	HUMAN RESOURCES	Date: 17.07.2018 Author: HR DXB Approved: DXB
Dubai, United Arab Emirates P.O. Box 13055	Annual Leave Procedures	HR: WWP-005-Annual Leave Procedures Rev. 00

A. Purpose

The purpose of this annual leave policy and procedures document is to ensure that all workers receive their leave benefits in accordance with their employment contracts and the UAE Labour Law.

B. Types of leave

i. Annual Leave

Workers are entitled to thirty (30) days of paid annual leave during each year of service, as well as a company provided air-ticket, to the airport nearest to their place of residence in their home country, every two years of service.

Before proceeding on annual leave, workers will receive the following remuneration:

- Salary for days worked during the month of travel
- Leave salary for the accrued leave.

The following restriction apply to the policy detailed above:

- Leave salary is calculated on the worker's basic salary.
- If a public holiday, as prescribed by the labour law, falls during the planned and approved leave period then it shall be considered part of it.


In the event of a worker's resignation or the termination of his contract by the company, the worker is entitled to his annual leave balance as part of the end of service settlement. The annual leave balance will be calculated as a fraction of yearly leave entitlement, based on the number of days of service completed in the year of resignation or termination.

ii. Sick Leave

If a worker is unwell or suffering from an illness, then he is entitled to a sick leave which will be paid as per the applicable law in each country and in all cases a minimum of two weeks on full salary and 4 weeks on half salary subsequently.

iii. Public holidays

All workers are entitled to official/public holidays. The exact dates of leave will be confirmed by the Company following the official announcement from the Government.

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C. Leave application procedure

1. Workers must submit an annual leave request application form 60 days prior to the planned leave date.
2. The leave application form must then be reviewed and approved by the following:
 - i. The direct supervisor
 - ii. The appropriate Project Manager
 - iii. The payroll team in the Human Resources Department.

Once the leave application is approved, the Labour Coordination team at the Human Resources Department will prepare the worker's leave settlement and air-ticket booking, if applicable.

When a worker returns from leave, they must report to the Labour Coordination team at the Human Resources Department. Workers will sign a duty resumption form and be provided with information relating to their next assignment.



Protecting & promoting the welfare of our employees

Six Construct's welfare guide



HANS BEERLANDT
DIRECTOR FINANCE & ADMINISTRATION IN THE MIDDLE EAST

A handwritten signature in blue ink, appearing to read 'Hans Beerlandt', positioned below the portrait.



PIERRE SIRONVAL
GENERAL MANAGER BUSINESS UNIT MIDDLE EAST

A handwritten signature in blue ink, appearing to read 'Pierre Sironval', positioned below the portrait.

FOREWORD

BESIX and Six Construct, its entity in the Middle East, are committed to creating the best possible working and living conditions for their employees, both on their construction sites and in their corporate offices.

“Our people come first” opens Pierre Sironval, General Manager Business Unit Middle East. *“Their welfare is a key priority in everything we do: in our recruitment process, and in ensuring our staff and that of our subcontractors enjoy optimal working and living conditions. That’s why our actions and initiatives go beyond national and international legislation.”*

BESIX and Six Construct have defined a set of 10 welfare rules. These guiding principles are anchored in internationally recognized standards, such as the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the ILO Tripartite Declaration of Principles on Multinational Enterprises and Social Policy, the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights and the International Labour Organization’s Conventions.

“These principles are the foundations of how we want to conduct business and set out a journey towards continuous improvement” pursues Pierre Sironval. These principles will be embraced by all, from top management to local management, workers and their representatives, unions, and health and safety representatives.

“As an international company with a presence in many Gulf states, where we employ large numbers of people, we have a duty to respect and protect the rights of those people and of local communities. By working together, we believe that we can be an agent of change and create a positive impact on the lives of our people, their communities and society as a whole” concludes Hans Beerlandt, Director Finance & Administration in the Middle East.

#01
All people
are treated
equally



#02
All work is
done on a
voluntary
basis



#03
Protecting
our migrant
workers



#04
Zero tolerance
of child labour



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#05
**Fair
wages**



#06
**Reasonable
working
hours**

#07
**Freedom of
association
and collective
bargaining basis**



#08
**A healthy
and safe
place to
work**

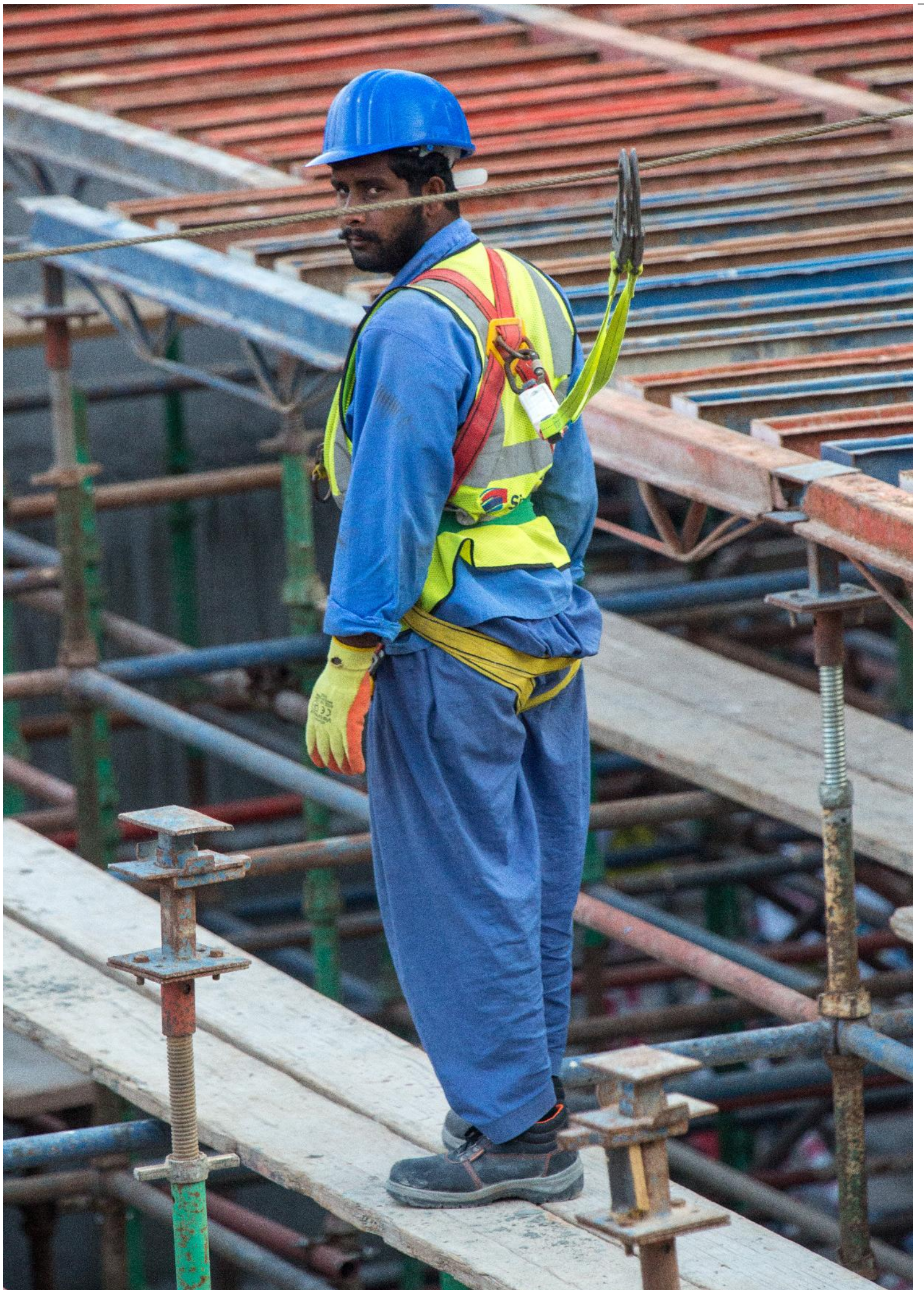


#09
**Continuous
learning**



#10
**Ownership
towards our
service providers,
suppliers and
subcontractors**





#rule 01

All people are treated equally

Our hiring process is based on the fundamental and integral respect of the individual.

We ensure fair and equal treatment of all employees and workers, regardless of age, disability, gender, marriage and civil partnership, pregnancy and maternity, race, religion, political opinion or belief.

Throughout their career, we value our employees as a clear asset to the organization. Our people are the engines of value creation, they spark innovation, and their dedication allows us to better serve our customers. We celebrate and reward their unique backgrounds, viewpoints, skills and talents. It is indeed through our differences that we find harmony and business growth.

Did you know ?

As a well-diversified group of 71 nationalities, we work as part of an integrated team to deliver excellence.

#rule 02

All work is done on a voluntary basis

Any form of forced labour, in whatever form or manner, is prohibited.

Our workers are in possession of all identification documents and valuable objects needed for free movement. We provide fireproof safe lockers for them to keep all their personal documents, such as passports, insurance cards or bank cards in a safe and secure place.

Workers can terminate employment whenever they want, without penalties of any kind. The terms and conditions are clearly stated in the contracts, translated in their native language, and explained to migrant workers prior to their departure from the country of origin.

Outside normal working hours, all employees enjoy freedom of movement.

Did you know ?

Six Construct doesn't keep or retain any employee's documents and provides fire-proof cabins to avoid loss or damage.



#rule 03

Protecting our migrant workers

We promote the human and labour rights of all our migrant workers and engage with them in a relationship of trust, honesty and reciprocal responsibility.

Our entire recruitment process is documented and transparent, and we treat all applicants equally. Our policies and procedures ensure that migrant workers are recruited under the principle of free of debt and disengaging from any recruitment agency or outsourcing company that doesn't provide proof of non-discrimination and non-debt recruitment services.

We prevent our migrant workers from being liable to a recruitment fee or any other relevant costs for the recruitment in their country of origin. To ensure this we have carefully selected a number of overseas recruitment agencies. We pay them a fixed fee to cover all recruitment expenses, to avoid fees being charged to candidates.

All Six Construct's own employees receive a written contract. For migrant workers, Six Construct guarantees that all employment-related documents are issued in a language the new employee understands or has them translated, before starting work or leaving their country of origin. Each employee or worker has full access to these documents, whenever he wants.

Special attention is given to the accommodation facilities of our migrant workers, which meet strict security, safety and comfort standards. This includes housekeeping, laundry and sanitary facilities, catering, security and recreational activities.

Did you know ?

Our employees are entitled to at least 30 calendar days leave per year and an air ticket every two years, at the company's cost, to the nearest airport located in their home city.



#rule 04

Zero tolerance of child labour

No workers are employed under the age of 18.

Education is key in eradicating child labour. The ILO confirms that a combination of economic growth, respect for labour standards, universal education and social protection, together with a better understanding of the needs and rights of children, can bring about a significant reduction in child labour.



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Did you know ?

BESIX invests in the education of children throughout the world, through the BESIX Foundation. We have set up initiatives in the UAE, supporting both the Manzil Center and the Al Manar School.



The Manzil Center looks after some 40 young people between the ages of 4 to 30, of multiple nationalities and having mental problems. A few years back, Six Construct staff members provided their professional expertise to help renovating the center. Works were financed by the BESIX Foundation.



The Al Manar School welcomes 2,400 underprivileged children of whom 400 are orphans. A few years ago, a team of technicians from Six Construct local office carried out urgent renovations at the school (electricity, plumbing...) that were financed by the BESIX Foundation.



#rule 05

Fair wages

All workers are provided with clear information about wages and a compensation package that complies with the applicable legislation and collective agreements and that follows the market conditions where they work.

