towards the coming years. We engage to take steps forward in all the topics defined in this current report. Working more closely with stakeholders, developing new actions and fully realizing our purpose, which is to “Excel in creating sustainable solutions for a better world”.

Frédéric de Schrevel
Group C&S Officer
Secretary General

Rik Vandenberghe
Chief Executive Officer

GRI	102-2	102-11	102-13	102-14	102-16
	102-19	102-26	102-30	102-46	102-49



OUR ESSENTIALS



GETTING TO THE CORE OF OUR CITIZENSHIP & SUSTAINABILITY APPROACH

Our new and redefined purpose, “Excel in creating sustainable solutions for a better world”, puts sustainability at the very heart of what we do. As a multi-services Group active in 24 countries and operating in construction, concessions and real estate development, we are well positioned to assist clients and communities worldwide.

We are designing, financing, developing, building and/or operating a wide variety of projects: from high-rise buildings to marine infrastructures, from bridges to water treatment plants, from apartments to offices, from shopping malls to hospitals, etc. We consider our role in society as supporting economic, social and environmental progress, and aiming for a better quality of life for people.

However, like many industries, ours is constantly challenged. Innovation brings disruption in some areas of our sector. There are quite some challenges ahead.

Our Citizenship & Sustainability (C&S) approach is characterized by bottom-up objectives. These have been mentioned since our first C&S report 2010-2011 with progress and results. With BESIX Forward we intend to go further in our approach at Group level.

BESIX Forward

To keep our competitive edge we need a clear purpose that sets us apart from the competition and a well-thought-out strategy drawing on our strengths. That is why in the fall of 2017, we co-created our new purpose and strategy. We challenged ourselves in rethinking who we are, why we are here and what we stand for. We called it “BESIX Forward”.





Our vision

“As BESIX Group, we develop multiple services to create value for our clients, whilst incorporating the evolving expectations of the end users and building on strong partnerships with all stakeholders.”

Our purpose

“Excel in creating sustainable solutions for a better world.”

Every word in our purpose holds value. We **excel** and strive to improve. We create proactively and step beyond the terms of mere “builders” or “developers”. We act **sustainable** both financially and environmentally. More than products or services, we offer our clients **solutions**. And lastly, we are keen to play a pivotal role in innovating to **protect our planet’s** shared resources.

Our values

To put these strategic drivers into practice, we draw on the Group’s 5 core values:



C&S FRAMEWORK IN OUR BUSINESS STRATEGY 2017-2018

CHALLENGES

Climate change | Older society | Green building | Lack of energy |
Water scarcity | lack of experts | International workers management

ALIGNED WITH UN SUSTAINABLE DEVELOPMENT GOALS



OUR PURPOSE

Excel in creating sustainable solutions for a better world

OUR STRATEGIC DRIVERS AND C&S PILLARS



KEY C&S OBJECTIVES

- Carry out respectful & sustainable operations
- Increase people's safety & comfort
- Integrate codes of conduct
- Preferred employer
- Encourage green solutions
- Facilitate a low carbon & low waste society
- Promote local social & economic development (Community involvement)

*Description of our Strategic Drivers is available in the BESIX Group Activity Report 2018.



CONSOLIDATED KEY FIGURES



REVENUES 2018

€2.5 billion



NET RESULTS 2018









€95.3 million



TOTAL EMPLOYEES 2018

+15,000

C&S Structure in 'People-Planet-Prosperity' pillars

C&S	PEOPLE	PLANET	PROSPERITY
Industry challenges & UN concerns 2017-2018	A quickly changing market creates a need for new types of competences.	Global emissions of CO ₂ have increased by almost 50% since 1990. - By 2030, the UN predicts a 40% water shortfall. - Global sea level rose approximately 17 cm in the last century.	470 million jobs are needed globally for new entrants to the labor market between 2016 and 2030. - Undeveloped infrastructures limit access to health care and education.
SDGs	  	  	 
BESIX Group's vision 2017-2018	<ul style="list-style-type: none"> - Increase safety and comfort - Preferred employer - Promote local, social & economic development 	<ul style="list-style-type: none"> - Facilitate a low carbon & low waste society - Encourage green solutions 	<ul style="list-style-type: none"> - Carry out respectful & sustainable operations - Corporate governance
BESIX Group Strategic drivers 2017-2018	<ul style="list-style-type: none"> - Promoting a great place to work - Leveraging on our customer centricity 	Being a leader in open innovation	<ul style="list-style-type: none"> - Developing a “one-stop-shop” solution - Synergizing our ways of working - Promoting openness towards new ventures & activities for business



GLOBAL PRESENCE

24 countries on 5 continents



GLOBAL BRAND WITH LOCAL ANCHORING

BESIX Group is a leading Belgian industrial company, headquartered in Brussel and operating in 24 countries and on 5 continents: Australia, Bahrain, Belgium, Cameroon, Canada, Denmark, Egypt, France, Ivory Coast, Italy, Latvia, Luxembourg, Montenegro, Morocco, Oman, Poland, Portugal, Qatar, Spain, Sri Lanka, Switzerland, The Netherlands, UAE and United Kingdom.

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

Australian acquisition: Watpac

Our activities have grown considerably through the acquisition of Watpac Limited ("Watpac"). BESIX Group and Watpac started building a trusting relationship in 2013 when BESIX Group acquired a minority stake in the company. Right from the start, our ambition was to give BESIX Group a firm foothold in Australia.

Since December 2018 BESIX Group holds 100 percent of Watpac shares giving Watpac full access to the Group's in-house skills and expertise, in the construction field but also in our other core sectors such as marine works and private public partnerships. That strategy puts us in a position to pursue a long-term industrial strategy in Australia and to capitalize on sustainable action promoted by Watpac for years (as reported in their regular activity report).

More info about Watpac's CSR activities on pp. 80-81.

AWARDS AND ACCOLADES

Recognition of BESIX Group's engagement to integrate sustainability in its operations.

People



▲ BESIX won the first prize in the contest **“Getting to work without the car”** organized by Brussels Mobility end of 2016. The prize was handed over during the Mobility Salon on 31 January 2017 and must be used for sustainable mobility related investments.

Prosperity



► For 2017, BESIX carried off no less than three first prizes – including the **BIM Award of the Year** for the Beatrix Lock/Lekkanaal, two Silver Awards and a Bronze Award, in 5 out of 6 categories!

▲ **The BIM Awards 2018** ceremony, honouring the best BIM projects in the Benelux, was held in Brussels in December 2018. BESIX and Vanhout took three awards, two gold and one silver, in the three competition categories: Infrastructure, Public Projects and Tertiary Projects.



▲ SAFI won the **National 2018 MEED award for ‘Water Project of the Year’**. SAFI is our water treatment station in Ajman, the United Arab Emirates.

► Jacques Delens has been named laureate of **BeCircular 2018**, for the third year in a row with the Brederode project. BeCircular is the regional initiative in the Brussels Capital region on circular economy.



► The certification body SGS has issued the **ISO 9001, ISO 14001, OSHAS 18001 and VCA**** certifications for BESIX Contracting.

Planet

► BESIX Infra has been nominated five times for **Aquafin's 'Minder Hinder'** (less disruption) Awards in the last 11 years, including in 2016 and 2017. BESIX Infra reached the second position of this 2017 award edition. In the same year, BESIX Infra received an **honourable mention** because it pro-actively converted new safety procedures into specific work instructions for its own staff as well as creating internal support for this.

► Cobelba won the first place of the **Green Solutions Awards 2017** in the 'Catégorie Grand Prix Construction Durable' for its eco-district 'Les jardins de Baseilles'.

► In 2018, Six Construct was recognized for its vital contributions made through **Emirates Nature-WWF's Sustainability Partnership Program, and the Mohammed Bin Rashid Global Center for Endowment Consultancy** (MBRGCEC).

► The Princess Beatrix Lock, with the **"Ruimtelijke Kwaliteitspluim" (Environmental Quality Feather)**, was held up as an example by the Dutch authorities for its attention to environmental and landscape aspects in 2018.



▲ Six Construct was awarded the **"Corporate Social Responsibility" label of the Dubai Chamber of Commerce and Industry** for the sixth consecutive year in 2018. This label is awarded to a limited number of companies, recognized for their good practices, outstanding efforts and commitment towards CSR & Sustainability practices in the UAE region.

► Six Construct won **Environmental Award from Parsons Overseas Ltd** or POL (Construction Supervision Consultant) for the 3rd Quarter of 2018.

– Environmental Performance Award – Project Recognition at EXPO 2020 project (this is awarded to the contractor who attained the highest score in reference to the Contractor Environmental Performance Criteria set by POL).

► The Dubai Creek Tower Pile Cap project was ranked as the **most environmental compliant performer (2018)**, as per Mott McDonald assessment (Environmental Management and Assurance Consultant) versus 27 projects' contractors in all of Dubai Creek Harbor development.

OUR BUSINESS ENGAGEMENT





A CLEAR CLIENT-CENTRIC VIEW

Our business engagement follows a steady pattern, in which we first look to improve the sustainability of existing services, whilst searching for new innovative ways to expand our offer.

The human touch keeps playing an essential role, at each side of the spectrum: client and employee. Via internal programs and adhering to international standards, we display a client-centric way of thinking with respect for human rights.

OBJECTIVES 2017-2018*	SITUATION 2017-2018
<ul style="list-style-type: none"> - Setting up a Tender Review Committee - Develop a project-risk approach by updating the Execution Processes to consider Operational Risk Management. 	<ul style="list-style-type: none"> - Already at tendering stage, risks are now monitored through a six-step methodology. In cooperation with the client, risk allocation and mitigation are included. - Launch of our Strategic Account Management Project in 2018
Increase commitment of supply chain on the Procurement Code of Conduct	487 subcontractors and suppliers signed the Code of Conducts, an increase compared to 2015-2016 (412), even when the overall number of strategic suppliers decreased.
Research on low carbon concrete and start up a study on the project in the Netherlands	Development of the Green Concrete program. Launch of the innovation program, Unleash and Start-ups Accelerator. Already applying low-carbon concrete for a flood barrier project in the Netherlands; reducing carbon emissions by 76%.

*Extensive review of our objectives on p 86-99.

■ Objective reached ■ On the path

CORPORATE GOVERNANCE

BESIX Group continues to comply with a corporate governance framework firmly embedded in the day-to-day working of the Group's Board of Directors, its advisory committees and the numerous Boards of Directors of the Group companies. The goal is to secure the sustainable development of the Group and to develop a strong risk management approach.

The monitoring of this commitment is secured through the continuous implementation of the Group Rules and is supported by the interactive and web-based Group Corporate Housekeeping application. The functioning of the Boards of Directors, Committees and corporate organizations is now controlled and reviewed better and on a regular basis, as imposed by the Group Rules.

Codes of Conduct for all stakeholders

In line with its CSR objectives for 2010-2011, BESIX Group issued the BESIX Group Sustainable and Responsible Procurement Code of Conduct in 2013 which completes the General BESIX Group Code of Conduct.

A code to uphold

The **BESIX Group Code of Conduct** embodies Corporate Governance, Human Rights, Business behaviour, Safety, Environment and Human Resources and is included in most of the Group entities' prequalification and tendering documentation. The Code constitutes a framework that can be further developed by each Group entity to the extent necessary to align with the specificities of the concerned country or business sector. The Code also prescribes that violations of law, rules, regulations of the Code shall be reported to the Group's CSR Officer.

BESIX Group commits to contributing continuously to the improvement of its actions on Human Rights. Two major actions have been undertaken over the last years converting these intentions to actions. In 2016, BESIX Group joined the **Global Compact initiative of the United Nations** and its adherence has been confirmed by the United Nations in September 2017.

Risk & Opportunities Management

Group Rules - Enterprise Risk Management Framework

BESIX Group integrates the assessment, management and control of risks at all levels of the Group's organization. The BESIX Group Rules, issued by the BESIX Group Executive and Strategic Committee, is a set of 20 rules defining the framework of this Enterprise Risk Management.

Project Risk Management

More specifically the Group Rule n°1 defines what High-Risk Projects ("HRP") are for BESIX Contracting, regional entities and BESIX RED. As such we established a "Tender Review Committee" along with a "Go/No Go" decision process. Moreover, BESIX Contracting set up a "Risk Management Competence Center" and developed a risk management approach over the project life cycle (from Tender to Operation & Maintenance) aligned with ISO 31000. At BESIX Contracting, Risk Management is fully embedded into project management.

At tendering stage, risks are monitored through a six-step methodology. Open discussions and collaborative work can already start at an early stage if the Client is eager to. An agreement is thus more easily found on risks allocation and the best mitigation measures are included in our estimates.

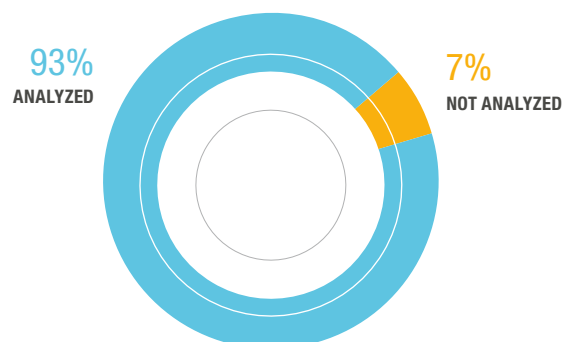
The importance of Risk Management is also highlighted during our projects' execution through the continuous review of risks and opportunities, the development and implementation of adequate treatment measures and awareness-raising actions.

Profile-based decision-making

Thanks to our knowledge and experience, BESIX Group's tender and project teams are able to identify risks. Even better, they seize opportunities that generate value for our Clients and ourselves and take better decisions based on a full project risk profile.

Project risk management analysis

Oct. to Dec. 2018: 14 high-risk projects out of 15 analyzed.





BEST PRACTICE

MANAGING MEGABUILDS

Project success in a demanding context

BESIX has built up a broad experience in megabuilds. Preparing for these ambitious projects, our teams take a number of key points into account. Bringing together a wide variety of people – experts, contractors, engineers, bankers and lawyers, to name but a few –, these projects range from high-rise buildings and big infrastructure to civil and marine works.

Risk management

Large projects often feature a high-risk profile. Long planning horizons and complex interfaces make planning and budgeting a lot more challenging than for standard projects. Often, the scope or ambition level of megaprojects changes over time, further challenging a successful and timely delivery. To avoid cost overruns, delays and, above all, unsatisfied clients, proper project management and coordination are key.

Coordination and cohesion of parties involved

When BESIX is in charge of megaprojects, we take on a coordinating role. Bringing together all parties involved is one of our strengths. To identify and solve problems, a thorough understanding of the technical execution is essential. On-site, the Project Manager manages a small company. A project may gather more than 15,000 workers and about 50 subcontractors. For such projects, team spirit (between clients, subcontractors and BESIX), transparency, flexibility and decision-making are key.

Digital real-time tools, such as virtual animation, 3D planning and document control, help to effectively communicate with key players and provide progress reports in terms of budget and timing.

The Project Manager megabuild checklist

- Administration and reporting;
- massive logistics;
 - general safety and security;
 - permanent inspections and quality controls;
 - monthly intake of new players;
 - managing site visitors;
 - and most importantly: team management;
 - respect of planning and budget.

Personal Data Management

BESIX Group cares about its People, but not only them, its Clients, Prospects, Subcontractors, Suppliers or any other Stakeholder somehow connected with the Company activities also deserve consideration. The protection of natural persons with regard to the processing of personal data is one of the fundamental rights that BESIX Group is committed to respect and advocate.

Diligent with data

The rapid technological developments and the BESIX Group worldwide scope have brought new challenges in relation to personal data protection. The General Data Protection Regulation (GDPR), that came into force on 25 May 2018, provides a framework enabling companies to carry out their activities while securing all the involved European citizens' personal data. GDPR is an opportunity for us to make further progress to compliance. This means that personal data of every stakeholder, being European citizen or not, is handled equally.

A key element in achieving this goal is the GDPR awareness: BESIX Group attaches great value on educating its staff. Another element is the GDPR Network that has been put into place in order to synergize our ways of working, but also to make sure BESIX Group contributes to social progress.



CLIENT CENTRICITY

With the digital transformation we are going through, it is more important than ever to connect with customers. The human touch remains essential in building and maintaining excellent customer relations.

This is the reason why it becomes one of BESIX Group's strategic drivers: "Leveraging on our client centricity".

Defining strategic accounts

Lively discussions about client Communication, client Expectations and client Experiences were initiated during the BESIX Potential Academy 2, end of October 2016. Since then our project gained in progress with a real project team which identified strategic accounts (clients but also business partners) and investigated ways of co-producing sustainable development with our clients.

Our goal is to create a relationship based on trust and become the partner of choice for our clients of today and tomorrow. We need to evolve into a full-lifecycle service provider, by forming strategic partnerships with financial institutions, architects and Operations & Maintenance operators on the one hand, and by further developing the necessary competences in-house on the other.

Client centricity in the field

Van den Berg, active in cable and pipeline construction and acquired by BESIX Group in 2017, makes the difference by working in a client-oriented way. "If the quality of your end product differs little from that of your competitors, then you have to find another way to excel. In our market you do not have that many clients, and not every contract is awarded to the lowest bidder. If you can offer a continuous client-oriented approach, you build good relationships. The client will then continue to choose your company because you stand for quality and service. We ask our clients to score our services. You need to strike a balance between different parties: the project, the client, but also the end-users," says René Marnef, Managing Director at Van den Berg.

The Group stays alert regarding concerns of our clients and want to keep an ongoing communication with them. Analyzing a client request in prequalification folders provides us a global picture of concerns in sustainability. Since 2011, we have been looking at the evolution of topics in the questionnaire. Within 7 years, we note a consistent request for ISO and BREEAM/LEED/ESTIDAMA/GSAS certifications and a significant growth demand for BIM, sustainability/CSR, QSE Management Plan.



MATHIEU RYCKEWAERT

Senior Manager Public & Corporate Affairs, BESIX

"Strategic account management is a vision for the future with the aim of generating value for the client in the long term."



BEST PRACTICE

BUILDING BRIDGES' WITH DOEN (DOING)

A new collaborative approach at BESIX Nederland

Due to the increased traffic load, the executive agency of the Dutch Ministry of Infrastructure and Water Management Rijkswaterstaat (RWS), issued the renovation of the Nijkerker bridge. This bridge connects the provinces of Gelderland and Flevoland in The Netherlands. For the tendering process RWS decided to try out an experimental pilot scheme. In 2018 BESIX and its partner Mourik completed the works following the innovative 'DOEN' method.

Early cooperation eliminates restrictions

With 'DOEN', all parties want to learn together by doing. This is achieved through far-reaching cooperation and with maximum mutual transparency, resulting in maximum flexibility and minimal disturbance to neighbours, traffic and the environment. The parties have worked together from the start, with fewer restrictive rules and with the entire focus on better cooperation for an optimal end result. This form of cooperation offers many benefits for the future.

"Without the contractor's input, we would have been unable to strengthen the bridge in this way. Congratulations to the entire team!" says Ype Heijnsman, Director Rijkswaterstaat Midden-Nederland.



The contractor was not selected on price and solution for the bridge, but as the best partner to work with.

DOEN: optimal collaboration results in optimal end result

The first 'DOEN' project concerns the design and construction of the renovation of the Nijkerkerbrug (Nijkerker Bridge). It was named 'DOEN' because the client Rijkswaterstaat opted for an innovative way of tendering with less restrictive rules for all parties involved. This allows for a shift in focus to a better collaboration with an optimal end result.

The Nijkerkerbrug is part of the Nijkerk complex. Every day, more than 15,000 vehicles cross the bridge. Since 1965 the traffic load has increased considerably, causing damage. With the DOEN Project, Rijkswaterstaat wants to increase the bridge's lifespan by 25 to 30 years.

- Client: Rijkswaterstaat
- In JV with Mourik
- Contract: Design & Build
- BESIX Part: 50%
- Start-end of the project: 2016-2018



RESPONSIBLE PROCUREMENT

Our people come first. Their welfare is a key priority in everything we do including our procurement. BESIX Group ensures the integration of environmental and social considerations when procuring and sourcing with buyers, suppliers and (sub) contractors. The BESIX Group Sustainable and Responsible Procurement Code of Conduct is the foundation of our good business behaviour throughout the whole value chain.

Code of Conduct Procurement

Based on intrinsic human rights

The BESIX Group Sustainable and Responsible Procurement Code of Conduct, issued in 2013, endorses the Universal Declaration of Human Rights, the International Labor Organization Conventions on prevention of Forced Labor, Discrimination and Child Labor, ISO 9001, ISO 14001 and the Guidance Principles of ISO 26000. Hereby, BESIX Group establishes an overall integration of sustainability considerations with regard to employee and worker conditions and environmental dimensions with our subcontractors reinforcing long-term partnerships and collaborations.

Partners in Frame Agreements with BESIX Group mandatorily sign the Code of Conduct. Moreover, we work as well with our strategic suppliers in order to have their commitment to the BESIX Group Procurement Code of Conduct.

Through quarterly internal Procurement Synergy meetings, including representatives of most of the European Group subsidiaries, internal buyers ensure the follow-up of the Procurement Code of Conduct and establish the priorities in the development of frame agreements.

In 2018, 515 BESIX Group colleagues dedicated to procurement support, and 'part-time' buyers who are involved on a spot basis in the procurement chain, especially on site, were identified. About 93% of them signed the Code (436 signed in 2016 whose 96%).

A Code signed by suppliers

Subcontractors and suppliers who are active on sites with a budget exceeding EUR 25,000 are selected to sign the Code of Conduct.

The number of strategic suppliers decreased to 840 in 2018 (from 959 in 2016), whose 412 signed the Code (59%). Despite these positive results, there is still room for improvement. We are working hard to progress together with our suppliers towards a more sustainable and responsible procurement. By contacting our subcontractors and suppliers regularly, we constantly learn from their feedback. At the same time, we demonstrate the importance of our BESIX Group Procurement Code of Conduct to reach a sustainable supply chain.

Procurement 2.0

Currently, we are also in the process of reorganizing the procurement department towards a more central function. The Procurement 2.0 program has the objective to synergize BESIX Group's way of working and deliver: enable future growth with EBIT increase of 50%, leverage end-to-end parenting advantage of the Group, organize purchasing synergies between projects.

This reorganization will also contribute to a further integration of C&S. Objective to achieve €17M of financial impact from sustainable savings by the end of 2019. The implementation will be phased gradually towards the end of 2020.

KEY FIGURES

+16,000
different suppliers





Circular Purchasing

The Purchasing Department of BESIX and Vanhout is participating in the Flemish Green Deal Circular Purchase in Belgium. Circular purchasing is a new way of buying for companies, with an eye for people, planet and wallet. The projects stimulate us to 'buy change'.



BEST PRACTICE

WERFLINK Making use of unused equipment

The Flemish Construction Confederation recently launched the online sharing platform Werflink. This platform was developed in collaboration with BESIX, Vlaanderen Circulair and FLOOW2.

The platform enables construction companies within Belgium to 'advertize' unused construction equipment, materials, resources and freight space with each other through the website: www.werflink.be. Since the launch in 2018 the platform had around 3,000 visitors. This is a promising start considering the fact that the app is still in pilot phase until mid 2019.

Avoid unnecessary purchases

At BESIX we believe the purpose of construction is to make intelligent use of the available resources without losses. The platform enables us to minimize these losses on a local level thanks to the matching characteristics of the platform. Doing this we prevent waste, material and resources loss and save costs while doing so. Moreover, it limits the need for new materials to be purchased. At the moment it is used in the Flemish region by more than 210 companies. This platform is a first pilot project.



BEST PRACTICE

SHARING MATERIALS VIA SMARTPHONE BESIX Infra partners up with Xchange

BESIX Infra is partnering with XChange for the development of a smartphone app. This app will create a platform for sharing construction materials and machinery. All members of the Flemish Construction Confederation will be able to use the app. This will create a win-win as construction companies often do not use their construction equipment continuously and end up with surpluses of finishing materials.

- Less waste of residual material
- Less emissions
- Optimum use of operational resources
- Significant savings

Strategic Circle 2019 confirmed circular economy as a significant opportunity to differentiate BESIX Group in its market. Our projects are accordingly invited to report on their objectives on circular economy.



WERFLINK IN NUMBERS

(Data Q3, 2018-Q1, 2019)

+3,000
visitors

+20%
return visiting rate
(increasing)

210
companies involved



EXPO 2020 DUBAI - INFRASTRUCTURE WORKS PROJECT

Supporting subcontractors to meet sustainable obligations

For the Expo 2020 Dubai project, the UAE chose the theme “Connecting Minds, Creating the Future”, with Sustainability as one of the 3 core themes. The 4.38 km² site is provided with irrigation and sewerage, pipes and cables, roads, electricity, water and telecom lines.

