



| It all starts with Respect |

Corporate Social Responsibility Report 2012-2014





| It all starts with Respect |

Corporate Social Responsibility

Report 2012-2014



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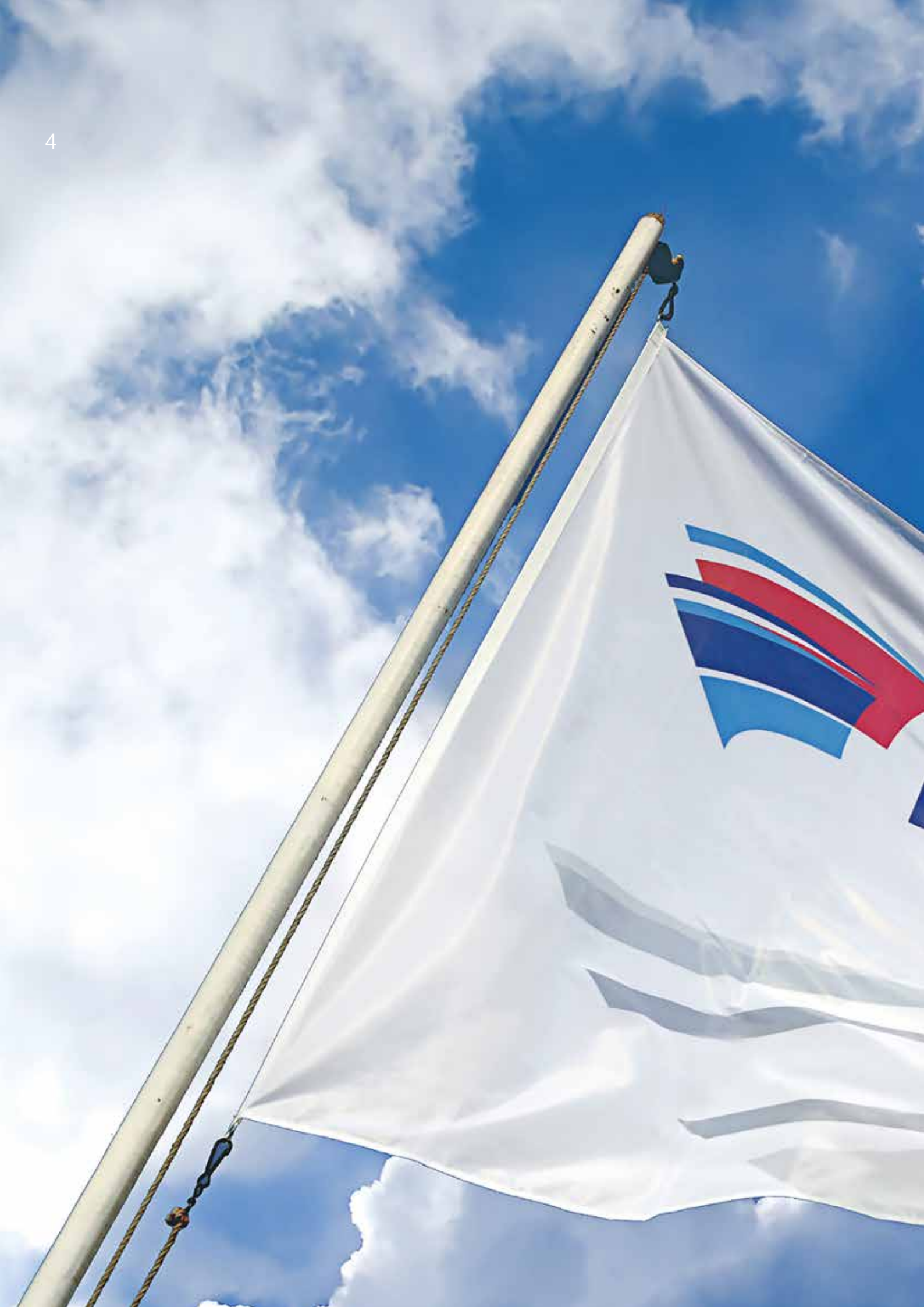
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01.

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CSR roots inside the Group

BESIX Group



CSR consolidation

“Do what you say and say what you do will again be the guiding principle and thematic thread in this second CSR Report. We have achieved a lot over the past three years, and have much to communicate to our stakeholders with regard to the increasingly important field of CSR.”

FRÉDÉRIC DE SCHREVEL
CSR Officer | Secretary General
BESIX Group

Our second CSR Report



It has been three years since we published our first CSR Report for 2010-2011. The time has come to gauge the progress we have made since, and how we have fleshed out our Corporate Social Responsibility in the interval.

This exercise of introspection represents a moment of truth, a confrontation if you will, with ourselves, of course, but also with our stakeholders and the readers of this report.

Did we complete our objectives? Did we show real progress? What is our stakeholders' perception of our CSR commitments?

Indeed, we have incurred responsibilities and set clear-cut goals, whose objectives we have made public.

In this second iteration, just like in the first report published in 2012, we aim for an exhaustive list of achievements and maximum transparency, reporting on what we have achieved, what is in progress, and what can be improved to better meet our stakeholders' expectations.

To do so is to show **Respect** for our commitments, which has been the main drive of the way BESIX Group conducts its business – a tradition that spans more than a century.

“Do what you say and say what you do” will again be the guiding principle and thematic thread in this second CSR Report. We have done much over the past three years, and have much to communicate to our stakeholders with regard to the increasingly important field of CSR.

BESIX Group has not only said what it will do, it has also listened: to its employees, through an internal engagement survey, but also to its many clients, the people impacted by the BESIX Group projects, governments and officials, investors and insurers, and so on. This invaluable feedback has inspired many of our CSR initiatives and allowed us to consolidate and extend our CSR commitment.

Some key CSR initiatives have been undertaken end of 2013 with a view of becoming drivers of our CSR commitments and of supporting our ambition to share the UN Global Compact 'Ten Principles'.

Therefore, and convinced that we should only report CSR initiatives that are sustainable, we have decided to wait another year before issuing a credible second edition of our CSR report. Our decision allowed us to monitor the effective progress of our latest and key CSR initiatives of 2013 and get confidence that they are now embedded in our CSR nature and commitments.

This second edition of our CSR report consequently covers the period from 2012 till 2014.

In the following years, we will maintain a 2-year reporting cycle.



In each chapter, highlighting a specific CSR action, we refer to the “CSR Framework Objectives” that were included in our first edition, in line with the GRI model and the ISO 26000* guiding principles.

This allows us not only to trace but also to assess, vis-à-vis our stakeholders, the continuous improvement we have shown these last three years, as well as the progressive performance indicators we work with and abide by.

In doing so, we adhere to the same approach and methodology, i.e. to present and review the global CSR principles and initiatives of the BESIX Group, supplemented with a focus on specific topics and actions relevant to the different regions in which we operate, or initiatives undertaken by the Group companies and entities around the globe.

As indicated above, the thematic thread of this second CSR report is Respect, the linchpin of our *Common Values* and *Core Competencies*. Respect is key to the Group mottos “Together for success” or “Building a better world” and plays a vital role in all our actions and relationships, particularly with our partners and stakeholders.

In line with this core belief, as you will discover in this edition, we have not developed a stand-alone and subject-specific CSR organization because we strongly believe in the added value of networking, a philosophy that allows us to transpose our CSR principles to every level, discipline and region of the Group, thereby encouraging a shared vision and improving accountability.

In parallel, a dedicated *CSR Network* has been put in place to consolidate, federate and share the CSR practices and to make visible and tangible not only our achievements, but also the areas in which we need to improve the action plan for the future.

Inside these pages, finally, you will discover more about the internal Respect-campaign we have launched, as well as the network of *Confidence Officers* we have set up throughout our ranks: there are employees who act as facilitators - or discrete mediators, as the case may be - whose intermediary role is aimed at safeguarding and improving the well-being of our colleagues and giving them the tools and confidence they need to go beyond professional challenges, grow as individuals, and realize their personal ambitions.

* <http://www.iso.org/iso/home/standards/iso26000.htm>



The *BESIX Foundation* is also pivotal to our CSR commitments. The Foundation gets colleagues involved to create a better world: an increasing number of volunteers (employees but also their families) have heeded the call and worked wonders for non-profit organisations and charities around the world, bringing to bear the kind of Respect our Group wants to represent, not only in the building sector, but also in socio-economic situations where our expertise and support can make a real difference.

“CSR is part of our nature”: such was my conclusion to the first edition of our CSR report. In the past two years, then, that inherent nature has even become more pronounced as more and more people become aware of their responsibilities towards the planet and the people they come in contact with, assuming the role of BESIX Group ambassadors in their everyday jobs.

Now, and perhaps more than ever, our *Codes of Conduct* have signposted our common path towards the realization of these ambitious commitments, presenting us with a historic opportunity to submit our candidature to the UNO Secretary General with a view to publicly share the *UN Global Compact* "Ten Principles" - a decision that was made by our CEO and COO after their personal review of this CSR Report.

FRÉDÉRIC DE SCHREVEL
CSR Officer | Secretary General
BESIX Group

Message from the CEO & COO

Our message in the first edition of our “BESIX Group CSR and Sustainable Construction Report” emphasized our Core Competencies and our ambition to have BESIX Group and all its stakeholders “Build a better place to live in”.

To assess the reality behind our values of “Excellence, Innovation, Safety, Team Spirit and meeting Challenges”, we have reviewed our CSR achievements following the collection and assessment of the various contributions our BESIX Group colleagues have made to the pages of this second edition.

We would like to share some key conclusions of our review with all our stakeholders and the readers of our CSR Report.

First of all: the last 3 years have shown that BESIX Group made the right choice. Climate change, rapid urbanization and increasing need for a switch to clean energy systems are challenges faced by societies worldwide.

For the contracting sector, this means the development of environmentally friendly building technologies, low-energy, low-emission and eco-friendly design projects have become very important, a standard even.

BESIX Group, having closely monitored all these evolutions in the contracting sector, now has specialist teams in sustainable construction and related innovative solutions. These teams are directly involved as from the tendering stage to promote value engineering and include as much sustainable solutions as possible. Our design resources are strongly committed to

this approach and we firmly support a next CSR step and objective, further monitoring indicators evidencing our value engineering and sustainable solutions performance all along the projects we are completing.

We'd also like to acknowledge that our second CSR Report relies on more performance indicators and detailed figures and results than our first edition. Thanks to all our BESIX Group contributors, this positive trend increases the reliability and the credibility of our CSR actions and performance vis-à-vis all our stakeholders.

This second edition reports, hence, the CSR performances of a specific number of entities. It is our conviction that BESIX Group needs to be able to report for all entities and consolidate group indicators on the short to medium term.