The wages and benefits comply with legislation and collective agreements, with the objective of meeting the workers' needs of a decent life.

The payment is in line with the work performed. Potential wage deductions are explained and agreed at contract signature. They should always be justified and reasonable.

Moreover, all employees and workers are paid fairly and equally, without any form of discrimination.

In case there is a disagreement, the employee or worker has access to a process of intervention and mediation.

Our employees are entitled to an automatic salary increment every 2 years. Workers are entitled to a Long Service Award, represented by a symbolic gift and a cash bonus, when they reach 15 years of service and every 5 years thereafter.

Did you know ?

Salaries are paid on a monthly basis through a government-controlled «Wage Protection System».



#rule 06

Reasonable working hours

All workers are guaranteed reasonable working hours and no excessive overtime. The normal number of working hours is fixed at 8 hours per day, and up to a maximum of 48 hours per week.

Six Construct will not demand overtime on a regular basis, and only for urgent and necessary activities. When overtime is needed, it is remunerated according to legal requirements and market conditions. The minimum rest period is one day per week, except under special working regimes and periods of extreme crisis. At Six Construct, Fridays are considered a day of rest. Should workers be required to work on Fridays, it is also recorded as overtime. Additional hours worked on a public holiday are also considered overtime.

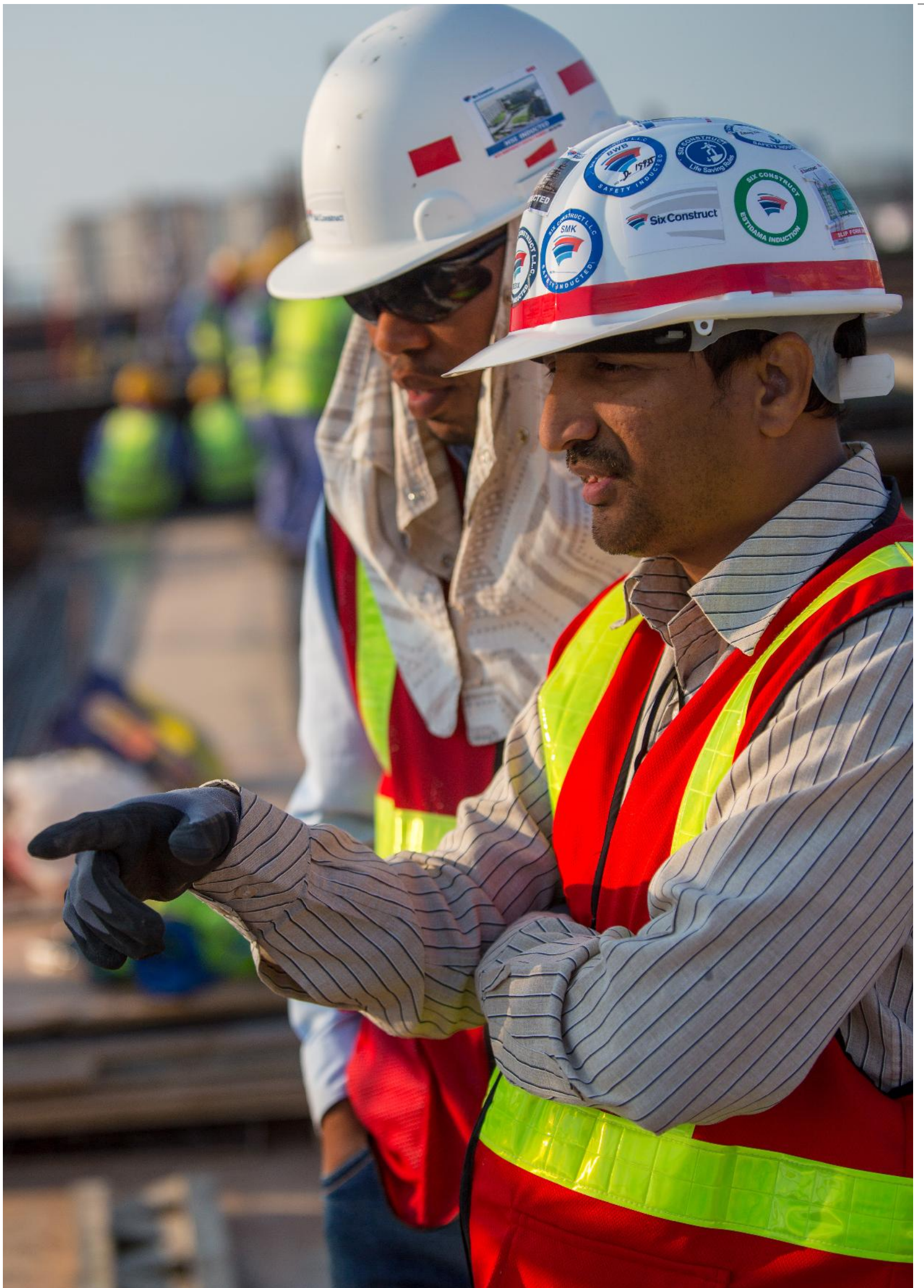
The same principles apply to the month of Ramadan, in which we also reduce working times by two hours, without any salary reduction.

During 3 months in summer in the Middle East, work schedules are adapted to ensure no employee works outdoors between 12:30pm and 3pm, the hottest hours of the day.

Did you know ?

Our workers work generally 8 hours per day, and 6 hours during Ramadan.





#rule 07

Freedom of association

All workers are free to form or join an association. Workers' representatives will not be discriminated and will be given free access to all workplaces to carry out their duties.

Six Construct has a positive attitude to trade union activities and adheres to a culture of open debate with all representatives, as it builds trust and creates opportunities to improve business.



Did you know ?

Six Construct helps its workers in the Middle East to elect their own representatives in various locations. This enables communication to be efficiently channelled from nearly 10,000 workers to the company's top management.

#rule 08

A healthy and safe place to work

Six Construct is committed to creating and promoting an incident-free, healthy working environment. Each site has a specific health and safety plan, and all employees are enrolled in a health insurance scheme. All workers receive medical insurance coverage and insurance cards.

We organize safety tool box training on a daily basis, on top of regular safety training given by the HSE Department. Everyone receives the necessary protection gear and we have put in place strict company rules and regulations to ensure no one enters a site without the necessary protection and necessary training.

We foresee the necessary medical coverage and health facilities: all camps and sites have their own dedicated clinics. Next to that, we have agreements with nearby medical centres and hospitals, where our workers get the required treatment free of charge: Six Construct settles all invoices for them.

Each camp has an emergency vehicle with a driver, which is available 24/7 and there is a certified and trained male nurse available at the site and camps.

All sites provide basic welfare elements, including fresh drinking water, sanitary facilities, canteen and shelter facilities.

Six Construct has also implemented an innovative «cold towel» system for all its workers, which enables them to fight the heat during the warmest days of the year.

We provide adequate and comfortable accommodation, equipped with air-conditioning and adequate space for each employee, with a bed, a side table and a cupboard. All rooms, dining halls, kitchens and toilets are cleaned and ventilated on a daily basis. Pest control is done on a quarterly basis. Laundry washing machines are available and can be used free of charge. A caterer provides healthy food for all employees and we also foresee the necessary rest and recreation activities: TVs with satellite channels in the workers' native language, recreational areas, free Wi-Fi. We organize regular sport tournaments and company gatherings. To ensure maximum security, the accommodation sites have well-trained security guards and CCTV cameras.

The accommodation of our workers is located as close to our projects as possible, and workers are transported by air-conditioned and well maintained buses to site.

Did you know ?

Six Construct goes further than applying local legislation regarding living conditions of workers. Some actions include: paying medical expenses, catering, housekeeping and laundry service, wifi, recreational facilities...





#rule 09

Continuous learning

Talent development is key to Six Construct: it ensures everyone can fulfil their tasks qualitatively and safely and allows them to grow.

We organize both mandatory and voluntary training programs in the Sixco Training Centre, our internal company training centre. It is managed by experienced professionals. As a result, our workers acquire the skills required for their specific job and enhance their health and safety knowledge.

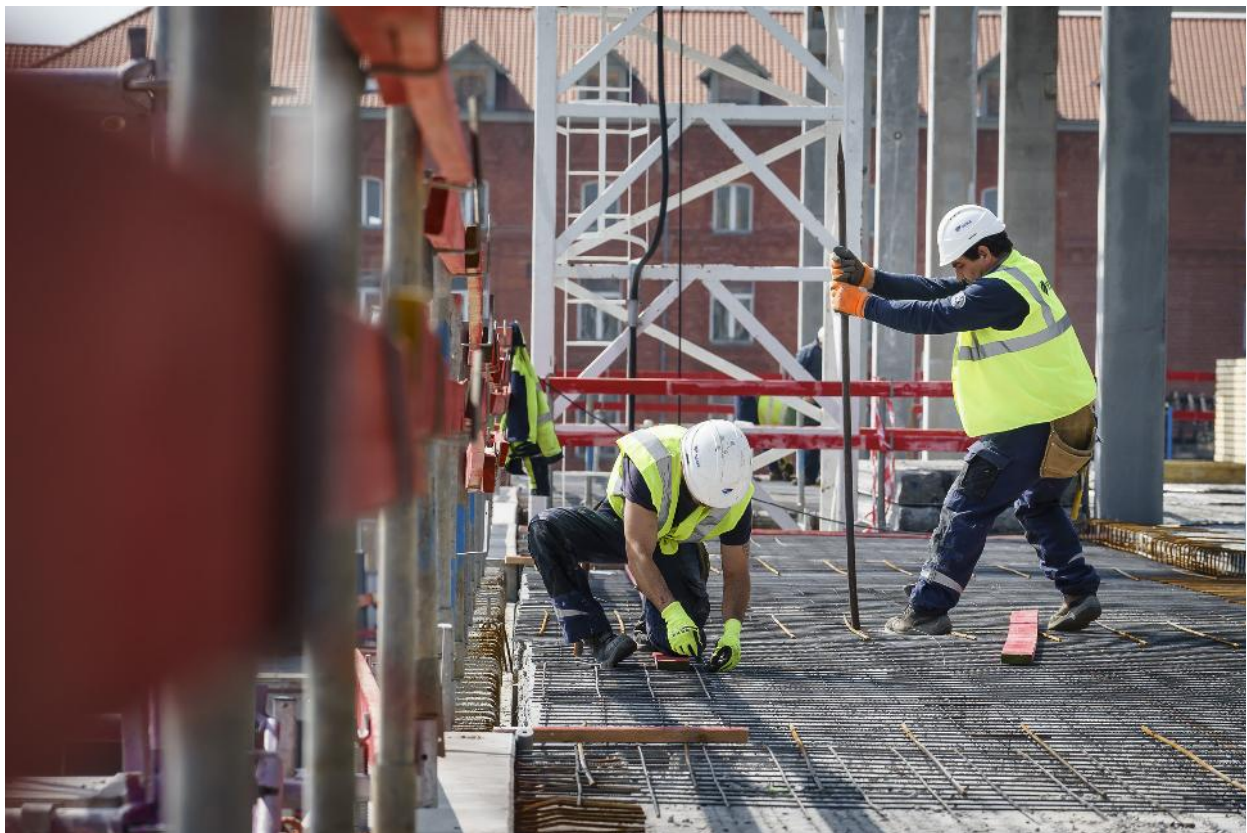
With our Right 2 Learn program, we teach workers the basics of computers, Microsoft Word, Internet and email. This helps them to get acquainted with the skills needed in today's world.

Six Construct also organizes English classes to enable personal growth through better communication skills.

.....

Did you know ?