For the construction of this project, our client imposed a unique set of obligations to have EPDs for concrete and steel elements. An Environmental Product Declaration (EPD) is a comprehensive report that includes an LCA, developed to provide specific environmental information on a product in a common format. EPDs clarify the environmental benefits, the energy efficiency and other important aspects of a given product.

Raising subcontractor awareness

Important to note is that EPDs are very rarely asked in the UAE region. Therefore, none of our suppliers were familiar with EPDs. However, thanks to the contracting obligation, which we strongly support, we were able to raise awareness with our subcontractors.

We supported our Precast subcontractor – supplying concrete precast elements, to gain awareness on EPDs, understand the significance and benefits of having an EPD in the region. This resulted in great success. Not only did they acquire EPDs for the products obligated for, but also they pushed further than we expected and got their other major products covered under the EPD, to demonstrate their commitment to Sustainability. The same process is under development with other subcontractors.

ON THE LOOKOUT FOR RENEWABLE AND BIODEGRADABLE PRODUCTS

Clean solution for concrete framework release

BESIX prolonged our contract with Demula, a company that makes Marginel, a biodegradable oil for concrete framework release. During negotiations with other suppliers we received several offers for products with the same functional efficiency and better price setting. Still we respect our core values of creating sustainable solutions for a better world. As such we prefer renewable and biodegradable products above others if possible. This way we keep our construction sites and infrastructures clean of any hazardous products.

The Marginel product is listed “A” in the FIPAH classification table. This means best scoring for biodegradability and no danger for human health.



A SUSTAINABLE MINDSET STARTS WITH INNOVATIVE THINKING

The sustainability ambition of BESIX Group's core operations is expressed in our purpose: Excel in creating sustainable solutions for a better world. Through this pillar we are addressing sustainability throughout the entire lifecycle of projects.

This consists of the design phase, environmental performance of materials, sustainability integration during the construction phase and the sustainability performance of the buildings or infrastructures. We wish to excel in sustainability by designing consciously, choosing for sustainable materials, minimizing operational impacts and shaping the future landscapes with a clear mission towards a better world. Innovation plays a key role and can be considered as the engine of BESIX Group driving all projects towards more sustainability.

Beyond the usual suspects

Building sustainable involves much more than simply applying energy saving technologies or sorting building site waste. At BESIX, each project integrates sustainable thinking in its fundamental design, in the way a construction site is organized, and in the way the finished structure is managed.

Innovation programs

In a rapidly changing world, BESIX Group is conscious that sustainable innovation is a necessity to anticipate to future societal changes and environmental needs. With our strategic driver, "Being a leader in open innovation", we aim at developing new solutions in sustainable design, sustainable materials, efficient manufacturing processes, smart building approaches and sustainable construction operations to reduce societal and environmental impacts of our buildings and infrastructures.

JAN VAN STEIRTEGHEM

Head of the Engineering Department, BESIX

"The new generation of engineers do not want to just work on beautiful projects around the world. They want to know what the Group brings to society. Climate and digital are two themes that interest them. Our Unleash program is there to boost their dedication in this way."



- Certified projects
- Passive projects

Innovation program
in sustainable
construction

Market our innovative
engineering solutions

Excel in creating sustainable solutions for a better world

WITHIN 3 YEARS OF EXISTENCE

537 Ideas were received

454 People added contributions

8 Ideas implemented/
under development



“ More than 500 ideas were introduced by BESIX Group colleagues, nearly 80% of which concerned sustainability in general or more specifically waste management and water treatment and HSE.

Unleash

In order to advance innovation, the Unleash Program was launched. Unleash is an innovation program that collects ideas from across the BESIX Group and, with the help of colleagues, turns them into concrete projects that positively impact our activities around the world.

Anyone can contribute

The process is simple: participants submit ideas to a dedicated on-line portal and share it with colleagues so they can vote for and/or contribute to the idea. The ideas go through several reviews and assessments involving Innovation Ambassadors, Inventor Teams and the Innovation Board. Selected teams head off to boot a camp. Professional coaches, meetings and training courses are used to help the teams refine their projects. The top ideas are then chosen by the Board. The teams have several months to develop their concept.

There have already been three 'ideation waves', with the fourth planned to be launched recently launched. The three ideas selected from the third wave are under development.

Poised to roll out initiatives

BESIX Group plans for two internal ideas per year to get to the 'one product, one client' phase. In the latest wave, we have not provided clear topics, but have left the challenge open for all employees to come up with any idea they could think of that is in line with the BESIX Group strategy, and also replies to the requirement to increase revenue, or have a considerable impact on Safety or Sustainability.

Sustainability top of mind for participants

More than 500 ideas were introduced by BESIX Group colleagues, nearly 80% of which concerned sustainability in general or more specifically waste management and water treatment and HSE. This outcome is a clear sign of the involvement of our employees on this topic and will only accelerate the development of sustainable project solutions.



BESIX Start-Ups Accelerator

BESIX Group is well aware that innovation, especially open innovation, is now a strategic issue. By creating a Start-Ups Accelerator, we take a new step towards greater openness and diversification, both upstream and downstream of the construction process itself.

Enabler for mature start-ups

With this in mind, the BESIX Start-Ups Accelerator was launched in June 2018. A global project aimed mainly at mature start-ups in the 'Construction Technology' (ConTech) and 'Property Technology' (PropTech) industries. Objectives: Seeking sales opportunities and faster business, commercial and product development growth. A variety of sectors have our interest such as the Circular Economy and Sustainability, Construction 4.0, Digital Transformation, Energy and Treatment (air, waste, water), Mobility and Infrastructure, New Construction Materials, Real Estate, Spatial Planning, and Well-Being & Safety at Work.

BESIX Start-Ups Accelerator has a duration of 12 months and it is totally free, 100% tailor-made in order to answer the respective needs and ambitions of each start-up. The objective is to boost on average 10 start-ups per year with our program.

International scope

Being aimed at both the ConTech and PropTech industries, the BESIX Start-Ups Accelerator is the first of its kind in Belgium, one of only a handful in the rest of the world.



UNLEASH Hack2Build

BEST PRACTICE



Hosted by our innovation team creative minds in and outside of BESIX Group spent 3 days together to solve today's challenges in the construction industry.



"Unleash on Stage", second edition of Innovation event organized for BESIX staff and business partners in Brussels and in Dubai end of 2018.

In October 2018, the 5 first start-ups joined our program

- Cad42 (France): IoT for workers' security on construction sites
- KEWAZO (Germany): Robots in scaffolding transportation system
- Peas & Love (Belgium): Urban famring in real estate
- ProperGate (Poland): Logistic coordination platform for construction sites
- Smart Cast (France): Printed circuits on floor formwork



A-LEVEL RESULTS FOR 3D PRINTING

BESIX 3D

The future has arrived: 3D concrete printing is taking the sector by storm. At BESIX Group, we are among the front runners, with several projects in the pipeline, particularly in Dubai. We have great ambitions to play a dominant role in this niche.

Dutch cyclists can already ride across a concrete bridge printed in 3D inaugurated at the end of October 2018 in Gemert, some 100 kilometers from Amsterdam. A first for cyclists. A concrete footbridge had already been cast in 3D a few months before in a park north of Madrid, Spain.

“The market is moving out of the innovation phase and is entering into the growth phase. BESIX 3D Studio has been set up to support the region in its vision to disrupt the traditional approach of construction by offering a one-stop-shop solution to each stakeholder,” said Jonas Vandeven, head of the BESIX 3D Division.

Less concrete, more structural freedom

3D printing made it possible to use less concrete. In doing so, we reduced the structure’s ecological footprint, with a more complex shape than traditional manufacturing methods would have allowed.

3D printing requires further research as it is seen as a potentially disruptive technology. A ‘BESIX 3D’ division was created in June 2018 as part of the Unleash program.

“The biggest advantage of 3D printing is the customisation of work on a large scale, making projects more aesthetically unique. In the digital world, 3D printing is the logical transition from software to reality,” said Benoit Meulewaeter, engineering manager, BESIX 3D.

3D printing of breakwater units

In the swiftly evolving area of 3D concrete printing, a new research project is set up by Ghent University, BESIX, the start-up ResourceFull and engineering company Witteveen+Bos. The research will focus on developing sustainable concrete mixtures suitable for the printing of breakwater units. The combined expertise of the project partners will result in new, innovative and more sustainable solutions in hydraulic engineering.

REDEVELOPING A HEAVILY USED TECHNOLOGY

Green Concrete reduces carbon footprint

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

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

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

Changing the building blocks of concrete

This material’s future is regularly questioned given the high levels of CO₂ emissions during its production. “We use concrete technology a lot because concrete can be used in virtually any climate and tends to save time and money. We are therefore constantly looking for ways to improve its sustainability and quality,” says Wim Noblesse, Concrete Technologist BESIX. “For example, we used a low-carbon concrete for the new flood barrier project at Limmel in the Netherlands. Concretely, this concrete integrates up to 50% of recycled base materials. (Note: in the jargon, we speak of CEM I replaced by CEM III). “In this way, we reduced the carbon emissions of this site by 76%,” says Wim Noblesse.

BESIX also joined ‘Circular.Concrete’, a research project supported by the Flemish Government (VLAIO). The project aims to create a bridge between innovation providers and potential users of circular concrete. This will be achieved by:

- Making an overview of the various available technologies;
- Validating material technological innovations in lab and implement them on sites;
- And by creating a clear reference framework for recycled concrete.

BESIX identified several companies in the Netherlands which perform an advanced type of crushing. Their process generates a high-quality recycled aggregate that can be used in high percentages in new concrete mixtures.

Upping the recycling ante

Further steps to be deployed in 2019 involve going beyond the norms in terms of using a higher percentage of recycled aggregate for a specific concrete mix on one of BESIX’s projects, and testing the high quality recycled aggregates from the Netherlands and study their application in Belgium.



MOSS WALLS AND MORE FOR ISSUES OF TODAY
Clean Air project combats air pollution

Clean Air already goes back to the first successful internal Unleash ideation wave in 2017. The idea was based on the feeling that something is happening with a common asset we all need: air. We hear facts and figures about rising CO₂ concentrations in the air, more and more pollutants we breathe, and all the threats this represents. Therefore, we want to take up our role in society and from our position try to fight for something we all find important: air quality.

The product that will be developed within BESIX Clean Air can be called “moss walls”. It contains 4 added values:

- **Air filtration.** The 'technology' is based on the a smart combination of moss vegetation, irrigation, ventilation and sensors. It has been confirmed by experts that this has a positive effect on air quality. In a next phase the exact potential of the product will be further refined and quantified.
- **Acoustic absorption.** The moss walls should be thought of as an excellent alternative for regular acoustic panels with the same characteristics regarding acoustic absorption.
- **Greening the city.** The fact that a living green organism can provide these benefits is a major advantage. Natural green has a positive psychologic impact on human beings and makes people more productive and happier.
- **Data.** The moss panels include tons of data on environmental info. Our product can theoretically contain 1 measuring unit per m².

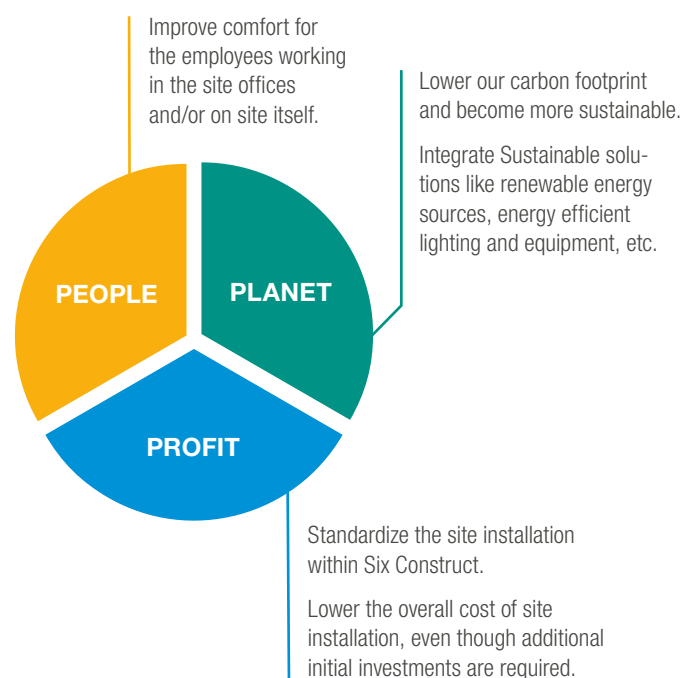
After creating a working proof on concept and prototyping in early 2019, a testing phase and start of production for pilot projects has started in The Netherlands in the summer of 2019.



BESIX SITE INSTALLATION MANAGEMENT (BESIM)
Getting the most out of each location

BESim – BESIX site installation management – was introduced in 2017 during the first wave of Unleash. The idea, to standardize and improve BESIX’s site installation, encouraging maximum re-use of offices and site setups, became one of the final three selected ideas by the Unleash Board and our CEO.

In May 2018, the first mock-up of BESim was developed at the Mohamed bin Rashid Library Quay Wall project in the UAE.



SUSTAINABLE ENGINEERING: ACT TO PREVENT

Sustainability is not just something for show. It is embedded right into our core purpose. BESIX Group strives to deliver sustainable solutions guided by our values, integrating sustainability in all the phases of our projects, to deliver a sustainable project and benefit the stakeholders in the wider community and the environment in which we live.

With buildings and infrastructures being the end product of BESIX Group the importance of this topic is self-evident. BESIX integrates sustainability in all the phases of a project, starting from proposing sustainable solutions benefiting the local community through its Concessions and Assets team, delivering sustainable solutions during the tender phase, embedding sustainable design features, assisting the client achieve his sustainability goals through Green rating certifications (LEED, BREEAM, GSAS, etc.), assisting efficient planning in design and construction through use of BIM up to facilitating efficient facility management through Smart Buildings. We believe that very life phase of a project must be considered in order to offer the best sustainable projects solutions to our clients.

Sustainable value engineering

BESIX Group devises tailor-made sustainable solutions to better serve the local community, through BESIX Concessions and Assets. Different projects contribute directly to carbon footprint reduction such as The Dubai 'Waste to Energy', Umm Al Quwain 'refuse derived fuel' projects & Future Ajman Sludge to Energy investments. The Business Unit will develop its first large-scale solid waste treatment plant in UAE. BESIX Water & Environment on the other hand provides integrated solutions for water and energy related challenges in Europe, the Middle East, Asia and Africa.

We share what we know

In this context, the strategic driver "developing a one-stop-shop solution" is a logical evolution of services. BESIX Group intends to develop a panel of services which already exist, eg, with BE Wind, Franki Foundations and BESIX to offer a one-stop-shop solution for

the foundations of on-land wind turbines which promote sustainable energy. BESIX Group actively shares its specialized know-how related to onshore wind farms across Europe, from study over planning to completion. In 2019 a one-stop-shop facilitation platform will be launched where all the expert areas can be easily found within the Group by our internal experts who want to complete their offer.

Other Sustainable Projects are delivered through our PPP model. The Nachtigal hydropower project increasing Cameroon's electricity generating capacity by 30% is a recent example.

Sustainability in Design

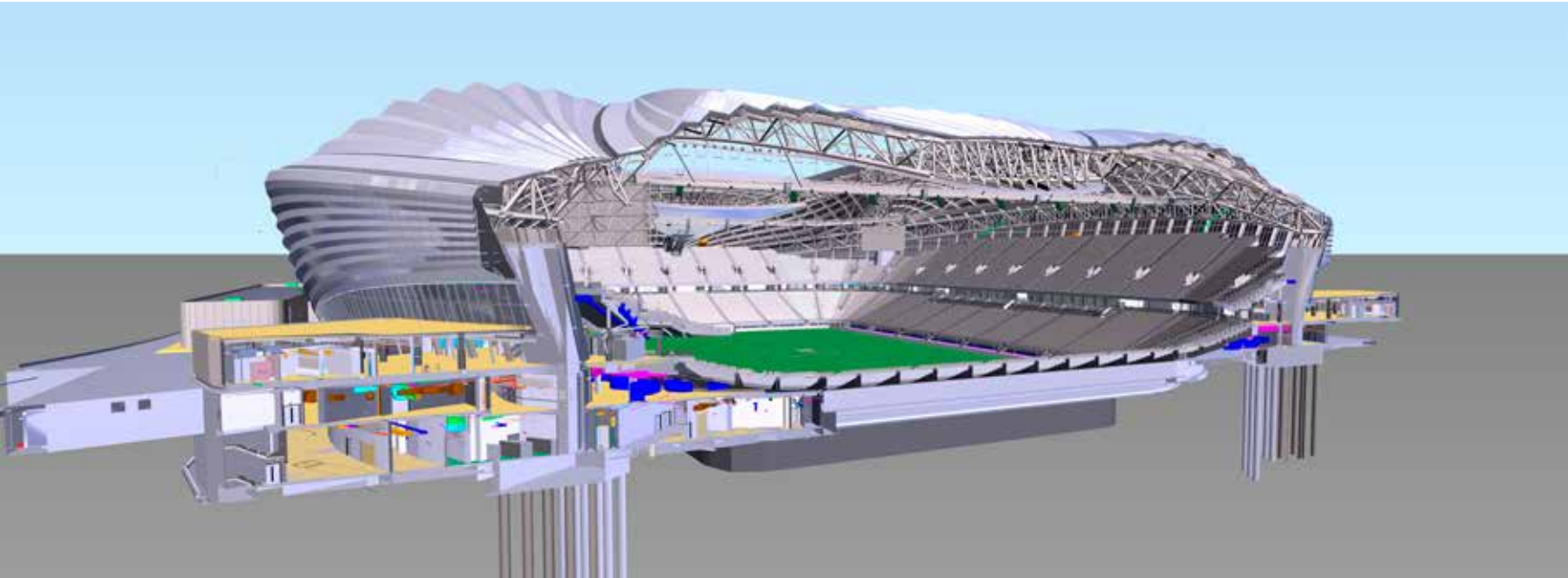
The concept of minimizing negative environmental impact through skillful design is integrated in every project of BESIX Group. Part of the design challenge is responding to the climate challenge by means of engineering and constructing energy neutral and zero carbon projects such as the first carbon neutral highway in the Netherlands 'De Groene Boog'.

JEAN POLET

General Manager Europe, BESIX

"Our one-stop-shop solution demonstrates we, Group entities, are all essential partners for one another in the BESIX value chain. By giving ourselves unprecedented access to each other's expertise, we can support our strategic objectives, increase our business impact by serving the client even more efficiently."





**WITHIN 3 YEARS
OF EXISTENCE**

70+ projects and
counting

200+ engineers and
STEM profiles

9 Benelux
BIM Awards

BIM is all about timing and risk management

The quality of the information is determined by the project phase: design, construction, maintenance. At every phase, BIM ensures that relevant information is shared. The goal of BIM is therefore not to produce information, such as 3D modeling, but to manage it properly: give the right info at the right person at the right moment.

BIM keeps getting more important. BESIX works on efficiency and transparency in design through integration of Building Information Modelling (BIM) and applying advanced techniques like BIM based material passports. Our progress in this field has been rewarded.

Over 2017 and 2018, BESIX won 9 awards at Benelux BIM Awards ceremonies. BESIX was the first in Belgium and the second in Europe to obtain BIM Level 2 certification. Level 2 is currently the highest level for which certification is obtainable. This certification brings together a set of methods and technologies to optimize the design, execution and management of project data throughout its lifetime. The project is represented in a 3D model that gathers all relevant information. "We integrate more quickly new client requests. This means we can efficiently save time and money, because solving an upstream problem is much cheaper than settling it on site," explains Juan Nolet, BIM Manager at BESIX.

The BIM team is eager to intensify its collaboration between BESIX's two Engineering Departments (in Brussels and Dubai), with the Group's subsidiaries, and to strengthen its partnerships with key players (clients, works maintenance managers, subcontractors, academic sector, research institutes, etc.). See the full list on page 40-41 of this report.

FRANÇOIS LEDERER

Head of BIM, Digital & Sustainable Solutions, BESIX

"We integrate young engineers into our teams, who bring innovative ideas while gaining the knowledge of our experienced employees. The perfect match between the integration of our youngsters' engineering digital trends and our seniors' effective value engineering."



MODULAR CONSTRUCTION

Unlimited building options for a Child Psychiatry Service

Vanhout delivered, via our “Early Contractor Involvement” formula, a new Child Psychiatry Service, OPZ Geel (Belgium) end of 2016. The project included a building that can accommodate a total of 34 patients (10 children, 10 adolescents, 8 forensic places and 6 emergency places), a therapeutic center and a center for ambulatory care.

A particular specification of the client was that the buildings should have a wooden structure. By designing the project in the style of a small village with chalets like we see in youth nature classes, Vanhout created a quiet and familiar environment for the patients.

Cradle-to-cradle construction

To achieve this effect, the decision was made to use CLT panels (cross laminated timber). This type of construction is particularly interesting for a circular economy. The wooden walls are modular and can be re-used. They are 100% cradle-to-cradle. These PEFC certified panels are erected quickly and at the same time they provide good insulation and airtightness. The building was made wind and waterproof very quickly, leaving more time to finish the interior. For the facade the choice fell on thermal wood, which requires minimal maintenance.

- CLT panels: 100% recyclable
- Rest of CLT from windows and doors can be re-used in a second product line
- 2 floor of 650 m² in 5 days

After this first successful experience with modular construction, Vanhout is constantly evaluating projects to study the possibility of changing the structure to CLT for its benefits, or to search for a modular item to be implemented.

Several projects in execution (end 2018 - start 2019) show promising results for the use of modular designed sanitary cells and bathrooms. We look forward to show the results in the next biannual report.

Classic technologies with sustainable improvements

Vanhout expands its green activities and acquired 60% of Energi-concepten, a company from Arendonk (Belgium) mid 2017.

With this participation, Vanhout continues to work on offering an integrated construction service and expanding the Group’s knowledge and competencies in the sustainable technology business.

Energieconcepten specializes in renewable energy equipment (heat pumps, solar panels, thermal solar collectors and biomass), supplemented by classical technologies. The objective is to grow this company further in the professional market as its primary focus is on the private market.



THE WAY TO GO

World’s first energy neutral tunnel ‘De Groene Boog’

A combination of BESIX, Dura Vermeer, Van Oord, John Laing, Rebel and TBI, named ‘De Groene Boog’ is designing, building and pre-financing the new ring road of northern Rotterdam – A16.

The combination honours its name (De Groene Boog means as much as The Green Turn) by providing a road which will not only fit its surroundings seamlessly, but also be energy neutral.

Noise-reducing asphalt

The project combines the newest views concerning quality of life and sustainability. The road will be incorporated into the landscape as effectively as possible. Noise pollution will be prevented by using extra noise-reducing asphalt on the A16 road surface (dual-layer fine porous asphalt, ZOAB) as well as noise barriers and earth embankments. Adjoining areas, such as Terbregseveld, Vlinderstrik and Lage Berge Bos, will be re-landscaped and connected by cycling and walking paths.



Green projects

Built environments have a substantial impact on the health and well-being of people and the planet. As the built environment accounts for more than two-thirds of all the greenhouse gas emissions, green projects has a significant potential. The Group launched in 2018, its competence center to centralize all its knowledge and expertise on Green rated Projects, to add more value to the Client and the Society.

Green rated projects are the projects rated as per the green rating system, on how green the built environment is. LEED, BREEAM, Estidama, GSAS, CEEQUAL, Passive House, HQE, Green Star, NABERS Energy are the green rating systems currently applied within the BESIX Group.

Until this date, the Group was active on about 62 “Green Rated Projects”. Among others, BESIX STAY intends to build all its projects, to achieve BREEAM Excellent certification.

Launch of our in-house competence center

To further integrate this throughout the Group, a Green Projects rating systems (GPRs) - Competence Center for the Green Projects rating system has been established.

This competence center enables the Group to centralize and further reinforce its knowledge and expertise related to Green rated projects and provide One stop Project’s support to Green rated projects, right from its Pre-design phase until the Operational phase.

GURUBASU KATAGERI

Green Building Rating systems & C&S Specialist,
Six Construct

“The Green Projects rating system (GPRs) - Competence Center, as it is called, synergizes the Group’s expertise and passion related to Sustainable/ Green Projects, to make a positive impact and add more value to the Client and society; Perfectly in line with the Group’s motto – Excel in creating sustainable solutions for a better world”



BEST PRACTICE

A MODERN AND EFFICIENT WORKPLACE

Meuse office showcases Cobelba’s urban revitalization skills

Cobelba delivers an office building certified BREEAM ‘Very Good’ in one of the largest mixed projects ever undertaken in the Namur region in 2017.

After three years of design work in Early Contractor Involvement and 17 months of construction, Cobelba has delivered in 2017, for Brussels promoter Eaglestone, an office building in Jambes (Belgium). This will house Atradius (formerly Assurances de Crédit), one of the largest private employers in the Namur region (325 people).