Another objective will be to specifically report on the feedback collected from our external stakeholders, especially our clients, on our CSR approach and achievements as well as on their perception and assessment of the same. We will organize ourselves to serve that objective in the very near future.

Another very important lesson learned is the key contribution of our subcontractors and suppliers in the CSR roadmap and action plan. In line with our earlier objectives, we have set up a to the point

A strong Group commitment as an answer to current reality.

“Code of Conduct for Sustainable and Responsible Procurement” which has already been endorsed by a significant number of subcontractors and suppliers in Belgium.

Our next objective in this field is to secure further deployment of the related commitments all along the BESIX Group entities and their partners in the subcontracting and supply chain.

We will further extend the value of the indicators in this report and devise effective incentives and action plans.

Those three CSR action areas will undoubtedly complete our usual rules and requirements with respect to health & safety and environment, even beyond the strict requirements of our ISO 9001 and 14001 certifications.

Minimising our activities’ impact by reducing CO₂, promoting waste segregation and preserving biodiversity, staying a well-reputed employer which provides a safe and pleasant workplace, improving green engineering and constantly finding innovative solutions remain of course our priorities to bring communities a better place to live in.

This CSR Report has a clear theme: *Respect*. We consider respect as the cornerstone that strengthens the harmony of our teams and our partnerships. In 2013, we launched the internal “It all starts with RESPECT” campaign, which continued to run in 2014, especially in the relations with our external stakeholders and on priority topics such as the environment and safety.

BESIX Foundation further contributed to our CSR involvement vis-à-vis the (mainly underprivileged) communities of the countries where we operate

and is proud to have initiated its home-projects with *Right2Learn* and *Kiddy Build* in early 2014.

In conclusion, we are proud that the progress made since our first CSR Report really consolidates our achievements and adds the sustainability factor that follows our strong CSR commitment.

Therefore and with the continuous support of all our BESIX Group colleagues, we intend to register our candidature for joining the “Ten Principles” *Global Compact* initiative of the United Nations, which will further affirm our values in terms of human rights, work conditions, environment and business practices. This candidature will be presented simultaneously with the edition of this second CSR Report.

It will definitively commit our Group and will also crown our “Respect” campaign and promote its further deployment within our Group on top of all our ongoing CSR actions and objectives.

JOHAN BEERLANDT
Chief Executive Officer
BESIX Group

PHILIPPE QUOILIN
Chief Operating Officer
BESIX Group



02.

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CSR roots within BESIX Group

PEOPLE | PLANET | PROFITABILITY

PEOPLE

PEOPLE

Well-being | Safety
Career development | Social involvement
RESPECT PEOPLE

ENGINEERING

Sustainable building solutions
RESPECT TECHNOLOGY

PLANET

ENVIRONMENT

Minimize our impact | CO₂
Waste Certifications (LEED, BREEAM, ...)
ISO 14001
RESPECT THE PLANET

PROFIT

BUSINESS BEHAVIOUR

Sustainable purchasing
Code of conduct
RESPECT of our ENGAGEMENT towards CLIENTS & SUPPLIERS



Our CSR vision and pillars

BESIX Group's CSR vision has remained consistent over the years and is still exactly the same as the one stated in our first CSR report: we want to contribute to a safer, greener and more pleasant society and build a better place to live in.

The CSR vision is firmly embedded in the BESIX Group's overall vision and mission.

Industry Challenges facing us

**CLIMATE CHANGE | SOCIETY'S AGEING | GREEN BUILDING
LACK OF (GREEN) ENERGY | LACK OF ENVIRONMENTAL EXPERTS**

CHALLENGE	FACTS & FIGURES
Climate change	<p>Since 1900, global average surface temperature has risen at an average rate of approximately 0.8°C (1.4°F).¹</p> <p>Global sea level rose approximately 17 centimeters in the last century.²</p>
Society's ageing	<p>Between 2000 and 2050, the proportion of the world's population over 60 years will double from about 11% to 22%.</p> <p>Between 2000 and 2050, the number of people aged 80 years or older will have almost quadrupled.³</p>
Green buildings	New construction requirements to save energy.
Lack of green energy	EIA (U.S. Energy Information Administration) estimates that about 11% of world marketed energy consumption is from renewable energy sources, with a projection for 15% by 2040. ⁴
Lack of talent management	The market's fast changes request new talent competences.
<p>¹ Source: Royal Society. ² Source: National Aeronautics and Space Administration (NASA). ³ Source: World Health Organization (WHO). ⁴ Source: EIA (U.S. Energy Information Administration).</p>	

BESIX VISION

Based on PPP CSR pillars, our vision is
**MAKING A SAFER, GREENER & MORE PLEASANT SOCIETY
BUILDING A BETTER PLACE TO LIVE IN**

BESIX CSR PILLARS

PEOPLE

ENVIRONMENT

BUSINESS
BEHAVIOUR

BESIX
ENGINEERING

COMMITMENTS

Carry out
Respectful
& Sustainable
Operations

Preferred
Employer

Promote
Local Social
& Economic
Development
(Community involvement)

Facilitate
a low Carbon
& low Waste
Society

Encourage
Green
Solutions

Increase
people's
Safety
& Comfort

Integrate
Codes
of Conduct

Our 4-Pillar strategy

At the start of our CSR roadmap and with the help of an external consultant, an internal working group devised four top CSR priorities. Reinforced by the “It all starts with Respect” campaign launched in 2013, these four top CSR priorities remain the key drivers of our CSR strategy.

Taken into account the challenges that our industry faces and the specific strengths and possibilities within our Group, those 4 pillars are translated in effective action plans:

People

- Well-being (see pages 20, 52-53,68-72, 135-136)
- Safety (see pages 54-57, 133-137)
- Career development (see pages 66-68,131-132)
- Social involvement (see pages 41-43,90-99,132)

Respect for people

Environment

- Mitigate our impact on the environment by
 - › Reducing carbon emissions (see pages 85-87, 105-106, 114-115)
 - › Reducing waste (see pages 83-84, 106-110, 118-123, 139-140)
- Meet standards and norms and obtain certifications for our constructions (LEED, BREEAM, ...) (see pages 102, 107-113)

Respect for nature and planet

Engineering

Continuously trying to find (more) sustainable building solutions (see pages 33-40, 89,100-123)

Respect for innovative technology and market evolutions

Business Behaviour

- Sustainable and Responsible Purchasing (see pages 22, 73-75, 138)
- Code of Conduct (see pages 21-23)
- Corporate Governance (see page 21)

Respect for our commitments towards clients and suppliers

Our Commitments

The 4-pillar strategy results in strong commitments based on the traditional “People | Planet | Prosperity” composing elements of the CSR triple bottom line.

These commitments are integrated in our business model:

- Enabling a low carbon & waste society

- Encouraging green solutions
- Taking care of respectful & sustainable operations
- Being a preferred employer
- Increasing employees’ safety and well-being
- Integrating codes of conduct
- Promoting social, local and economic development

Our values and core competencies

BESIX Group further promotes the values and core competencies already outlined in the CSR report 2010-2011.

In this context, BESIX Group emphasizes a common reference value that underlies those values and competencies: *Respect*.

Respect contributes to an efficient working environment and respectful cooperation, not only in the workplace but also in the relations with all Group stakeholders. To underline this company value, the Management team has launched a campaign about *Respect* within the entire Group.

Five values

BESIX Group is driven by **five values** in its relationships with all stakeholders.

Excellence

We are committed to meet and exceed the highest standards of professionalism and performance.

Challenge

We continuously increase our expertise through new challenges.

Team spirit

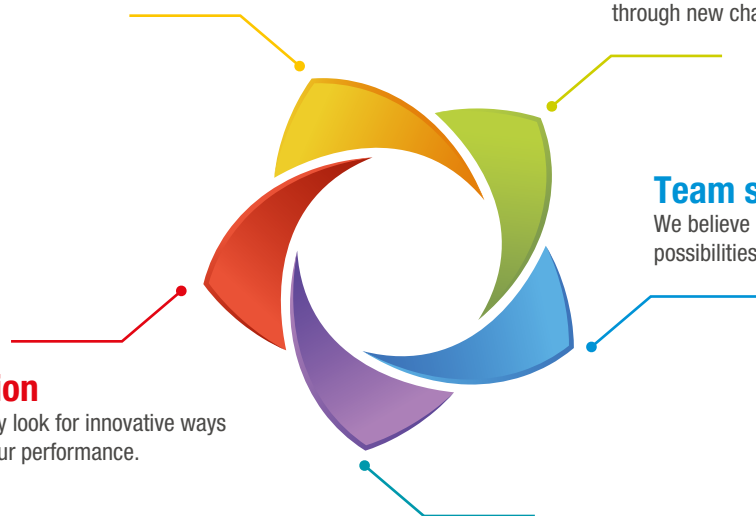
We believe in teamwork and the unlimited possibilities of collaborative energy.

Innovation

We constantly look for innovative ways to enhance our performance.

Safety

We provide a safe working environment for those who work for us and with us.



Flexibility

Be open-minded, embrace new opportunities, adapt behaviours and approaches whenever necessary.

Teamwork

Maintain the ability and desire to work cooperatively with colleagues from different backgrounds and cultures to achieve our shared goals.

Entrepreneurship

Be a self-starter, seize profitable business opportunities and consider change a challenge.

Result-orientation

Focus on determined goals, objectives and results.

Innovation

Think originally, initiate, manage and energise change processes, generate and enable new and innovative solutions, achieve and surpass results against the relevant internal and/or external standard of excellence.



Five core competencies

In order to ensure a continuously strong and successful performance and effectively translate the above values, BESIX Group wishes all employees and agents to share the **five core competencies** above in their daily communications, tasks and activities.

They are guiding the overall politics of human resources management within the Group, from the recruitment phase to the periodical evaluation phase.

They are also promoted through numerous events like the HSE Chairman's award, synergy meetings for commercial and marketing development and knowledge management and sharing.

The Group values and competencies underlie the initiatives of the BESIX Group Code of Conduct and of the BESIX Group Procurement Code of Conduct in 2013. You can learn more about those initiatives in this Report.



These five core competencies are clearly coloured by the *Respect* value as well.

“Respect is treating another person the same way you'd want to be treated yourself.”

DAVID DE VISSCHER
Managing Director
Six International Ltd & BESIX G.E.
Operations

It all starts with Respect

All of these values are being supported by *Respect* as a reference value, since we believe all individuals should always treat their colleagues, clients and all Group's stakeholders with respect.

The campaign "It all starts with Respect" started in 2013 with a focus on the promotion of *Respect* within the Group, especially among the Group colleagues, employees and agents. It is visible everywhere, starting from the meeting rooms and the site installations to each colleague's identification badge. The campaign can also be traced on the Group Intranet and is strongly supported within the Group by a network of *Confidence Officers* who, in addition to the line managers, are available as facilitators for direct dialogue.