Thanks to our computer classes in various places, our workers who are far from home, don't need to spend a lot of money on phone calls home. We have set up video call possibilities on site or in workers' accommodation. The training is given by volunteer staff members.



#rule 10

Consistency towards our service providers, suppliers and subcontractors

Respect for human rights and the welfare of all workers can only be guaranteed if all stakeholders share the same objectives.

That's why Six Construct will ensure that its suppliers operate within the same principles.

Did you know ?

We regularly audit our service providers, suppliers and subcontractors, and actively promote the welfare principles in which we strongly believe.





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Procurement Code of Conduct





Our Commitment to Sustainable and Responsible Procurement

The business and activities of BESIX Group entities (together “BESIX Group”) are governed by the applicable international and local laws and regulations dealing among others with environmental protection, product and human safety as well as social welfare.

Since supplies, subcontracting and services are largely included in such business and activities, BESIX Group aims to continuously promote sustainable and responsible procurement and consequently expects all their colleagues involved in the procurement chain (together “the buyers”) and all their subcontractors, suppliers and service-providers (together “the suppliers”) to comply with this Sustainable Procurement Code of Conduct. The Group expects that external parties with whom it conducts business share the same vision.

They also acknowledge the principles of the BESIX Group General Code of Conduct and further agree to comply with it.

The BESIX Group values of excellence, co-creation, respect, passion and unity shall equally apply to the buyers and the suppliers and their performance shall accordingly and continuously be monitored and assessed to effectively reach the highest sustainable and responsible procurement standards. Compliance with this Procurement Code of Conduct is one of our selection criteria to evaluate our suppliers’ situation. Non-compliance can also result in termination of procurement contract.

Our Commitment to Sustainable and Responsible Procurement

BESIX Group further expects their buyers and suppliers to effectively contribute to the continuous alignment of the BESIX Group procurement chain with the Universal Declaration of Human Rights, the United Nations Global Compact Ten Principles and the 17 UN Sustainable Development Goals (SDGs) – in this context especially the SDG 12 “Responsible consumption and production” –, the International Framework agreement on fair labour standards, the International Labor Organization Conventions 29 and 105 (forced labor prevention), 111 (prevention of discrimination), 138 and 182 (child labor prevention), the ISO 9001 and 14001 standards and with the guidance principles of ISO 26000.

Safeguarding and promotion of sustainable and responsible procurement is a long-term learning and development process. Such development shall always consider benchmarking with the local practices of the country or area where BESIX Group is operating, it being understood that BESIX Group aims to reach higher standards than the ones prevailing in such country or area in line with the above values and standards.

BESIX Group shall at any time be authorized to assess, audit, compare and reference the buyers’ and/or suppliers’ performances in the implementation of and compliance with this Code of Conduct, as an integral part of BESIX Group corporate social responsibility objectives and action plans. Suppliers shall give to BESIX Group all necessary access to information and data to ensure such assessment, audit, comparison and/or referencing.



The BESIX Group's buyers

Fairness

The buyer shall do his utmost to reach a trusting and continuous relationship with the supplier, respecting corporate responsibility. The buyer shall aim to ensure mutual commitment, transparency and confidentiality of information exchanged.

The buyer shall determine relevant and objective selection criteria and organize fair and objective competition with due consideration for the specific business requirements applicable to the context of the intended procurement.

The buyer shall maintain all information, references and evaluations of any of the BESIX Group suppliers and continuously share the same with the other BESIX Group buyers, this with a view on the permanent preferred selection of the supplier which effectively contributes to BESIX Group sustainable and responsible procurement.

Conflict of interests

The buyer shall remain impartial and follow the principles of fair competition and bribery prevention in order to stay independent in the decision-making process and ensure sustainable and responsible procurement. The buyer shall avoid any situation in which a secondary or conflicting interest may influence his professional conduct.

The BESIX Group's buyers

Gifts and hospitality

The buyer shall refrain and discourage other parties from receiving gifts or hospitality in any way. By hospitality we mean meals, events, entertainments, travel, ... Small value gifts are tolerated to the extent that they take part of national or local customs and are legally valid. The buyer shall avoid hospitality advantages as it may be considered as a way to prevaricate in the objectivity of the procurement process. In case of any doubt about a gift or hospitality, the buyer shall refer to his line manager or the BESIX Group CSR officer.

Social, safety, health and environmental aspects

The buyer shall include in the procurement process all relevant social, safety, health and environmental standards with the same consideration as to the economic and financial aspects from the first contact with the supplier to the final award decision.

The buyer shall endeavor to determine and communicate in due course to the candidate supplier the above criteria and standards.

The buyer shall ensure that the supplier understands what the buyer collects, the objective of his action, and how and how long these data will be managed. The buyer shall ensure that the supplier fully agrees with this project.



The BESIX Group's suppliers

Employment standards

The supplier shall comply with the laws and regulations in all countries where it operates. This includes the exclusion of all forms of illegal or forced labor, of child labor and of any discrimination or preference in relation with employment.

Integrity and loyalty

The supplier agrees with the principles of loyalty and integrity as of the essence of a sustainable and reliable relation with BESIX Group. The supplier shall comply with all applicable laws and regulations related to fair competition, bribery prevention, extortion, money laundering and gifts. They shall avoid and identify and disclose to BESIX Group any situation presenting an actual or potential conflict of interest.

Environment

The supplier shall continuously consider the highest standards for the preservation of environment and biodiversity as applicable in the country where it operates and shall develop environment friendly initiatives and proposals in all his proposals and further in the due execution of any awarded procurement contract, as well as a system of sharing et collective use of equipment.

The supplier shall continuously minimize the nuisance to nature and local community, the use of energy and water and the waste production. In the respect of circular economy, it shall conduct a long-term vision

The BESIX Group's suppliers

and ensure to provide recycling solutions for any waste generated at all stages of execution of any awarded procurement contract. It shall identify opportunities for optimizing the purchase's life cycle.

The use of toxic substances shall be restricted as much as possible whereas their safe handling shall be secured.

Health & safety

The supplier shall ensure a safe and healthy work environment to his employees, workers and sub-contractors, if any, that would be authorized by BESIX Group as well as to any employee, worker or third party that would be involved, directly or indirectly, in or around of the execution of any awarded procurement contract.

The supplier shall develop proactive actions to improve health and safety conditions for the same at all stages of the tender and the execution of any awarded procurement contract.

Any situation with a risk of health and safety shall immediately be disclosed to BESIX Group and mitigation measures shall be taken by the supplier without further notice.

Products, equipment & services

The supplier shall consider the highest environmental, health and safety criteria in the production and realization chain of the products, equipment and services as well as resources involved, in their tender and the execution of any awarded procurement contract and shall only use complying products, equipment and services.

As CE requirements include various obligations related to safety and environment, the purchased products and equipment shall comply with such requirements, also when sent to a non-EU country.

The supplier shall work on the continuous improvement of their products, equipment and services to reach the highest standards of sustainability and responsibility.

The BESIX Group's suppliers

Confidentiality

The supplier shall comply with a strict confidentiality duty in relation to the information that it collects from BESIX Group and shall refrain from using such information for any other purpose than its tender to BESIX Group and the execution of any awarded procurement contract.

Supplier and buyer are automatically committed by this Code of Conduct when they enter into any commercial relationship, from tender stage to due execution of any awarded contract.

Compliance to this Code of Conduct may be audited by BESIX Group at any time, whereby buyer and supplier shall fully and transparently participate.

First name - Last name:

Signed:

Date (dd/mm/yy):

For and on behalf of (company):



BW
Building and Wood
Workers' International
www.bwint.org



INTERNATIONAL FRAMEWORK AGREEMENT

with BESIX Group



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INTRODUCTION

This international framework agreement on *fair labor standards* (hereafter “the Agreement”) signed between BESIX Group S.A. – also on behalf of all companies that BESIX Group S.A. is controlling in the sense of European regulations on control in company law – (hereafter “BESIX”), Building & Wood Workers’ International (hereafter “BWI”) and the European Works Council of BESIX Group S.A. (hereafter “EWC”) has the sole purpose to promote and protect the well-being of all employees and workers employed by BESIX.

This Agreement illustrates the interest that BESIX has for *fair labor standards* of its employees and workers regardless of age, disability, gender, marriage and civil partnership, pregnancy and maternity, race (including color, nationality, and ethnic or national origin), religion, political opinion or belief.

It furthermore illustrates the willingness of BESIX to work in open and transparent cooperation with BWI and its organizations promoting well-being, be it on a local or international front.

By signing this Agreement all parties demonstrate a commitment to respect and promote human rights as aimed in the Universal Declaration of Human Rights, the ILO declaration on Fundamental Principles and Rights at Work, the ILO Tripartite Declaration of Principles on Multinational Enterprises and Social Policy, the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights and ILO Conventions, including 29 and, 87, 98, 100, 105, 111, 135, 138, 155 and 182¹.

Since March 2014, BESIX includes its commitments as to the human rights and well-being at work in its *Code of Conduct* after having also entered in April 2013 into its *Sustainable and Responsible Procurement Code of Conduct*.

¹ C29 on Forced Labour, C87 on Freedom of Association and Protection of the Right to organise convention, C98 on the Right to organise and to Collective Bargaining, C100 on Equal Remuneration, C105 on Abolition of Forced Labour, C111 on Discrimination (Employment and Occupation), C135 on Workers’ Representatives, C138 on Minimum Age, C155 on Occupational Safety and Health and C182 on the Worst Forms of Child Labour



IN GENERAL

As provided for and ruled in those *Codes of Conduct*,

1. The parties commit themselves to achieving continuous improvements within the areas of working conditions, health and safety standards at the workplace and positive democratic industrial relations and fair collective bargaining procedures with representative trade unions.
2. BESIX will follow applicable local legislation & international labor standards on social security, work-related well-being, safety and workplace organization as a minimum requirement and requests and promotes the application of these requirements by all its own subcontractors and suppliers in the country of assignment.
3. BESIX will ensure correct payment of salaries for all its employees and workers based on the legal requirements under the payment conditions required by local and national legislation, as well as applicable collective bargaining agreements, and will require the same of all its suppliers and subcontractors in all its orders to them.

BESIX will accordingly pay for its own employees and workers any tax, social security and pension contributions and indemnity as required by laws and regulations to ensure legal compliance.

BESIX acknowledges that all its own employees and workers should receive a written contract of employment.

By signing this Agreement, BESIX in no way diminishes the rights and obligations already agreed upon under local collective bargaining agreement or any other legal requirement.

4. The parties engage themselves in a positive and confidential review of the BESIX efforts and actions in light of governmental, press and other non-governmental actions and subscribe the positive climate in which this Agreement has been reached.