Revitalizing an entire neighbourhood

This construction is part of an Eaglestone mixed project covering 3.2 hectares that will eventually include offices (1,500 workers) and housing (250 inhabitants) around a green area, a semi-public park and a pedestrian plaza which will be the cornerstone of the project. The positive revitalization of an entire neighbourhood is taking shape.

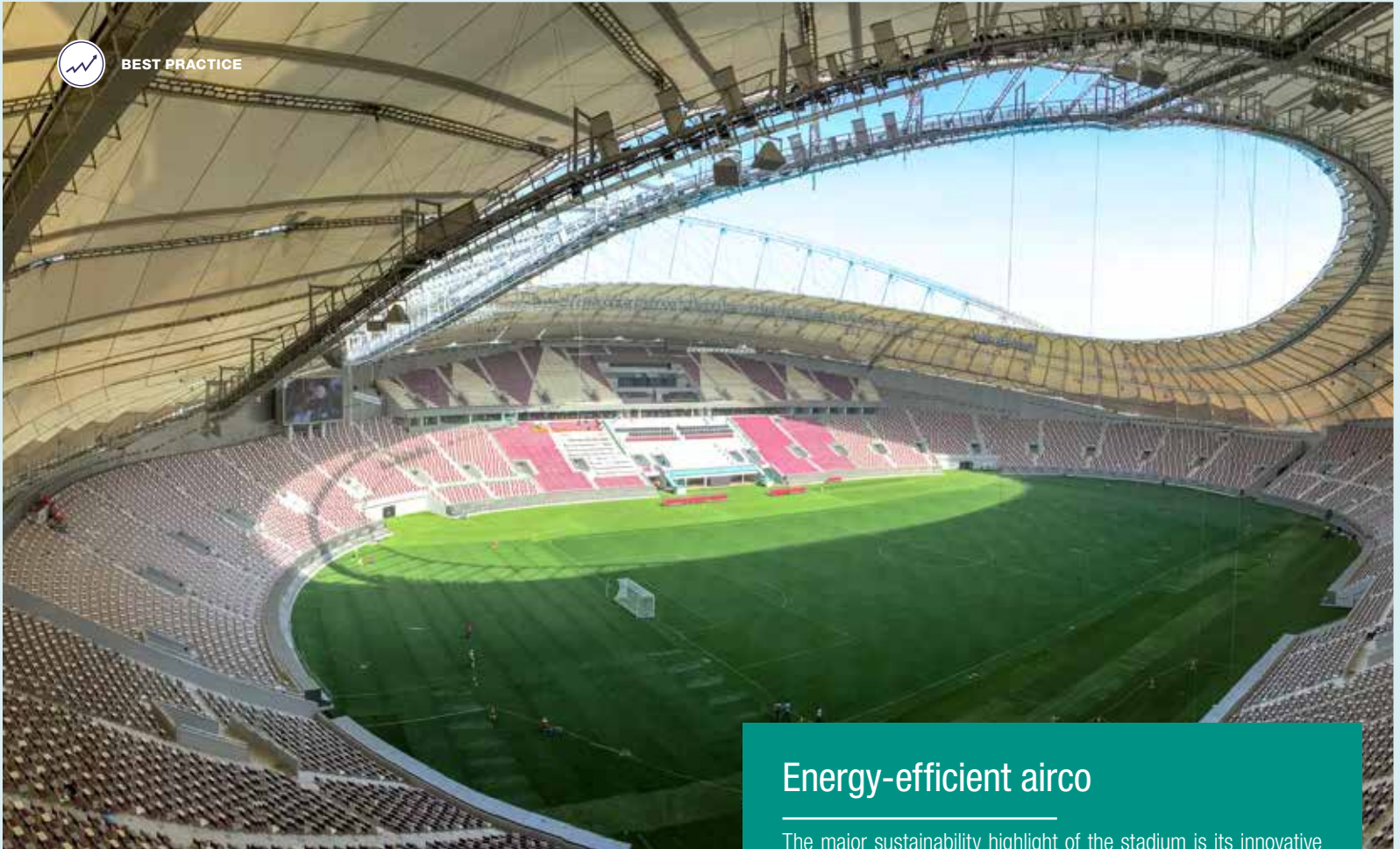
This first office building, designed by DDS Architects, opened its doors at the start of 2017 to the 300 Atradius employees who enjoy 5,600 m² (ground + 4 floors) office space and a 137-vehicle underground car park (4,300 m²). The building’s structure is 95% prefabricated, with the special technologies of the office floors consisting of active ceilings (hot-cold). The building is certified BREEAM ‘Very Good’ and reflects the latest trends in sustainable development.

Atradius was looking for new working space on a turnkey basis, reflecting today’s concerns for sustainability, mobility and employee well-being. The building’s success is paying dividends in the form of future projects.

CERTIFIED BREEAM

VERY GOOD





KHALIFA INTERNATIONAL STADIUM Awarded 4-star GSAS sustainability certifications

In September 2018, Khalifa International Stadium – the first completed tournament venue for the 2022 FIFA World Cup Qatar™ – received a GSAS 4 Star sustainability certification and has become the first in the world to be awarded a four-star rating from the Global Sustainability Assessment System (GSAS).

New shell

Built by Six Construct, Qatar's national stadium – Khalifa International Stadium underwent extensive redevelopment; the external shell of the building was completely redone, a 44,000 m² membrane roofing structure was added, and 11,496 new seats were installed.

Global Sustainability Assessment System (GSAS), administered by Qatar-based Gulf Organization for Research & Development (GORD), is a green building rating system (similar to LEED, BREEAM, etc.), originally developed for the State of Qatar but later expanded for the Gulf Cooperation Council countries.

The GSAS rating system is currently being practiced majorly in Qatar and recently, has been adopted at some projects in Kuwait and Kingdom of Saudi Arabia.

Energy-efficient airco

The major sustainability highlight of the stadium is its innovative and energy-efficient cooling technology. Khalifa International Stadium's cooling technology uses an energy recovery system in order to reduce energy consumption.

Other sustainability highlights are as below:

- 23.5% reduction achieved in Energy used, from the benchmark set, through implementation of various energy efficiency measures like apt design, Energy efficient lighting systems, innovative and energy-efficient cooling technology, etc.
- Efficient plumbing fixtures.
- 100% recovery of the condensate water and used for landscaping needs.

The project achieved GSAS 4-star rating under two of its certification types, as targeted by the Client,

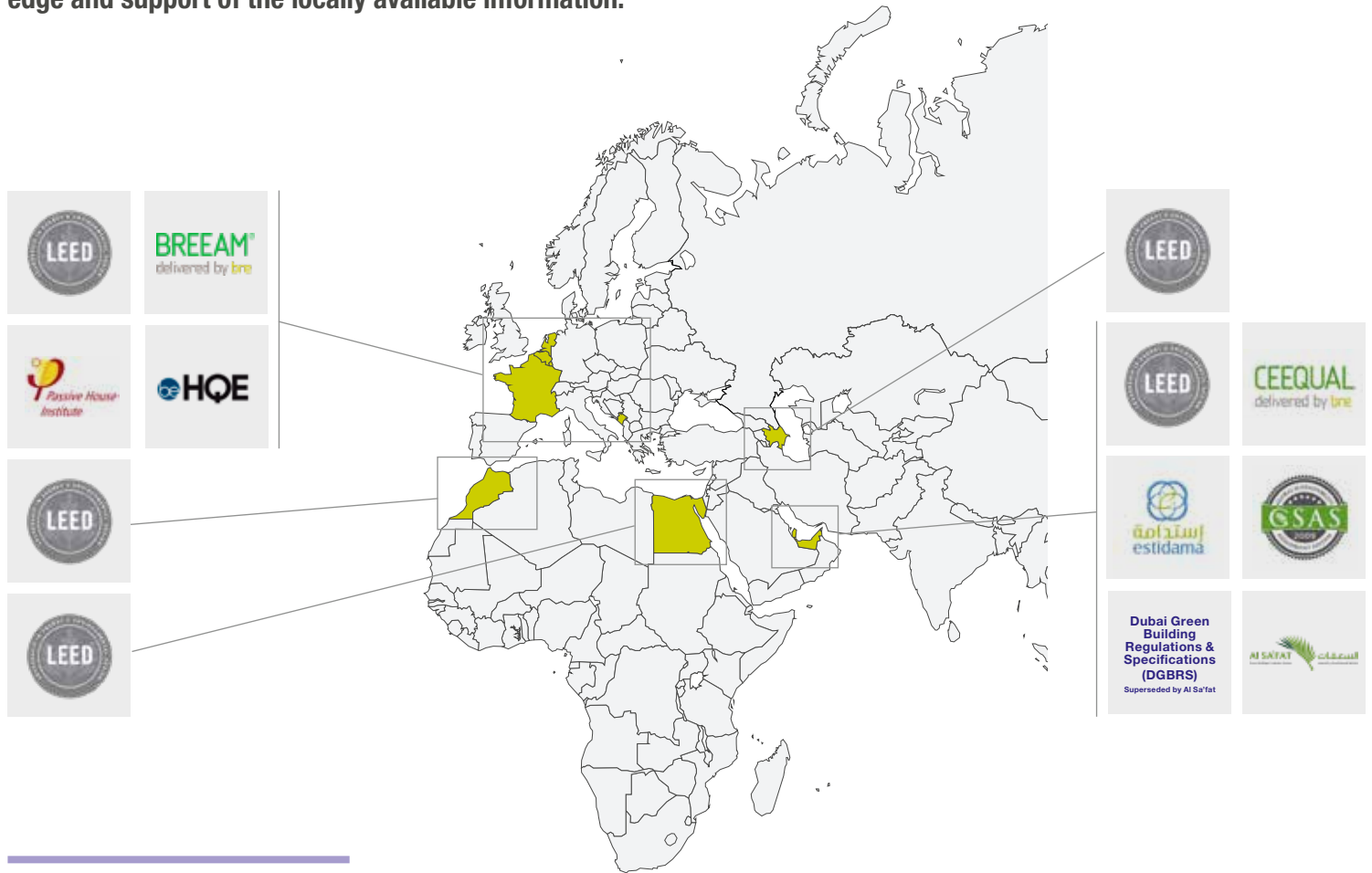
- “Design & Build” Certification evaluates the sustainability of newly constructed or majorly renovated buildings, districts and infrastructures, in terms of its design, construction and operation to minimize a building's ecological footprint.
- “Construction Management” Certification: GSAS Construction Management certification is intended to assess the environmental impact of the construction process for any type of projects. GSAS Construction Management framework aims to evaluate the aspects of the construction practices that have sustainability impacts and to perform measurements related to environmental parameters.



Green Rated Projects

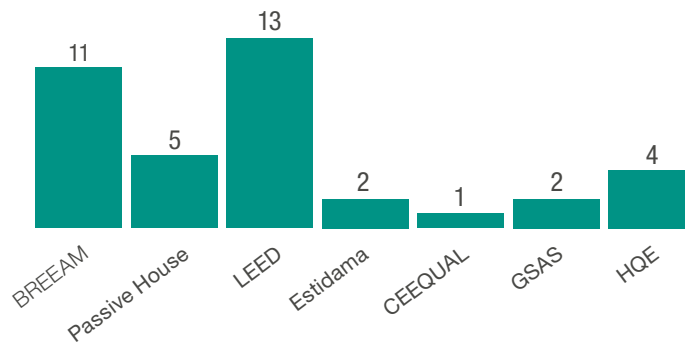
UNTIL 2018, ACROSS BESIX GROUP*

Thanks to our in-house GPRS Competence Center, we create a Cross Organizational platform to exchange knowledge and support of the locally available information.



Green Rated Projects, across BESIX Group*

	BESIX	Six Construct
BREEAM	11	-
PASSIVE HOUSE	5	-
LEED	6	5
Estidama	-	2
CEEQUAL	-	1
GSAS	-	2
HQE	4	-



*Watpac not yet included

Certified Projects*

PROJECT NAME	ENTITY	COUNTRY	TOWN	PROJECT TYPE	YEAR	CERTIFICATION	NOTE
ADNOC Headquarters	Six Construct	Abu Dhabi	Emirates	Offices	2010-2013	LEED	Gold
Al Wakrah Stadium**	Six Construct in JV	Doha	Qatar	Football Stadium	2016-2019**	GSAS	4 Star
Atradius	BESIX - Cobelba	Belgium	Jambes	Offices	2015-2017	BREEAM	Very Good
BESIX industrial building	BESIX	Belgium	Saintes	Offices + industrial building	2016-2018	Passive House	-
BESIX Sint-Pieters-Leeuw	BESIX	Belgium	Sint-Pieters-Leeuw	Offices + industrial building	2014-2016	Passive House	-
BNP Fortis - Montagne du parc**	BESIX in JV	Belgium	Brussels	Offices	2017-2021**	BREEAM	Excellent
						Passive House	-
British School	Vanhout	Belgium	Brussels	School	2014-2016	BREEAM	Excellent
Canal District	Jacques Delens	Belgium	Brussels	Residences + Day Care + Shops	2015-2018	Passive Haus	-
Carpe Diem	BESIX in JV	France	Paris	Offices	2010-2013	HQE	-
						LEED	Platinum
Casa Ferrero	BESIX - Wust - Lux TP	Luxembourg	Luxembourg	Offices	2014-2016	BREEAM	Very Good
Cleveland Clinic	Six Construct in JV	Abu Dhabi	Emirates	Hospital	2010-2013	LEED	Gold
Docks Bruxsel	BESIX in JV	Belgium	Brussels	Shopping center	2014-2016	BREEAM	Excellent
Ecole Cogge	Jacques Delens	Belgium	Brussels	School	2015-2017	Passive Haus	-
EDF Lab Paris-Saclay	BESIX in JV	France	Paris	Offices	2013-2015	HQE	-
						BREEAM	Excellent
Euralille	BESIX RED in JV	France	Lille	Offices	2010-2012	HQE	-
Expo 2020 Infrastructure Works**	Six Construct in JV	Dubai	Emirates	Deep Infrastructure Works	2016-2019**	CEEQUAL	Excellent
Fedimmo	Jacques Delens	Belgium	Brussels	Offices	2007-2010	BREEAM	Very Good
Haren Maintenance Center**	BESIX - Jacques Delens	Belgium	Brussels	Industrial building	2014-2019**	BREEAM	Good
Hogeschool Utrecht	BESIX in JV	Netherlands	Utrecht	School	2016-2018	BREEAM	Excellent
Kons	Lux TP	Luxembourg	Luxembourg	Offices + Shopping	2015-2017	BREEAM	Very Good
Lustica Bay	BESIX	Montenegro	Tivat	Residences	2013-2015	LEED	Gold
Mall of Egypt	BESIX in JV	Egypt	Cairo	Shopping Center	2011-2017	LEED	Gold



PROJECT NAME	ENTITY	COUNTRY	TOWN	PROJECT TYPE	YEAR	CERTIFICATION	NOTE
Masdar Institute Neighbourhood**	Six Construct	Abu Dhabi	Emirates	Residences	2016-2019**	Estidama	Pearl 3
						LEED	Gold
				Offices	2016-2019**	Estidama	Pearl 4
						LEED	Platinum
Mohammed VI Tower**	BESIX	Morocco	Rabat	Offices	2018-2022**	LEED	Gold
						HQE	-
Parking Lammermarkt	BESIX	Netherlands	Leiden	Parking	2014-2017	BREEAM	Very Good
Post-X**	BESIX	Belgium	Antwerp	Offices	2015-2019**	Passive House	-
Qatar National Convention Center	Six Construct in JV	Doha	Qatar	Offices	2010-2012	LEED	Gold
Quatuor**	BESIX	Belgium	Brussels	Offices	2017-2019**	BREEAM	Outstanding
Renovation of Khalifa Stadium	Six Construct in JV	Doha	Qatar	Football Stadium	2014-2017	GSAS	4 Star
Royal Atlantis Resort & Residences**	Six Construct in JV	Dubai	Emirates	Resort and Residences	2016-2019**	LEED	Certified
Saint Pierre & Paul	Jacques Delens	Belgium	Brussels	Residences	2015-2017	Passive Haus	-
Shape	BESIX	Belgium	Mons	Elementary school	2012-2014	LEED	Silver
Shape	BESIX	Belgium	Mons	Secondary School	2012-2015	LEED	Silver
Shopping Nivelles	BESIX-Cobelba	Belgium	Nivelles	Shopping center	2010-2012	BREEAM	Very Good
Sofaz	BESIX	Azerbaijan	Baku	Offices	2013-2015	BREEAM	Good
Trebel	JV BESIX - Jacques Delens	Belgium	Brussels	Offices	2013-2016	BREEAM	Excellent
UK PR for UE	Jacques Delens	Belgium	Brussels	Offices	2006-2009	BREEAM	Excellent
Warner Bros Theme Park**	Six Construct	Abu Dhabi	Emirates	Theme park	2015-2019**	Estidama	Pearl 2

* The projects of Watpac and the regional entities have not been integrated into the list

** Target objective, Certification yet to be achieved

ENERGY SOURCES

One plant for all kinds of energy sources

In recent years, BESIX Water & Environment's know-how in water has expanded to an all-encompassing environmental expertise. It is active in biological and chemical processes, civil and electromechanical engineering, as well as in the design and development of turnkey projects and even in their operation and maintenance.

In this way, the construction of a wastewater treatment plant (WWTP) can serve as an energy factory supporting cities to be energy-neutral and labeled sustainable municipality, in line with European Union Climate targets for 2050. Indeed, supplying green energy for households and businesses is possible.

Fueling the community

This kind of plants meet high standards of energy-producing WWTP using advanced technology to go towards energy consumption reduction. It processes its own and external sludge as well as producing biogas, electricity, steam and biofuel for trucks.

Innovative technology

Using sewage sludge as biomass to produce energy: heat and electricity through the process of sludge digestion with high efficiency. For its own use, the treatment plant motors are indeed driven using electricity coming from the biogas produced. The excess biogas can be sent to close-by industries to power their steam production. The biogas is even further treated and liquified to be used as biofuel for the wastewater collection in the city. A high-gain both for the climate and community from recycling through green energy.



Next to this, the phosphate present in the wastewater is also being recovered from the sludge, in the form of struvite for use in the agricultural sector as fertilizer.

"BESIX Water & Environment goes further than concentrating almost entirely on wastewater treatment. Our teams draw on competencies in the areas of mechanical and electrical engineering, automation, biochemical processes and energy to respond to the demand for diversification into other environmental areas, such as the production of green electricity (biogas or hydroelectric), biofuels or fertilizers, processing of solid waste or organic sludge and tertiary treatment for water recycling, to name but a few," says Adrien Theunissen, Senior Manager, BESIX Water & Environment.

KEY FIGURES

Active on

5 COUNTRIES

+2,500,000PE*

of wastewater facilities under construction

*Population Equivalent

CHRISTOPHE LEDUR

General Manager, BESIX Water & Environment

"Employees and we as an employer are always proud whenever we develop solutions adapted to the needs of our clients. Especially when it combines economic utility with environmental benefits to ensure our strategic resources are optimally re-used."



Waste to energy

The business unit ‘Concessions & Assets’ remains particularly active in sustainable businesses with various innovative projects, notably in the UAE. Facing water scarcity and finding solutions to waste management is at the heart of the C&A teams.

"Waste to Energy and a new sustainable source of water supply for the community are a major steps in BESIX Group's diversification strategy, positioning it as a partner of choice in achieving the United Arab Emirate's environmental protection and sustainable development goals," says Tom Neyrinck, General Manager, Concessions & Assets, BESIX Group.

“ Being the first to recycle water for commercial and industrial use in the region in 2011, the SAFI company daily reprocesses over 10,000 m³ of wastewater from the tertiary sector into high quality water.





Recycling wastewater from the tertiary sector

Being the first to recycle water for commercial and industrial use in the region in 2011, the SAFI-company polishes **daily over 10,000 m³ of wastewater** from the tertiary sector into high quality water. SAFI is a private-public partnership between the Ajman municipality, BESIX and Veolia. With a process requiring one third of the energy required by conventional seawater desalination plants, SAFI contributes to the green economy for the benefit of the community and sustainability goals of the UAE.

Turn high calorific part of waste into fuel

In the Emirate of Ajman and Umm Al Quwain, an Integrated Waste Management plant will be developed to **transform 1,000 tonnes of household waste per day from approximately 550,000 residents living in Ajman and Umm Al Quwain**. This waste will be converted into an alternative energy source called Re-fuse Derived Fuel (RDF). This project is an initiative of the Dubai Ministry of Climate Change and Environment which awarded BESIX, in joint venture with Griffin Refineries in 2018.

Transforming non-recyclable waste into energy

One of the world's largest thermal waste recycling plants will be built as from 2019 to transform waste that cannot otherwise be recycled or recovered into a source of renewable energy. The plant, which is a very long-term Design Build Finance Maintain contract for BESIX - Hitachi Zosen Inova EPC consortium, will provide electricity to 120,000 homes in the Dubai region. It will **convert 5,000 tonnes of solid waste per day**, producing **171 MW of electricity per hour**.

Maintaining current wastewater projects

The sustainable development wastewater project in Sharjah continues. BESIX and Shurooq have concluded in 2018 a joint venture agreement to operate, maintain and expand an existing wastewater discharge & treatment facility. The objective is to maximize the amount of re-used water produced of the plant: **doubling the capacity of high-recycled water to 60 million liters per day**.



EXPLORING NEW OPPORTUNITIES

BESIX Group is looking for solutions to answer to societal changes, notably via its strategic driver “Promoting openness towards new ventures & activities for business”.

The real challenge lies in developing large-scale projects that integrate harmoniously into the urban landscape, with primary attention to the needs of its clients, such as single-parent and reconstituted families, sharing economy (co-living and co-working), intelligent or multifunctional buildings ... We incorporate all trends in the design of its projects. To achieve this, innovation, ConTech and PropTech are new parameters that the Group real estate activities integrate into its strategy.

A-STAY: Living-as-a service

Our investment in A-STAY in 2018 is a concrete example of our entrepreneurial spirit at the service of PropTech solutions. New ways of living deserve stays that fit those new demands. A-STAY has developed a concept that embraces ‘living-as-a-service’. In cooperation with BESIX beacon cities (Antwerp, Brussels, Moldova...) in 35 countries will see the development of 7,000 smart studios in the next five years. A-STAY’s concept a solution to the increasing demand for short and extended city stays. It offers its clients digital customizability where modern technology (artificial intelligence, speech-steering interaction, state-of-the-art domotics...) is integrated. A-STAY intends to get BREEAM certifications for its upcoming projects.



ACCEPT: a fully integrated system

Entreprises Jacques Delens is recognized for its expertise in passive construction in Brussels. It actively participates in redrawing the landscape of the Capital of Europe. It has been finalizing the Tivoli Green City project (397 housing units, 2 nurseries, surroundings and shops) in 2019. All buildings will be passive and at least 35% of dwellings will meet zero energy criteria.

The company goes further and intends to penetrate the ‘Smart Industry’. Jacques Delens participated with ACCEPT project (“Assistant for Quality Check during Construction Execution Processes for Energy-Efficient Buildings”) at the Horizon2020 program of the European Commission between 2015 and 2017. This project was presented at the EU Industry Day organized in 2018.



- **Objective:** overcome the fragmentation of the sector by developing a digital tool using innovative technologies (augmented reality, fisheye cameras, etc.) for the attention of all actors of a construction site: managers, drivers, workers or directors.
- **Tactic:** The ACCEPT system allows users to manage the building process in a fully integrated way, using the principles of lean construction, linking the BIM model and allowing access to information directly where it is useful on site.
- **Result:** Thanks to promising project results, a functional prototype allowing on-site testing was developed and a marketing study is in progress to identify potential commercialization.



Real Estate: living spaces for tomorrow

For the past 30 years, BESIX RED, the BESIX Group's real estate subsidiary, has been involved in renewing the urban environment, rethinking the city and revitalizing neighbourhoods. BESIX RED's long-term vision of innovation allows the company to offer new additional services to its clients.

Real-time feedback

The company places the client at the heart of its reflection when conceiving its real estate development programs. In its quest for new opportunities, BESIX RED teamed up in 2018 with external partners to engage in a process of co-creation such as ZIGGU; a digital customer platform that enables BESIX RED to offer a better customer experience to its clients, by helping the developer better manage and inform them in real time, during and after the purchase process until the delivery phase. The tool was implemented for the first time within the residential project Oxygen in Brussels and received very positive feedback.

In 2019, BESIX RED entered into the equity of PropChain, a Belgian start-up that combines Blockchain and real estate. PropChain is a tamper-proof digital passport secured by Blockchain technology that backs up, authenticates and digitizes paper trail in Real Estate and centralizes real estate documents for owners and stakeholders (developers, notaries, bankers, brokers...).