The best performance indicator for *Respect* is the spontaneous reference all colleagues, clients and stakeholders make in their feedback, reports and in their willingness to further operate with or within the Group.

Respect is so much more than just complying with the local regulations of most of the European countries to prevent behaviours like harassment. It is the attitude between human beings in their daily professional life.

BESIX Group will extend the campaign about *Respect* in the relations with all Group stakeholders and will continue to listen to their suggestions and feedback in 2015. It is the Group's conviction that "the right man or woman at the right place" always underlies and secures performance of the Group and of each of its agents.

“Anyone deserves respect, regardless of race, colour, location, beliefs, social status or physical attributes. BESIX Group, as a global group, always aims to be an ideal workplace for its employees, which works as long as we maintain the respect we have continuously shown to one another. Luckily, Respect is one of the great values that our Group believes in.”

MARIE FELIX
HR and Office Manager
BESIX Manilla



Our Corporate Governance and Code of Conduct

Our Corporate Governance

BESIX Group corporate governance secures sustainable development together with strong risk management approach.

The Group develops its corporate governance both within the individual companies and at Group level. The *board of directors* plays an active and prominent management role in each company while, at Group level and with the assistance of the *Audit Committee*, the *Remuneration & Nomination Committee* and the *Executive & Strategy Committee*, the BESIX Group *Board of Directors* and the *Chief Executive officer* are the decision-making organs in their respective overall and daily management roles.

The Group *Committee's*, *Board of Directors* and *Chief Executive Officer* operate in accordance with the Belgian recommendations on corporate governance for unlisted companies and the *Board of Directors* includes accordingly three external directors including the Chairman to secure its internal balance and independence.

The Group *business development* and *risk management* are mainly driven by:

- *Group Rules* covering risk management and internal control, mainly for high risk contracts, capital expenditures, budget and finance commitments, real estate exposure, remuneration policy, litigations and claims, corporate and crisis management;
- *Integrated Management System* including the internal control and method statements guiding the management and monitoring of all strategic, finance, operations, project, insurance, support and reporting processes of each company;

- *Codes of Conduct* securing high standard practices in all companies in line with the Group Corporate Social Responsibility commitments.

Accordingly, Group central functions are organized and Group policies and reporting are worked out and monitored to secure reliability of the financial statements, which are duly controlled by the Group statutory auditors.

Energized Governance

In order for non-listed companies to develop a strong CSR approach, a good Corporate Governance is essential. Business behavior is crucial for the continued performance of the Group, its reputation and its compliance with the highest world standards in ethics and business.

Our objectives published in the 2010-2011 report and the Respect campaign launched in 2013, clearly demonstrate BESIX Group's focus on publishing reference CSR guidelines and rules.

The BESIX Group Code of Conduct and the Procurement Code of Conduct now offer the appropriate CSR framework and will allow objective monitoring of compliance as well as application difficulties.

Issued on March 27, 2014 after a large and cautious maturation process in 2013, the Code has been largely distributed within the Group. It is published on the BESIX Group Intranet and website and is included in most of the Group entities' prequalification and tendering documentation to prospective clients.

The Code constitutes a framework that can be further developed by each Group company to the extent necessary to align with the specificities of the concerned country or business sector, subject to the condition that the Group company is required to apply the high standards prevailing in such country or business at all times.

The Group CSR Officer supplements the organisation in charge of each discipline to provide assistance and be consulted in case of doubt or application difficulty. The Code further prescribes that violation of laws, rules, regulations or the Code shall be reported to the Group CSR Officer while being treated confidentially.

One of the Group's major objectives in 2015 and 2016 is to collect and assess feedback from the stakeholders. To start such a control process, BESIX Group is partnered with a renowned Belgian management school in 2014 to look for first reactions and feedback, which will be duly considered in internal assessments of the Code and the compliance therewith.

Our Codes of Conduct

BESIX Group Code of Conduct

As part of the Group's communicated objectives, an internal working group has been put in place to consolidate the commitments regarding CSR priorities identified in 2010 and 2011 in a **BESIX Group Code of Conduct**. The Code embodies Corporate Governance, Human Rights, Business Behaviour, Safety, Environment and Human Resources accordingly.

Sustainable and Responsible Procurement Code of Conduct

In line with its CSR objectives 2010-2011, BESIX Group undertook the relevant steps, both internally and externally, to mature and issue the **BESIX Group Sustainable and Responsible Procurement Code of Conduct**.

The Code has been issued on April 24, 2013 after an objective and professional consultation process and has been largely distributed within the Group.

BESIX Group expects all stakeholders of the procurement chain, being the Group's own buyers and all subcontractors, suppliers and service-providers, to contribute to the continuous alignment of the BESIX Group procurement chain with the Universal Declaration of Human Rights, 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.

Considering the key contribution of that initiative among the planned Group CSR objectives and actions, a special effort has been dedicated to endorse the Code by the Group internal buyers and by the subcontractors and suppliers.



including 250 BESIX Group colleagues dedicated to procurement support and 334 'part-time' buyers, being colleagues who are involved on a spot basis in the procurement chain, especially on site.



at the occasion of a survey about their reliability as Group procurement partners organized by the Group Buyers Network in Europe. At the end of 2014, 436 of them have under-signed the Code. Vanhout delivered the best performance, well in line with their first Sustainability Report issued in 2013. As part of its objectives for 2015-2016, BESIX Group will enlarge and reinforce its efforts to improve the above indicator, including on the reasons of reluctance if any. In this context, the Group CSR Officer will regularly meet with the Group Buyers Network and launch further deployment and control actions.

224 of the 250 BESIX Group colleagues mentioned above have duly signed their commitment to the Code end 2014. In 2015 and 2016, it will be a top priority to have all other mentioned colleagues undersigning the Code and to secure that the included guidance and rules become more and more a reality of which the Group can be proud.

The BESIX Group's main objectives in relation with the two Codes of Conduct for 2015-2016 will be to set up and deliver indicators of real endorsement of the guidance and rules contained therein and to analyze and adjust (if necessary) the promotion plan.

In addition and in liaison with BESIX Foundation, BESIX Group intends to further promote social economy as part of a responsible procurement process. The Group also wishes the central procurement support teams to identify and assess the social economy potential of reliable partners that would then be proposed to the construction project organizations to effectively compete with the traditional subcontractors, suppliers and service-providers.

In order to serve the objectives mentioned above, the *BESIX Group CSR Network* is invited to set up and monitor the most appropriate action plan in 2015-2016.

Sustainable and Responsible Procurement Code of Conduct	
Identified vendors	45%
Vendors signed the Code of Conduct	62.5%
Returned questionnaires	6%
'Part-time' buyers signed the Code of Conduct	29%
Buyers dedicated to procurement support signed the Code of Conduct	89%
A supplier questionnaire on social and environmental issues has been sent to the most relevant vendors from Benelux-France in Q4,2014. We will continue to collect answers in 2015.	

Our objective? To have all internal vendors active within the Group sign the Code of Conduct and to persuade 75% of the identified vendors to sign the Code and fill in the questionnaire. The results of the questionnaire will be consolidated during Q2, 2015 in order to publish results during Q3, 2015.



Respect

BESIX Group's first mission is to offer clients a total and 'tailor-made' service with a sense of entrepreneurship and risk management. This is also a main driver of the Respect Campaign launched within the Group in 2013.

Group Rules & Risk Management

Integrated Risk Management

BESIX Group integrates awareness, assessment, management and control of risks at all levels of the Group organization. BESIX Group's objective is to make further progress and set up an *Enterprise Risk Management* framework on the COSO model (Committee of Sponsoring Organizations of the Tradeway Commission).

Each Group entity has developed its own *Integrated Management System* that covers all strategic, operational, reporting and compliance processes underlying its business and activities. Such a system integrates all possible risks that belong to each segment of the business chain as well as the rule, policy, procedure, tool and responsibilities to manage each of them.

The *Integrated Management System* that includes the requirements of any and all accreditations of the Group entity (ISO, OHSAS, ...) is set up under the direct responsibility of the Group entity's Board of Directors. This results in a strong and efficient *Internal Control* system that allows compliance, monitoring and control as well as effective risk management.

Each entity organizes itself to identify, update, manage and control its business, including risk prevention and managing actual risks. In that context, the Group entity's risk management integrates and complies with the *Group Rules* that are mandatory for all of them.

The Committee operates accordingly as a major internal control body. To assess the effectiveness of the internal control mechanisms within the Group, an *Internal Audit* function is organized under the direct responsibility of the BESIX Group CEO. It has authority in all Group entities. The internal audit function operates in accordance with the Internal Audit Charter that is approved by the Audit Committee in delegation of the Board of Directors.

The Group Rules

The Group Rules have been issued by the BESIX Group Executive Committee that operates in delegation of the Board of Directors and the CEO. The Committee continuously monitors compliance, control and reporting of the Group entities pursuant to the Group Rules and updated the rules in 2014 for new Communication campaign in 2015.

The Group Rules embed the major risk areas identified by the Committee and the Group senior management and mainly cover High Risk Contracts, Capital Expenditure, Budget & Finance commitments, Real Estate exposure, Remuneration policy, Litigations, Corporate management and Crisis situations through twenty rule statements.

In turn, the BESIX Group Audit Committee, chaired by an independent director and operating pursuant to the Audit Committee Charter, oversees the annual and interim consolidated accounts of BESIX Group and as such liaises with the Statutory Auditor, the Internal Audit and the Group senior management. In this context, the Committee monitors the effectiveness of the internal control mechanism in place within the Group.

As important parts of the Enterprise Risk Management, health and safety, environment and quality, are included in the accreditations of each Group entity, control is also regularly effected and updated by the auditors of the accrediting organizations, which contribute to risk awareness and compliance.

In 2013, specific rules and policies were issued by BESIX Group to implement some of the Group Rules, like the corporate housekeeping and compliance rules or the issuance of guarantees by entities in favor of third parties.

Project Risk Management

Prioritizing the High Risk Contracts as specified in the *Group Rules*, BESIX Group dedicated a specific focus to the management of the project risk, both at tender stage and during completion, the last 3 years.

Tendering Risk Tool

The Group Management Board Contracting first implemented the revised internal documentation in early 2012 to assess the project opportunities in relation to the technical and administrative and financial risk and to duly report to the relevant management levels with the objective of securing follow-up of relevant and effective business opportunities and of consolidating all relevant risk factors, having them duly analyzed and included by the senior management in the final tender price.