IN DETAIL

As provided for and ruled in its aforesaid *Code of Conduct* of March 2014, BESIX commits to continuously contribute, through local effective and fair actions and behavior, to the improvement of the *fair labor standards* in each country where it operates as to:

1. in relation to respect for freedom of association and the right to collective bargaining:

- the right of all workers to freedom of association, organising and collective bargaining as guaranteed by ILO Conventions 87 and 98, under the form and model allowed by the country of employment;
- relationships contemplated by this agreement and dialogue based upon a foundation of mutual respect;
- workers' representatives not be subjected to any discrimination and having access to all necessary workplaces in order to carry out their duties as representatives (ILO Convention 135 and Recommendation 143);
- positive attitude to trade union activities, including union access to workers in the organizing process, also in the event that BWI affiliate requests union recognition in consideration of applicable local legislation;
- local agreements and procedures with the selected representatives;
- open debate with the representatives of the BWI with regards to collective representation with a view on continuous improvement;

2. in relation to free choice of employment:

- disallowing any form of forced labor, in whatever form or manner, including financial, organizational or structural forcing;
- free access by workers to all identification documents and valuable objects needed to allow free movement, including exit visa for as long no legal rules prohibit this in case of governmental or judicial actions. (ILO Conventions 29 and 105);

3. in relation to non-discrimination at work:

- ensuring fair and equal treatment and well-being of employees and workers regardless of age, disability, gender, marriage and civil partnership, pregnancy and maternity, race (including color, nationality, and ethnic or national origin), religion, political opinion, or belief, in line with the job requirements and competences of the employees and workers;
- ensuring that employees and workers –including migrant and seconded– are paid following the market conditions applicable in the area of work and at least at the minimal requirements provided by law;
- workers' payment in line with the work performed. (ILO Conventions 100 and 111);

4. in relation to migrant workers' protection (in conformity with ILO Conventions 97 and 143):

- promoting the human and labor rights of migrant workers employed;
- setting up policies and procedures to ensure that migrant workers employed are recruited under the principle of free of debt and disengaging from any recruitment agency or outsourcing company that doesn't provide the necessary proof of non-discrimination and non-debt recruitment practices;
- preventing migrant workers to be liable for the recruitment fee, transport and visa procedure, or any relevant other costs for the procedure of recruitment in its country of origin;
- all employment-related documents for migrant workers' employed, including right to legal or company benefits, to be issued either in a language they understand, or translated to them in writing or interpreted verbally in case this is prohibited by local legislation;
- migrant workers employed receiving access to these documents whenever they want or require them;
- putting in place the necessary procedures and audits to review the accommodation facilities of workers in the employer's premises or premises rented and setting up in orders to subcontractors, audit and control procedures of their accommodation facilities, engaging in case of detected non-conformity of the premises versus local legislation and international accepted standards, that the necessary mediation actions

are undertaken within reasonable acceptable delays and, in case those detected non-conformities persist, ending end any contract with accommodation facilities providers, sub-contractor and informing local legislator of the case at hand for subsequent protectionary measures and legal follow-up;

5. in relation to child labor:

- child labor not allowed, whereby on projects and offices and depending on local legislation and cultural acceptance, no employment is allowed of workers below 16 years old and never before the end of their mandatory schooling period in the country of origin and assignment in accordance to the guidelines as defined by the (ILO Convention 138);
- preventing children under the age of 18 to perform work which, by its nature or the circumstances in which it is carried out, is likely to harm the health, safety or morals of children (ILO Convention 182);

6. in relation to fair remuneration:

- workers' wages and benefits complying with applicable national legislation and collective agreements, with the objective of catering for the workers' fundamental needs of a decent life in the social context where they live and work regardless of employment status, nationality or immigration status;
- potential wage deductions to be explained and agreed by the worker concerned at contract signature, unless otherwise stated in national law or collective agreements, based on explained procedures and accompanied by the necessary supporting documents allowing the employee or the worker to understand the extent of and reason for the deduction, *in a language the worker can understand*, whereby these should not be changed other than by written consent of the individual worker or by collective agreement;
- employee or worker' access to a process of intervention and mediation in case he does not agree on the received salary;
- clear information about wage conditions, as well as specific information regarding every payment period (ILO Conventions 131, 95 and 94);

7. in relation to hours of work and rest periods:

- hours of work that comply with appropriate national legislation, national agreements and industry standards but in no circumstances should be unreasonable, no excessive overtime, whereby no overtime shall be demanded by the company on a regular basis and any overtime shall always be remunerated according to legal requirements and market conditions, and a minimum of a one-day weekly rest period, except under special working regimes and periods of extreme crisis, for which the company will document how the period of rest is complied with;

8. in relation to fair labor standards and workers' health and safety:

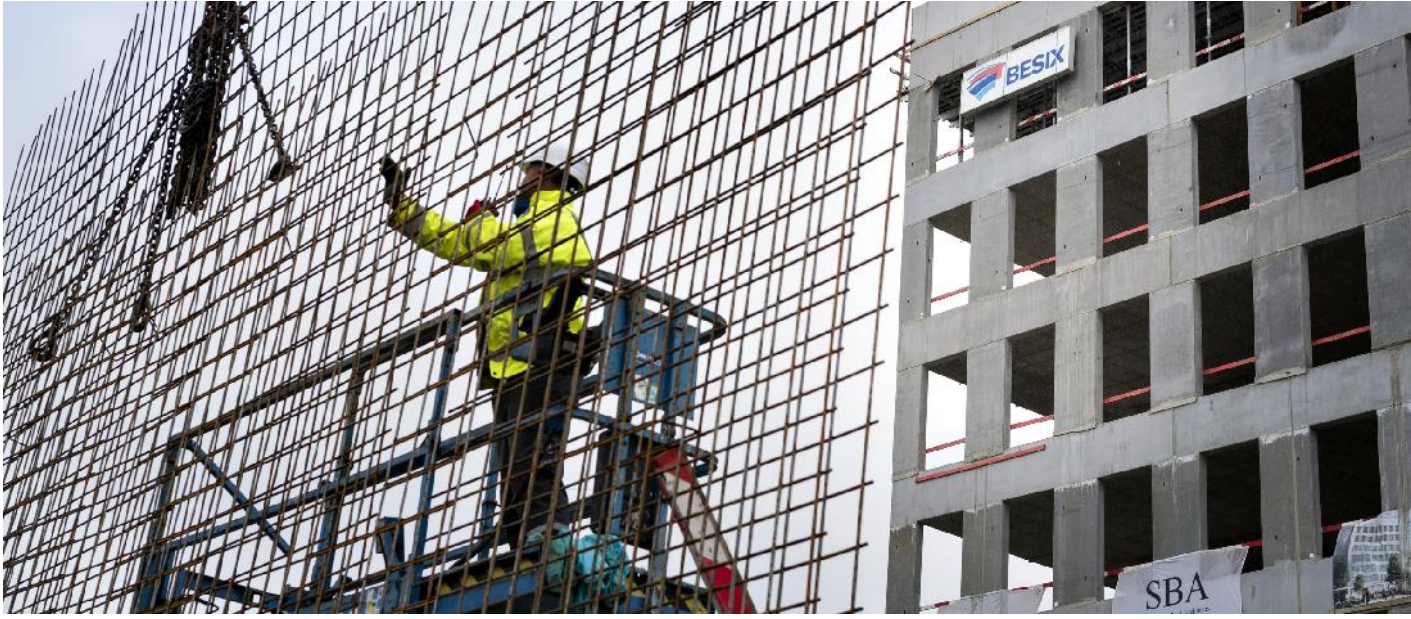
- all measures to uphold and respect the well-being at work being taken on every site and work environment, with a continuous objective to improve the well-being at work for those of subcontractors;
- every employee or worker receiving the necessary health and safety protection gear for the work that its dedicated to him and for as long needed, at no cost to the worker, whereby the necessary procedures and measures are put in place to maintain and where needed to replace the protective gear in case of not fulfilling the required standards;
- promotion of a safe and healthy working environment and best occupational health and safety practice to prevent injuries and ill health in compliance with ILO Conventions 155 and 167, and the ILO Guidelines for Occupational Health Management Systems;
- training to all workers at no cost on occupational hazards and their prevention, whereby workplace health and safety committees shall be established under the rules of local legislation;
- for the suppliers, contractors and sub-contractors, providing a site-specific health and safety plan and appointing a competent person to manage health and safety and to take part in safety meetings;
- organization of sites in such manner that all basic welfare elements are available, including an adequate supply of wholesome drinking water, sanitary and washing facilities, facilities for changing and for storage and drying of clothing, accommodation for taking meals and sufficient shelter for climate conditions and canteen facilities;

9. in relation to development:

- necessary training programs to ensure that employees and workers can fulfil their tasks in qualitative and secure manner;
- access of employees and workers to training programs to allow them to increase their competences and knowledge of new technologies and equipment;
- regular information to employees and workers on how to avoid climate related diseases, i.e. heat stroke, sun burn or other relevant diseases in the country of assignment such as malaria, yellow fever, HIV aids;

10. in relation to service providers, suppliers and subcontractors:

- safeguarding and taking ownership to ensure that all direct suppliers and contractors operate within the principles set forth in this Agreement regardless of the countries where they operate, which shall contribute to the overall goal of positive impact on people and the environment.



AGREEMENT CONDITIONS

Any modification or amendment to this Agreement needs to be approved by all parties before application.

Any interpretation of this Agreement is only valid if approved by all parties involved. Any interpretation can be covered by mutually signed explanatory notes added to this Agreement.

COMMUNICATION AND APPLICATION OF AGREEMENT

BESIX ensures that all aforesaid controlled companies receive a copy of the signed Agreement in the appropriate language.

BESIX ensures also that every employee consultation body among those companies will receive a copy of this Agreement.

IMPLEMENTATION, MONITORING AND REPORTING

A reference group shall be set up, composed of at least the BESIX Group HR Director and the BESIX Group CSR Officer as well as one representative of each concerned BWI affiliated union(s) in Belgium, and of one representative of the EWC, and a BWI coordinator. It will meet once a year, or when necessary, to evaluate reports on compliance and to review the implementation of the Agreement. If needed, technical experts can and will be invited by the members of the reference group.

The reference group's role will be:

- To discuss and update on the latest development, policy, and structural changes, and other areas which will impact the working conditions of BESIX employees and workers;
- To keep an ongoing dialogue on labor relations within BESIX.

The reference group can conduct one monitoring visit of one project site of BESIX to assess the situation on the ground in the implementation of the principles of this Agreement. The cost of the monitoring visit should be negotiated by the Parties.

All signatory parties recognize that effective local monitoring of this Agreement must involve the local management, the workers and their potential representatives, health and safety representatives and potential acknowledge local trade unions.

To enable local and national union representatives of BWI affiliated unions to play a role in the monitoring process, they will be given adequate time for training and involvement in the monitoring process, with sufficient prior warning and at no cost to BESIX.

Once BESIX Group is informed and provides consent, it will ensure that they are provided with information, access to workers, and rights of inspection necessary to effectively monitor compliance with this Agreement.

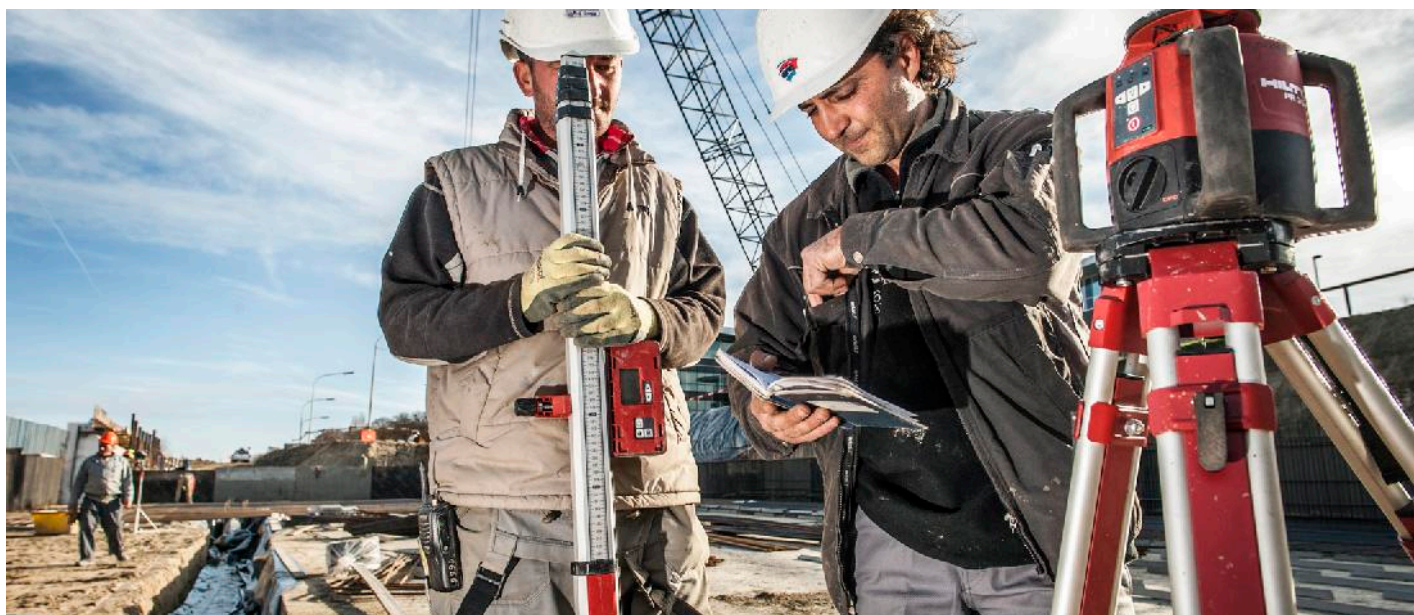
The BWI will communicate on the Agreement to concerned non-governmental and governmental bodies to underline the positive spirit in which the signing parties have signed the Agreement.