GABRIEL UZGEN

Managing Director, BESIX RED

"What makes us stand out on the market is our ability to offer not only a real estate product but also unique and innovative additional services to our clients. In doing so we continue to meet their ever-evolving needs and offer a genuine living-working experience, continuously seeking for new innovative opportunities."





BEST PRACTICE

SMART ENERGY MANAGEMENT, SMART SAVINGS



© BureauJP

Smart Buildings

More efficient, more sustainable

BESIX intends to make buildings (from schools to hospital and offices) more efficient, sustainable, secure and comfortable. Our focus on energy comes from the need for smart buildings in the transition towards a clean energy society. The evolution of the Internet of Things (IoT) is now making this possible.

In 2018 we joined our forces and shared our competences with Proximus, the Belgian leader in telecom and ICT, to improve our offer to our clients in smart buildings.

The building of the future has to connect the data coming from these separate systems. This data is the enabler of a large amount of applications that will improve the user experience and ecological impact of the building for our customers. But also for BESIX, this data holds potential for new ventures.

RIK VANDENBERGHE
CEO BESIX Group

“Smart Buildings are the future of the construction sector. Dordrecht perfectly showcases this, for example through the use of Artificial Intelligence algorithms to optimize its electricity consumption. Our partnership with Proximus enables us to effectively implement these new technologies, with the aim to develop new housing and workplace concepts.”

A next generation showcase

BESIX Nederland’s headquarters in Dordrecht (The Netherlands) opened its doors at the beginning of 2019. The internal architecture has been designed to combine these aspects of efficiency with user comfort. This includes the acoustics and an abundance of natural light. At the heart of the building is an open, transparent atrium, with greenery to provide a natural purification of the air. This will reduce maintenance costs, as well as the energy footprint.

“The Dordrecht case is an important step in the evolution of smart buildings. The new technology solutions, for example, reduce the CO₂ emissions of this building. We are closely monitoring how these will be used, along with the feedback of the people now working in the building. All this will allow us to continue to develop further innovative solutions. The advantage of our partnership is to be able to apply them to concrete projects ourselves,” declares Bart Gentens, Senior Manager Improved & New Client Solutions BESIX.

This building takes up an active role in the energy market by helping to stabilize the electrical grid and automatically trade energy. We use data, artificial intelligence and machine learning algorithms. That way we are truly taking a leading role in unlocking the potential of real estate in the transition to a sustainable energy mix.

±9 T CO₂
Saved per year

Energy cost forecast:

10 to 15% lower

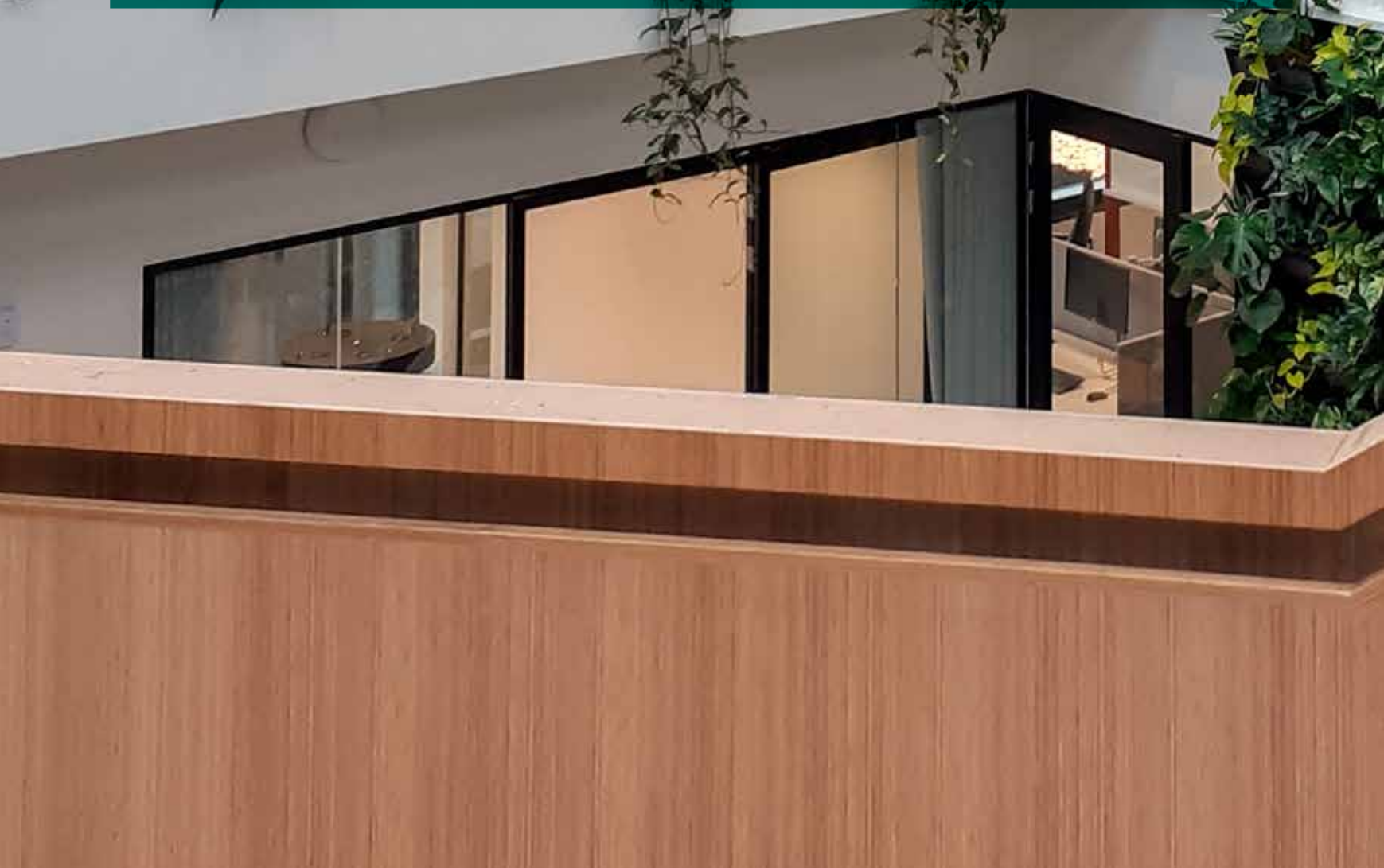
GRI

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OUR ENVIRONMENTAL ENGAGEMENT





TAKING A NEXT STEP WITH INCREASED REUSABILITY

In the past BESIX Group made great strides enforcing environmental criteria in our procurement and subcontracting policy. It remains important to keep our exemplary role. Therefore, we further strengthened its environmental initiatives.

A better and more sustainable use of resources: BESIX Group ups the reusability of construction materials and at the same time reduces emissions. Not only in the construction process, but also by raising eco-awareness throughout the workforce.

OBJECTIVES 2017-2018*	SITUATION 2017-2018
Improving on car travel and developing a telework policy in Belgium	Mobility Pack and Company Car policy have been reviewed to boost greener transportation. Homeworking Policy has been launched.
Developing of a group wide CO ₂ /energy management system by 2019	BESIX Nederland adheres to the CO ₂ performance ladder program via a yearly CO ₂ plan and aims to lower its emissions by 10% by 2019 in relation with 2014 footprint.
Exploring development of a digital material passport enabling post construction development	First passports have been developed to increase revalorization of used materials. Future plans are to include this date in the 3D model via BIM and facilitate its use.

*Extensive review of our objectives on p 86-99.

■ Objective reached ■ On the path

CO₂ MANAGEMENT

CO₂ performance ladder plan

Although BESIX Group acknowledges it still needs to take important steps in this field, the Group keeps making progress in its efforts to reduce CO₂ emissions. This approach has been demonstrated by BESIX within the Netherlands by being certified at the highest level (level 5) of the CO₂ performance ladder.

This not only takes into account the CO₂ emissions of its construction activities in the Netherlands, the BESIX headquarters in Brussels and the BESIX Nederland regional offices, but also the steel reinforcement plant in Sint-Pieters-Leeuw, the workshop in Saintes and the sister company Franki Grondtechnieken BV.

Aiming for 10% less

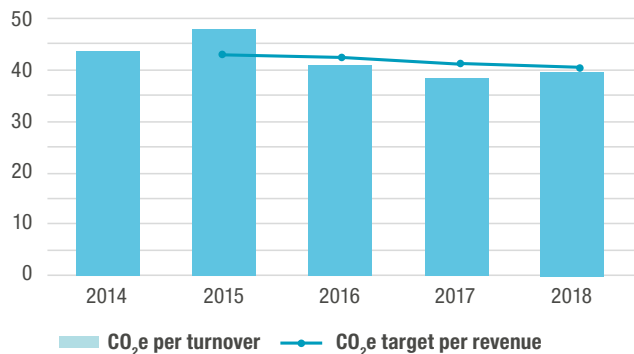
To realize the target at BESIX Nederland, a CO₂ plan is drawn up each year with actions for the current and coming year. The current target is to reduce our footprint (includes scope 1 and 2 emissions, expanded with scope 3 emissions from commuting), by 10% by the end of 2019 and as compared to 2014.

BESIX calculates and reports its CO₂ emissions of scope 1, 2 & 3 related CO₂ emissions at least twice a year and this related to turnover. The progress is checked against the CO₂ emission data of the reference year (2014).

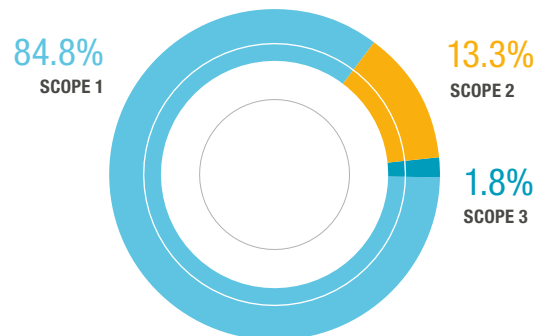


CO₂ emissions related to the turnover for 2018 demonstrate a rising trend compared to 2017 (from 38.54 in 2017 to 39.87 in 2018). This increase is mainly due to decrease in turnover in 2018 (from EUR 151 million in 2017 to EUR 146 million in 2018).

CO₂ per revenue - 2014-2018



CO₂ emissions (total 5,824 ton) - 2018-2019





Encouraging soft mobility

In order to reduce the impact of home-work mobility, BESIX has recently made revisions in its Mobility Pack and Company Car policy, to enable its employees to opt for greener vehicles like electric cars, e-bike etc. and also to encourage them to use public transport.

BESIX at home

BESIX also launched a Homeworking Policy to allow its employees to work from home, one day a week, to reduce commuting and thus environmental footprint.

In addition to the above, several other initiatives have been taken like:

- driver training in the Netherlands to reduce fuel consumption and to increase driving safety,
- fuel consumption monitoring of company vehicles,
- encouraging maximum usage of the Teleconference meetings policy in order to avoid flights,
- the development of regional satellite offices to reduce commuting.

On the air vs. in the air

As mentioned by the European Commission, aviation is one of the fastest-growing sources of greenhouse gas emissions. BESIX put action in 2011 to reduce air travel of its collaborators via a travel request procedure and the use of video conference. Since the launch of these two solutions, business-related air travels have been optimized.



CO₂ (g per 100km) for the company car fleet (NV BESIX SA + BESIX RED + BESIX Group):



The increase is linked to the fact that more and more we have cars "gasoline" and not only "diesel" + new calculation of the emission rate by the manufacturers of cars (imposed by the European Union)

Air travel

	2017	2018
Distance (km)	10,367,706	11,291,659
Turnover (EUR mio)	2,020	2,354
Number of flights	4,156	4,647
Distance per flights	2,494	2,429

*stats for flight tickets booked from BESIX HQ in Brussels



ENVIRONMENTAL MANAGEMENT SYSTEMS

ISO 14001 Certification

Environmental reporting hand in hand with (re)acting

Construction being our core business, we are vigorously committed to reduce the environmental impacts during the construction operations of our projects. By measurement, reporting and evaluation of waste, water, energy and carbon data, as well as by opting for efficient construction practices, we gradually minimize on-site environmental impacts.

Through its ISO 14001 certified Environmental Management System, BESIX is committed to reduce the Environmental impact of its operations, by continuously monitoring its activities and innovating to find sustainable solutions in partnership with its Clients, suppliers and subcontractors.

One system to match all standards

The Environmental Management system, a part of integrated management systems of Six Construct and BESIX (BESIX Europe and International), has been merged into one single Integrated Management system "BESIX Contracting (BCO)" to ensure adherence to the Local and International standards, and to provide its Clients the assurance to have the same approach across every Business Unit of BESIX.

The adherence of the Environmental Management system with the ISO 14001 standard is audited regularly by the third party auditor SGS and after the recent multi certification audit, the BESIX Contracting (BCO) was certified with ISO 14001:2015.

"Dedicated Environmental management plans and waste management plans are developed for every project and fixed production facilities, to minimize the environmental impacts caused due to the construction activities within the Group," says Bart De Bruyckere, QHSE Manager, BESIX.

Regular Environmental Performance review audits (E – PRT) are conducted for projects and fixed facilities, to ensure their conformance to the Environmental Management Plan and Local Legal requirements.

At Six Construct, the energy consumption (i.e., fuel & electricity), potable water consumption and waste generated data are recorded and monitored regularly to take necessary actions, if needed. By this intensive monitoring and follow-up, about 57% of waste has been recycled over 2017 and 2018.



Environmental awareness trainings

To complete its environment-friendly approach, BESIX also offers specific environmental awareness trainings to its employees:

- General Environmental Awareness Trainings are provided to teams.
- Project Specific or Activity specific Environmental trainings are provided at the level of projects.
- Specific awareness communications at Six Construct regarding conservation of Energy and Water were made on World Energy Day, World Water Day, World Environment day, etc.
 - 7 in Middle East organized in 2018 and 3 at BESIX Contracting are scheduled in 2019.

Environmental performance review audits at Six Construct

2017

NO. OF SITES AUDITED

28

AVG. SCORE ACHIEVED

84%

GOOD LEVEL OF COMPLIANCE

2018

NO. OF SITES AUDITED

23

AVG. SCORE ACHIEVED

86%

GOOD LEVEL OF COMPLIANCE



BIODIVERSITY PRESERVATION

The Group is committed to preserve the surrounding nature and biodiversity in areas where it is active. Teams develop a dedicated environmental management plan for each project site.

Entities regularly work in collaboration with external experts (biologists, oceanographers...) to carefully prepare and manage construction sites in the respect of wildlife nature.

Six Construct has been in a partnership agreement with Emirates Nature-WWF, for the period 2017-2019, as a Platinum Member in their "Corporate Membership" program, to contribute to the sustainable development of UAE and to support their critical conservation work in UAE in the areas of Climate Change & Energy, Marine conservation, Terrestrial conservation & illegal wildlife trade.



BEST PRACTICES

BIODIVERSITY CONSERVATION AT NATURA 2000 ZONE Creating urban connections in the middle of nature

The Fjord Link Frederikssund project in Denmark, in joint venture, consists of the construction of a new 4-lane dual carriageway over a distance of 8.2 km, linking Frederikssund and Skibbyvej in order to facilitate mobility of neighbourhood.

The infrastructural project includes a 1.4 km high toll bridge over the fjord and 11 smaller civil structures (bridges, fauna passages, cycle lane passages). The new crossing will be added to an existing bascule bridge built in 1935 and is supposed to relieve severe traffic congestion on the current bridge.

Integrating surroundings

The environmental and social aspects of the project have been a primary concern for all the stakeholders. The route for the expressway and bridge passed areas of different protection classes, including a EU Natura 2000 zone. These zones are a network of protected areas offering a haven to Europe's most valuable and threatened species.

While longer-term effects on the protected nature area are of paramount concern, BESIX also needed to ensure the bridge and road construction activities don't have undesirable consequences (dust, noise and traffic management) on the local community.

Preservation on biodiversity

Several environmental inspections are conducted on a daily basis, where both the natural environment and the construction activities are monitored and inspected, to ensure that precautionary measures are being taken to best safeguard the protected plants and animals. For example, BESIX routinely monitored construction activities to ensure that we avoid any direct or indirect impacts from construction, such as the possibility of erosion from earthworks spilling into waterways.

Positive impact for citizens

The Fjord Link project will alleviate regional and local traffic in the area and thus be of a major benefit to the citizens, also in the city center.

The new bridge will be a benefit for people living south of the bridge line in particular. "Present traffic across the existing bridge creates a queue towards east (Copenhagen) in the morning and towards the west late afternoon. The authorities' estimate is that presently 125,000 hours are lost a year in queuing at the existing bridge only," Steen Pedersen, Coordination and Stakeholder Manager, RBAI JV*.

* Rizzani de Eccher, BESIX and Acciona JV



WASTE MANAGEMENT

Focus on sustainable materials

Buildings are responsible for 40% of the world material resource consumption (UNEP, 2017). By using sustainable resources and materials BESIX Group is able to contribute substantially to working towards a low carbon and low waste society. During projects we oversee the total amount of materials used as well as its provenance (recycled, certified or re-used). BESIX Group continuously innovates and explores new material possibilities in order to improve capabilities and reduce material use.

Focus on sustainable materials

Jointly with our Unleash program, BESIX Group focusses specifically on the topic of "Sustainable Materials". As such, we developed several new sustainable construction materials and methods which use less, or more sustainable, raw materials. The Green Concrete project which is described in the sustainable innovation chapter is a good example of our innovation on more sustainable materials. BESIX organized its first BESIX hackathon, Hack2Build, entitled sustainability and circular economy in 2018.

Our initiatives on BIM (Building Information) contribute to using less materials. While BIM has many advantages on efficiency and quality, it decreases material use and generates opportunities for improved monitoring of overall environmental performance. On several projects a quantity overshoot analysis was performed which entails that we develop a more accurate view on the material quantities used. This allows us to significantly reduce waste during construction.

Digital material passport

In addition, BESIX has developed the first digital material passports for our buildings, which enables post construction revalorization of used materials. We are further exploring fabrication processes of our materials to better map the current and future impacts on the environment. Future plans would be to include these data in the 3D model, through BIM, to facilitate the use of the data.

BESIX is also a member of "Vlaams Bouwmeester". This group of experts reflects around different environmental topics related to buildings such as climate, materials re-use and recycling, zero energy buildings, innovation for environment certificates and construction waste management.



By using sustainable resources and materials BESIX is able to contribute substantially to working towards a low carbon and low waste society.



Paper consumption

With the support of our Environmental teams, the Group entities developed various actions to reduce consumption of paper and impact on environment in general. Although digitalization helps us to reduce paper consumption, we still need this material support to work.

Employees are invited to print double-face on eco-printer mode and black and white copies by default. Documents are printed on recycled and chlorine-free paper. Since 2018, our Six Construct entity changed the printing paper in the Middle East and shifted from wood pulp paper to wheat straw paper.



“ This passive building will meet the needed criteria via geothermal energy, photovoltaic panels and triple glazing. As a result it will require for example 10 times less heating energy compared to a standard building.

A CIRCULAR ECONOMY EXERCISE BEFORE CONSTRUCTION PHASE

Quatuor project takes shape

BESIX started building 60,000m² of passive offices in the North of Brussels mid-2018. The project team faces a double challenge: the technically complex environment and the very high standards in terms of energy quality. This passive building will meet the needed criteria via geothermal energy, photovoltaic panels and triple glazing. As a result it will require for example ten times less heating energy compared to a standard building. Moreover, the objective is to be awarded the label BREEAM Excellent/Outstanding. Before starting the construction phase of Quatuor, the site team managed the demolition phase of the existing building 'Noordbuilding' dating from the late '80s.

Reusing building components

The BESIX in-house civil engineering department used its expertise in Building Information Modelling (BIM) to model all the data involved in the project. During this very first phase, lots of elements and materials were successfully dismantled to start a new life in the value chain.

BESIX worked together with a local partner, Rotor, to organize the material environment and to efficiently manage re-use of building components.

1. Disassembly of reusable elements for re-use: + 40 tonnes
2. Demolition waste management - sorting carried out:
 - after sorting of construction and demolition waste, upgrading of waste: 64%
 - iron, steel and aluminum recycled / recovered: 100%
 - recovered cables: 10% off site and 90% recycled
 - concrete, recycled mold: 100%

The works of Quatuor will end in 2020 and will receive its first occupants in 2021. The office building is ideally located next to the metro and railway station which reinforces the high environmental standards of the building. It is in line with the regional government's 2009 decision to fully embrace passive constructions. Brussels has also committed itself to reducing its greenhouse gas emissions by 30% by 2025.





ECO-DISTRICTS RELOOK CITIES

Wäschbour blends residential and environmental traits

Regional companies such as Cobelba, Entreprises Jacques Delens, Vanhout and Wust create sustainable neighborhoods that integrate important social (e.g. accessibility, proximity of shops, meeting spaces), environmental (e.g. green roofs, low-energy buildings, water recuperation) and economic features.

As an example, Wust, under the Société Mixte de Développement Immobilier (SMDI), built the first phase of construction of an eco-district on the Wäschbour site in Arlon (Belgium): 93 dwellings, divided into two sub-phases of 56 and 37 dwellings which are part of a global project of 230 housing units.

Optimal integration in the environment

This Wäschbour eco-district in Arlon (Belgium) was created in order to minimize its impact on the environment and to integrate better into the residential area already present on the site, with respect to the architecture and style of existing buildings.

Numerous advantages

- High energy performance and good acoustic performance
- Rainwater recovery for maintaining the green
- In comparison with a traditional building construction
 - Energy consumption: 83% more efficient
 - Cooling: 97% more efficient
 - Recycling of concrete

During construction, measures were taken to limit the negative impact of the work on the local residents, in particular the logistic management and the preservation of existing vegetation zones.

The walls of the buildings were prefabricated by a local company in wood chips in order to limit the environmental impact of CO₂ and to support a regional company. This technique makes it possible to reduce the layer of insulation to be used later, while valuing wood waste from local sawmills.

PEB compliant

The buildings comply with the PEB standards in force for insulation, frames and concrete wood panels. They all have heat pumps so they do not use fossil fuels.

Maintenance of the project site is done by a local social economy organization to clean up offices and some part of the project before construction.

This project is still under construction and will be finalized in April 2020.



BEST PRACTICE

CIRCULAR ECONOMY A KEY ACTIVITY WITH UNUSED CONCRETE RESIDUES

Recovering concrete residues

BESIX Infra combines the recycling of construction and demolition waste with the possibility of collecting materials from the concrete plant. It uses a certified crushing and sieving installation to recycle concrete, but also asphalt and brick debris into secondary sands and aggregates.

MEMBERSHIPS & PARTICIPATIONS

BESIX has been a member/participant of various work-groups to inspire or drive the change towards a more sustainable future.

- BESIX Nederland is a member of the “Green Deal Duurzaam GWW 2.0” to reduce CO₂ emissions within the Ground-, water- and road construction sector. More information can be availed from <https://www.duurzaamgww.nl/>
- BESIX is a member of the steering committee for the development of a CO₂ “prestatieladder” certification in Belgium, similar to the certification standard in The Netherlands. An initiative of ADEB VBA, in which BESIX played a leading role.
- Participation of BESIX in “Green Deal Circulair Bouwen,” with the aim to promote Circular Construction (as from 2019).
- BESIX participates in the project BOUWhubs of VIL (Vlaams Instituut voor de Logistiek) and WTCB to develop BOUWhubs with the aim to reduce logistic/transportation costs and thus have a positive impact on the environment.
- Part of "Vlaams Bouwmeester" concerning climate – materials re-use/recycle; zero energy buildings; innovation for environment certificates; construction waste management.



- Participation of BESIX in Green Deal Circulair procurement.
- Franki Foundations is a member of EFFC (European Federation of Foundation Contractors). This association works on a national and European level for better contract conditions for specialist foundation contractors.



OUR PEOPLE ENGAGEMENT





EXCEL AS AN EMPLOYER OF CHOICE

The Group's strategy, BESIX Forward, is endorsed by six strategic drivers, one of which is promoting a great place to work. It all starts with ensuring that steps are taken across the organization to support the health and safety of our employees and stakeholders (on- and off-site).

Likewise, we aim at becoming a great and safe workplace. We envision a place where our employees are fully engaged in their professional life and get true fulfillment from their jobs. In our opinion it is the only way to attract and retain the best talents and to guarantee to be the one-stop-shop solution we are today.

OBJECTIVES 2017-2018*	SITUATION 2017-2018
Recruit new employees via recruitment events and improve on our gender balance	BESIX Group surpassed the estimation of 400 new employees and hit the 1,700 mark. This partly thanks to events such as BESIX Young Professional Days and Connect to Build. Gender balance has improved slightly but remains a final working point.
Launch of a new Engagement survey for all employment categories	The third Engagement Survey questioned white (worldwide) and blue collars (Belgium).
Improvement of the participation rate for the Safety Time Out	23,723 workers on site (including subcontractors) participated to Safety Time Out in 2018 (vs 22,299 in 2017).