The same includes assessment of the risk associated with the country, partners and main subcontractors. Accountability and compliance with applicable delegations of authority are also underlying the process mentioned above. For the projects that qualify as High Risk Contracts, the authority remains in the hands of the BESIX Group Executive Committee.

The objective is to limit the risk of abandonment of an opportunity during the tendering process and to reach and monitor correctness and feasibility of the tender price. One of the causes of loss-making contracts relates to errors or underestimation of technical, subcontracting or financial risk or assumptions at tender stage.

Moreover, design and build contracts are increasing and the associated technical and liability risk as well.

In 2015-2016, monitoring and control of the tendering process will constitute a high priority and objective to recover string operational results offer a difficult year 2014.

Completion Risk Control

Again, with a priority on the High Risk Contracts as governed by the Group Rules, specific attention is paid to the internal “transfer meetings” organized after contract award to secure documented hand-over of the tendering and negotiation process to the project team in charge of completion.

BESIX Group imposes effective hand-over, not limited to electronic transfer of data, planning and requirements, but focusing on effective and 'live' hand-over to secure continuous and consistent risk management. A key directive is also that the central Design Department colleagues who have been involved during the tender stage remain, at least for a transition period, in charge for the completion period.

Business, cost and contract reviews are organized at regular times by the central support services specialists, for reporting purposes but also and mainly to assist, guide and support the project team on the critical path or key milestones of the project or with respect to contract and operational risk and contingencies evaluation.

Consolidated reporting is then analyzed and controlled at the different management levels, up to the Executive Committee of BESIX Group.

Contract and subcontract management is secured in the High Risk Contracts by a dedicated contract administration and quantity survey team directly managed by the project manager.

Insurance Management

Among the *Group Rules*, risk and insurance management obliges all Group entities to adequately cover the risk that can be transferred to insurance, either on projects or for issues that relate to the BESIX Group staff protection.

The main driver of the BESIX Group strategy in insurance management is to not only comply with the requirements under any applicable law or clients' requirements but to identify, assess and cover the risk on a larger and more protective way each time that this seems relevant to secure the profitability of the Group entity, its staff and third parties in the development of the Group activities.

BESIX Group is also firmly protected against the high risks as a consequence of its operational activities. In this context, a professional indemnity open cover is renewed each year to offer adequate cover of the design and supervision activities that are developed by any Group entity.

In the same way, an open cover has been put in place at BESIX Group level with higher limits to secure the Group interests in case of substantial third party liability that would arise from the operational and project activities and exceed the usual limits covered at project level.

For the credit insurance an effective, although not exclusive, collaboration has been put in place with the Belgian Export Credit authorities, which allows adequate risk analysis and effective decision-making process if and when projects are completed in countries with high risk rating.

Good insurance governance rules are circulated and material deviations need to be reported to the Executive & Strategy Committee of BESIX Group

In all Group entities, the relevant procedures have been included in the *Integrated Management System* to secure compliance and effective insurance management, with a focus on the Middle East in 2013 following a marine equipment loss in 2012.

BE Pro

BESIX also decided, in second half of 2014, to develop and implement an additional tool under the 'Be Pro'.

It will extend the control and monitoring of the management process risks by providing an e-learning reference tool. It will summarize the BESIX way of managing the various stages of the business process. Excellence, productivity, integration shall be enhanced by this program targeting the key personnel having specific impact on the various phases of our Business, from project's acquisition to delivery and beyond, focusing on the company adding value in the process.

BESIX Group Human Resources & Communications Director Geert Aelbrecht says:

"The purpose of the Be Pro program is to create and foster a community of trust, support and togetherness that can realize our daunting projects around the world. These principles have led us as well to define a clear strategy with regards to Corporate Social Responsibility. This CSR approach becomes ever more important in the daily success of our company. We have moved from applying the basic principles of QHSE, via our different IMs tools, to taking the next step with CSR BESIX. We have engaged ourselves in becoming an industry benchmark for the way we treat people, planet and profit."

Objectives being clearly set, the BESIX Way to achieve those shall be also accessible at any place and any time with the Be Pro program. The target set is to make it a reality within 2015.

Sales force

To facilitate the business follow-up and face with high competition in this construction sector, sales and sales analytics plays a crucial role. Therefore BESIX decided to join the Salesforce.com platform to increase its ability to enlarge business opportunities.

CSR Network

'Team spirit' is one of the BESIX Group values and for years it has mainly been translated into best practices sharing, synergy and networking.

One of the *Group Rules* relates to the Group's uniform identity and logo and our identity is one of the key drivers of the BESIX Group position in the markets where it operates.

The BESIX Group Executive Committee included the identity compliance in its Group Rules to secure the overall BESIX Group reputation. The CSR actions and achievements belong to and influence the BESIX Group identity and reputation.

In order to secure the CSR commitments embedded in all BESIX Group entities and their working methods and processes, the Committee supported the proposal to build a CSR Network composed of CSR sponsors from all entities, activities and processes.

The Network federates the BESIX Group CSR activities and adds efficiently to the networks already existing in the Group around various topics, like procurement, environment, sustainable construction, innovation, knowledge management and, last but not least, the Confidence Officers network created with the 'It all starts with respect' campaign.

The CSR Network promotes the action plan and consolidates and manages all the Group's initiatives around the subjects defined in the '2010-2011 CSR and Sustainable Construction Report' available on the Intranet and the website of the Group.

It also defines the CSR guidelines and ensures their implementation, while coordinating and carrying out projects in that field, including the various CSR projects developed by the Group's entities. Each Group entity informs the Network about its initiatives.

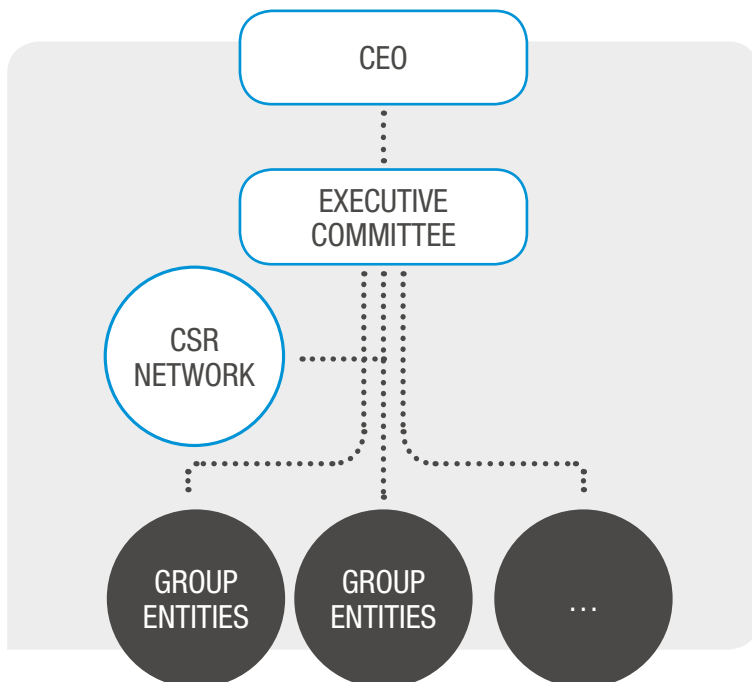
The CSR network is led by the CSR Officer and met twice a year in 2013 and in 2014. It includes 15 colleagues from all disciplines and all segments of the Group. Some of them have already contributed to the Group's first CSR report. Invited members join the meetings in accordance with CSR objectives.

In 2013, one important focus of the CSR Network has been its close involvement in the set-up of the 'BESIX Group Code of Conduct for Sustainable and Responsible Procurement' and the deployment of the action plan of the same.

The CSR network will gradually be supplemented by 'champions' who will be the driving forces of the actions and values of BESIX Group throughout its operations.

Among these 'champions', BESIX Group wants to count all project managers considering their key position in the effective integration of a CSR attitude and CSR actions in the daily operation and management of their respective projects.

A survey was initiated in 2013 by the CSR Network to collect and share all good practices among the projects and the results of the questionnaire have contributed to the self-assessment of the BESIX Group CSR performance on site, before its insights were communicated through this CSR Report.



CSR Key events 2012 | 2013 | 2014

The BESIX Group's main actions

Launch of a BESIX **Sustainable Construction work group**.

More than 60 contributors coming from all BESIX entities start preparing the first BESIX Group CSR report.

Launch of a BESIX **CSR work group** to define the pillars of our CSR strategy. First conclusions were reported in February 2011.

2011 **2012**

2009 **2010**

SEPTEMBER 2012

Publication of the first **BESIX Group CSR Report** 2010-2011.

MARCH 2011 - MARCH 2014

Participation Vanhout in the provincial network **CSR and environmental charter**.

NOVEMBER 2012

Official launch of the **BESIX Sustainable Construction Department**.

Satisfaction & Engagement Survey.

CSR section in the **BESIX Group Magazine** (published quarterly).

Key actions by Group companies.


+2 billion

TURNOVER
(IN EUR)


22

COUNTRIES
WHERE BESIX IS ACTIVE


+18,000

STAFF
MEMBERS

2013

CSR Code of Conduct.

Drawing up of the first
CSR procurement policy.

Creation of a BESIX **Group CSR Network.**

Launch of the **RESPECT** Campaign.

Publication of **Vanhout's** first
Sustainability report.

Vanhout publishes its **CSR report** anno 2012.

BESIX Foundation launches **Right 2 Learn.**

Tendering **CSR** integration.

Promotion of **CSR** integration in prequalifications.

2014

Signature of the **Procurement Code of Conduct** by Group purchasers & subcontractors/suppliers.

Procurement Survey sent to subcontractors and suppliers.

CSR survey on site.

Development of a **CSR toolkit** for Project Managers (on BESIX Group's intranet).

Focus on **social inclusion** within the Group (Q2-Q3).

Preparation of a new **CSR report 2012-2014.**

BESIX Foundation launches **Kiddy Build.**

Review of the **Group rules.**

+100

years of experience in
Concept, Optimization,
Method & Planning

**Brussels
& Dubai**

1 engineering team
2 locations

Delivery, even for
Facility Management
and Operations
& Maintenance.



BESIX Engineering

the bigger picture

Dedicated Engineering

Most of the Group projects are characterized by considerable technological and logistical challenges, unique high-level experiences that have built and developed the Group's team expertise beyond what is commonly expected of an international construction company. This know-how, in turn, can be applied to new projects and contracts as this type of comprehensive and challenge-based expertise is in increasingly high demand across the globe.