BESIX ensures that BWI and EWC will have access to all reports, activities, and follow-up of this Agreement. In this regard, the progress of this Agreement will become a recurring agenda item in all EWC plenary meetings for the areas covered by the EWC Agreement.

BESIX Group shall make the necessary resources available for the implementation of the Agreement.

A joint report will be made available to the public after each meeting of the reference group. There will be at least one joint report made available to the public after the annual ordinary meeting of the reference group.

One joint report (or a joint summary of it) shall be incorporated into BESIX Group's bi-annual CSR report.



ISSUES RESOLUTION

The signing parties understand that the Agreement is an aspiration of continuous improvement.

In issues at the European level, the parties recognize the existing EWC structure.

In issues at global level, an open line communication will be established between BWI General Secretary and the BESIX Group Chief Human Resources Director and the BESIX Group Corporate Social Responsibility Officer to ensure clear and full understanding of each incident or issue.

BESIX Group will inform every aforesaid controlled company on the procedure how to formulate a complaint by any employee, worker or relevant organism, which, as matter of principle, will occur as provided for in the BESIX Group *Code of Conduct*.

Any complaint needs to be addressed and handled by the local management of BESIX.

If local management cannot solve the problem, then it goes to the national level, involving national trade union(s) and the BESIX country management if any.

In case the complaint cannot be handled at the company, local or national level, the complaint will be communicated to the BESIX Group Chief Human Resources Director and the BESIX Group Corporate Social Responsibility Officer.

If the issue remains unresolved, it will be referred to the reference group, for discussion at the next scheduled meeting, or before depending on the urgency of the incident.

If the issue remains unresolved, the parties may jointly decide to involve a third-party facilitator. This facilitator will be chosen jointly by all the members of the reference group. The facilitation expenses will be covered by all signing parties.

DURATION

The Agreement upon signing by all parties will be indefinite unless either party notifies the other that it wishes to terminate or modify the Agreement upon sixty (60) days advanced written notice.

Signed in Brussels, Belgium on 14th of December 2017

Rik Vandenberghe
Chief Executive Officer,
BESIX Group

Geert Aelbrecht
Chief Human Resources Officer,
BESIX Group

Frédéric de Schrevel
Secretary General,
BESIX Group

Mathieu Dechamps
General Manager Business Unit
International

Jean Polet
General Manager Business Unit
Europe

Pierre Sironval
General Manager Business Unit
Middle East

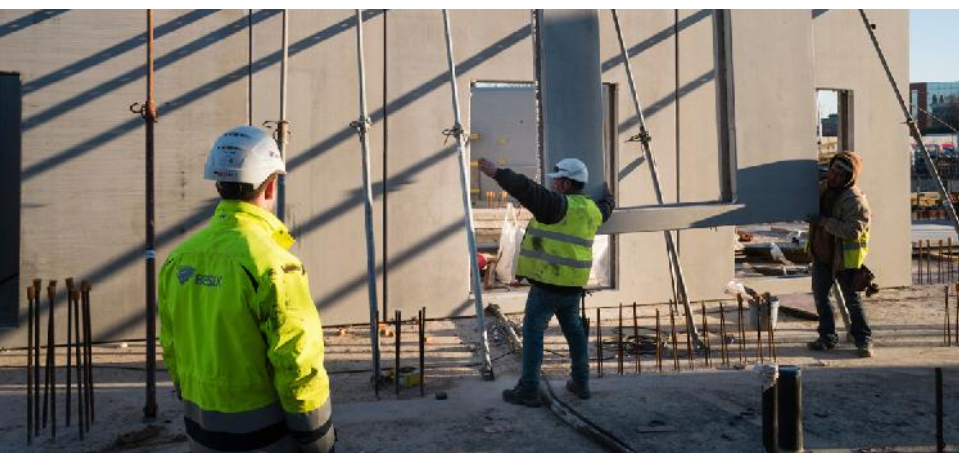
Ambet Yuson
General Secretary, BWI

Guy Winandy
Chair, EWC of BESIX Group

Witnessed by:

Pierre Cuppens
General Secretary,
ACV-CSC

Gianni De Vlaminck
National Secretary of Construction Sector,
FGTB





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Diversity & Inclusion Policy

Diversity & Inclusion Policy

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Our commitment

Our Purpose

Diversity & inclusion at BESIX Group means we are committed to ensuring the successful working integration of people of different age, gender, language, experience, ethnicity, sexual orientation and identity, physical abilities, appearance, political opinion, religion, belief or any other form of differentiation, in line with their job requirements and competencies.

This policy lays the foundation for our principles in respect of diversity and inclusion in our workplaces and the quality of the professional relationships we want to develop with all those involved in our business activities.

While this policy explicitly addresses our people, we strive to maintain a strong alignment of our standards with our business partners, reflecting the communities in which we operate.

Being Inclusive is part of our company DNA, as explained about our culture and the six behaviors related to it. A culture translated by hashtag #bettertogether.

This should be seen in conjunction with our International Framework Agreement on Fair Labor Standards.



Our commitment

Our Vision

BESIX Group is working to build a truly integrated diversity and inclusion approach including people from different horizons and backgrounds, and/or with different views. The Group understands that a diverse and inclusive culture actively contributes to its business success.

Our Ambition

BESIX Group wants to be seen as an organization where diversity and inclusion are fully integrated into the workplace and the quality of the professional relationships the Group develops between its people and its business partners.

Our Principles

- We support a **diverse and inclusive culture** throughout our organisation where everyone can reach their full potential within their function while feeling supported and valued in their career.
- We offer **equal opportunities** to everyone who works in BESIX Group and shows respect when encountering differences.
- We are committed to **employing the best-qualified people** based solely on job requirements, competencies and alignment with the company culture.
- We encourage and enable **diverse inputs and perspectives** to promote innovation and broaden business opportunities and outcomes.
- We recognise the importance of reflecting the diversity and inclusion of our **business partners** in our workforce.
- We will **not allow any intolerance or discrimination** in any aspect embodying our definition of diversity and inclusion.

Prevent discrimination

BESIX Group constantly monitors compliance with this policy, taking a zero-tolerance approach to any form of discrimination or harassment.

To prevent discrimination or harassment in whatever form, the Group uses internationally recognized employment standards, Codes of Conduct and policies, surveys as well as a network of confidence officers. Mandatory training on ethics and governance is provided to our employees, as well as further training on unconscious bias for our internal recruiters.

These actions provide the necessary tools to adequately guide our employees and business partners.

BESIX Group encourages its staff to report any concerns regarding discrimination incidents among employees or business partners.

Incidents of non-compliance concerning diversity or inclusion may be reported via the Group grievance mechanism set forth in the International Framework Agreement on Fair Labor Standards.

Our commitment

Review

This Policy, publicly available on our website (www.besix.com), may be reviewed to include further enhancements.



Contact

For further explanations or questions or to report incidents, please contact your local HR Manager or the Group Sustainability & ESG Officer - Chief People Officer, BESIX Group.

BESIX Group's approach to diversity and inclusion is rooted in the United Nations Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights of Work, the Global Compact principles of the United Nations, the International Framework Agreement on Fair Labor standards (IFA) and the Organisation for Economic Co-operation and Development (OCDE-OECD).

Our method



Our method



At BESIX Group, we can truly state that diversity and inclusion are part of our DNA. Our 6 behaviors related to our company culture #bettertogether start with Be Inclusive!, reflecting our joint effort to develop a diverse and inclusive culture.

As an international organization active on 5 continents, the Group:

- embodies a multicultural working environment conducive to bringing together people from different horizons and backgrounds;
- strives to build an inclusive culture embracing the diverse talents and experiences of all its people.

We are convinced that the wide range of backgrounds (culture, origin, education, etc.) of our teams and business partners are a real asset to our business success and performance.

Better together

While this policy explicitly addresses our people, we strive to maintain a strong alignment of our standards with our business partners, reflecting the communities in which we operate.



#BetterTogether

Diversity and inclusion are valuable:

- for **our people** active within the Group and its affiliates, in line with their functions and competencies;
- for our **business partners**, in line with the trustful partnerships we want to build with them and the ambitions we want to achieve together;
- as respect and openness towards **newcomers**, new competencies and new ideas are key to remaining a leader in our industry, open to innovation & talent.



Our
method

We want to offer equal opportunities to everyone, in an understanding that combining different cultures, views and experiences makes us stronger as an organization.

About diversity and inclusion

By diversity

we mean that we want to ensure the fair and equal treatment and well-being of our people and business partners regardless of the traditional areas of diversity (age, gender, language, marriage and civil partnership, pregnancy and maternity, color, nationality, ethnic or national origin, religion, sexual orientation and identity, physical abilities and appearance, political opinion, belief) or any other form of differentiation.



By inclusion

this involves listening to all employees and business partners without any bias. We want to treat everyone fairly and respectfully. We intend to give everyone the opportunity to inject new ideas, as well as a voice to express and share opinions in a trustful environment.

Our priorities

Promote

- Anchor a company culture including diversity and inclusion through policies, processes and internal communication programs;
- Pursue diversity, rewarding people solely for their competencies and achievements at all levels.

Recruit

- Recruit and retain people at all levels and functions in line with the company culture;
- Prevent all forms of discrimination during hiring.

Train

- Support everyone to achieve their objectives by providing them with the necessary training and career paths;
- Provide employees and leaders with specific training and toolkits.

Include

- Ensure a common vision with our business partners in line with our standards;
- Focus on diverse-owned business partnerships.

Improve

- Tackle any non-conformities, not permitting any harassment or discrimination;
- Track and monitor progress and potential out-of-line situations.

How we drive diversity and inclusion

BESIX Group intends to promote
a great workplace where:

- everyone benefits from a rich mix of talents,
**creating broader and stronger career paths
and business perspectives;**



- everyone is encouraged to **share their thoughts, ideas and interests**. Each voice is considered in its unique contribution to enriching the group in its projects and activities.

BESIX Group is convinced its growth
and capacity to innovate are enriched by talents
from everywhere, irrespective of backgrounds.

We want to ensure that **our employees
and business partners** are strongly connected
and have the necessary support to reach
their full potential.

Our method

We consider diversity and inclusion as an opportunity to boost co-creation and innovative teamwork, also together with our business partners.