*Extensive review of our objectives on p 86-99.

■ Objective reached ■ On the path



SAFE WORKPLACE

Safety time out sessions

Building a safe workplace for our employees and stakeholders has the highest priority. The safety of everyone on-site as well as off-site is something we do not take lightly at BESIX Group.

Also the surrounding impacts like sound nuisance, dust and light emissions, local mobility and road safety and respect for night time are equally important factors. Through open communication and mutual respect we endeavour to support the health and safety of our stakeholders.

Take a time out

We conduct our Safety Time Out sessions. During these sessions, all activities are put on a two-hour hold. This creates the opportunity for our management teams to have open conversations with staff members about the main concerns and problems related to health and safety. We collect the ideas, which help BESIX Group to perform even better in terms of safety.

While the number of participations to Safety Time Out increased, the related safety performance decreased to a LTIFR above 2 over the same period and a severity rate (SR) of 0.05 in 2018. This result was obtained thanks to efficient reporting and a safety culture where openness and transparency prevail.



ALEXIS LAROCHE

Corporate QHSE Director, BESIX Group

“The challenge of BE SAFE is ‘to care for oneself and for each other’ by helping people to behave safely always and ever. BE SAFE will be a great drive for behavioral changes process within BESIX Group.”

To uphold the health & safety standards, BESIX has developed additional programs:

- **Managing Safely** and **Working Safely**. Institution of Occupational Safety and Health (IOSH) and BESIX are currently co-creating the courses. They will be available for delivery by the beginning of 2020.
- Design, develop and test the **BE SAFE Program**. The program allows the on-site personnel to take note of unsafe situations, objects or work methods. This is done through a set of internal safety guidelines named “the 10 life-saving rules”. The roll-out started in 2018 with 30 ambassadors and will continue in the coming years. The objective is to create within BESIX Group a growing and active community of BE SAFE ambassadors committed on a voluntary basis.

To further integrate and align our management systems, we merged the Integrated Management systems of Six Construct and BESIX (BU Europe and International) into one single Integrated Management system “BESIX Contracting”.

It aligns the various management systems of the organization in order to develop a unique and tailor-made Integrated Management system (IMs) applicable to BESIX Contracting activities carried out in the Business Units Europe, International and Middle East. Beyond the process harmonization, the Integrated Management system had to meet the new requirements of the Quality- and Environment- related standards (ISO 9001/14001:2015) and of the Health & Safety-related norms (OHSAS 18001:2007 and VCA** 2008/5.1). For this IMs the certification body SGS issued the ISO 9001, ISO 14001, OSHAS 18001 and VCA** certifications to BESIX Contracting.

INJURY RATE (Incl subcontractors)	2014	2015	2016	2017	2018
LTI FR (frequency rate = number of work accidents with lost time*1mio / hours worked)	1.99	1.65	1.91	2.60	2.56
SR (severity rate = number of lost days*1000 / hours worked)	0.04	0.03	0.05	0.07	0.08



PLENTY REASONS TO CELEBRATE AT THE ROYAL ATLANTIS RESORT & RESIDENCES

20 million man-hours without Lost Time Incident

The Royal Atlantis Resort & Residences is one of our most prestigious projects in the Emirates. The luxurious two-tower complex is set on one of the Palm Islands in Dubai and houses both hotel and residences. Six Construct is building it in joint venture with SsangYong.

LTI on another level

Recently we celebrated a major safety milestone: 20 million man-hours LTI free. This means that since the works started, in 2016, no Lost-Time Incident (LTI) has been recorded. This is really big, especially considering that working on a such a huge site and by times in extreme weather conditions is not without risk. Moreover, they recently completed one of the most challenging parts of the project.

The teams successfully lifted the main sky-bridge, which spans over 50 metres between both central towers. The extensive operation involved raising 1,300 tonnes several levels off the ground and was done by strand-jacking.



SENTHIL KUMAR

Senior HSE Manager – DEC, Project Management Consultants

“A Journey of Safe Marching coupled with commitment & responsibility from all the personnel in “The Royal Atlantis Project” has prompted on its way, to celebrate 20 million man-hours LTI free record. However, the celebration of this achievement followed by recognizing the contributing staffs with Safety rewards encourages all project team members to continue their safe journey towards successful completion of the Project.”



Access to drinking water

Monaragala-Buttala IWSP consists of a new drinking water production plant with two water intakes as well as the distribution network, storage tanks and water towers. The plant has a capacity of 6,000,000 liters/day. Water sources come from river water.

Living conditions in the Monaragala region are very difficult and access to an essential resource such as drinking water is still limited. Thanks to this plant, more than 80,000 people will easily access drinking water of superior quality.

MONARAGALA-BUTTALA IWSP

Internal rewards and Client Satisfaction for safety achievements

BESIX received client congratulations and a certificate for the realization of the Monaragala-Buttala Integrated Water Supply Project in Sri Lanka without any Lost Time Incident (in total 1,400,000 man-hours).

The project consists of two river water intakes, one new water treatment plant, an upgrade of the existing treatment plant, 4 ground reservoirs and one water tower. All these sites are connected by two raw and four clear water transmissions mains (30 km) as well as an extensive water distribution network (65 km).

Raising awareness

BESIX organized + 600 hours of trainings and awareness campaigns for + 300 staff members and workers. A monthly safety award was also implemented for teams who performed in the field of QHSE.

Furthermore, the client states, in its client report, that we outdid ourselves and far exceeded their expectations!

ENGAGED EMPLOYEES

BESIX Group is convinced excellence, professionalism and performance can only be achieved through sincere respect and engagement towards our employees. We believe in our employees and their capabilities to excel. By offering them good work-life balance, fitness programs, flexible working hours, healthy food, volunteering possibilities and career coaching and development, etc. We are certain this enables unlimited possibilities of collaborative energy and engagement.

BESIX Group's culture is based mainly based on passion that our staff deploy every day to design, execute and develop solutions to build the unexpected such as Burj Khalifa, Grand Egyptian Museum... Our success is undeniably linked with our ability to co-create with each other, and also with our clients and our partners, subcontractors. This is the key to our success.



Well-being programs

Different programs are deployed such as the BESIX Young Community (2009), or BESIX resilience program and BESIX Fit program (2018). These programs provide opportunities for employees to bond with peers, learn together and help each other, supporting a good well-being in the workplace. We find it equally important to preserve the family spirit of BESIX. A BESIX internal coaching program will also be launched in 2019 with a pilot project at BESIX SA in Belgium. To further stimulate this, we have an array of volunteering projects in which our employees can participate through the BESIX Foundation.

Third Engagement Survey

The strategic commitment for promoting a Great Place To Work is part of the Group's Forward strategy. By offering multiple career opportunities, actions for development and training or creating internal communities we aim to raise employee engagement. As a measurement we held our third BESIX Engagement Survey with a participation rate of >76% for white collars worldwide and >24% for blue collars in Belgium.

Our employees speak their mind

The survey creates the opportunity for employees to communicate openly about their working environment. The results are then used by every department/Business Unit/company to identify the strengths, weaknesses and trends and devise an action plan accordingly.

“ “ **The survey creates the opportunity for employees to communicate openly about their working environment.**

Our employees, our ambassadors

Overall results are positive with some attention points. Engagement to BESIX Group is high and has increased compared to 2015, just as Satisfaction and Attractiveness. On the other hand, that improvement is required on the well-being of our employees. Overall, our employees are very likely to promote BESIX Group as an organization to work for, even slightly more so than in 2015.

These survey results were communicated to all employees via special session meetings, the Group Intranet and the Group internal newsletter.



RESULTS OF THE THIRD BESIX ENGAGEMENT SURVEY

85%

high engagement
and commitment to
the organization

91%

high pleasure
at work

+ 40%

of our staff is fully
engaged

3 ITEMS WHERE WE SURPASS THE REFERENCE INDEX

- active promotion of the company
- strong engagement with respect to work engagement
- genuine pleasure at work

3 ITEMS FOR IMPROVEMENT

- balance work-private life
- workload
- constant attention to respecting others

Trainings

Keep our employees ready for upcoming functions

BESIX Group strives to further develop our employees' professional skills through trainings. In 2018, every employee received on average 7.75 training hours. Delving into these stats, we note a positive evolution in the training of youngsters.

	2017	2018
Total training hours	16,460	19,355
Total number of participants	2,237	2,498
Ratio	7.36	7.75

Data come from our Group Training Management System

Sharing internal knowhow with the Group

In addition, we launched several new training and learning platforms. In 2017, we developed BESIXpedia, an online collaboration tool which allows all BESIX Group colleagues to share their real-life experiences with each other. This interactive platform aims to close the gap between internal know-how and our global presence. The questions we are aiming to answer relate to different domains. By assembling all answers in BESIXpedia, we anchor our internal knowledge and avoid the loss of it when colleagues retire or leave the company.

In 2018 we launched an e-learning platform for our employees. The available online courses are either developed by our internal experts, in collaboration with the training department, or selected off-the-shelf from external providers. Launched in the spring of 2018, the 17 e-learning courses specific to BESIX attracted 305 people who attended a total of 2,224 course modules.

In parallel with this, we have recently initiated a new ERP project, called Symphony. Prior to using the software, people working on Symphony are invited to take online courses and take tests. 117 people from the Tendering departments of NV BESIX SA, Six Construct & Jacques Delens obtained a total of 173 Symphony e-Learning Certifications.

Online courses

Our BEPRO online video trainings have been running successfully since a number of years now. BEPRO is a trajectory in which employees get to know the BESIX way. In 2018, we added a new section dedicated to "Operations & Maintenance", while other videos have been updated.

Keep our employees ready for upcoming functions

As far as our engineers are concerned, 110 people attended training courses (in 2018), mainly technical training courses provided by BESIX, ranging from the construction of a very high building to foundation techniques and earth-turning structures. Safety and environmental trainings are also organized for site teams.



**OUR PEOPLE
ENGAGEMENT**

Complementing environmental awareness trainings, we have a strong mobility policy that not only promotes sustainable mobility but also makes the link to encourage physical fitness.

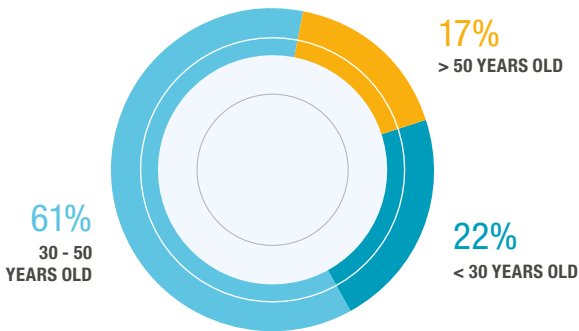
In combination with the BESIX Fit program* launched in Q3, 2017 we accumulated a great share of biking, swimming and walking kilometers. Combined with other measures like the promotion of teleworking, encouraging commuting by bike and an air travel request system we are significantly reducing the daily carbon footprint of our employees.

LAUNCH OF BESIX FIT PROGRAM

Dec. 2017	Dec. 2018	Q1, 2019
898 users	1,608 users	1,706 users

*concerns all BESIX Group white collars, and blue collars in Europe

TRAININGS 2018 - BY AGE CATEGORY



HASSAN AL HILOU

Strategic Diversity advisor

"My experience with the HR team was great. I identified the need of the team to understand more about diversity and to implement new tools to reach those target groups. The most important part in my work was creating awareness, and with the help of Geert Aelbrecht, Chief Human Resources Officer at BESIX Group, there was definitely internal awareness around cultural and young diversity. The next step will be measuring the impact of all those initiatives, but step by step BESIX Group will take up the leading role in this sector with diversity."

PROMOTING DIVERSITY

Within BESIX Group we are over 15,000 employees coming from different backgrounds regardless of age, disability, gender, marriage and civil partnership, pregnancy and maternity, race, religion, political opinion or beliefs.

At BESIX Group we consider diversity as being an opportunity for continuous co-creation, innovative teamwork and new ideas. By measuring gender, collar type, age, ethnicity, socio-economic background... we aim for general equality between our employees.

The construction sector has never been an easy industry to excel in gender diversity. However, in the recruitment process, we want to promote diversity. We note an increase of female engineers who have joined our teams, which progressively meet our people and sustainability objectives. BESIX Group is aware of the limited representation of women in senior positions.

The different repartitions are displayed in the graphs.

Workshops about diversity were organized as a pilot project at BESIX Group headquarters to identify the concerns of this target group. An action plan in the context of "Great Place to Work" is ongoing to improve diversity within the Group.



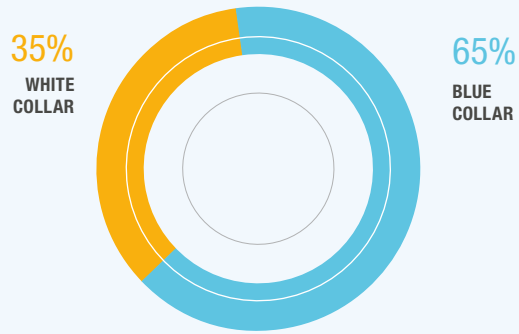
80
Nationalities
within the Group

GEERT AELBRECHT

Chief Human Resources Officer at BESIX Group

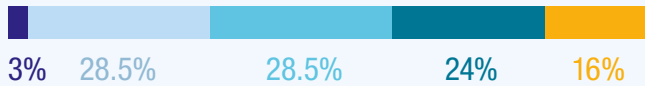
"We are strongly committed to promoting a great workplace: offering multiple career development opportunities and tailored-made trainings, or creating internal communities to encourage internal network, unleash innovative ideas and boost diversity of interests. We strive to involve our employees in the development of our people policies by soliciting their opinions via working groups."

COLLAR REPARTITION 2018

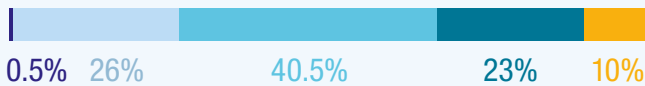


AGE REPARTITION FOR WHITE COLLARS 2018

EUROPE



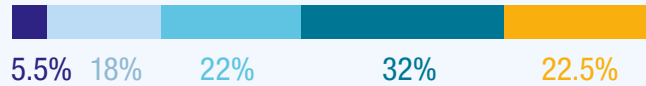
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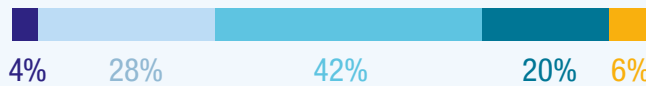
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AGE REPARTITION FOR BLUE COLLARS 2018

EUROPE

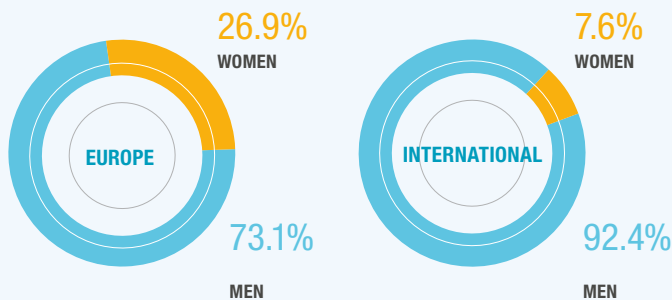


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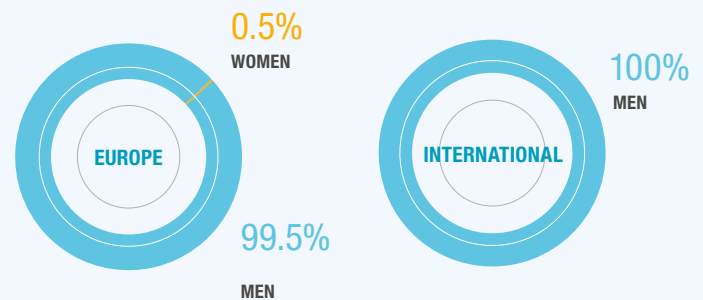


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GENDER REPARTITION FOR WHITE COLLARS 2018



GENDER REPARTITION FOR BLUE COLLARS 2018



*as from 31 December 2018

FAIR WORKING CONDITIONS

IFA agreement

At BESIX Group, we commit to developing long-term relationships, safeguarding fair working conditions, promoting and protecting the well-being of all employees and workers.

Moreover, we guarantee good business ethics towards employees and other stakeholders through the BESIX Group General Code of Conduct and committing to the International Framework Agreement (IFA) on fair labor standards.

Protecting well-being in the broadest sense possible

In 2017, BESIX Group signed an **International Framework Agreement on Fair Labor Standards** with Building & Wood Workers' International (BWI) and the European Works Council (EWC) of BESIX Group. These worldwide agreements hold a purpose to promote and protect the well-being of all employees and workers employed by BESIX Group. It is based on a wide range of international labor standards such as the ILO Fundamental Conventions and other human rights instruments¹. This means we commit firmly to human rights and well-being of all employees and workers employed by BESIX Group, regardless of age, disability, gender, marriage and civil partnership, pregnancy and maternity, race, religion, political opinion or beliefs. It applies to all BESIX Group entities worldwide, as well as to all of its subcontractors and suppliers, a provision which was already contained in the BESIX Group Code of Conduct of 2014.

AMBET YUSON

General Secretary of BWI

"This agreement is designed to enable construction workers to fully exercise their rights, participate in building their future, and work and live in dignity. We look forward to cooperating with BESIX Group based on these shared values and commitments."

In 2018, Six Construct initiated a **Guide on Worker Welfare**. This guide is about promoting welfare and protecting all our employees and workers in the Middle East. We have defined a set of 10 well-being rules, also anchored in internationally recognized standards. These principles are embraced from the Management to the staff members, their representatives, health and safety representatives.

Our objectives for 2019 are, in addition to the continuation of the improvement of the working and living standards, the implementation of the BWI commitments and to develop a mechanism to ensure the third-party compliance to our Standards and Principles.



Below are some examples of how workers welfare was enhanced in the Middle East, in 2018:

- Election of the Workers' Representatives and identification of full time Welfare Officers.
- Improvement of the accommodation standards.
- Food catering (healthy food taking into consideration the working conditions and different types of cuisines of the workers).
- Transportation (vehicles with A/Cs, seat belts, speed limiter and safety equipment inside the vehicles).
- Collaboration with the Art of Living team in UAE, to provide sessions on the Breath-Water-Sound (BWS) Program in order to reduce and eliminate stress and strengthen individual empowerment.



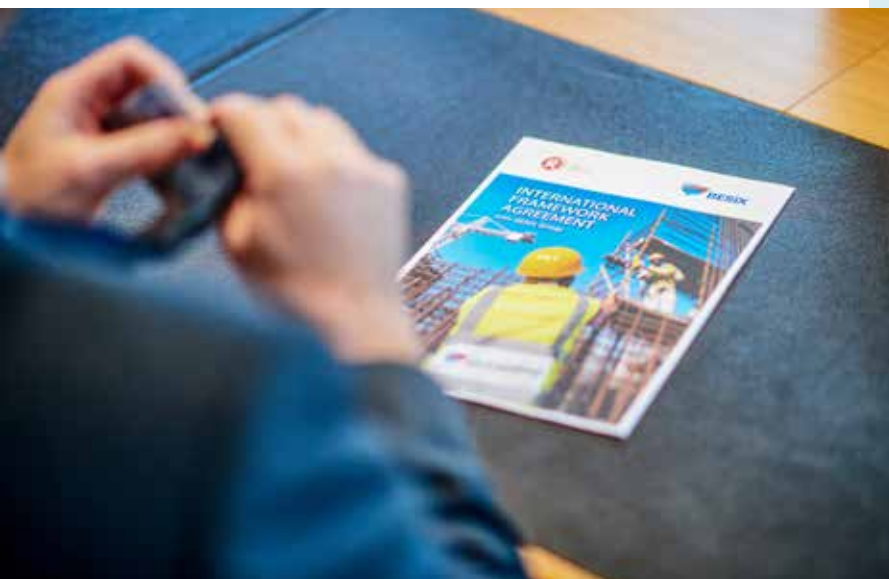
GUY WINANDY

Secretary of the European Works Council (EWC)
of BESIX Group

“We welcome this comprehensive International Framework Agreement. We are pleased that the EWC, through its social dialogue processes, was able to initiate this agreement based on international standards, which applies to the activities in Europe, but also in the rest of the world. We will be reporting on a regular basis during our meetings on progress made under this agreement.”

Good working environment for migrant workforce

In 2018, the Business & Human Rights Resource Center published an assessment report on migrant workers' rights in Qatar & UAE construction. BESIX participated as one of 49 surveyed companies. Overall results are positive as displayed below. Further special attention is required on freedom of movement, worker representation and grievance mechanisms. We are strongly committed to further improve on all aspects of fair working conditions.



¹ Such as the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, the ILO Tripartite Declaration of Principles on Multinational Enterprises and Social Policy, and the ILO fundamental rights at work Declaration.



BEST PRACTICES

WORKERS WELFARE ELECTION Six Construct Qatar

Six Construct has its own workers' welfare standards, which are quite high, and audits.

One of the Six Construct welfare forum/Workers Welfare Election was conducted with BWI in 2017 in Qatar and broadcasted by Six Construct.

New Yearly Workers Welfare Election has been conducted in December 2018:

- Out of 1,660 workers, 1,264 Workers voted in WWR Election (76% attended for the polling vs 70% in 2017);
- 6 representatives elected from India, Bangladesh and Nepal

ACCOMMODATION AUDIT

Six Construct Village

Six Construct Village is audited on a quarterly basis, by Six Construct Welfare – HSE colleagues, in Qatar. Our ranking score is between 88 to 98 in the past 3 years. The last one of 98, made in Q1, 2019, is our best one.

The audits follow a specific inspection checklist: food and drinking water standards, infrastructure, medical care, facilities hygiene, transportation, safety...

AL WAKRAH STADIUM

Accommodation and Construction Site Welfare Inspections

In December 2018, we received an inspection by the Joint Working Group (JWG) at the Al Wakrah project in Qatar. The joint inspection was carried out by the Building and Wood Workers' International (BWI), the Six Construct and the Site Management Team. During this inspection observations are made on general safety, leisure possibilities, housing facilities, emergency procedures and food. The report was overall positive:

- The kitchen, as per Six Construct, is the best in Qatar.
- All green areas are well maintained and accessible to all workers.
- Monthly emergency drill exercise and first aid trainings are carried out.
- The housing facilities are as should be and include modern commodities like Wi-Fi.

A few minor comments for improvement were made such as providing a greenery/lawn sports field, installing safety signage or testing safety shower. Since 2015, BWI visits related World Cup accommodations every six months.

ATTRACT NEW POTENTIALS

Finding the best talents to reinforce our teams becomes a real challenge every year. The construction sector faces a shortage of technical profiles. To have a chance at finding the rare pearl, companies have to choose a targeted approach.

Besides an attractive salary package, candidates ask for more flexibility, home working, job content and collegiality. Well-being at work is the new objective to attract key talents.

For 2018, all types of contracts combined, BESIX Group has 908 new employees on group level of which 18% are women. The retention rate is 9% which is average for the construction industry ranging between 7% and 12%.

“In Belgium, we hired around 450 people in 2018, including 200 at the headquarters: about 50% civil and industrial engineers, 30% support functions (commercial, financial, legal, HR, IT, etc.) and 20% workers and technicians,” knows Geert Aelbrecht, Chief Human Resources Officer at BESIX Group. But we also go abroad to meet potential experts. The BESIX Group brand was there to be seen at multiple job fairs in countries such as Portugal and Slovakia in order to attract higher education graduates.

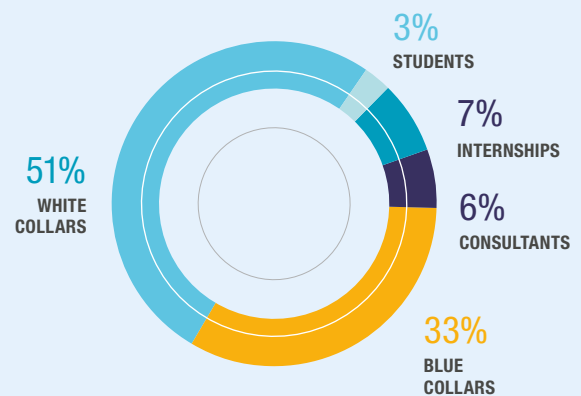
BESIX Group is constantly developing through our encounters with students and young graduates via partnerships with universities and the BESIX Young Professional Days.

We decided to inform students about our Group activities, the function of engineer and the career perspectives.