All-in-one sustainable solutions

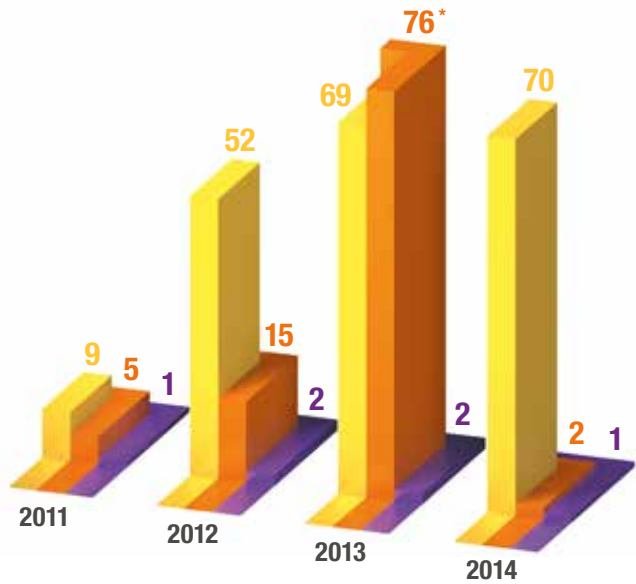
The Group intends to capitalize on its upstream projects to propose the right choice of materials and the most pragmatic construction process in any given circumstance. As such, it aims to deliver the best possible solutions to its clients in terms of overall costs, delivery times and energy savings. The BESIX Engineering Department has put considerable effort into becoming a trusted go-to partner and privileged interlocutor with the knowledge and experience to answer its clients' increasingly frequent requests in the field of green and sustainable building. In this respect, the Group can boast a fully integrated design approach that takes into account constructability, ecology and health and safety issues, regardless of the size and complexity of the challenge.

Design alternatives.
Optimize profitability.
Showcase innovative
construction
methods.

BESIX Group	2014 *
Number of engineers Benelux-France	196
Number of engineers International	125
Number of junior engineers (<30y)	67
Number of senior engineers (>30y)	254
Number of male engineers	294
Number of female engineers	27

* 2014: BESIX Egypt Branch, BESIX Equatorial-Guinea, BESIX France, BESIX Group, BESIX ITALY, BESIX MANILA, BESIX Nederland BV, BESIX NV/SA, BESIX R.E.D./SGT, BESIX Sanotec, COFELY BESIX Facility Management Ltd, FFB, Sanotec Sharjah Branch, Six Construct, Six International, West Construct. Able Piling, ATLAS FOUNDATIONS, BESIX Australia Pty. Ltd., BESIX Azerbaijan, BESIX Morocco, BESIX SOMAGEC S.A., BESIX Switzerland, ENGEO, FFB, Franki Grondtechnieken, Six Construct Saudi Arabia Branch, SOCOGETRA S.A., BESIX NV/SA Montenegro d.s.d. Tivat, Vanhout, Vanhout Facilities, Vanhout Projects.

BIM in numbers



- YEARLY EQUIVALENT FULL TIME PEOPLE WORKING ON BIM DEVELOPMENT
- PEOPLE WORKING ON BIM PROJECTS
- STAFF TRAINED YEARLY IN BIM

* 76 engineers were exceptionally trained in BIM in 2013 for the realization of the Grand Egyptian museum in Cairo (Egypt).

Construction Method Simulation.

Extract information rapidly.

Define precise quantities.

Instantly project the latest design decisions.

Early Trade Coordination.

Reduce the potential error margins in a bill of quantities.

Anticipating and securing the future

The Group makes sure its engineers are trained in the latest techniques and developments in the field of sustainable building. Internal trainings and seminars are organized regularly by the experts of the new department in order to give other Group engineers the edge and knowledge they need to offer our clients innovative building concepts (sustainable principles for buildings and their technical installations), decisional support in technical and financial matters, and hands-on technical support on site, frequently with the aim of obtaining environmental certificates.

BIM model

In a bid to further reduce failure costs and improve its information management, the BESIX Engineering Department (BED) continues to pursue the full integration of Building Information Modelling techniques, (BIM), in its day-to-day operations. In the last years, several major tenders were won on the strength and infinite possibilities of BIM, with complete projects being scoped and modeled for coordination, 4D simulations, the production of drawings and blueprints and material takeoffs. This BIM Model is part of our risk management approach.

Reference projects took advantages during conception phase of BIM model such as Grand Egyptian Museum, Lock of Lanaye (Belgium), King Abdullah Sport City (KSA), Docks (Belgium), Spoorbypass Mechelen(Belgium), Ras Laffan (Qatar), Vijfde Havendok Antwerpen (Belgium), Water Treatment Plan Dankutowa (Sri Lanka).

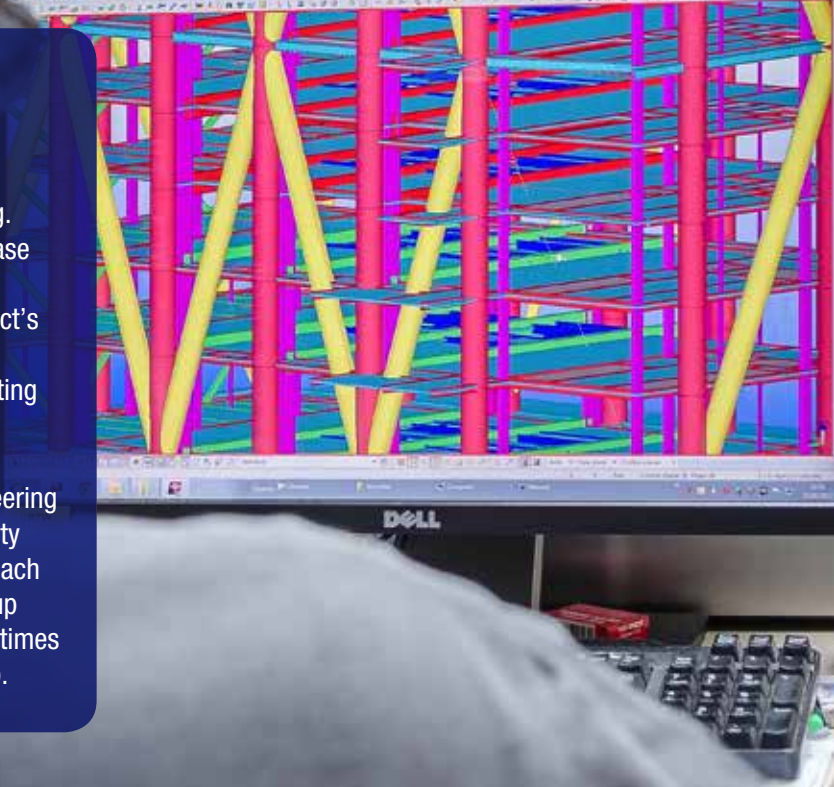
In addition to implementing BIM at the design stage or during the preparation of the works, BED also provides support to the construction sites by training staff in-house. Across the world, the examples of the Group's commitment to hands-on coaching and instruction are legion: the coordination team of the King Abdullah Sports City and the BIM Team Leaders of the Grand Egyptian Museum were all trained in BIM modelling and coordination techniques at BESIX head office. Since December 2013, similarly, most junior engineers from the Engineering and Tender departments will have been introduced to BIM during specialized seminars and courses.

BESIX Group 2013	GOAL FOR 2016
9% of the projects in execution followed by the Engineering Department are using BIM	20%
42% of the steel structure drawings are extracted from BIM models	60%
27% of the BIM models are used for quantity take offs	40%
64% of the tenders where BIM visualization is used, are awarded to BESIX	-
25% of our technicians can produce BIM models	50%

Value Engineering

An intervention by our Engineering Department is rooted in value engineering. Value engineering not only aims to decrease the cost/quantities without compromising the quality, but also to improve the project's constructability through the development of innovative construction methods, resulting in both time gains and risk reduction.

The systematic involvement of our Engineering Department results in higher project quality at an equal or lower total cost. This approach has paid dividends, as projects followed up by our Engineering Department are three times more likely to be awarded to BESIX Group.



2011

Sustainability experts from the Group entities pool their knowledge and deliver support for tenders, project design and on-site activities.

2012

Creation of a sustainable construction department.

1st passive building

Owned & operated by BESIX's proud testament to green building techniques & the Group's intramural dedication to the cause operational since mid-2014.

BESIX is an active member of the **PMP** (Plateforme Maison Passive) and member of the **Operational Committee of the Cluster Ecobuild**.





ECO-FRIENDLY CONCRETE
Lanaye locks, Belgium

Design Management Plan

In accordance to the IMs rules, the Engineering Department proactively establishes a design management plan for all of its projects, even if not contractually required by the client; upon project award or for major interventions at tender stage, and for every activity concerning the partial or global design of a project, with respect to stability and our construction methodology. This includes temporary constructions and lifting equipment, but excludes (small) punctual interventions on projects.

Technical Knowledge Management

In 2011, we had the pleasure to announce the reopening of the new portal 'Knowledge Management' (TKM).

All employees assist in the further development and enhance the database in order to make it representative of the company's existing and latest acquired knowledge. TKM help staff to keep track of the technical information inside BESIX. The database can be used to share information within the team members.

Know-how and networking 2.0

Within the Group framework, the Engineering Department regularly collaborates with the QHSE and ICT departments to promote the use of tablets on site through so-called construction field management software. This initiative was implemented in the Royale 120 Motel One project, where tablets and e-solutions were used to manage commissioning issues via the cloud. Capturing and controlling site data on tablets does not only result in important time-savings but also improves the quality of encoded information (constantly up to date, standardized, traceable, shared...) while enabling us to cut back significantly on printing paper and ink.

At the moment this 'tablet workgroup' is analyzing the possibility of running the internal Health and Safety management audit through the system, allowing streamlined and faster scoring and reporting. The opportunities provided by the use of tablets in combination with bar coding systems,

moreover, will also facilitate a more efficient inventory and material waste control on site.

The right choice of raw materials

The Engineering Department works in close collaboration with the QHSE Department in an effort to optimize the choice of raw materials, and more specifically concrete, which remains the stock-in-trade of BESIX Group's core business.

Our aim is to find an eco-friendly concrete with a positive effect on a building's energy-efficiency and CO₂ consumption, a factor our clients are well aware of. The way forward is the use of a low carbon concrete, the impact of which on the environment is significantly less than that of traditional concrete. BESIX Group, in close association with universities and specialist organizations, continues its quest to perfect this concrete of the future, and encourages its partners and subcontractors to take note of the possibilities that are out there. Already, BESIX Group has applied novel and sustainable concrete solutions to specific projects in the field with great success.

A partner from the get-go

The Engineering Department also intervenes in the earliest stages of prequalification and tendering, taking into account all the qualitative and quantitative criteria and formulating the best possible approach to the challenge ahead. In this respect, we are doing our utmost to keep in mind the increasingly vocal call of clients and stakeholders who want to be fully informed about the entire process and project specifics, including our compliance with today's standards and codes in the domains of QHSE and CSR.