ACTIVITY REPORT 2021



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110 years of global expertise

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Fair labour standards

OUR MIGRANT COLLEAGUES IN THE MIDDLE EAST

IN THE MIDDLE EAST, BESIX GROUP HAS BEEN A MAJOR CONSTRUCTION COMPANY SINCE 1965. OVER THE YEARS, THE GROUP HAS CARRIED OUT SOME OF THE MOST AMBITIOUS AND DECISIVE PROJECTS FOR THE DEVELOPMENT OF CERTAIN COUNTRIES, IN PARTICULAR THE UNITED ARAB EMIRATES AND QATAR. THESE PROJECTS REFLECT THE EXPERTISE OF BESIX GROUP'S ENGINEERS, BUT ALSO THE WORK OF THOUSANDS OF BLUE COLLARS, WHICH ARE ALMOST ALL MIGRANT COLLEAGUES FROM INDIA, BANGLADESH AND NEPAL. THERE ARE 5,000 OF THEM CURRENTLY ON THE BESIX GROUP PAYROLL, WORKING ON THE COMPANY'S CONSTRUCTION SITES. IT IS ALSO WITH THEM, WITH THE LOCAL AUTHORITIES AND WITH INTERNATIONAL ORGANISATIONS THAT BESIX GROUP HAS SET A PRECEDENT IN RESPECTING AND PROMOTING FAIR LABOUR PRACTICES IN THE BROADER REGION, A COMMITMENT THAT IS NOW WIDELY ACKNOWLEDGED BY FOREIGN STATES, INTERNATIONAL INSTITUTIONS, AND NON-GOVERNMENTAL ORGANISATIONS.

BESIX Group's internal policies

BESIX Group has implemented **strict internal policies** regarding the respect of migrant colleagues' rights, often going beyond its legal obligations. These measures are of course mandatory for each branch or subsidiary of the Group. **Among the measures are for instance the fact that these colleagues are employed and paid directly by the Group without intermediaries, and that the company covers their full health insurance. Migrant colleagues are hired through official agencies that do not require them to pay any fees or back payments. Migrant blue and white collars retain their identity documents at all times and are provided with qualitative, comfortable accommodation, including places of worship for each religion and culturally appropriate menus. They freely appoint representatives to relay grievance or requests to the company and have access to all information in a language they know.**



Hand in hand with the unions

In June 2021, BESIX Group, **BWI and the Belgian trade unions FGBT-ABVV and CSC-ACV,** committed themselves together to support the recognition of occupational health and safety as a fundamental right by the International Labour Organization (ILO). In early 2022, in Dubai, they called on Belgium to support their initiative. On this occasion, **they handed over their Declaration for Safe and Healthy Workplaces to the Belgian Deputy Prime Minister and Minister of Economy and Employment, Pierre-Yves Dermagne, in the presence of King Philippe of Belgium, Queen Mathilde of Belgium and representatives of the ILO Regional Offices for the Arab States, the European Union and the Benelux.**

Adapting the work to the warmer seasons

Working hours are adapted according to the season. For example, in the United Arab Emirates, work is interrupted from 15 June to 15 September between 12.30 pm and 3 pm. BESIX Group sometimes extends this rule, especially when the humidity and temperature reach levels that are considered too high. In addition, on site, employees are provided with quality equipment, cool and ventilated areas for breaks, drinking water and refreshing towels.

Independent monitoring

In recent years, the living and working conditions of migrant colleagues have been independently audited on a number of occasions, including in the United Arab Emirates and Qatar. In addition to those carried out by local authorities, these audits were **mainly conducted by the Building and Wood Workers' International (BWI),** an international federation of 351 trade unions from 127 countries, representing around 12 million workers. This follows the signing of an international framework agreement with BWI in December 2017 for the promotion of fair labour practices and the establishment of a monitoring mechanism. In this context, BWI has free access to BESIX's construction sites and migrant blue and white collar' housing, when they live in accommodations provided by BESIX Group.

A lasting societal role

With the BWI, BESIX Group has also committed to promoting the rights of migrant colleagues externally. This is achieved in several ways, in particular through the Group's relationships with its subcontractors.

First of all, BESIX Group requires them to sign a code of conduct which obliges them to respect the Group's standards and allows audits to be carried out in their facilities. When breaches are found, the priority is to help them improve and to find solutions. For example, BESIX Group has sometimes hosted subcontractors' blue collars in its own accommodation when subcontractors' facilities were audited as not up to BESIX standards. It has also happened that the Group paid the unpaid wages of subcontractors' employees and deducted them from the payments due to the subcontractor in events where subcontractors were failing to compensate their employees adequately. As such the BESIX Group companies ensure that subcontractor' employees are always paid, which is necessary for their wellbeing.

In the event of unwillingness or blatant breach of standards on behalf of subcontractors, a range of provisions, which local laws allow, enables financial penalties or even outright termination of the contract.

What experts say about us

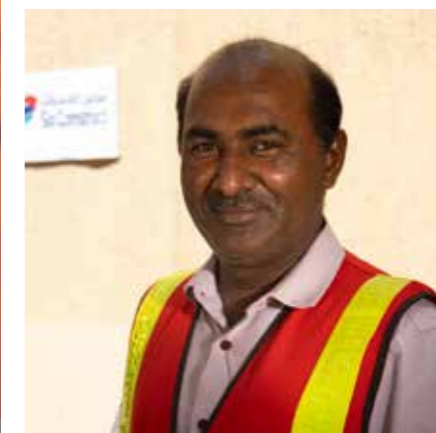
In recent years, eminent figures from international organisations have publicly cited BESIX Group as a reference in promoting worker welfare in the Middle East. This is the case for the former Chairperson of the Governing Body of the International Labour Organization, Luc Cortebeeck, who declared in the press and in the Flemish Parliament that BESIX's practices were among the best in the field. The director of Amnesty International Belgium did the same in the Belgian press, presenting BESIX as an example to follow. The Secretary General of BWI, Ambet Yuson, has also expressed himself publicly on several occasions, explaining that BESIX Group applies standards in the Middle East that are as good as in Europe.

Excelling in safety

Safety at work is BESIX Group's number one priority on all its sites. This is also the case in the Middle East where BESIX Group has one of the best safety records in the region. This is generally similar to that of the Group's other sites around the world, including Europe. Most sites often achieve several million working hours without an accident resulting in work incapacity.

Number one in the construction sector

In October 2021, BESIX Group's subsidiary in the Middle East, Six Construct, was awarded the Dubai Chamber of Commerce's Social Responsibility Label for the 9th consecutive time. It is also the only construction company in the country to achieve this!





CITIZENSHIP & SUSTAINABILITY REPORT 2019 – 2021



OUR SENIOR EXECUTIVES MESSAGE

OUR ESSENTIALS

IT ALL STARTS WITH OUR STAKEHOLDERS

OUR C&S STRATEGY

OUR C&S REPORTING METHOD

OUR C&S NETWORK

OUR BUSINESS ENGAGEMENT

OUR ENVIRONMENTAL ENGAGEMENT

OUR PEOPLE ENGAGEMENT

OUR SOCIETAL ENGAGEMENT

OUR C&S REPORT

CONTACT

OUR C&S OBJECTIVES

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Our People Engagement 9

Built environments have a substantial impact on the life habits of the people. It remains BESIX Group's concern to keep comfort and well-being of its stakeholders at the center of its activities.

Therefore, BESIX Group remains committed to creating the best possible working conditions for its employees and stakeholders (on- and off-site).

To support a great and safe workplace, the People Engagement is built around the BE Safe and WeCare programs. These programs are developed to ease their implementation within the different entities of the Group in every country.

As a main guidance for this pillar, the Group engages on two commitments:

- **Increasing people's safety & comfort**
- **Growing as a preferred employer**

Through these two commitments the Group focuses on the following material topics within the People Engagement:

- **Increasing people's safety & comfort**
 1. Safe workplace
 2. Healthcare measures
 3. Psychosocial prevention
 4. Ergonomics
- **Growing as a preferred employer**
 1. Engaged employees
 2. Employee growth and development
 3. Promoting diversity
 4. Fair Working Conditions
 5. Attracting new potentials





Our People Engagement



Increasing people's safety & comfort

Safe Workplace

The Group's objective is to create a 'zero accidents and incidents' environment for every employee, regardless of his or her hierarchical level, working for the same projects, including subcontractors.

In 2018, the Group has developed a strategy to shape a strong safety culture, with programs based on 4 pillars: developed leadership, commitment and participation, knowledge and awareness, accountability and responsibilities.

This strategy has been translated into a safety pledge endorsed by the Group's senior management and deployed on all the Group's projects and sites.

Safety pledge

This safety pledge focuses on the principle of caring for anyone that works at BESIX Group (including suppliers and subcontractors), highlight the critical risk control focus reflected in the Group's 10 Life Saving Rules and the senior management leadership expectations.

Participation on Safety Time Out sessions/year

2018	2019	2020	2021
23,713 (15,597 + 8,126 subcontractors)	26,000	The safety time out was organized online for staff members	28,705 (1,851 followed the webcast on mental health)

The safety pledge was further supported by the design and implementation of tailored core IOHS certified courses 'managing safely & working safely'. As a matter of fact, BESIX SA became a certified IOHS institution occupation safety and health training center.

After having been officially certified as a ISOH training course provider, IOSH training courses – cornerstone of how we manage occupational health and safety risks @BESIX are being rolled out with 800 people trained in working and managing safely BESIX IOSH certified course.

In addition, BESIX Group continued to implement its Health & Safety managing system and features such as Global Safety Time Out, internal audit program, toolbox meeting, etc., which is today ISO 45001 certified in most Group entities since 2020.

The 2021 Global Safety Time Out brought a of emphasis on occupational health and occupation cancer in particular without our No Time To Lose Campaign, long term impact on health that sometimes we under estimate on our daily business activities.

The BE Safe program (Behavioural Based Safety Program) designed in 2018, was gradually rolled

out within the Group in 2019 and 2020 with a growing community of BE Safe Ambassadors. The objective of this program is to shape a culture of safety. BE SAFE Ambassadors are volunteers, trained by the QHSE team, willing to contribute to the program, that lead by example, keep an eye on the risks in their work environment and take about 15 min per day to talk to peers in a constructive way about correcting unsafe behavior and affirming positive behavior.

BE SAFE Ambassadors are also invited to a monthly meeting with project management where their observations feedback is reviewed. With the ambition of caring, this program is an essential tool to focus on behavior change process and caring values amongst the organization (at all levels). The program started with 151 Ambassadors in 2019 and has never stopped growing, with 267 Ambassadors in 2020. The goal was to reach the level of 300 in 2021. Growing community acting every day in caring and helping people in behaving safely on site with more than 400 BE SAFE Ambassadors worldwide.

Members of senior management signed a personal and corporate commitment on safety to demonstrate their ambition to ensure the safety of the people employed directly and indirectly by the Group on projects, sites or facilities. 988 walkabouts were organized in 2020 on 5,234 sites within the Group and more than 10,000 Safety walkabouts were undertaken by Project management leadership teams in 2021. 2,500 Safety walkabouts were undertaken with Senior Operation Managers and directors in 2021, reinforcing safe behaviors and ensuring safe operations.



Declaration on Healthy and Safe Workplaces
BESIX Group, BESIX EWC,
Belgian trade unions
signed in 2021



TRIFF& LTIFR lowest rates
in 2021 for the last 6 years
Direct employees
and JV partners



Life Saving Rules
6,000
deviations and proactively
corrected in 2021



IOHS trainings
+800
colleagues certified



HSE training
for employees
23,540
hours
2020-2021



BE SAFE Ambassadors
+400
in 2021



Our People Engagement

Injury rate

With its zero incidents ambition, BESIX Group wants to ensure a safe working environment and focus on continuous improvements.