AT GROUP LEVEL, WE HAVE RECRUITED + 1,700 NEW COLLABORATORS IN THE LAST TWO YEARS:

	2017	2018
New collaborators	863	908
# nationalities	40 nationalities	44 nationalities
Women	15%	18%
White collars	474	460
Blue collars	296	304
Consultants	38	55
Trainees	38	65
Students	17	24



Connect to Build

Connect to Build is a unique networking event for experienced engineers and professionals in the construction industry. Its aim is to bring together and inspire participants who are potentially considering BESIX Group as a possible future employer, giving them insight into our company's values and the way it works. The event is a perfect mix of information exchange, fun and action. Our 'Connect to Build' event, launched in 2016, is organized once a year in Belgium with BESIX and other Group entities. With the successful 'inspire before hire' philosophy we have developed an alternative way of filling our talent pool and promoting the BESIX Group brand.

Onboarding App

In 2017 BESIX launched an onboarding app for newcomers. With this app they can quickly adapt to and adopt the BESIX Group values and culture. We firmly believe that onboarding must start at the very beginning. Newcomers have the opportunity to digitally explore their new working environment and colleagues beforehand, our QHSE methods and the many services of our different departments. New hires are encouraged to learn more about the company.



BESIX Young Professional Days

BESIX Group started with the organization of the BESIX Young Professional Days (BYPD) in 2017 with the pre-screening visit of 10 universities and higher education colleges in Belgium, 12 ones in 2018 and 15 ones in 2019.

On the program were presentations about BESIX Group, interactive workshops, speed interviews and meetings with management. A promotion campaign had been launched previously on Twitter, with the hashtag #readytobeBESIX.

The BESIX Young Professional Days are the opportunity to meet our future young collaborators.

On 3 BYPD events organized, we invite on average about hundred candidates in Brussels and Ghent (Belgium). About 25% were recruited in 2017 and 2018 (±30% women).

Internal mobility

BESIX Group is also committed to promoting mobility and flexibility to support our employees in enhancing their career at one of our sites around the world, or with one of our subsidiaries. More than hundred colleagues have already decided to take up a new challenge amongst the various activities and sites proposed within the Group. In order to give a global view of all internal vacancies, a centralized internal mobility project was launched in 2017 after being put forward through Unleash program.

DIRECT ENGAGEMENT WITH STAKEHOLDERS

With operations in around 24 countries, BESIX Group communicates with its numerous stakeholders through multiple channels and in many ways. External stakeholders include general and specialized media, companies and institutions active in the same business areas, the academic world as well as the local communities neighboring the Group's projects.

Proactive communication with the media happens at least once a week, mostly through press releases, site visits, press conferences and meetings. In addition, BESIX Group consistently answers the media's questions and requests. Its contacts include journalists from all over the world.

In recent years, collaboration with academic institutions has led to academic papers and joint research projects. The majority of these projects focuses on innovation and relates to the Group's sectors of activity.

BESIX Group participates in seminars and conferences, most often relating to construction, real estate development and innovation. Furthermore, the Group is an active member of chambers of commerce and trade agencies.

The Group pays particular importance to the local communities neighboring its projects. Regular actions comprise site visits, consultations and comprehensive explanations of ongoing and future works.

We are also active on the internet. Its website is regularly updated with news and press releases. On social media, BESIX Group publishes news and stories every day. On LinkedIn the Group is notably followed by more than 120,000 people worldwide.



OUR SOCIETAL ENGAGEMENT





SOLID PARTNER-SHIPS WITH STAKEHOLDERS

Our societal engagement is related to the continuous attention to our impact on the human and social environment in all the countries we operate in. BESIX Group strives to take responsibility and create positive impact in both our value chain and locally at our construction sites.

BESIX Group firmly believes that the involvement in local communities maximizes synergies, knowledge and complementary skills. We intend to give our support in long-term projects as much as possible to ensure the sustainable development of local communities.



3 MAIN OBJECTIVES 2017-2018*	SITUATION 2017-2018
Promotion of social and economic development	Increased supply chain engagement in Benelux-France via info session during Procurement Synergy Meeting and list of potential social economy companies. Not started yet in the Middle East.
Promote employment and training of local staff	Local governments encourage foreign companies to employ a % of the local workforces that are qualified to form local workforces. BESIX Group intends to follow at least the minimum requirement. When the project conditions make it possible, BESIX Group contracts a larger numbers of local people for whom special trainings and on-site jobs are defined in advance.
Implement our own educational programs	Besides its KiddyBuild and Right2Learn ongoing programs, BESIX Foundation launched new spoken English classes in 2018.

*Extensive review of our objectives on p 86-99.

■ Objective reached ■ On the path



VENDORS AND BUSINESS PARTNERS

Encouraging local and social economy

Making sure our local impact is a positive one

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

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

Supporting different skills and social groups

We also stimulate local social economy through BESIX Foundation projects. Since 2009, the BESIX Foundation supports projects financially and materially, but also delivers skills-based sponsorship, which helps organizations to achieve their goals. Supported projects are related to Education, Construction and Environment. For example, sheltered workshops and centers for the professional and social integration of disabled people or for people, who have difficulties entering the labor market. About EUR 1 million was given as financial support over 2017 and 2018 to 56 different projects.

Beyond BESIX Foundation initiatives, the operating entities of our Group are also committed to support social economy. Therefore, we developed a social economy suppliers list of over 40 companies in Belgium as a first step. Partnerships between our entities and social economy organizations are in this way encouraged. We stimulate all BESIX Group entities, BESIX Group buyers and other stakeholders to consult and cooperate with these organizations, as soon as specific needs arise within the work field of social economy.

	2017	2018
Projects supported by BESIX Foundation		
- Environment	9	6
- Construction	22	20
- Education	20	13
Total BESIX Group staff involved	549	391
Projects supported regarding social economy	6	4
Total funding	EUR 923,806	

Encouraging social economy within the Group

BESIX Group encourages all buyers to work with some social economy organizations since 2016. Responsible partnerships become possible between regional entities and social economy organizations who can meet our expectations, in terms of budget, deadline and quality.

Various subsidiaries, such as BESIX, EJD, Vanhout, Wust, and others have already worked with social economy's actors.

As an example, Wust worked with social economy companies on nearly 20 projects for a turnover of around EUR 200,000 in 2018, notably on the Renowatt public buildings energy renovation project. Being satisfied with the services provided, Wust also works on sites that are not governed by social clauses: Atelier de l'Avenir, Work Inn, Ateliers Jean Delcour, Village n°1.

- Franki Foundations and Jacques Delens ordered sweets of artisan bakery Farilu for the St. Nicholas event (Belgium)
- BESIX, Jacques Delens and Wust are working with 'L'Atelier de l'Avenir' in carpentry. This association notably participated in the works for the Belgian pavilion at Expo Milano 2015 (Italy).
- BESIX has been working with Oxfam since 2017
- Vanhout works with 'Alito' for the realization of gardens and site surroundings (Belgium).
- BESIX recently selected Village N°1 for the maintenance of the surroundings of its headquarters in Brussels (Belgium).



“

BESIX Group has a proactive approach towards local and social inclusion, most of the times exceeding local laws and baseline expectations in Belgium and Europe.

Social enterprise offering employment opportunities

“De Groene Kans” is a social enterprise in the Westhoek (Belgium) which employs more than hundred people that have difficulty finding a job.

In partnership with De Groene Kans, BESIX Group offers opportunities to work on our sites. It enables people to gain new experience while being offered guidance and support by BESIX and De Groene Kans.

Re-sorting and reusing on Entreprises Jacques Delens sites

Mid 2017 Jacques Delens entreprises signed a partnership with the Ferme Nos Pilifs, a sheltered workplace which runs a farm in Neder-Over-Heembeek (Belgium), to recover wood from their construction sites.

Entreprises Jacques Delens (EJD) observed that wood construction waste ends up in containers too often. The construction company launched a pilot waste sorting project with the Ferme Nos Pilifs through the Belgian Building Research Institute. The farm wanted EJD to provide them with untreated timber, such as planks of different sizes and undamaged and non-returnable pallets.

Mind the surroundings

Where this successful collaboration concerns mainly wood, the company extended its circular economy actions with other parties such as L'Ouvroir or the Collectif Baya for other tasks like laying and tending site surroundings, pruning and green roofing.”

More than a partnership, circular economy and waste management is part of Entreprises Jacques Delens’ DNA as it aims to make our sites nearly zero waste in the coming 3 years.



SOCIAL INITIATIVES

Promoting local social inclusions

BESIX Group believes in personal value creation for its employees. Through guidance, support and training we enable our workers to continuously learn and evolve. We pay specific attention to include underprivileged people with a distance to the labor market. Doing so, we aim to promote their personal development and enhance their professional skills.

BESIX Group wants to promote local social inclusion in Africa through the circular migration program. This exchange program has shown to be a great success. For BESIX Group, this is a win-win activity in many ways: in addition to acquiring new skills, locally trained people become familiar to our colleagues, our working methods and our values. Participants to the circular migration program are enabled to train fellow colleagues in their native country in our corporate processes and culture reducing learning time of local staff. As they might take on other job opportunities within the Group, they also reduce expatriation costs.



BEST PRACTICE

BE PART OF THE 'CIRCULAR MIGRATION' PROGRAM An exchange of knowledge for the benefit of all

BESIX has been participating to the building of a wastewater treatment plant in Abidjan, Ivory Coast since 2018. We decided to participate for the first time in the Circular migration program, set up by the Ministry of Economic Affairs

A young Ivorian civil engineering graduate in Ivory Coast was selected for an 8-month training at our headquarters in Brussels, with the Marine Works Engineering team. This activity field is an important topic in Ivory Coast. The engineer trainee was recruited at the end of his training on our Wastewater treatment plant project in Abidjan.

BESIX intends to pursue this win-win experience in the coming years. This transmission is therefore useful for a company investing in Africa by reducing the learning time of the local staff and encouraging local recruitment.



We are constantly educating and training our local workers. These trainings are considered very valuable by the local workers, as they are not only job oriented but create opportunities to participate in English or IT courses.



THE NACHTIGAL DAM IN CAMEROON

Improving accessibility and reliability of renewable energy

The Nachtigal-amont hydropower project is one of the very few hydroelectric public-private partnership projects in sub-Saharan Africa. This project will accelerate the achievement of Cameroon's development goals, including access to electricity.

Spark for development

The dam will increase the country's electricity generating capacity by 30% and will reduce the cost of electricity. This renewable energy project contributes to the development of social, local and economic development in Cameroon.

The local staff is integrated in the site team of the Nachtigal project as much as possible. Local recruitment will focus on candidates who are directly impacted by this project and on residents of villages nearby the project.

+90% Local people
(160 employed out of 172)

+1,500 Direct jobs (2/3 coming
from <65 km from site)

BESIX in Cameroon

BESIX has been present in the country for 35 years. In order to keep our activities going, we mainly recruit local people together with FNE (Fonds National pour l'Emploi). This local staff consists of trained and qualified white and blue collars.



BESIX FOUNDATION

BESIX Foundation supports charitable projects in the fields of education, construction and environment. Its goal is to help communities in the countries where BESIX Group is active. BESIX Group employees and workers are closely involved in all these projects, strengthening ties between them and the local communities.

10 years of solidarity

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

Volunteering of our teams with BESIX Foundation

Over the past 10 years, more than 3,400 volunteers helped to shape numerous projects around the world through the BESIX Foundation. Together we reached more than 60,000 beneficiaries, funded 242 projects and won 7 prizes doing so.



BESIX Foundation 2018 Staff Award

More than 1,200 colleagues took part in this 4th edition of the BESIX Foundation Staff Award. "Aketi" in DRC got the most votes. The funding will enable them to build new wells. And at the occasion of our 10th anniversary we organized a Volunteers award which has been won by "Opération Thermos".

"A huge thank you to BESIX Foundation who has been supporting us for nearly 10 years! Financially, but mainly thanks to its many volunteers who take care of a dozen evenings a year and help us distribute more than 100 hot meals a night in winter." Céline Vivier, Vice-Présidente de Opération Thermos Operatie



BEST PRACTICE

MANZIL ART

Transforming waste into art

In 2017, BESIX organized a very beautiful project in the UAE: Manzil Art.

This project links our environmental concerns to the integration of disabled people. The waste from our construction sites was collected and turned into works of art, by a dozen Manzil students, with the help of colleagues, through 4 workshops scheduled on Saturdays.



BESIX FOUNDATION IN 10 YEARS OF ACTIVITIES: DRIVEN TO HELP



BENEFICIARIES

+60,000



AWARDS

7



PROJECTS FUNDED

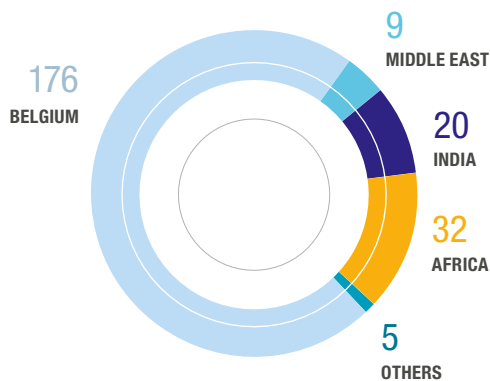
247



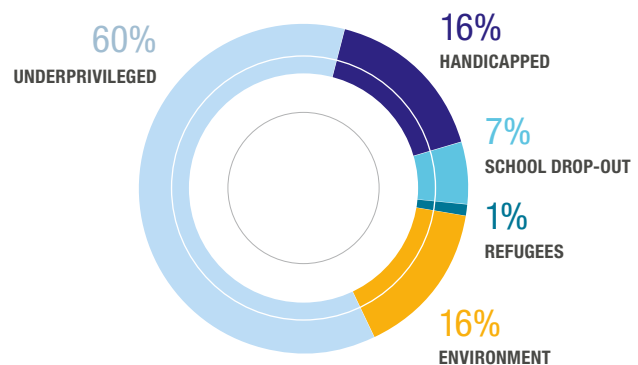
VOLUNTEERS

3,400

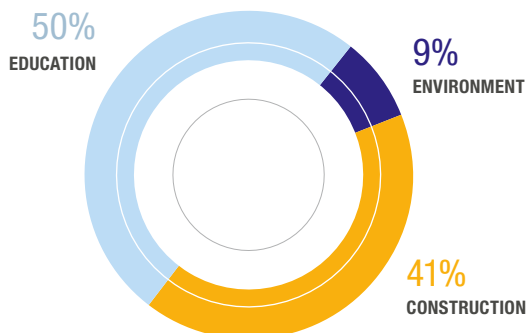
NUMBER OF PROJECTS



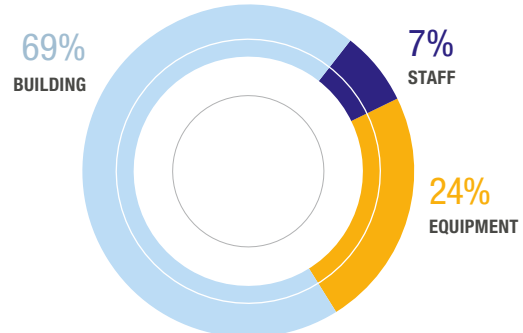
BENEFICIARIES



THEME



INVESTMENT





Internet as a basic right

Launched in 2011, Right 2 Learn is a unique educational program initiated by BESIX Foundation to coach its unskilled workers with basic computer and internet skills, to explore the vast world of internet. BESIX Group's staff volunteer to coach and teach those who had never used a computer before.

The lessons cover the basics of computers skills, including Microsoft Word, internet browsing, Gmail account creation and the management of email accounts. Since 2012, 782 workers have received the training.

AJAY KUMAR MALKIAT

Steelfixer at Six Construct

"I have been working at the BESIX Group construction company for the last 2 years and I am happy to have joined the English reading classes. Now I feel my English skills are improving. I am really thankful to BESIX and SmartLife for giving us the opportunity to learn English in UAE."



778

workers trained
in 5 years

Facilitating personal development

Although these skills are not necessary on the job, learning to operate a computer or a smartphone in this digital age, enables workers to communicate better with their families back home through emails, instills them with confidence and aids them for their personal development. Since 2017, Wi-Fi is being installed at all our Worker accommodations.

In 2018, through a partnership with the SmartLife Foundation, a Dubai based non-profit organization, we also launched Basic English speaking classes for our blue collar workers.

English you say?

The five-month basic English speaking classes help unskilled workers read and speak basic English. The content includes English passages, short motivational stories, daily life activities and inspiring tales, customized based on the student's current English proficiency.

As such, 55 students attended the exam and cleared it successfully. The third batch of the basic English classes is now ongoing with 65 students on-board and is scheduled to be completed in June 2019. Due to huge demand, we expect to expand these courses in the years to come.



1,337
students trained
in 5 years



KiddyBuild

Preparing youngsters today for the jobs of tomorrow

KiddyBuild is a day on which BESIX welcomes children from the 5th and 6th grade of underprivileged primary schools. By bringing them to our building sites and warehouses, they can discover the variety of jobs existing in the world of construction.

In 2017, BESIX organized 4 KiddyBuild days in Brussels and Antwerp. In 2018, we organized 5 KiddyBuild days in Brussels and Mechelen. In 5 years, we have reached 27 schools, a hundred of teachers and 1,337 children.

In Belgium, the project is supported by the Construction Confederation and the Foundation for Education.

Since 2017, we have wanted to develop a TeachBuild day, aimed at lower secondary school classes. We hope to organize a first activity in 2019.

KiddyBuild program hand-in-hand with the innovative IT-school '19'

BESIX Foundation is one of the sponsors of School '19', a newly opened innovative IT-school that aims to help prepare young people for the digital market, in Brussels since 2018.

The idea of free IT

School '19' offers the first entirely free IT training in Belgium, without professors or diplomas. With its socio-professional reintegration, it is aimed at young people between 18 and 30 who don't feel at home in the traditional education system. By presenting a practical, innovative education, the founders want to help create jobs and reintegrate students.

OLIVIER REMELS

Secretary general and Managing Director of the Foundation for Education

"KiddyBuild primarily focuses on underprivileged children. This initiative helps to break the vicious circle those children are often in, helping them to integrate into society. It offers them the indispensable opportunity to discover various trades and to create a strong will to move on, learn and take action."

KIDDYBUILD STUDENTS

2014	2015	2016	2017	2018
197	188	308	243	401

'19' will be able to help an underprivileged public gain access to high-quality education. In the context of our KiddyBuild project, the new institute will conduct an awareness campaign about these future professions aimed at children in the last two years of primary school in disadvantaged areas as from 2018.

Based on the entrance exams, the school revealed that its social diversity goal had already been achieved: participants included 70% jobseekers, 20% students and 10% employees. In the future the school would like to achieve even more diversity and equality by encouraging women to take the course.



WATPAC

Shaping communities in Australia

BESIX Group has been present in Australia since 2011, primarily active in marine works. By completing the acquisition of Watpac, which started at the end of 2018, BESIX Group has reinforced the strategic direction for long-term success in Australia. Watpac's skilled employees now have access to the Group's engineering capabilities, technical expertise and financial and operational resources of BESIX Group's global platform.

Watpac is a leading Australian construction business. Founded 35 years ago, the company's activities cover a wide range of projects across all mainland states of Australia. Watpac employs over 700 people nationwide and has offices in Brisbane, Sydney, Melbourne, Adelaide, Townsville and Port Macquarie.

They are fully committed to the Group's noble purpose and demonstrate their dedication to create sustainable solutions for a better world through their daily activities.

“ For Watpac, Community and Sustainability are vital business practices to ensure the best economical, environmental and social outcomes for their clients and the communities in which the company is active.

Amongst others, Watpac is a member of the **Green Building Council of Australia** (GBCA). The company delivers projects based on sustainable building practices and continually-evolving industry standards. Ecologically Sustainable Design (ESD) remains a guiding principle in the projects they realize.

Schools of Tomorrow in Australia

Watpac continues to deliver significant and high-profile sustainable projects on a national level, including state-of-the-art education precincts such as the Victorian New Schools PPP which was completed in December 2017. As Victoria's largest new school building project, the schools were built in some of the state's fastest growing areas.



The schools have been designed to use 25 percent less energy than benchmark buildings in accordance with the Building Code of Australia, inclusive of renewable energy sources. An integrated civil and landscape design also provided the schools with an ecologically enhanced water sensitive solution incorporating native planting, rain-water swale retention systems and passive irrigation opportunities.

In 2018, Mernda Central College was awarded 'Best New Construction/Entire New Education Facility' at the Learning Environments Australasia Awards.

Watpac creates a culture and environment that encourages innovation, provides opportunity for learning and development, and empowers their people to build careers with them that are fulfilling and successful. Employee engagement surveys, Career Flight Paths, Toolbox talks, Building resilience workshop, Mental Health First Aid training, and a Safe Work Month campaign are just a few of the ways Watpac engages with its staff. The company also partners with the National Association of Women in Construction (NAWIC) to demonstrate the many benefits of working in the construction industry. In addition, Watpac annually lodges compliance reports with the Workplace Gender Equality Agency (WGEA) which measures the number of female employees within the business.



Pathways for Indigenous employment

Watpac's strong record for local industry engagement has allowed it to create pathways for Indigenous employment opportunities, business participation and job upskilling. Its goal is to encourage the development of local industry and in turn those that work for these businesses.

A number of initiatives were undertaken by Watpac throughout the year, including industry forums, Indigenous business information sessions and Indigenous job seeker and 'Meet the Builder' events.

First Reconciliation Action Plan signed

Indigenous engagement has continued to be a priority for Watpac. In this way, the Group recently submitted its first ever Reconciliation Action Plan (RAP) to Reconciliation Australia for endorsement. The 'Reflect' RAP brings together a number of initiatives that encompass employment, training and the establishment of long-lasting relationships to strengthen Watpac's commitment to creating a sustainable future for Aboriginal and Torres Strait Islander people.

Watpac also supports numerous large and small community organizations through a number of corporate social responsibility initiatives such as charity partnerships, event sponsorship, volunteering and in-kind support. A key initiative is their Workplace Giving Program that allows employees to make regular contributions which are matched dollar for dollar by Watpac.

BESIX FORWARD



“

Based on what sustainability means to us, on what we have already been doing and the way we are organized, we are nowadays at a reflection stage and need inspiration on best ways to go forward.



Our ambitions to move forward in terms of Sustainability

Mid-2019, our BESIX Group Strategy Circle put their heads together in order to align our Global Strategy – our 6 strategic drivers – with climate-related sustainability. Fifty members of our Group's top management reflected on what our concrete ambitions should be to improve on environmental sustainability and Green Project Solutions.

Society and Sustainability intertwined

It is clear that the construction sector has an important and crucial impact on our environment, and in line with the recent climate demonstrations all around the world BESIX decided first to focus on "Planet" in the People/Planet/Prosperity model and to integrate solutions for the global climate challenges into our ambitions. It is also a crucial concern for most of our stakeholders, from staff members who ask for concrete actions, to business partners and clients who understand their impact in the society of tomorrow.

At a waypoint

We have defined sustainable objectives at local and Group level since 2011. "Based on what sustainability means to us, on what we have already been doing and the way we are organized, we are nowadays at a reflection stage and need inspiration on best ways to go forward," says Muriel Sacré, Senior C&S Officer BESIX Group. We consider our leading role, our take on acquiring clients with a sustainable mindset and our goals towards lobbying, investing and collaborating on sustainable topics.

Starting from engineering, as it is our core business and is the most impactful way we can make a difference, our Group wants to refine its ambitions framed in the "Citizenship and Sustainability Report" objectives.

In this context, the session aimed at inspiring the attendees by integrating external speakers and showcasing internal projects in the various entities of the Group as green projects competence center, waste management and smart buildings.

Further on, the participants agreed to enhance the alignment of the various ongoing efforts in the Group along more generally expressed concrete ambitions, and to add more concrete values on CO₂ emissions, circular construction and pollution as well as to integrate more sustainable solutions in our offers to our clients.

OBJECTIVES



Decreasing emissions



Re-using materials



Reducing pollution



Support our clients sustainable ambitions

Ambition becomes action

Contributors confirmed during this strategic retreat that climate change and energy transition create opportunities. Our knowledge in green projects rating systems, smart buildings, integrated environment system and our sustainable engineering solutions remains key for our group to finetune our ambitions and translate them into some concrete actions. The new ambitions and objectives at Group level will be finalized by the end of 2019 and will be introduced in our biennial Citizenship & Sustainable Report 2019-2020.



OBJECTIVES 2018-2019





Message from the BESIX Group Chief Operating Officer

2017 was a year of transition. The updated Group strategic approach made BESIX Group future-proof. Six strategic drivers were launched to identify our core targets to perform better with our noble purpose in mind: ‘Excel in creating sustainable solutions for better world’ and integrate our Citizenship & Sustainable goals, adopting a bottom-up approach. We selected these ones as main guidelines to create opportunities for sustainable growth.

Based on the United Nations Global Compact, the 17 Sustainable Development Goals (SDG’s) of the United Nations, ISO 26000 and GRI drivers in the building sector, BESIX Group fixed the framework, the indicators and the areas where each BESIX Group company is invited to subscribe specific C&S objectives for the period 2017 and 2018, with the estimated results of 2018.