ENGINEERING

Group Regional companies work upstream as well

Examples of Projects completed in Belgium

De Brenne Berendrecht project (Design, putting out to tender, project coordination and monitoring of the special technologies of a school extension), BOMA Antwerp project (Design, putting out to tender, project coordination and monitoring of the special technologies of an office building renovation), The British Embassy Brussels project (analysis of the building envelope and indoor climate), GZA - St. Camillus project Antwerp (Design, putting out to tender, coordination of all technical functions), Advice and support for various projects in progress (IMEC consortium, Kanaal consortium, Ecodroom consortium, Stuivenberg Hospital Renovation, Sint-Niklaas Social Services Department, ...), Voka Kempen Geel (analysis of the existing building with a concrete retrofit proposal).

Vanhout Sustainable approach

Vadutec ('Vanhout Sustainable Building and Technologies') was set up in 2011 as a separate business unit within the Vanhout group. The BU has the objective to face challenges of the new and constantly changing regulations for energy efficient building, which are set to peak in 2021.

The technical and sustainability components of such projects are managed by Vadutec from design through to delivery.

Quick & Full Scan method

Vadutec also provides a blower door test and an infrared (IR) scan to verify the specified airtightness and other requirements. A Quickscan (IR scan & analysis) gives the client a first indication of the 'weak spots' in his building. With Full Scan, which includes a blower door test, an IR scan, an analysis of the technical equipment and the associated feasibility study, the developer obtains an overall picture of his building. Based on this feasibility study, indicating the different interventions, including the repayment periods, the developer is able to spread the main investments over time.



ECODROOM CONSORTIUM
Belgium



ENGINEERING
Group Regional
companies work
upstream as well



39

B²ECO
The Fontaine Saint-Jean eco-district, Liège, Belgium
Architect: Artau

The B²Eco Concept by Wust

Wust developed an innovative concept: B²Eco which is based on three important pillars of urbanization, wood-concrete and modularity.

- **Urbanization**

Balancing environmental, social and economic requirements which includes different types of housing so as to promote the social and age diversity of the neighbourhood, while ensuring an attractive architecture.

- **Wood-concrete**

The prefabricated panels consist of two sub-layers of argex concrete and of wood concrete, to ensure optimum thermal insulation ($\lambda = 0.09 \text{ W/m}^2\text{K}$). The regional production of this material also limits its ecological footprint.

The walling offers other advantages such as good thermal and acoustic insulation, thermal inertia and 2 hours' fire resistance. Prefabrication reduces construction costs and limits delays on site. Depending on the required energy efficiency, additional insulation can be added before applying the plastering or other facing.

- **Modularity**

The horizontal or vertical combination of the module allows dwellings to be built on a 'LEGO' principle with endless variations. It allows great flexibility and great architectural diversity of the ensemble. These modules are complemented by external elements: staircases, corridors, car ports, terraces, storage spaces etc.



B²ECO
The Fontaine Saint-Jean eco-district, Liège, Belgium
Architect: Artau



Jacques Delens

ENGINEERING
Group Regional
companies work
upstream as well

Jacques Delens creates its own Special Technologies unit

The Special Technologies unit took over many tasks, including design work, pricing and technology solutions, as well as supporting the client and the architect throughout the project, monitoring and coordinating the implementation stage and supervising the execution of the special technologies and fire safety aspects.

- Evolution of our lifestyle calls for a range of equipment that did not exist twenty years ago including access control, camera and security systems, Wi-Fi systems for computers, for mobile phones and for paging, ... All this requires a mass of wiring and lots of preparation.

Turnkey project

The 4-star 'Thon Hotel EU': based on existing hotel hospitality experiences, performance specifications were drawn up from which Special Technologies unit job was to define the best technical solutions to combine comfort and luxury for the client.

- Trend is towards turning new constructions into producers of energy using relatively new equipment such as solar, thermal or photovoltaic panels, cogeneration and alike.
- Advantage: simple buildings like apartment blocks can be improved and optimized without compromising the facilities' performance and the comfort of occupants.



THON HOTEL EU
Brussels, Belgium
Architect: Artau

Thinking together

Our strong collaborations with universities

Collaboration with the academic world is of extreme importance for the BESIX Engineering Department. It allows our Group to improve its technical competences and to validate solutions developed by the Engineering Department.

Group entities welcome students mainly from engineering studies, but also from other disciplines such as Finance, Environment, Communication, etc. each year. BESIX, Six Construct and Vanhout follow a dozen students in their Engineering Department or on site. Trainees who have the opportunity to follow their internship abroad are supported by the company. The Group gives students an opportunity to discover the business reality and students can bring new perspectives according to their study background.

The Group counts several professors and lecturers, mainly in the Engineering Department, who regularly give courses, trainings and lectures at universities and professional organizations of which they are members. The BESIX Group's Engineering Department also cooperates with Belgian universities for research and knowledge exchange on BIM.



In 2012, for instance, a master thesis co-supervised by BED was rewarded by the Université catholique de Louvain for its study on the use of BIM models for the evaluation of the BREEAM scores of a project. Its BIM experts are frequently invited lecturers and will start teaching BIM at the UCL from 2014 on.



Given the great impact the construction industry can have on the environment and other sustainability issues, BESIX Group has actively supported the thesis 'Développement de stratégies et mise en pratique de l'intégration de critères BREEAM dans BIM (Building Information Modeling)'. This work comprises the automation of the calculation of BREEAM credits in a BIM model by implementing the criteria in worksheets into the model. The level of certification obtained can thus be monitored and maybe even optimized during the project development stage. This thesis was awarded the 'Universalité' prize of the Ailouvain (Alumni Ingénieurs Louvain, Belgium) which highly values the potential impact that the thesis will have in the future, both in industry and in everyday life.



Within the framework of their study at the ICHEC Business Management School in Brussels (Belgium), a group of students were given the opportunity to analyze a theoretical issue in practice. The aim of their study was to analyze how BESIX Group takes into account its environment to define its objectives. The final goal of the analysis is to be able to propose recommendations in the various analyzed axes on the BESIX Group's objective to reduce CO₂ emissions by 2% per annum.

Every year, twelve leading companies from various industries in which engineers are active, give out one or more awards to students who have completed an outstanding thesis in their master year. BESIX, being one of those companies, attributes a prize for an outstanding thesis from KUL University in Leuven and Ghent University that contributes to the innovation or improvement of a subject that can be related to the construction industry.

In 2013, A group of students (study paths electro-mechanics and electronics of the Catholic University of Leuven, Belgium) received support from BESIX Australia for their participation in the World Solar Challenge in Australia with their 'Punch Powertrain' solar car.



BIM trainees

The main objective of internships is double:

- confronting the trainees with the use of BIM on real projects and understanding the challenges in terms of information flow management.
- upfront detection of engineers/technicians with high potential for possible future recruitment.

These developments contribute to the continuous enhancement of the productivity and the quality of modelling activities and sharing of international experience to young graduates.

The Engineering Department tries to have at least 1 and maximum 2 simultaneous trainees present in order to guarantee a fruitful knowledge transfer.

Knowledge exchange with other companies

Via its in-house experts, BESIX Group is active in different technical and scientific construction fields. In order to exchange useful knowledge with other companies, our experts attend (and speak at) lots of conferences and seminars and are members of many important associations.

The (inter)national BIM expertise of BESIX Group is recognized by the association of Belgian contractors, the ADEB-VBA, where BESIX is a leading member of the BIM technical board.

Group companies BESIX, Vanhout, Entreprises Jacques Delens (EJD), together with other companies, founded the Green Board in January 2010, an initiative of the ADEB/VBA. The Green Board is a platform that unites the environmentalists of its members organisations by stimulating them to share experiences and useful information with their colleagues in order to implement common actions

that address issues like waste, CO₂, BREEAM, fuel tanks, concrete, environmental legislation, Wust is also a member of the Green Board.

BESIX Group's Engineering Department launched the 'Smartcoco' research project in collaboration with the University of Liège. Smartcoco stands for 'Smart Composite Components - concrete structures reinforced by steel profiles'. In addition to the University of Liege, other specialized partners are now also involved in the project: Imperial College of science Technology and Medicine (ICST in London), Institut National des sciences appliquées de Rennes (INSA) and the research and development department of Arcelor Mittal. The final objective of this project is to publish a design guide that can be used for various situations in which steel profiles are used to reinforce a reinforced concrete structure locally.

Our BESIX Group experts are also always willing to exchange their knowledge and present some of their most innovative solutions at seminars and conferences.

Other important networks and associations we are a member of:

IABSE (the International Association for Bridge and Structural Engineering): a scientific and technical organisation with about 4,000 members in 100 different countries.

PIANC (the World Association for Waterborne Transport Infrastructure): a scientific forum where professionals from around the world exchange knowledge and provide expert advice on cost-effective, reliable and sustainable infrastructures to facilitate the growth of waterborne transport.

Ecobuild Cluster: a network of sustainable construction companies operating with an HQ in or around Brussels.

BBRI (Belgian Building Research Institute).

Belgian Construction Confederation.

ICE, the UK Institution of Civil Engineers.

EFFC (European Federation of Foundation Contractors) (Rotterdam): 2 directors of Franki Foundations are active members. The company representative collaborates in a work group which tracks changes in specialist contracting arrangements and lobbies at both a national and European level for better contract conditions for specialist subcontractors. Moreover, the EFFC and the Deep Foundations Institute (**DFI**) are urging the geotechnical sector to make immediate use of their jointly developed carbon calculator tool - a standardised and pioneering open source tool for comparing the sustainability of different foundations.

Our accreditations

BESIX Group has always prided itself on maintaining a very high standard in the field of quality, health & safety and environment across all levels. The companies have numerous accreditations to show for this enduring commitment to excellence.



In addition to the complete accreditation table that was published in our first CSR report (2010-2011):

Franki Foundations Belgium and Atlas Foundation got a new recertification VCA** and a positive audit for their ISO 9001 certification.

Six Construct renewed its ISO 9001, ISO 14001 and OHSAS 18001 accreditations.

The Lux TP formwork at Sandweiler was reorganized to streamline its material management and obtained the 'Superdreckskescht' label, famous in GD Luxembourg for promoting sustainable consumption and green waste segregation within companies.