6,000 Life Saving Rules deviations dully addressed and corrected by QHSE supervision in order to organize proactive interventions to achieve incident and injury free working environment in 2021.

We note an overall improvement on the Lost Time Injury frequency rate (TRIF), total recordable injuries & illness frequency (LTIFR) rates in 2021 which are the lowest rates for that 6 years (direct employees & JV partners). The Group has unfortunately sustained two work related fatal accidents in 2021.

The three Contracting Business Units Benelux-France, International and Middle East indicated a slight deterioration in safety performance for the last three years due to fatal incidents involving subcontractors and partners. In each case, in-depth investigations are conducted to understand the cause of the incident and take the necessary actions.

The senior management is determined to strengthen safety measures on sites to prevent such unwanted situations.

Life Saving Rules

BESIX Group is promoting and encouraging the detection of the Life Saving Rules deviations. A 'Life Saving Rule' consists of a simple icon, a descriptive text and an

additional guidance to explain why the Rule is important and what aspects workers and supervisors should focus on. These rules are intended to modify the behavior of workers and supervisors in the workplace by raising their awareness when undertaking high-risk activities. Ten 'Life Saving Rules' have been chosen corresponding with BESIX Group core activities and associated critical safety risks: working at height, lifting & rigging, excavation, working in confined spaces, driving, working in the environment of moving and/or energized equipment, diving, working near or over water. Objective is to bring additional safeguards in preventing occurrence of fatal accidents and other high potential incidents. Everyone is encouraged to stop, assess and restart safely when deviations are observed.

Senior management is particularly involved in sharing the importance of safety with staff, by carrying out site visits and management walkabouts, together with project teams and subcontractors.

Health as a priority

BESIX Group commits itself together with the Belgian trade unions and the Building and Wood Workers' International (BWI) to support the recognition of health and safety at work as a fundamental right by the International Labour Organization (ILO). The Declaration on Healthy and Safe Workplaces was signed by the management of BESIX Group and representatives of the BESIX European Works Council, the FGTB and the CSC.

Injury rate

	2018	2019	2020	2021
LTIFR (frequency rate = number of work accidents with lost time*1 mio/worked hours) (DIRECT Staff/JV Partner)	2.56	2.83	2.85	2.28
TRIF (total recordable injury and illness frequency)(DIRECT Staff/JV Partner)	3.94	4.40	4.28	3.17
SR (severity rate = number of lost days*1000/worked hours) (DIRECT Staff/JV Partner)	0.08	0.09	0.07	0.08





Our People Engagement



Responsible crisis management alongside the COVID-19 pandemic

At the beginning of the pandemic, BESIX Group implemented a robust Covid risk management program throughout all levels of the organisation. The Group put in place the preventive health measures necessary to ensure a safe environment for its teams during the COVID-19 pandemic context. Parallel to this, the Group ran a successful internal tracing and containment protocol and helped subcontractors and other stakeholders to manage risks. The Group has been able to prevent cluster outbreaks while maintaining the business on project sites.

Healthcare measures

All employees are enrolled in a health insurance scheme which is also in line with the country law and regulations where the Group is active. When required either by law or by risk assessment, periodical occupational health exams are carried out and certificates are obtained for all employees and workers. Employees and workers can also consult the physician free of charge if they feel the need to do so.

Next to legally required medical measures, BESIX SA organises a biennial medical check-up for its white collar employees as of the age of 46 and every year as of 50. The company organizes every year a voluntary flue vaccination campaigns.

In order to raise awareness for occupational cancer, BESIX Group has partnered with the No Time To Lose campaign of the Institution of Occupational Safety and Health (IOSH). On the occasion of the Global Safety Time Out 2020 the campaign was launched within the Group, focussing on four major sources of exposure in the construction industry: asbestos, silica dust, diesel exhaust fumes and solar radiation. The launch of the campaign was also the starting point of further efforts to call time on occupational caused cancers in its operations and the construction industry as a whole.

Responsible crisis management alongside the COVID-19 pandemic

If anything, the COVID-19 pandemic has put the care for mental health prominently on the agenda. Teleworking and imposed lockdown restrictions led to stress and isolation for many. More than half of all workers in the EU report they are negatively affected by work-related stress. To mitigate the risks of loneliness and anxiety, BESIX Group has communicated regularly tips on psychological wellbeing and mental resilience. On the occasion of the 2021 Global Safety Time Out, BESIX Group and external medical service Mensura hosted a webinar on mental health during these difficult times. In a further and continued effort to safeguard mental health at BESIX Group, a mandatory training First Aid Mental Health will be rolled out and an awareness and self-coping tool will be made available. These efforts reinforce its already existing practices such as an internal network of Confidence Officers and professional accompaniment in case of mental health issues caused by the jobs we do.

Psychological prevention

Research shows that when employees experience high levels of psychological wellbeing and job satisfaction, they perform better — making happiness a valuable tool for maximizing organizational outcomes.

The regulatory framework in Belgium requires employers to do a risk assessment on psychosocial risks at work (incl. stress & burn out). Five causes are identified and with an obligation to be analysed: work organization (workload, existing procedure, work repartition, role definition, ...); work terms & conditions (working hours, type of contract, ...); work conditions on the workplace (physical environment, ergonomics, ...); content of the work (work pace, challenge, variety, autonomy, ...); work relationships (accessibility of line managers, communication, ...)

Since 2014, the Group reinforced the respectful work environment which already exists within Group companies. Engagement Surveys that the Group organizes every 3 years are carefully analysed in order to point work atmosphere and see how to constantly improve the Group workplace. The Engagement Survey also serves as periodical risk assessment.



Our People Engagement



Fair Working Conditions

BESIX Group strongly believes in the right to everyone's dignity and respect. It commits 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. This concerns the BESIX Group entities worldwide, as well as all of its subcontractors and suppliers.

International Framework Agreement

The Group guarantees 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 as developed in the societal engagement and commitments.

IFA agreement was signed in 2017 by BESIX Group, its trade union representatives and BWI to ensure and promote high international standards of well-being in the workplace for the Group's employees, and also for the group's subsidiaries and partners.

The Group's human practices are monitored with an independent mechanism, giving BWI free access to construction sites and life accommodations for migrant workers. After visiting sites in the Middle East, BWI had the opportunity to visit and monitor activities in Morocco, just before COVID-19 crisis.

The management of BESIX Group went a step forward with the signature of the Declaration on Healthy and Safe Workplaces together with representatives of the BESIX European Works Council [1], the FGTB and the CSC. BESIX Group commits itself together with the Belgian trade unions and the Building and Wood Workers' International (BWI) to support the recognition of health and safety at work as a fundamental right by the International Labour Organization (ILO).

Construction sites can impact the areas surrounding them and consequently the lives of the local populations. The well-being of the local communities in the countries where the Group is active is also a responsibility.

Worker welfare

A Guide on Worker Welfare in the Middle East was published at the attention of subcontractors and suppliers in 2018, as well as a set of human resources policies aimed at well-being at work.

Projects linked to major global events, such as Expo 2020 Dubai, have brought Workers Welfare standards to new heights. To advance our commitments, the focus has been placed on third party compliance since 2020. The target is to bring sub-contractors and the manpower suppliers up to our standards. With regular auditing and detailed guidance, steady improvements in accommodation conditions, recruitment practices and general HR processes have been achieved.

The next steps in the IFA rollout on BESIX Group's European markets are taken in the form of BESIX's Respect campaign. This campaign was launched at Group level in 2014 and is in the meantime to be renewed for 2021-2022.

Permanent social dialogue with workers' representatives

BESIX Group wants to pay extra attention to the social dialogue with its staff members as appropriate in the countries in which it operates.

Most of the companies of the Group have their trade unions, who meet on a regular basis with members of the general management. Current and future activities are explained and social reports discussed. In special circumstances, extraordinary meetings can be organized to tackle specific topics on short notice. Prior to being legally obligated, BESIX Group had decided to establish a European Works Council. With its proactive approach, the Group encourages social dialogue at European level. Its members meet once a year with management representatives in order to exchange information on the Group's objectives, financial health and activities in Europe.

Six Construct initiated its own Workers Welfare Committee. The committee is composed of 12 workers representatives, elected by their colleagues. It constitutes a permanent body with direct access to Six Construct Welfare team and People department. This allows any grievance to be raised and reviewed without delay. Quarterly meetings are also held with management during which all topics and

grievances can be raised and discussed in full transparency.

This approach ensures that the voice of its workers reaches the appropriate person, through the right channel, and encourages them to be actively involved in the decision-making of worker welfare topics.

Inspection of construction sites and conditions in workers' life accommodations by external parties

Within its sphere of influence, BESIX Group strives to ensure that its suppliers, subcontractors, agents, joint venture partners and other project partners observe the principles described in its Code of Conduct.

BESIX Group is authorized to monitor or audit the implementation and compliance with this Code of Conduct at any time as part of its CSR objectives and action plans.

Accommodation audits are conducted by third parties. Within the International Framework Agreement, an annual reference group meeting is organized together with BWI, EWC and BESIX Group representatives. After several meetings in the Middle East, the reference group met on the Mohamed VI tower project in Rabat (Morocco). The project site was inspected with connected welfare facilities for workers. Random interviews with local staff were conducted by the members of the reference group. For the Group it is important to underline that its commitment to the IFA is for all its staff members in all countries in which it is active.



Our People Engagement



Attracting new potentials

Finding the best talents to reinforce its teams remains a real challenge for the Group every year. The construction sector faces a shortage of technical profiles as well as young graduates. How to make the construction sector attractive for millennials? Besides an interesting salary package, candidates ask for learning opportunities in priority. Good work-life balance (teleworking, flexible hours, etc.), job content, career opportunities, clear roadmap for future growth and collegiality are also part of their decision criteria. Well-being at work is the new objective to attract key talents. BESIX Group is constantly developing through its encounters with students and young graduates via partnerships with universities.

The Group is constantly looking for new talent. It recruits an average of 100 to 200 technical staff each year. If it cannot find a specific profile internally, a recruitment campaign is launched. BESIX is no longer only looking for construction engineers. With the evolution of the sector, IT profiles, business analysts, bioengineers or environmental sciences profiles are now of interest.

The Group is also committed to promoting mobility and flexibility to support its employees in enhancing their career at one of its sites or offices around the world, or with one of its subsidiaries. A BESIX Young Community, a community of about 700 young employees within the Group, is also

active to encourage on-boarding and share experiences with colleagues everywhere the Group is active.

BESIX Group regularly communicates about vacancies via its recruitment website and also via LinkedIn (+199,800 followers).

The biggest entity of the Group, BESIX SA, hires about thirty young engineers each year with an average of about 30% of women. About 25% of the recruits first did an internship in the company. In 2020, 42% of internships resulted in an employment contract.

The recruitment teams adapted by conducting the interviews online. A total of 120 young engineers went through the recruitment process. The recruitment teams managed to conduct qualitative online interviews. These replaced the usual events organized to meet the candidates face to face. In the end, 26 engineers were recruited in 2020 and 23 ones in 2021.

These online interviews were previously only reserved for candidates applying from abroad (outside Belgium). The health crisis has accelerated and generalized this channel in 2020.

BESIX Young Potential Day – number of women recruited (BESIX SA Belgium)

2019	2020	2021
40%	30%	50%



Responsible crisis management alongside the COVID-19 pandemic

COVID-19 brought a new risk in the Organization and a series of adaptations and changes have been made in each BU to facilitate business continuity in the safest and healthiest manner for BESIX workers. Only a few cases of contamination in the workplace have been observed throughout the Group.