Continuous improvement

In 2017-2018, we notice accomplishments of specific programs and projects, which concretely contribute to a sustainable evolution of our society and which have a positive impact on our internal and external stakeholders. We consider them as continuous ways of improvement. Measurements of our impact can be at Group level such as for most Human Resources and Safety activities. Others such as CO₂ reduction remain geographically limited even though our expert teams are working on a Group-wide solution which should be operational on middle-term.

Amongst others, we realized significant achievements in 2017-2018, such as BESIX Fair Labor Standards in line with International Framework Agreement (IFA), a Group resilience program, the BESIX Fit program, an onboarding app, a third Engagement survey, development of our own education programs via BESIX Foundation, a soft mobility program, an integrated ISO 9001- ISO1 4001 - OHSAS 18001 multi-site certification of the Contracting Business Unit, development of a tender-risk approach at tender level in line with ISO 31000, and an increased commitment of the supply chain on the Procurement Code of conduct.

Our path to sustainability

Although solving current problems is necessary, the ability to develop further solutions in this VUCA world is needed for tomorrow.

Thanks to our innovative approach, which has become something of a trademark, we note major advances. We are convinced that it is with our core business that we can bring a positive difference to society. Our sustainable engineering solutions can support the society of tomorrow through its value engineering, Unleash and Starts-Ups Accelerator programs: the launch of our ‘Green Building Expertise & Support Delivery’ Center of Competence, development of BIM models for sustainability and monitoring, 3D concrete printing, clean air moss walls, research on green concrete, research on building circularity, realization of smart buildings for energy-efficiency and digital customizability.

Our digital society’s rapid evolution has seen serious challenges involving the People-Planet-Prosperity pillars. Since 2018, we have been analyzing our existing sustainable commitments and our ambitions in order to understand the way we can actively contribute to proposing solutions in line with our noble purpose and our strategic drivers. Each of us noticed that ‘Climate Change’ was a huge concern in 2018 and 2019 around the world. Organizing internal consultations within the Group, we intend to catch our stakeholders’ expectations. As we want to co-create tomorrow’s sustainable society, we have to be prepared to work on the right up-to-date ambitions at Group level with specific action plans. These ambitions will be introduced in the next biennial report 2019-2020.



Pierre Sironval
Chief Operating Officer
BESIX Group

OBJECTIVES 2018-2019

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
PEOPLE					
Career management and promotion of employability					
Great Place to Work	Number of training hours per year, by kind of training and by function for full time employees	Achieved - From 2014 to 2016: 30% more training hours for white collar workers - Set up of new training tools: BE Pro, BESIXpedia... - All new recruited laborers must undergo training procedures, these include health and safety and job description induction	An improvement of 25% additional training hours compared to the 2016 base line	In 2018, each employee received 7,75 training hours (vs 7.36 h/employee) on average	Invest in development: 3 training days by employee per year at Group level
			BE Pro e-learning tool: implementation, specially dedicated to project management	Done and completed in 2018, new modules 'BESIX Way' (introducing a.o. Group values) and 'Operations & Maintenances were added in BE Pro. Launched of a general e-training platform in 2018 with 17 specific BESIX e-courses	- Mandatory for BESIX Project Managers - Keeping the content up-to-date
	- Six Construct follows the 'free recruitment' policy - 751 employees in 2015 and 701 employees in 2016 were given third party trainings - The Group pursued its recruitment of new employees according to business projects		Continuing to monitor the 'free recruitment' policy closely. Six Construct has reviewed & re-enforced this policy in all our agreements/contracts	Done	Support this policy via the IFA agreement
			BESIX Group recruitment of about 400 new employees	+900 new employees on group level in 2018 of which 450 people in Belgium	Being an attractive employer: recruiting the right profiles according to business projects
			Launch of recruitment events at BESIX (BESIX Young Professional Days, Connect to Build, Campus days) in 2017 (Belgium)	Job fairs in Portugal and Slovakia in 2018; Young Professional Days in Belgium of which 25% participants were recruited in 2017 and 2018; pre-screening visit of 10 universities in Belgium	Being an attractive employer: keeping / creating contact with potential candidates via selected universities, key organized events and our talent pool, social media
	Staff member statistics by diploma, kind of contract, years of service	Development of an HR tool: Metrilio	2017: Consolidation of secured data of all employees worldwide (only management staff in the UAE) through Metrilio	Done	
			2018: Group wide statistics (only management staff in the UAE)	Done	
	Promoting intergenerational partnerships	Brainstorming	Preparation of an on-boarding program	On-boarding program app launched in 2017	Keeping content up-to-date
		Engagement survey: done for the Management and Senior Staff categories (72% white collars, employees (worldwide) and blue collars (Belgium))	Launch of a new engagement survey among staff	Implementation of a third survey for all employees categories (white and blue collar), Middle East excluded: done (76% white collars; 24% blue collars in Belgium)	Deployment of action plans according to results of the survey
					Increasing retention rate: training of line managers, internal mobility, coaching session...

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
PEOPLE					
Career management and promotion of employability					
Great Place to Work		Done: BESIX welcomes students and trainees on sites in Europe as well as in other countries where the Group operates	Encourage youngsters to live a professional experience through training on site or in the office	BESIX welcomes students and trainees on sites in Europe as well as in other countries where the Group operates	Carrying on in the same direction
Health & safety conditions (Well-being at work)					
Great Place to Work	HSE Chairman Awards	Done: 2015 ok and 2016: launch of Unleash program	Promote Unleash program within the Group with specific themes related to safety concerns	Done	Promote safety innovations via Unleash or other means (start-up accelerator program)
			Creation of a platform to promote and encourage fitness and well-being of our employees	Done: +1,600 users by the end of 2018	Continue BESIX Fit ad and events
	Number of training hours per year	2,340 hours of Health, Safety & Environments trainings in 2015-2016	Pursue HSE trainings for group employees	Launch of two additional programs: managing safely and working safely; BE SAFE	Carrying on in the same direction
			A platform to promote and encourage fitness and well-being of our employees	Done: BESIX Fit program launched end of 2017	Progress measurement
	Coordination QHSE between different BU	Done. First QHSE synergy meeting organized in April 2016	QHSE synergy meeting: pursuing meetings twice a year with a concrete action plan	Design BESIX Behavioural Base Safety Program and launch pilot projects to finetune	Grow a community of BE SAFE Ambassadors within BESIX Group
	Improvement of the participation rate for the Safety Time Out	Done. Safety Time Out 2016: 21,403 participants = 51% (>42% in 2015 & 2014)	Reaching 60% of workers on site (employees and contractors)	23,723 participants (incl. subcontractors) in 2018	Carrying on in the same direction
	Improvement of frequency and severity rate according to the Group companies' action plan	- Frequency Rate 2014: 1.99; 2015: 1.65; 2016: 1.69 - Severy Rate 2014: 0.04; 2015: 0.03; 2016: 0.05	- An improvement of 10%. BESIX Group - TRIFF: 3.15	Not achieved - TRIFF 2018: 3.20	Repeat but TRIFF targeted: 3.00
	Awareness on burn-out	Preparation of a resilience program to be launched in 2017	Campaign on resilience launched in BE, FR & NL; workshops organized for +300 participants	- Workshops about resilience awareness organized at Brussels & Dubai HQ - Preventive measures (awareness sessions and coaching)	- Rollout to international operations: workshops, e-learning tool and merchandising on resilience awareness - Workshop and info sessions for new joiners BeNeFra - Training of Confidence officers
			2018: follow-up with adequate coaching to employees who make the request; Launch of the campaign on our international operations aiming; for all levels of employees	Internal Coaching Network in preparation	Launch of the network in 2019 with a start-up phase: 25 internal coaches in Belgium and The Netherlands
First draft for an action plan on work-life balance	Preparation of teleworking at BESIX in Belgium and The Netherlands	- Implementation of teleworking in BESIX (BE and NL); - Sick childcare services provided by BESIX free of charge to employees (limited amount of days per year); - Launch of a first-step fitness program (BESIX Fit) at BESIX in Belgium	Done	Progress measurement	

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
PEOPLE					
Non-discrimination issues					
Great Place to Work	Performance indicators by gender, age, nationality, junior-senior, by region, by position	In preparation through a new HR tool	Consolidation of secured data of all employees worldwide (only management staff in the UAE) through Metrilio	Done	Progress measurement
	Integration in procurement policy	<ul style="list-style-type: none"> - Racism is not tolerated and any act of racism is taken seriously by the company. Being an international company with more than 8,000 working laborers and over 60 nationalities, cultural differences are inevitable - Six Construct embraces diversity ranging from – but not limited to – religion, gender, ethnicity, education, and socio-economic background - Workers have the option to speak to their direct supervisors who will assist them in resolving their general concerns. All laborers have the right to “freedom of expression” - On staff levels Six Construct do strive to achieve equality between male and female white collar. These include salary equality, equal opportunity and equal treatment within the workforce 	Better gender balance (up to 30% for white collar)	<ul style="list-style-type: none"> - Consultations of target groups to prepare an action plan about gender and diversity at Brussels HQ - Use of a new ATS recruitment tool comply with the laws and regulations requiring non-discrimination and GDPR 	Diverse senior managers and external pool talent (non nationals employed)
	Extended campaign about respect in the relations with all Group stakeholders	<ul style="list-style-type: none"> - Done, included in both Codes of Conduct - ‘Respect’ became our 6th value in 2016 after a worldwide campaign - Qatar: creation of a Worker’s Welfare Forum 	To make ‘Respect’ one of our core values as part of BESIX Forward 2017	Done	<ul style="list-style-type: none"> - Awareness to new employees via on-boarding app - Reminder to staff via internal communication
HUMAN RIGHTS					
Support and respect of internationally proclaimed human rights					
<ul style="list-style-type: none"> - Great Place to Work - Synergizing our ways of working 	Integration into effective procurement and partnering policy	<ul style="list-style-type: none"> - Included in both Codes of Conduct - Qatar: creation of a Worker’s Welfare Forum 	Development & Implementation of BESIX Fair Labor Standards in line with International Framework Agreement	<ul style="list-style-type: none"> - Signature of an International Framework Agreement on Fair Labor Standards with BI and EWC of BESIX Group - In 2018 Six Construct initiated a Guide on Worker Welfare 	<ul style="list-style-type: none"> - Progress action plan - Yearly reporting meeting - Pursuing the improvement of the working & living standards - Implementing the BWI commitments - Develop a mechanism to ensure the third-party compliance to our Standards and principles
Make sure not be complicit in human rights abuse					
<ul style="list-style-type: none"> - Great Place to Work - Synergizing our ways of working 	Integration into effective procurement and partnering policy	<ul style="list-style-type: none"> - Included in both Codes of Conduct - Partnership with NGOs and external organizations 	Development & Implementation of BESIX Fair Labor Standards in line with International Framework Agreement	See above	<ul style="list-style-type: none"> - See above - Partnership with trade union and NGOs
			Rigorous monitoring of Subcontractors’ worker facilities	Still in progress	Carrying on in the same direction

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
COMMUNITY INVOLVEMENT					
Promotion of social and economic development					
<ul style="list-style-type: none"> - Great Place to Work - Promoting openness towards New Ventures - Being a leader in Open Innovation 	Promote employment and training of local staff	BESIX: mixed team policy	Improve on the minimum requirements	Done	
	Integration of local supplier chain and social disadvantages in procurement policy	Done	Promotion of socio-economic responsible sourcing in the procurement system	Social economy suppliers list of over 40 companies in Belgium as a first step in the procurement system.	<ul style="list-style-type: none"> - Considering how to improve local partnering with social economy companies in Belgium - Promotion of socio-economic suppliers list for The Netherlands and France in the procurement system
	Encourage social economy in our Entities and sites	Group engagement since 2016 through purchaser	Increased supply chain engagement	Still in progress	Carrying on in the same direction
			Promote social economy contractors in Europe	Done	
			To be investigated in the Middle East	Still in progress	Carrying on in the same direction
	Give an opportunity in each and every project to social economy operators	<ul style="list-style-type: none"> - Europe: ongoing. Creation and circulation of a list in Belgium. - UAE: a market analysis has been done in 2016 and those kinds of structures don't exist yet 	Creation and circulation of a list in France and The Netherlands.	Still in progress	Creation and circulation of a list in France and The Netherlands
			Continue our monitoring in UAE	Still in progress	Checking if any update in social economy in UAE Continue our monitoring in UAE
Action plan regarding social economy potential	<ul style="list-style-type: none"> - BESIX Group: information campaign done - 8 projects supported in 2015-2016 	Continuous increase of BESIX Foundation's support	10 projects supported in 2017-18	Continuous increase of BESIX Foundation's support	
Develop our own education programs via BESIX Foundation	Done through Right 2 Learn and KiddyBuild	Creation of a partnership to teach English at our UAE laborers	Launch of spoken English classes in 2018 with 63 students	Development of our projects in other locations/countries	
Contribution to issues of general interest					
<ul style="list-style-type: none"> - Great Place to Work - Promoting openness towards New Ventures - Being a leader in Open Innovation 	Comparison of projects supported by BESIX Foundation (statistics 2015 and 2016): numbers of local beneficiaries, number of Group staff involved, projects supported by region, by foundation pillars	<ul style="list-style-type: none"> - Number of volunteers: 847 - Number of local beneficiaries: 2015-2016: 4,905 	Increasing volunteer engagement	<ul style="list-style-type: none"> - Number of volunteers: 940 - Number of local beneficiaries: 26,295 	Progress measurement
	Promoting educational projects	BESIX Foundation: 32 projects supported in 2015-2016	Continue along the same lines	BESIX Foundation: 33 projects supported in 2017-2018	Pursuing the promotion of educational projects
	Increase of international spread of the support	<ul style="list-style-type: none"> - 2015: 17% of the financial support abroad - 2016: 29% of the financial support abroad 	Carrying on in the same direction	<ul style="list-style-type: none"> 2017: 16% of the financial support abroad 2018: 4% of the financial support abroad 	Reinforcing the international financial spread of the support

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
COMMUNITY INVOLVEMENT					
Contribution to issues of general interest					
<ul style="list-style-type: none"> - Great Place to Work - Promoting openness towards New Ventures - Being a leader in Open Innovation 	Collaboration with academic world for sustainable construction promotion	<ul style="list-style-type: none"> - BESIX Group, through its subsidiaries, is involved in the Belgium Green Board Council, Building As Material Bank, EcoBuild Cluster, Antwerpen duurzaam bouwen Kamp, Plateforme Maison Passive... 	<ul style="list-style-type: none"> In Europe, carrying on in the same direction 	Done	Carrying on in the same direction
			<ul style="list-style-type: none"> In the Middle East, explore opportunities to collaborate with local educational institutions to contribute to the sustainable development of the region 	Still in progress	Carrying on in the same direction
	Decision to support more environmental projects/initiatives through BESIX Foundation	<ul style="list-style-type: none"> - In 2015-2016: 12 projects - Funding: €109,370 		In 2017-2018: 15 projects Funding: €141,666	
ENVIRONMENT					
Development of integrated environmental management systems					
<ul style="list-style-type: none"> - Synergizing our ways of working - Great Place to Work - Promoting openness towards New Ventures - Being a leader in Open Innovation" 	New ISO 14001 certifications	<ul style="list-style-type: none"> - UAE: done for multi-sites in UAE, Qatar, Oman, Barhain, KSA - NV BESIX SA has renewed its ISO 14001:2004 certification in June 2016 which is valid until September 2018 - The following regional entities have an ISO14001 certification: J. Delens, Wust, LUX TP and Vanhout 	An integrated ISO9001 + ISO14001 + OHSAS 18001 multi-site certification of the Contracting BU (except regional entities) in the first quarter of 2018	Done	Maintaining certification
	Performance indicators as to number of training hours on environment per employee	<ul style="list-style-type: none"> - BE Pro in 2016 (NV BESIX SA): 30 minutes per employee for a total of 174 people = 87 hours - Induction: 30 minutes per new site worker in 2015 and 2016 - Quality Safety Environment Time Out in 2015: (13,348 own employees + 4,323 subcontractors) *0.5h per person = 8,836 hours - Toolbox Meeting (TBM): 1TBM per month per person in 2015 and 2016 	Well-defined performance indicators on employees trained on environmental awareness to be established and monitored	<ul style="list-style-type: none"> Done: - 7 environmental awareness events in 2018 in the Middle East on office and site level - Mobility awareness campaign in head office Brussels in 2018 - Environmental driving training (e-driver) for company car drivers in the Netherlands - Training data of HR on BE Pro in 2017 and 2018 - Induction: for every new site worker - At least one TBM per year per person 	<ul style="list-style-type: none"> - To further develop and implement environmental awareness trainings in corporate HSE training program and induction program - 3 communications awareness within BU Contracting - To develop and implement environmental golden rules
	Integration of environment criteria and audit in procurement/ subcontracting policy	<ul style="list-style-type: none"> - Development and implementation of an Environmental Performance Rating Tool (PRT) for Site Inspection in 2015 - Environmental criteria are embedded in the Code of Conduct for purchasing product & services and in the vendor list 	Environmental criteria to be carried out through PRT audits	Done	Continue to monitor compliance and generate improvements via HSE PRT

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
ENVIRONMENT					
Development of green solutions					
<ul style="list-style-type: none"> - Synergizing our ways of working - Great Place to Work - Being a leader in Open Innovation - Leverage on our customer centricity - Developing a "One-Stop-Shop Solution" 	Development of BIM model for sustainability and monitoring	<ul style="list-style-type: none"> - On several projects quantity take-off was performed which entails that we have a more accurate view on the quantities - Reduction of waste, only virtual waste 	Exploring the idea of development of digital material passport enabling post construction development	Digital passport being included into a BIM approach on a specific D&B in Brussels (not awarded)	Including new uses into BESIX Engineering BIM Package such as "material passport" and "BIM for FM"; Assess thermal performance a designed facades with BIM
	Double % of projects in execution using BIM	Statistics about "project in execution followed by the Engineering Department using BIM": 29% (2016 target: 20% >> 2013=9%)	Carrying on in the same direction	Within 3 years: +70 projects optimized with BIM	Improve skills in BIM modeling and scan to BIM more interaction between Brussels and Dubai
	+20% of steel structure drawings extracted from BIM models	<ul style="list-style-type: none"> - For the in-house BESIX facade projects (where BESIX is performing the facade design and execution themselves) - Execution project - 100% of cutting lists / production drawings are extracted from BIM (at least for the external facade and roof) 	<ul style="list-style-type: none"> - All current in house facade tenders: all quantity take off for the large scale complex geometry is done 100% with BIM. - Using BIM for preparing method statements renderings and installation sequence animations 	<ul style="list-style-type: none"> - Facade: all large scale & complex tenders were done in BIM for Value Engineering, optimization & accurate quantity-take off's - Steel structure 2017: 50% of drawings extracted from BIM mode 2018: 90% of drawings extracted from BIM model 	Carrying on in the same direction
	Quantify in % tenders using BIM visualization	Done: - 2015: 56% - 2016: 50% (initial goal: 40%)	BIM visualizations for 60% of the tenders	Qualitative 4D animations were produced when deemed needed (specific method statements, logistic plan, commercial purpose...)	<ul style="list-style-type: none"> - Pilot project with "BIM integrated new ERP" - 1 extra subsidiary starting with BIM every year
	Research on low carbon concrete	<ul style="list-style-type: none"> - UAE: done, adoption of cement with 65% of GGBS - On the large infrastructure projects in The Netherlands, low carbon concrete is used (CEM III instead of CEM I) - A study on the concrete chain on the Lanaye project where CEM I was replaced by CEM III has been finalized mid-2015 resulting in a carbon reduction of 76% - In collaboration with Rijkswaterstaat, an innovative testing program on the use of low carbon concrete has been set up on the Limmel project in The Netherlands 	BESIX will start up a new concrete chain study in 2017 on the projects in The Netherlands	<ul style="list-style-type: none"> - Research in progress with internal and external key experts - One of the key topic during the BESIX Hackathon 2018 	<ul style="list-style-type: none"> - Develop a formula for greener concrete for Zin project (B) in partnership with promoter (low carbon footprint and more sustainable): - Replace CEM I by CEM III on projects in France to reduce CO₂ footprint - Test the high quality recycled aggregates from the Netherlands and study their application in Belgium - Go beyond the norms in terms of using a higher percentage of recycled aggregate for a specific concrete mix on one of BESIX Group's projects
	Limiting use of raw material	Socogetra re-uses the residue from concrete pump trucks to made stackable blocks. These recycled blocks represent 20% of their total blocks production	The Socogetra's objective is to increase the percentage of recycled base material up-to 50% in the production of concrete	Participating to common action such as Werflink (B)	Study completed, no further implementation
A study to understand the recycling of the waste internally and feasibility of introducing a circular economy, to be conducted in UAE in 2017			Jacques Delens: pre-demolition inventory analysis on each site in order to return the dismantled materials to the re-use market		

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ENVIRONMENT					
Development of green solutions					
<ul style="list-style-type: none"> - Synergizing our ways of working - Great Place to Work - Being a leader in Open Innovation - Leverage on our customer centricity - Developing a "One-Stop-Shop Solution" 	Performance indicators in waste management	<ul style="list-style-type: none"> - UAE: analysis of waste performance indicators on projects - The Netherlands: a study on the waste management chain has been finalized in late 2016 on the OVT project - Done with various projects - A performance indicator on waste segregation (waste management cost saved by segregation and recycling of waste) has been introduced in Belgium in 2016: in 6 locations, waste recycling reached 32 to 97% - A framework agreement for collecting waste in Belgium has been signed with MAES at the end of 2015 	Development of a corporate waste management program	Multiple initiatives on site level linked with Green Building certifications and CO ₂ prestatieladder in The Netherlands	<ul style="list-style-type: none"> - To continue with further optimization of waste management by looking for project & business opportunities - Jacques Delens: 'zero waste' ambition on sites within 3 years
			Initiatives with the bottle caps and the collection of electric devices on the BESIX Group headquarters	Replacing plastic bottles by cups and glass water bottles at most Group offices and meeting rooms	Carrying on in the same direction
			Development of the notepad project	2-year pilot project ended in 2018	
	Encouraging recycling of excavated or re-used material	<ul style="list-style-type: none"> - Innovative solutions such as the use of ECO-filler (residue from the recycling process of asphalt) instead of soil for backfilling - Socogetra recycled concrete waste and re-used it for the construction of a new motorway section - BESIX Montenegro re-used the excavated stones, extracted from the ground during the earthworks, to make all the enclosing walls 	Carrying on in the same direction. Opportunities to be defined on every project	Participating to common action such as Werflink (B), Be Circular (B)	<ul style="list-style-type: none"> - Create a direct BESIX Intranet link to access the Werflink platform - Inform site teams about the sustainable 'Werflink' app during procurement meetings - Recycling of waste material (HQ Brussels) > 50%
Optimize energy sources		Waste to Energy and new sustainable source of water supply for the community as major step in the Group diversification strategy	Innovative solutions developed by BESIX Water & Environment and Concessions & Assets	Realization of projects recycling wastewater, turning waste into fuel, non-recyclable waste into energy...	
Increase tablet use to control site data to improve encoded info	Within the European region, BESIX has implemented digital solutions for managing the provisional acceptance process, also implemented in Ajman	Currently in development: a study to perform the internal audits and inspection by the use of tablets	Introducing digital transformation in core activities: Accept program (Jacques Delens), Unleash programs, smart buildings	Pursuing partnerships with companies and start-ups to integrate digital into core business and encourage data collections, snagging lists, safety and quality inspections to lower the non conformities (less waste linked to quality), increase the safety awareness (Better Place to Work) and encourage collection of datas	
Development of sustainable construction operations					
<ul style="list-style-type: none"> - Synergizing our ways of working - Great Place to Work - Being a leader in Open Innovation - Leverage on our customer centricity - Developing a "One-Stop-Shop Solution" 	Continuing to propose sustainable engineering solutions in tendering folders	The senior manager sustainability was involved in several projects in which we proposed value engineering idea regarding sustainability (New Headquarters of BNP Paribas - Fortis (Brussels), Masdar Institute (UAE / Abu Dhabi), Beatrix lock (The Netherlands))	Strengthen the design capabilities regarding sustainability within the BESIX Engineering Department and offering support to Real Estate Development and concessions		<ul style="list-style-type: none"> - D&B projects: objective is to propose sustainable solutions during tender phase - Follow different types of tenders, linked to the sustainability: eg energy efficiency, circularity