Our main accreditations as per December 2014 are reflected herein:

ACCREDITATION	DEPARTMENT / COMPANY
VCA** 2008/5.1 + addendum BTR (works near railways)	Safety / BESIX
ISO 9001:2008	Quality / BESIX
KOMO (production of re-bars for The Netherlands)	Industry / BESIX
OHSAS 18001:2007	Safety / Six Construct Ltd (Registered in Sharjah for the UAE)
ISO 9001:2008	Quality / Six Construct Ltd (Registered in Sharjah for the UAE)
ISO 14001:2004	Environment / Six Construct Ltd (Registered in Sharjah for the UAE)
ISO 9001:2008	Quality / Six Construct Qatar WLL (Registered in Qatar)
OHSAS 18001:2007	Safety / Six Construct Qatar WLL (Registered in Qatar)
ISO 14001:2004	Environment / Six Construct Qatar WLL (Registered in Qatar)
ISO 9001:2008	Six Construct Multi-Site UAE/ Qatar/ Oman/ Bahrain
OHSAS 18001:2007	Six Construct Multi-Site UAE/ Qatar/ Oman/ Bahrain
ISO 14001:2004	Six Construct Multi-Site UAE/ Qatar/ Oman/ Bahrain
ISM (International Safety Management)	Tug Boat / Six Construct (Safe vessels operations certification)
CO ₂ Performance ladder (level 5)	Carbon Footprint / BESIX Nederland
ISO 14001:2004	Environment / BESIX
ISO 9001:2008	Quality / Socogetra
VCA** 2008/5.1	Safety / Socogetra
ISO 9001:2008	Quality / Jacques Delens
ISO 9001:2008	Quality/Franki Foundations
ISO 9001:2008	Atlas Fondations
ISO 9001:2008 / ISO 14001:2004 / OHSAS 18001:2007	Belhasa Six Construct LLC, Dubai, UAE



ACCREDITATION	DEPARTMENT / COMPANY
ISO 9001:2008 / ISO 14001:2004 / OHSAS 18001:2007	Six Construct Co. Ltd., Abu Dhabi, UAE
ISO 9001:2008 / ISO 14001:2004 / OHSAS 18001:2007	Six Construct Ltd. Sharjah, UAE
ISO 9001:2008 / ISO 14001:2004 / OHSAS 18001:2007	Six Construct Qatar Ltd.(WLL), Qatar
ISO 9001:2008 / ISO 14001:2004 / OHSAS 18001:2007	Six Construct Ltd., Qatar
ISO 9001:2008 / ISO 14001:2004 / OHSAS 18001:2007	Six Construct LLC, Oman
ISO 9001:2008 / ISO 14001:2004 / OHSAS 18001:2007	Six Construct Co. Ltd., Bahrain
ISO 9001:2008 / ISO 14001:2004 / OHSAS 18001:2007	Six Construct Co. Ltd. Branch, KSA
Marine Contractor Certificate IMCA	Six Construct Ltd
Diving Contractor Certificate IMCA	Six Construct Ltd
Association of Diving Contractors International (ADCI)	Six Construct Ltd
International Safety Management (ISM) for company	Six Construct Ltd., Sharjah, UAE
International Safety Management (ISM) for tug boat	Six Construct Ltd., Sharjah, UAE
VCA** 2008/5.1	Safety / Jacques Delens
ISO 14001:2004	Environment / Jacques Delens
ISO 9001:2008	Quality / Cobelba
VCA**2008/5.1	Safety / Cobelba
ISO 9001:2008	Quality / West Construct
VCA**2008/5.1	Safety / West Construct

ACCREDITATION	DEPARTMENT / COMPANY
ISO 9001:2008	Quality / Lux TP
Mouvement Luxembourgeois pour la Qualité	Quality / Lux TP
ISO 9001:2008	Quality / Vanhout
VCA** 2008/5.1	Safety / Vanhout
ISO 14001:2004	Environment / Vanhout
18001:2007	Environment / Vanhout
MVO-Milieu charter	Environment/Vanhout
OHSAS 18001:2007	Safety /Vanhout
ISO 9001:2008	Quality / Wust
VCA** 2008/5.1	Safety / Wust
ISO 14001:2004	Environment / Wust
Coqual (annual)	Quality / Wust
VCA** 2008/5.1	Safety / Franki Foundations Belgium
ISO 9001:2008	Quality / Franki Foundations
VCA** 2008/5.1	Safety / Atlas Fondations
VCA** 2008/5.1	Safety / Franki Grondtechnieken
ISO 9001:2008	Quality / Franki Grondtechnieken
BTR (Branche gerichte Railinfrastructuur kwaliteitslabel)	Quality / Franki Grondtechnieken
SMAS (Safety Management Advisory Services Worksafe certificate)	Safety / Franki Foundations UK

Iconic awards and accolades

BESIX Group was presented the **Belgian Export Champions** prize, awarded by Belgium's International, Diplomatic and Consular Circle (**CIDIC**) in 2013. This prestigious prize recognizes BESIX Group's major achievements across the world, and spotlights the Group's international commitment as a true standard-bearer in Belgium's construction industry.

Six Construct was also awarded the **CSR label** by the **Chamber of Commerce of Dubai** for its consistent and significant work in the field of CSR in 2013 and 2014.

In 2014, BESIX Group was awarded the Best BIM award 2013 for the King Abdullah Sports City project; a feather in the cap of the BIM department, which applied itself to the fullest.

Six Construct did a marvelous job with the construction of the Qatar National Convention Centre and received a host of awards:

- Best Events Venue by Middle East Events Venue
- Middle East's Leading Exhibition & Convention Centre at the World Travel Awards (2012)
- Best Convention Centre in the Middle East at the MICE Report Awards (2012)
- Best Congress & Convention Centre, Middle East at the Business Destinations Travel Awards (2012)
- During the Construction Week Awards (2012), Six Construct was voted runner-up for the 'Contractor of the Year' award.



Vanhout was voted **Contractor of the Year** by **ExxonMobil** in 2012.

Safi, a **BESIX Group** PPP project in Ajman, was named the **Water reuse project of the year** (2012).





The **Heumen floodgate project (BESIX Nederland)** was given the **Dutch Concrete award** in 2013. The jury of experts from the **Dutch Concrete Association** unanimously lauded this restored open channel landscape.

The **Nivelles Shopping Centre Project (BESIX & Cobelba)** won the 2012 **Shopping Award**, presented by the Belgo-Luxembourg Council of Shopping Centres (**CBLCC**), in two categories: **Shopping Centres** and **Sustainability**. The project represents the best balance between architecture, integration of the new into the old, and sustainability features.

BESIX Group was officially awarded the two-star **Eco-dynamic Enterprise** label for its headquarters. This accolade from the Brussels Institute for Environmental Management (**IBGE**) highlights BESIX Group management's strong commitment to sustainable construction and development and the pivotal role the Group staff plays in meeting ecological targets.

BESIX Nederland received the **CO₂-conscious certificate - level 5** accreditation, which represents the highest level of the eco-performance ladder developed by **ProRail**, the operator of the Dutch railway infrastructure. The performance ladder and its certifications are used to evaluate contractors and suppliers who submit tenders in the railway industry.

The **BESIX Foundation Award** was launched in 2012. Across the world, Group staff members voted for one of five voluntary associations submitted for consideration. The non-profit **FACE for Children in Need** won the majority of votes. The organization is based in Cairo, Egypt, where it helps abandoned children from an early age, providing refuge and education. The non-profit will receive additional financial support from BESIX Group.



BESIX received the **Bike Experience Award 2014: For three days, colleagues 'Bikers' get a Coach guiding them on the way from home to work and back with plenty of good advice on the road.** A good way to encourage the staff in Brussels to commute by bike.



03.

51

CSR towards our stakeholders





Respect

BESIX Group remains committed to creating the best possible working conditions for its employees, both on its construction sites and on the office floor. Respect for this vital topic means complying with existing national and international legislations, but also taking complementary measures to make ambitious H&S actions more effective.



Creating optimum working conditions

The Group cares deeply about its staff's safety, comfort and well-being, but also that of its subcontractors and the people who are impacted by our daily activities and construction sites. As part of its 'Quality, Health & Safety and Environment' policy, the Group is dedicated to meeting the following ambitious goals: guaranteeing an incident-free working environment, preventing any adverse impact on the environment and ensuring the level of quality expected by our clients.

Sound Working Conditions

Sound working conditions are an issue of global relevance and increasing concern. The work environment is particularly important for the people who are affected by it: our employees, first and foremost, but also our partners, stakeholders and those who come into direct contact with the activities of BESIX Group. We are well aware of this and have taken actions that not only benefit our workers and staff, but also the people who literally and figuratively surround our projects.

BESIX Group decided in 2013 to revise - through the CSR network - our initial General Code of Conduct published in April 2012, and to adapt it to the continually evolving requests of our stakeholders.

This updated version was one of the major objectives included in BESIX Group's 2010-2011 CSR Report.

In addition to drafting a revised version of its Code of Conduct, referring most notably to its commitment to the Universal Declaration of Human Rights, BESIX Group wants to pay extra attention to the social dialogue with its staff members as appropriate in the countries in which it operates.

Now more than ever, the Group is convinced of the importance of establishing and upholding a non-discriminative working environment. In this matter, both through its Respect campaign launched in late 2013 and run in 2014 and the Persons of Trust programme to comply with legal standards, BESIX has set up a company-wide network of Confidence Officers.

Each subsidiary within the Group has at least one such Confidence Officer or in-house contact person or ombudsman on board. These *Confidence Officers* also do valuable work in Site Management, HR, Health & Safety and Administration & Finance. Their role is to be the first point of contact when the situation requires an intervention; they listen, encourage dialogue and act as a mediator where it is deemed necessary and appropriate.

In some entities, colleagues may very well turn to a colleague or an outsider. All Confidence Officers have been thoroughly trained/briefed in this role, particularly with regard to matters of confidentiality, neutrality, discretion and mediation. This enables them to act swiftly and resolve conflicts professionally and with an open mind.

Safe Work Conditions

Increasing safety awareness and inspiring well-being

One of the main QHSE objectives for BESIX Group is to stimulate synergies between the Group companies. To this end, it has launched the 'Lessons Learned' programme that gives the different entities and companies a chance to share their QHSE experience to their mutual benefit. The programme ties in with other projects introduced in 2011, such as the HSE Chairman's Awards and our annual H&S campaigns which were developed further. The ultimate goal of these efforts is to encourage a proactive attitude and raise awareness among staff members in order to increase day-to-day safety, environmental consciousness, quality information, tools and improve team work.

The QHSE department makes sure that all relevant training guides and best practices are made available on the new Group Intranet so that our employees can access these documents and put their tips online - and into practise.

Integrated QHSE has long been a key concept at BESIX Group. Primarily developed in Benelux-France, the concept and its interconnected ideas have been put to the test in various projects in the Netherlands and Belgium.

Performance Rating

In 2013, a brand new QHSE performance rating tool was introduced to evaluate the BESIX projects and sites. A total of 36 surveys were conducted in 2013 using this new in-depth tool, yielding excellent results. In 2014 this was continued resulting in 111 surveys conducted.