BESIX Group has been taking specific steps to prevent the spread of COVID-19 amongst its staff members since the beginning of the epidemic. Its priorities are safeguarding its people by obeying the rules of governments and sanitation, ensuring that staff members who can still work can do this under safe circumstances and with respect to local legislation, as well as instructing those able to work from home to do so and providing them with the necessary digital tools.

Dedicated COVID-19 ambassadors were nominated within entities of the Group to communicate awareness campaigns, organize toolbox talks, answer staff questions and provide specific toolkits to guide employees according to their specific working environment (site, office, telework). There was a close monitoring of the situation in life accommodations and project sites by a trained medical team.

BESIX Group has suffered two victims of COVID-19 amongst its employees who were unable to recover. The Group lost long-standing colleagues who joined the company at the beginning of the nineties.

In 2020, the BESIX Global Safety Time Out was organized online and on-site, respecting sanitary measures. Staff members were invited to brainstorm on the COVID-19 crisis. The Group intends to organize the next seminar about mental health impact on people: an open discussion about the impact of teleworking and imposed lockdown restrictions.

Team leaders have played a crucial role in keeping the motivation of their team members high in this new teleworking context. They know that if teleworking brings flexibility, it also has its limits in specific duties and informal exchanges with colleagues.

BESIX planned an anti-COVID-19 vaccine campaign during first quarter 2021 for its employees and migrant workers active in the Middle East. The vaccine is administered for free and on a voluntary basis.



Our People Engagement



Best practice examples

BESIX Watpac, National Indigenous Participation Policy

BESIX Watpac has made the employment of indigenous persons and the use of their companies as subcontractors a priority. The BESIX Watpac National Indigenous Participation Policy is now an example in Australia. The level of participation of indigenous people on its recent sites is unprecedented on a national scale.

The company has been guided by its National Indigenous Affairs Manager.

James Alley, National Indigenous Affairs Manager at BESIX Watpac: 'I'm really proud to have guided the company to adopt the national indigenous participation policy. We have had great success with some projects and especially in North Queensland, achieving indigenous employment rights in excess of 10%.'

By increasing cultural awareness across the company, BESIX Watpac gets great access to a brand-new talent pool, whether that's employees, social enterprises or indigenous businesses.

Workers Welfare on the Dubai Expo 2020 project

BESIX and Six Construct are participating in three separate projects within Expo 2020, first by building part of the road infrastructures leading to the Expo site and further with the construction of both the Belgian and French pavilions. Workers Welfare is one of the key highlights of Expo 2020 during the development phase of this iconic project for Dubai.

Going well beyond UAE Labor law only, a set of stringent welfare standards have been defined by Expo 2020 and applied to all contractors and subcontractors involved in the project. Led by a permanent team of international welfare experts, Six Construct has been continuously audited, and any points of attention raised have been rectified accordingly. Its commitment to the well-being of its workers has been regularly praised and the company is proud to have maintained its position as one of the top contractors throughout the project.

Turning the focus on its subcontractors, Six Construct has led its own program of audits to identify, advise and lead the way in enhancing the living and working conditions of their workers. The systematic screening and guidance provided by the Six Construct welfare team have resulted in significant improvements welcomed by both subcontractor management teams as well as their workforce.

Six Construct's offices and living facilities were audited 26 times by the client between 2017 and 2021 and were 100% compliant.

Six Construct also audited its subcontractors in their offices and living bases. Taking the period between the end of 2020 and the end of 2021, 58 audits have been performed at the 14 subcontractors active in the realization of the Belgian and French pavilions of Expo 2020.

The Welfare standards applied on the projects are beyond what has been requested by the Supreme Committee in Qatar for the World Cup. Post Expo, these standards should serve as the reference in GCC labor law.

Six Construct purchased 4,000 entry tickets for the workers to enable them to live the experience of this world's greatest exhibition.

Until end of November 2021, 60% of workers have visited expo (till Nov end) & further visits will be arranged every Friday for the remaining workers.

Six Construct is the winner of 3 star Taqdeer Awards 2020.

Under the patronage of His Highness Sheikh Hamdan Bin Mohammad Bin Rashid Al Maktoum, Dubai Crown Prince, Chairman of Dubai Executive Council of Dubai, Taqdeer Awards is a key initiative that recognizes organizations who implement global best practices in Labour rights protection.

Expo 2020 Workers Welfare Management Team recommended our company to participate in the 4th Edition of Taqdeer Awards 2020.

The award specifically targeted Dubai companies from different sector (food, manpower supplier, contractors, construction, etc.)



Our Societal Engagement 10

Societal Engagement means taking responsibility and creating positive impact in both the Group's value chain and locally at its construction sites, leading this engagement on two main commitments:

- **Promoting local & economic development**

Through this commitment, BESIX Group focuses on two material topics:

1. Local and social economy
2. Social initiatives

- **Being inclusive with authorities and NGOs**

Through this commitment, BESIX Group focuses on two material topics:

1. Responsible public affairs
2. Sustainable partnership with NGOs



KiddyBuild activity on site (Belgium)





Our Societal Engagement

Being inclusive with authorities and NGOs

The Group believes that its success is undeniably linked to its ability to co-create with each other, and also with its clients and its partners, subcontractors and also with authorities and NGOs.

Responsible public affairs and communications

Direct engagement with stakeholders

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.

The Group wants to keep stakeholders informed about its actuality on the channels these audiences use, i.e. through an activity report, commercial brochure, website and social media.

BESIX Group organizes at least one press conference each year to inform journalists (mostly from Benelux and France) about its financial results and about its present and future projects. During this event, journalists can interview BESIX Group's general management directly. Contacts with media can also occur when specific events

happen worldwide and when they look for more details about the Group's activities and projects. Press releases are available on the Group website and sent by e-mail to world press contacts on each occasion.

Before the COVID-19 context, site teams regularly welcome citizens, students, clients, government officials and journalists on-site in order to explain the different steps of a project and the scope of its achievement. BESIX Group intends to organize such meetings as soon as the sanitary situation is appropriate again to safely accommodate the stakeholders.

If any complaints due to project activities should be introduced, these ones are managed on site level and registered in a complaint register. These complaint registers are periodically reviewed by the QHSE Department during site visits and once a year in preparation for the management review. Main findings of the analysis of the registered complaints in 2019 were driven by nuisance (noise, light, dust, traffic, etc.). The site teams work hard to solve these issues and draw lessons from it.

The Group pursues its communication regarding its Citizenship and Sustainability actions mainly online via its website and social media. The C&S chapter of the BESIX Group website has been updated in 2020 with the Group's latest actuality.

Group overall monitoring

BESIX Group aims to centralize and coordinate public affairs, including explaining organisational policies and views on public policy issues, assisting policy makers and legislators in amending or laying down better policy and legislation as well as providing responsible lobby on issues which could impact upon the organisation's ability to operate successfully, and build and maintain a strong Group reputation.

Personal Data Management

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. A General Data Protection Regulation (GDPR) Network has been put into place in order to synergize its ways of working, but also to make sure BESIX Group contributes to social progress.

More globally, compliance with the European rules has been secured in the most critical processes and ICT tools by integrating them in the Group Integrated Management System.

Sustainable partnership with NGOs

Aside of the initiatives of BESIX Foundation with numerous NGOs and for two decades, BESIX Group has been in contact with local authorities, BMI and NGOs such as Amnesty International or more recently with BHRRC that monitor the Group's activities and practices in terms of respect for

human rights and well-being of its workers, particularly in the Middle East.

Dialogue with Business Human Rights Resources Center

BESIX Group is in regular contact with Business Human Rights Resources Center (BHRRC), which solicits the Group regarding the rights of migrant workers in the Middle East. The key points for them are mainly: public commitment to human rights, engagement with civil society and global trade unions to address risks in their regional supply chains and stronger action to safeguard migrant workers' rights.

BHRRC wants to understand how construction companies fulfill their responsibility to respect workers' rights on the following key risk areas: workers' representation, freedom of employment, heat stress, wage delay. As already mentioned in its last UN Global Compact CoP, BESIX Group was questioned together with 49 other construction contractors on company policies and procedures in the following eight areas: Recruitment, Payment & wages, Health & safety, Living conditions, Freedom of movement, Worker representation, Grievance mechanisms and Supply chain management.





Our Societal Engagement

National Baseline Assessment in Belgium on Human Rights

BESIX Group attended a stakeholder consultation of the National Baseline Assessment (NBA) on Business and Human Rights in February 2021. The Group has been selected amongst a total of 30 companies, from companies headquartered or incorporated in Belgium, companies from the Bel-20 stock index and highest-ranking companies in the Trends sectoral rankings (annual turnover). The objective of this assessment was to analyze to which extent Belgian authorities and selected companies are implementing the 31 UN Guiding Principles on Business and Human Rights (UNGPs).

The Group reviews the results of this assessment to see how it can further communicate on assessment, action plan and monitoring of human rights risks and impacts. Mechanisms to receive complaints or concerns from external individuals and communities should be more clearly available on its website.

The Group developed internal processes for, amongst other reasons, identifying human rights risks and impacts in its activities via a scorecard which is available internally for final analysis.

Sharing Global Compact targets and ambitions

BESIX Group reaffirms its commitment to respect human rights, through its involvement with the United Nations Global Compact. It also follows the ILOs, which translates into

decent working conditions, complete safety, against illegal work, equal opportunities for access to work without discrimination of any kind.

There are growing expectations towards the construction sector regarding human rights and workers' rights. Carrying out large-scale projects around the world can impact the quality of life of the workforce, but also of the communities surrounding the sites.

Since signing an International Framework Agreement on Fair Labor Standards in 2017, BESIX Group has continued to improve on the working and living standards of its migrant workforce.

Media were particularly eager to focus on this subject with the upcoming 2022 FIFA World Cup in Qatar. Public opinion feels deeply concerned about the living conditions of migrant workers in Qatar, and in the Middle East in general.

Both local government and clients' requests have resulted in improvements to workers welfare and their living conditions in the past years.

Projects linked to major global events, such as FIFA World Cup Qatar 2022 and Expo 2020 Dubai, have brought Workers Welfare standards to new heights amidst increased scrutiny from government bodies, clients and the general public. Six Construct is a recognized leading contractor in the Middle East for the standards it upholds

for its workers. Employing a large number of migrant workers in this region of the world, the company has been working on continuously improving both working and living conditions of its employees and its workers. Health and safety remain a priority.

International Framework Agreement with BWI as guidelines

BESIX Group aims to promote compliance with the Universal Declaration of Human Rights. In this context, the Group jointly initiated with Building & Wood Workers' International (BWI) and the European Works Council (EWC) an International Framework Agreement (IFA) on Fair Labor Standards in 2017.

This worldwide agreement firmly illustrates the Group's commitment for fair labor standards for its employees and workers.

To expand on the Group's commitments, focus has been placed on third-party compliance since 2019. The target is now to bring subcontractors up to its own standards. With regular auditing and detailed guidance, steady improvements in accommodation conditions, recruitment practices and general HR processes have been achieved.

The monitoring of its subcontractors represents a challenge for BESIX Group, for which it strives to provide specific control.

These frameworks complement the Codes of Conduct on responsible and sustainable procurement.

On its other international markets (mostly within Africa), BESIX Group took further steps to roll out the application of the IFA in 2019. An audit on each of its projects was conducted to identify the specific setup of the operations and how to guarantee the IFA standards are followed. The main difference with the Middle East operations is that manpower is composed of local nationals directly employed by the local JV or partner of BESIX Group. They do not require company-provided accommodation. BESIX has then taken the steps to raise awareness towards their partners on the standards applied by BESIX worldwide.

Whether in the BESIX Group subsidiaries or subcontractors, the points of the IFA must be respected while following local regulations.