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
ENVIRONMENT					
Development of sustainable construction operations					
<ul style="list-style-type: none"> - Synergizing our ways of working - Great Place to Work - Being a leader in Open Innovation - Leverage on our customer centricity - Developing a "One-Stop-Shop Solution" 	Continuing support for students in their thesis work and research	<ul style="list-style-type: none"> - BESIX Group and some of its subsidiaries are supporting various students in their thesis work and research. In the 2015-2016 period two students were supported by the BESIX Engineering Department - EJD is part of a research project Cam(B)bridge aiming at more reliable assessment of thermic behavior and air tightness before and after construction using BIM - Cobelba and BESIX gave support to a research project of the Walloon Region called REINTEREST which aims at developing very efficient and thin façade elements for refurbishment of old (high rise) buildings 	Follow at least 1 student on the sustainability subject per year and 1 research topic in the field of sustainability	Follow-up students on sustainability topic in 2018 and on engineering and BIM topic	Carrying on in the same direction of strengthening partnerships with universities and supporting young generations in their education process
	Development of sustainable construction teams	<ul style="list-style-type: none"> - Creation of dedicated teams for each project in which environmental certificates were demanded. We trained people in almost all Business Units and regional entities able to give the necessary support - Jacques Delens, Vanhout and Wust developed their own sustainable construction teams 	Have at least 1 expert per Business Unit or regional entity in Europe	Done by Region (1 in Europe & 1 in Middle East) and in most entities	Recruit 1 full time to reinforce sustainable construction department BESIX Group headquarters Brussels
	Building more certified sustainable buildings	<ul style="list-style-type: none"> - There were 5 completed building sites in 2013-2014 and 9 in 2015-2016 - There were 13 ongoing building sites in 2013-2014 and 14 in 2015-2016 	A 'Green Building Expertise & Support Delivery' Center of Competence to be set up for Middle East BU in 2018 and expanding the same to the Group	Done in Middle East and in progress in Europe	<ul style="list-style-type: none"> - Launch of the Center of Competence and operational 1 dedicated full-time at BESIX Group headquarters Brussels - A-STAY intends to get BREEAM certification for its upcoming projects
	Compile projects where value engineering has made a difference	Not finalized during this period	Compile projects where value engineering has made a difference	Still in progress	Monitoring performances
			Establish an innovation platform to encourage and enable innovation, to explore more sustainable solutions	Done via Unleash program	Carrying on in the same direction and following up on start-up accelerator
Energy consumption					
<ul style="list-style-type: none"> - Synergizing our ways of working - Great Place to Work - Being a leader in Open Innovation 	Statistics on site about energy consumption in Belgium, The Netherlands, France and progressively in other countries where the Group is active for CO ₂ reduction program	<ul style="list-style-type: none"> - Energy consumption is monitored on the Head Office + regional office in The Netherlands, CDF SPL, Saintes and projects in The Netherlands where BESIX Group is responsible for the administration - UAE: on 'Air Co Savers' done 	Development of a group wide CO ₂ /energy management system, implementation planned for 2019	6 monthly reporting for CO ₂ footprint for head office, saintes, CDF, regional office BESIX Nederland	<ul style="list-style-type: none"> - According Climate Change issue, review of group wide CO₂/energy management system objectives - BESIX Nederland: reduce footprint (scope 1&2, expanding with scope 3 emissions from commuting) by 10% by end of 2019 and as compared to 2014

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
ENVIRONMENT					
Paper					
<ul style="list-style-type: none"> - Synergizing our ways of working - Great Place to Work - Being a leader in Open Innovation 	Concrete actions to reduce paper consumption (%)	<ul style="list-style-type: none"> - BESIX has launched the Papercut application (double sided printing, printing order by badge...) in its head office. KPI's on printing in the head office are set in 2016 - Percentage of color printing jobs related to the total amount of printing = 52.8% (target 2016 was < 55%) - Percentage of double printing jobs related to the total amount of printing = 65.4% (target 2016 was > 70%)" 	To be developed on projects level and in the Middle East	<ul style="list-style-type: none"> - Change of printing paper in the Middle East (shift from wood pulp paper to wheat straw paper) in 2018 - No printing targets were set for 2018 but KPI is monitored on a 6-monthly basis: <ul style="list-style-type: none"> - Percentage of color printing related to the total amount of printing in the HQ in 2018: 50.2% (target 2016 was < 55%) - Percentage of double printing jobs related to the total amount of printing in the HQ in 2018: 66.8% (target in 2016 was > 70%) 	Progress measurement
	Quantify use of recycled paper and eco printers	Notepad project: in partnership with TWI, BESIX collected old project plans from some sites in order to produce notepads. A total of 564 notepads were produced using old plans	Continue the collection process on an even larger scale in Belgium	Follow-up has stopped	
Transport					
<ul style="list-style-type: none"> - Synergizing our ways of working - Great Place to Work 	Comparison between statistics 2015 and 2016 for air travel	<ul style="list-style-type: none"> - Flights booked by travel department BESIX Group Brussels: <ul style="list-style-type: none"> - In 2015: 5,101,765 miles = 3,668 flights (rating nb flights/turnover: 0.60) - In 2016: 5,448,273 miles = 4,054 flights (rating nb flights/turnover: 0.59) 	Pursuing the same approach	BESIX air travel 2018	BESIX and Six Construct air travel statistics
			Encouraging online meetings and video conferences	Review of online meeting software and hardware in business center head office	More communication about online meetings neither video conferences to be developed
			BESIX Contracting statistics 2018		
			Encourage soft mobility and greener vehicles	<ul style="list-style-type: none"> - Revision of mobility pack and company car policy to support soft mobility and greener vehicles - Launch of a homeworking policy to reduce commuting and footprint 	Monitoring performances
	Comparison between statistics 2015 and 2016 for car travel	Reduction of the CO ₂ emission of the Belgian car fleet with 8.6% from Mid 2014 (114.09 g CO ₂ /km) until end 2016 (104.15 g CO ₂ /km)	Development of the telework policy in Belgium	Implemented by HR in 2017	
			Launch of a one year Eco driving awareness campaign (e-driver) for all drivers of a company car in The Netherlands	<ul style="list-style-type: none"> - Eco driving awareness Training done during one year for company car drivers in the NL (2016-2017) but not followed-up by HR in The Netherlands - Data retrieved by QHSE but not verifiable: obtained fuel reduction (liter per 100 km in 2017 vs 2016): 1.7% 	

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
ENVIRONMENT					
Biodiversity					
Being a leader in Open Innovation	Concrete examples on site	<ul style="list-style-type: none"> - Lanaye: conservation of different types of trees and planting for the upkeep of certain species. - Preventative fishing in the old spawning grounds - Heumen (NL): relocation of a badger population - Limmel (NL): relocation of beavers - EDF Saclay: presence of a newt pond – monitoring of the pond's pH throughout the project to verify the absence of impact of our work on the pond. Building of a fence around the area, to prevent newts from accessing the building site - Fjord Link Denmark: preservation of eelgrass and local vegetation 	World wide site analysis and preventative measures for fauna and flora	<p>Done:</p> <ul style="list-style-type: none"> - Fjord Link: preservation of eelgrass and local vegetation - Biodiversity measures taken into account in the tender of the obtained project "Nachtigal Cameroun" <p>Automatic analysis for certified green rated projects</p> <ul style="list-style-type: none"> - O Tower (Morocco): use of local plants supporting animal biodiversity and low-water consumption 	<ul style="list-style-type: none"> - Carrying on in the same direction - Opportunities are defined and implemented per project depending on the environmental impact of the project
	Contribution to issues of general interest	Decision to support more environmental projects/ initiatives through BESIX Foundation	Increased focus on First support/partnerships, through BESIX Foundation	Support of 10 projects related to environmental concerns	<ul style="list-style-type: none"> - Identifying larger environmental projects to be supported - Organization of at least one clean up day
BUSINESS BEHAVIOR					
Integration of environmental factors					
<ul style="list-style-type: none"> - Synergizing our ways of working - Great Place to Work - Promoting openness towards New Ventures 	Social and environmental performances of its subcontractors and suppliers respecting its CSR objectives	<ul style="list-style-type: none"> - Included in the Procurement Code of Conduct - 96% of internal buyers signatures 	Increased commitment of supply chain on the Procurement code of conduct	Done	Carrying on in the same direction
	Integration of social and environmental clauses in supplier and subcontractor contracts	412 subcontractors and suppliers signed the Code of Conduct	Integration of the subcontractors' agreement in every BESIX Group Frame Agreement and in the general conditions	<ul style="list-style-type: none"> - Code signed by all subcontractors with a BESIX Group Frame Agreement - The number of strategic suppliers decreased to 840 in 2018 (from 959 in 2016), whose 412 signed the Code (59%) 	Six Construct: Training for all site storekeepers related to purchase procedures and particularities
	Feedback from subcontractors and suppliers about our CSR procurement code of conduct	Results didn't answer our objectives. Target for 2017 is to contact them again to explain our goal	Understanding the performance over C&S procurement code of conduct by supply chain	Still in progress	General conditions of purchase and subcontracting to integrate C&S and environment criteria
				Feedback from subcontractors and suppliers about our C&S procurement code of conduct: still in progress	Consultations with a sample of our subcontractors to identify a conclusion

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
BUSINESS BEHAVIOR					
Integration of environmental factors					
<ul style="list-style-type: none"> - Synergizing our ways of working - Great Place to Work - Promoting openness towards New Ventures 	Secure further deployment of the related commitments all along Group entities in the subcontracting and supply chain.	<ul style="list-style-type: none"> - Included in the Procurement Code of Conduct - 96% of internal buyers signature 	Target 100% commitment by internal supply chain	Still in progress	<ul style="list-style-type: none"> - Sensibilize new staff members about our Code of Conduct Procurement - Commit them to this Code and get them signed - Remind internal buyers about their commitment to the Code each year
	Signature of the Code by the Group internal buyers	Done by 96%	100% see above	Still in progress	Target is still obtaining 100% of internal buyers signature
	Set up and deliver indicators of real endorsement of the guidance and rules contained in the two Codes of Conduct	Not done yet	To be pursued among the subcontractors with improved assessment at project end	KPIs which are part of our procedure and are followed: use of BESIX Group Frame Agreement (79%), recycled waste rate at HQ (52%), total turnover by project of assessed subcontractors (> 80% total purchased amount)	Evaluation of project suppliers (based on the 80% budget range) for all projects where BESIX Group has > 50% of the shares
<ul style="list-style-type: none"> - Synergizing our ways of working - Promoting openness towards New Ventures 	Select subcontractors and suppliers who will be active on sites with a budget exceeding €25,000 to sign the frame agreement	Ongoing	The standard text of subcontract includes the approval of the Code of Conduct	Introduction of circular economy concept in the Procurement Code of Conduct	Template revision
	Integrate the principle of local partnering in our overall procurement strategy	Ongoing	<ul style="list-style-type: none"> - Integrate the principle of local partnering in our overall procurement strategy: several social economy companies have been added in the suppliers list - The awareness of the buyer of the Group (in Benelux) about this list have been developed 	<ul style="list-style-type: none"> - Supplier list with several economy companies added: done - Introduction to the social economy companies list during Procurement Synergy Meeting in Benelux-France 	<ul style="list-style-type: none"> - Carrying on in the same direction - Consider how to improve local partnering with social economy companies
Quality of remuneration systems					
<ul style="list-style-type: none"> - Synergizing our ways of working - Great Place to Work - Promoting openness towards New Ventures 	Statistics of internal promotion of employees	<ul style="list-style-type: none"> - Implementation of a banding system for 20% of the employees - UAE: records and procedure implementation for all workers 	Providing more view on progression in the banding system	Banding system were reviewed to offer staff more progression opportunity	Deployment of the new banding system within the Group
					Synergizing: one payroll for all BESIX Group entities in Belgium
	Statistics about the annual evaluation interview system	<ul style="list-style-type: none"> - BESIX: done for 20% of the employees - UAE: Six Construct has incorporated the appraisal report which indicates how the employee is performing during his working hours + line manager constructive feedback 	Annual evaluation interview system: carrying on in the same direction	Internal communication campaign was made to encourage line managers to evaluate their teams	Carrying on in the same direction

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
BUSINESS BEHAVIOR					
Quality of remuneration systems					
<ul style="list-style-type: none"> - Synergizing our ways of working - Promoting openness towards New Ventures - Leveraging on our customer centricity - Developing a "One-Stop-Shop Solution" 			Further meet and support our client expectations	<ul style="list-style-type: none"> - Launch of a strategic & key account program - Launch of a one-stop-shop platform 	<ul style="list-style-type: none"> - Development of a Group CRM and monitoring - Deployment of customized account action plans - Monitor one-stop-shop platform - Include Value Engineering in minimum 80% of tenders
<ul style="list-style-type: none"> - Promoting openness towards New Ventures - Leveraging on our customer centricity - Developing a "One-Stop-Shop Solution" 			Incorporate ConTech and PropTech into Group real estate activities	<ul style="list-style-type: none"> - 'Living-as-a-service' concept developed by A-STAY in beacon cities. - New digital customer platform for BESIX RED customers, Ziggu 	<ul style="list-style-type: none"> - A-STAY's 'Living-as-a-service' concept: 7,000 smart studios in 35 countries in the next five years. - BESIX RED enters into the equity of PropChain start-up
CORPORATE GOVERNANCE					
Code of conduct					
<ul style="list-style-type: none"> - Synergizing our ways of working - Promoting openness towards New Ventures - Leveraging on our customer centricity - Developing a "One-Stop-Shop Solution" 	Signature of Procurement and Subcontracting by subcontractors and suppliers in pre-qualifications and tenders (50% of our targets)	<ul style="list-style-type: none"> - 494 (= 96%) staff members who directly deals with the external bodies have signed the Procurement code of conduct and they are held to that code - 412 subcontractors and suppliers signed the Code of Conduct 	Include the Code of Conduct in all of the Group's frame agreements and in the general conditions of the subcontractors' agreements	Still in progress	To be monitored
	Assessment on staff members (1st group at the head office)	A smart breakfast was organized to introduce the CSR actions within the Group and the Code of Conduct in 2016	Carrying on in the same direction	Done	Extend assessment of staff in Brussels and Dubai Headquarters for new staff members
	Consider becoming a member of Global Compact	Done	To engage in Global Compact initiatives	Done	As an active GC member, support SDGs in line with our sector activities
	NGO framework agreement	Engage in NGO framework agreement to challenge human rights approach in BESIX Group	BWI framework agreement signature	Done	<ul style="list-style-type: none"> - Progress action plan - Yearly reporting meeting
Integration of CSR					
<ul style="list-style-type: none"> - Synergizing our ways of working - Promoting openness towards New Ventures - Being a leader in Open Innovation 	Implementation of CSR promotion dynamic	Regular communication of CSR actions within the Group through, Annual management meeting, internal newsletter and intranet	Deployment in the 3 main Business Units Promoting monitoring	Ongoing communication about C&S activities and strategy update	Communication about results of the top management brainstorming session and action plan
			Presentation during the Welcome Day (for all new staff) in Belgium as a first step	Done	Organization of new awareness sessions for staff members in Brussels and Dubai headquarters

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
CORPORATE GOVERNANCE					
Integration of CSR					
<ul style="list-style-type: none"> - Synergizing our ways of working - Promoting openness towards New Ventures - Being a leader in Open Innovation 	Implementation of CSR promotion dynamic	Regular communication of CSR actions within the Group through, Annual management meeting, internal newsletter and intranet	Set up the C&S framework of BESIX Group and organize review and reporting every two years on each of the framework segments to increase progress review	Internal consultations with top management to update C&S strategy	<ul style="list-style-type: none"> - Internal consultations with top management to update C&S strategy: last phase in 2019 - Brainstorming session with Group top management mid-2019: focus on Group ambitions in terms of Climate change, circular economy, sustainable engineering solutions for clients
	Determination of GRI reporting requirements	Done in the CSR biennial report.	To produce C&S information sheet every month showing achievements of the last months, on intranet and on website	In progress within an up-to-date action plan	To be further developed according updated Group ambitions
	ISO 26000 review by external party	Not done	To perform with a third party a "gap analysis" review of the three reports compared to ISO 26000	Done with a consultant	Finalizing the analysis
	Group support organization	Done: CSR Ambassadors	Network to be coordinated by central HQ CSR Officer team	Still in progress	C&S Ambassador Network to be updated based on Group C&S ambitions
			Unleash program to report on C&S innovation proposals for consideration and possible action	About 80% Unleash ideas concerned sustainability, especially, waste management, water treatment and HSE	Follow-up of selected ideas for concrete actions
			Information and Knowledge Management to streamline and incentivize	<ul style="list-style-type: none"> - SDMS Development & Deployment to Ver. 5.0 was successful - Information Management, proof of concept validated 	SDMS Development version 6.0 IM Digitalization Roadmap
	Report for all entities and consolidate group indicators in short and medium term	2015-2016 CSR report preparation	Deployment of new indicators	Still in progress	Internal & external consultations to define updated ambitions at Group level according to BESIX Group strategic drivers
	Report on feedback from our external stakeholders on our CSR approach and achievements	Done in the CSR report and Group's Annual Report	WWF partnership	EWS partnership in the Middle East	<ul style="list-style-type: none"> - Reinforcing partnerships with NGOs in countries where we are active - External consultations to update our Group ambitions
			BWI organization reports and sharing pursuant to signed framework agreement on human rights	Done	Yearly reporting meeting
	Extend the value of the indicators in our reports and device effective incentives and action plans	Partly achieved in this Report with the number indicators included	Action plan still in reparation	Still in progress	Based on updated Group ambitions, check indicators in next report
			Further Group consolidated numbers	Still in progress	Carrying on in the same direction

STRATEGIC DRIVERS	OBJECTIVES 2015-2016	RESULTS 2015-2016	TARGETS 2017-2018	RESULTS 2017-2018	AMBITIONS OR OBJECTIVES 2019-2020
CORPORATE GOVERNANCE					
Integration of CSR					
<ul style="list-style-type: none"> - Synergizing our ways of working - Promoting openness towards New Ventures - Being a leader in Open Innovation 	Support project managers in the effective integration of CSR actions in the daily operations	Toolkit available on Intranet	UAE: engagement of a Senior Sustainability Engineer	Done	Support to projects execution
			Improved focus on the integration of C&S actions in the daily operations	Still in progress	With the support of Competence center and updated communication toolkit.
	Further development of Website CSR chapter	Not done yet	2017: introduction in the new BESIX Group website	New website launched with a C&S chapter	Further develop C&S actions on Intranet and website
			C&S information sheets monthly from all entities on Group Intranet and website	Done for Middle East	In progress for BESIX Contracting
Board and committees					
<ul style="list-style-type: none"> - Synergizing our ways of working - Promoting openness towards New Ventures 	Focus on risk management and internal control	Done: <ul style="list-style-type: none"> - Update of IMs Policies & Procedures to adapt the Company developments - Development of a project-centric (in-house) interactive learning tool on company policies & procedures: BE Pro 	Develop a Tender-risk approach by updating the Tender Processes to consider Risk Management as an integral part of the Tendering process	Developed to be ready at the end of 2018 in line with ISO 31000	
			Setting-up a Tender Review Committee	Still in progress	Launch of a Risk Network within BESIX Contracting
			Develop a project-risk approach by updating the "Execution" Processes to consider Operational Risk Management	Project risk management analysis, Q4, 2018: 93% High-Risk projects were analyzed	Application of the risk management process on all the High-Risk projects at execution phase
	Set up an Enterprise Risk Management framework on the COSO model	Done <ul style="list-style-type: none"> - An "internal audit" function has been set-up and reports to "BESIX Audit Committee" - The "internal audit" applies principles at core organizational functions to verify and report on compliance 	Consolidate the activity of the existing "Internal Audit" function to every organizational functions and levels		
			New ERP to deploy to secure organization and sustainable prosperity operations	Still in progress	Still in progress
			IMs "multi-entities" to streamline ways of working, risk management and internal control	<ul style="list-style-type: none"> - Deploy "BESIX Contracting IMs" as a Governance & Enterprise Risk Management framework - One BESIX Contracting IMs Multi-site Certification 	Maintain BESIX Contracting IMs Multi-site certification
	GDPR		Personal Data Management: status within the Group	Roadmap & deploy GDPR at Europe BU	Make further progress to compliance with GDPR
Group Rules update	Done: BESIX Group Rules have been revised on 27 March 2015	Update the BESIX Group Rules in 2018 to adapt the evolving organization and its context	Still in progress	Update will be finalized in 2019	

GRI CONTENT INDEX

This report is written based on, but not fully in accordance to the Global Reporting Initiative (GRI) Standards 2016: Core option.

SPECIFIC STANDARD DISCLOSURES		PAGE
GRI 100: Universal Standards		
GRI 102: General Disclosures 2016		
102-1	Name of the organization	17
102-2	Activities, brands, products, and services	10-13, 16-17
102-3	Location of headquarters	17
102-4	Location of operations	13,17, BESIX Group Activity report 2018 (56-57)
102-5	Ownership and legal form	102
102-6	Markets served	13, 17; BESIX Group Activity report 2018 (2, 54-55)
102-7	Scale of the organization	16
102-8	Information on employees and other workers	64-65
102-9	Supply chain	BESIX Group Activity report 2018 (2)
102-10	Significant changes to the organization and its supply chain	BESIX Group Activity report 2018 (4-5)
102-11	Precautionary Principle or approach	10-11
102-12	External initiatives	15-16, 18-19, 66-67, 81
102-13	Membership of associations	11, 18-19, 29,32, 53-54, 57, 67, 80-81, 85
102-14	Statement from senior decision-maker	11
102-15	Key impacts, risks, and opportunities	15-16, 22; BESIX Group Activity report 2018 (10-12,28-33)
102-16	Values, principles, standards, and norms of behavior	10-15, 22, 66-67, 83, 85
102-17	Mechanisms for advice and concerns about ethics	22

102-18	Governance structure	BESIX Group Activity report 2018 (4-5)
102-19	Delegating authority	10-13
102-20	Executive-level responsibility for economic, environmental, and social topics	BESIX Group Activity report 2018 (26-27)
102-21	Consulting stakeholders on economic, environmental, and social topics	66-67
102-22	Composition of the highest governance body and its committees	BESIX Group Activity report 2018 (24-27)
102-23	Chair of the highest governance body	BESIX Group Activity report 2018 (24-27)
102-24	Nominating and selecting the highest governance body	BESIX Group Activity report 2018 (24-27)
102-25	Conflicts of interest	BESIX Group Activity report 2018 (24-27)
102-26	Role of highest governance body in setting purpose, values, and strategy	10-11
102-29	Identifying and managing economic, environmental, and social impacts	86-97
102-30	Effectiveness of risk management processes	11, 22, 85
102-32	Highest governance body's role in sustainability reporting	22
102-33	Communicating critical concerns	22
102-42	Identifying and selecting stakeholders	69
102-43	Approach to stakeholder engagement	69
102-45	Entities included in the consolidated financial statements	BESIX Group Activity report 2018 (160-164)
102-46	Defining report content and topic Boundaries	9-11, 15
102-49	Changes in reporting	9-11, 15, 83, 85
102-50	Reporting period	9
102-51	Date of most recent report	9
102-52	Reporting cycle	9
102-53	Contact point for questions regarding the report	102
102-54	Claims of reporting in accordance with the GRI Standards	9, 100
102-55	GRI content index	100
103-2	The management approach and its components	21, 49, 59-60, 71
103-3	Evaluation of the management approach	27, 54, 60

GRI 300: Environmental Topics		
302-5	Reductions in energy requirements of products and services	34, 36, 37, 38, 39, 42, 43, 47
303-3	Water recycled and reused	43, 44, 61, 74
304-2	Significant impacts of activities, products, and services on biodiversity	53, 95
305-1	Direct (Scope 1) GHG emissions	50
305-2	Energy indirect (Scope 2) GHG emissions	50
305-3	Other indirect (Scope 3) GHG emissions	50
305-5	Reduction of GHG emissions	32, 34, 50 - 53
308-1	New suppliers that were screened using environmental criteria	26
GRI 400: Social Topics		
401-1	New employee hires and employee turnover	60 - 62
402-1	Minimum notice periods regarding operational changes	60
403-1	Workers representation in formal joint management-worker health and safety committees	60 - 62
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	60
403-4	Health and safety topics covered in formal agreements with trade unions	60, 66
404-1	Average hours of training per year per employee	63-64
404-2	Programs for upgrading employee skills and transition assistance programs	52, 60, 63, 78-79
404-3	Percentage of employees receiving regular performance and career development reviews	63
405-1	Diversity of governance bodies and employees	64-65
405-2	Ratio of basic salary and remuneration of women to men	81
406-1	Incidents of discrimination and corrective actions taken	26
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	26
408-1	Operations and suppliers at significant risk for incidents of child labor	26
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	26

411-1	Incidents of violations involving rights of indigenous peoples	81
412-1	Operations that have been subject to human rights reviews or impact assessments	26
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	26
413-1	Operations with local community engagement, impact assessments, and development programs	23, 25, 27-28, 31-33, 36-38, 42-44, 47, 53, 55-57, 61, 72-79
414-1	New suppliers that were screened using social criteria	26
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	23

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