FREQUENCY RATE (Number of work accidents with lost time*1,000,000/worked hours)				
BESIX Group	2011	2012	2013	2014
Subcontractors excluded	4.17	2.67	1.63	1.99
Subcontractors included	2.88	1.63	1.04	1.67

SEVERITY RATE (Number of lost days*1,000/worked hours)				
BESIX Group	2011	2012	2013	2014
Subcontractors excluded	0.13	0.07	0.04	0.05
Subcontractors included	0.09	0.04	0.03	0.04

Following up on the specific outcomes of these SWOT analyses, each project team was given detailed feedback about its performance, including the number and types of Life Saving Rules (see below) breached on site and the overall strengths and weaknesses in site H&S performance per main region of operation. The H&S checkups and quarterly assessments will continue in 2015 and will also be extended to Environment and Quality.

HSE Chairman's Award



BESIX Group boosts the creativity and collegial spirit of its teams via an annual competition: the **HSE Chairman Awards**. A **Grand Prize** and three **Runner Up Prizes for HSE Excellence** are presented every year during an award ceremony held at the Group's New Year reception. This tradition was established in 2012 and is still going strong.

Teams are invited to pitch an idea or produce an implementation that will bring real added value to the HSE-strategy of the Group. The winners are selected on the basis of three criteria: **Leadership** (improve performance, reduce risks), **Added value** (reduce costs, contribute to innovation) and **Transferability** (practical scope, Group-wide implementation).

HSE CHAIRMAN'S AWARD Number of applications				
BESIX Group	2011	2012	2013	2014
Europe	5	6	5	3
International	4	1	4	9
Middle East	5	4	2	6
Regional Entities	5	9	8	4
TOTAL	19	20	19	22

Safety & Environmental Time Out

SAFETY TIME OUT Participants worldwide				
	2011	2012	2013	2014
	8,177	16,276	33,539	26,929

Initiated in 2009, the Safety & Environmental Time Out sessions are a great way to keep all Group staff on track on our common journey towards HSE Excellence: across the world, across all project sites and in every office, BESIX employees take a little break to brainstorm about Health & Safety and Environmental issues on the job. The Time Out occurs once a year and has become a hallmark of our HSE policy.

Brainstorming together

A lot of sites involve partners and subcontractors in the Safety and Environmental Time Out sessions, asking them to weigh in on the HSE debate and strengthen the partnership.



Life Saving Rules

BESIX Group has adopted a new and improved system of best practices in health and safety called Life Saving Rules. Its principles were originally developed by the Oil and Gas industry with the ultimate goal of eliminating fatal accidents in the sector. BESIX has chosen to introduce 10 specific Life Saving Rules, corresponding to the Group's core activities and associated critical safety risks: working at great heights and in confined spaces, heavy lifting and rigging, excavation techniques, driving, moving equipment, and diving and working near/over water. In parallel, a communication and implementation program was launched in August 2013. It includes posters, advertisement on Intranet, meetings and level-specific training sessions for project managers, supervisors and workers.

Safety walkabouts

In addition to the usual scope of QHSE audits, the QHSE Department will regularly audit the system of Life Saving Rules to ensure its smooth implementation. Project Management, for its part, will organise Safety Walkabouts that are geared to the best practises of Life Saving Rules. By explaining and promoting the new system across the BESIX construction sites and within our entire operation, Project Management hopes to instil a shared sense of respect for these critical safety rules, whose primary objective is to keep the workers safe at all times.

Management walkabouts

In 2014 a new global initiative was taken linked to continuous involvement of our general managers and resulted in setting-up management 'walkabouts'.

These 'walkabouts' provide an excellent opportunity for management to enhance the positives and efforts of the sites while leaving room to highlight some areas for improvement.

Other objectives

Next to the above mentioned initiatives, BESIX continues its journey towards zero incidents by setting individual objectives on the number of incidents, while reducing the targets by 10% when a previous goal was reached.

HSE performance is also included in the yearly collective bonus that makes part of the salary scheme in Belgium, which contributes to HSE improvement and awareness.

Our Integrated Management System



Integrated approach

In 2014, a profound revision of its Integrated Management System (IMs) and IMs Intranet Portal has started in order to integrate the developed Enterprise Resources Planning (ERP) and improve the user-friendliness of the current Integrated Management System for all project related processes. Objectives for 2015 include the introduction of new QHSE - and HR - related procedures, mostly on a corporate level as well as IMs progressive change to effective knowledge management tool.

BE Pro (page 27) shall be a key communication support to enforce IMs at all organization levels.

Training & Review

To improve the quality awareness of our operational personnel, specific training will be developed and implemented in the coming years. The subjects of these trainings will be determined based on the most common problems, remarks made during site inspections, the analysis of reported non-conformities and complaints, feedback glimpsed in client satisfaction surveys and the outcome of internal project meetings.

In 2014, BESIX Group teamed up with WTCB and launched a program tailored to the development and organisation of specific operational training, targeting the most common deviations and issues. A thorough analysis of events is conducted and the results are used to update our training material.



Respect

BESIX Group continues to respect its core values of Excellence and Innovation through a process of continuous improvement. By permanently engaging its management and operational processes and working methods, BESIX Group aims to fully comply with Client and Third Party requirements.

Today, one of the most common causes of non-conformities is either miscommunication or the lack of interaction between Technical Office and Execution Teams. In 2014, BESIX Group started a working group on this topic, tasked with the review and improvement of this communication process.

Client Satisfaction

Client satisfaction remains one of our main priorities. Wanting to react quickly and proactively to client satisfaction surveys, BESIX Group started reviewing its general and site-specific approach in mid-2014. By organizing intermediate evaluation moments with the client, BESIX Group has been able to adapt its approach on both the project and company level.

To advance and buttress its provisional acceptance process, BESIX Group has also tested the implementation of the dedicated software application BIM 360. More info about BIM can be found in the Engineering chapter.

Towards digital management

Document management control was deployed on 42 sites of BESIX SA and Six Construct. However, across the board, BESIX Group wants to replace office paper archives by digital ones, thereby streamlining the process and cutting back on paper waste and pollution. Since 2010, BESIX has been reinforcing its document management policy with dedicated tools, expert officers and quality governance to facilitate document management and boost efficiency throughout the entire process. It also intends to encourage cooperation via document sharing facilities and to expand the secured accessibility of information. Saving paper and reducing the paper archive overload in our storage areas is a win-win situation.

Our main actions consist of creating BESIX SDMS applications dedicated to document management on building sites. The system runs on a web-based platform and does not rely on print and hardcopy, thereby promoting the digital exchange of information. Since the very first deployment of SDMS on a building site back in 2010, about 10 SDMS systems have been put into place annually. Nowadays, 42 BESIX and Six Construct building sites are provided with SDMS. In parallel, we have improved our IT policies in order to safeguard the maintenance, security and durability of our digital data.

Restructuring the Archive

At the end of 2013, BESIX Group launched a new action plan geared to optimizing the management and storage of its site and department archives. The old system - 45,000 binders in a shed in Sint-Pieters-Leeuw (Belgium), managed by an archivist via an excel file - will be replaced by a two-pronged approach: first, a new and improved management system for said archives via SharePoint, improving their storage, access, loaning and intermittent destruction; and secondly, the sorting and restructuring of the obsolete papers on file, allowing the company to greatly reduce the paper volume in storage. This plan is complemented by our 2014-2015 objective to develop our archive and mail management.

Contract management

Last years have shown the increasing pressure if contract and subcontract requirements and management on our project teams. It is one of our 2015-2016 objectives to better support through IMs the projects in this respect with a view of optimized project risk management.

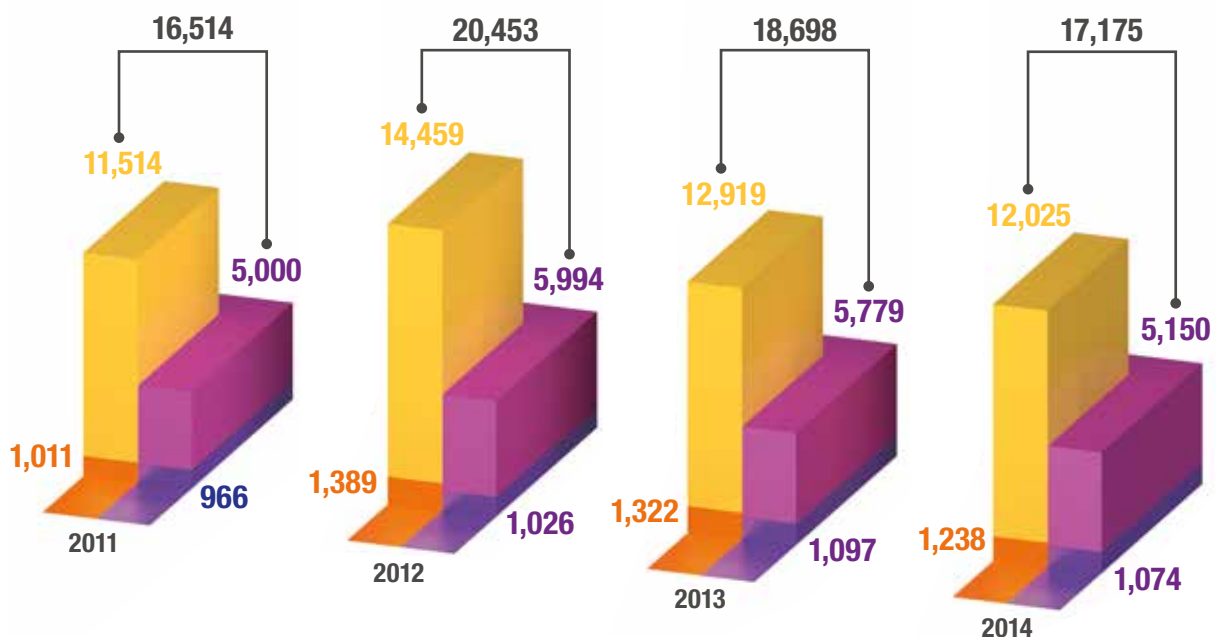


Respect

Human beings are at the heart of our activities. Through positive role modelling for each of our staff members, BESIX Group has the opportunity to make an impact in-house, reinforcing this respectful environment for its staff.

Our **staff** members

Raising awareness on well-being and safety of the employees is a notion already well present in the Group. In compliance to the Group's dedication to Corporate Social Responsibility (CSR), BESIX strongly believes in the right to everyone's dignity and respect.



- GRAND TOTAL EMPLOYEES BESIX GROUP
- WORKMEN - TOTAL STAFF BESIX GROUP (BELGIUM INCLUDED)
- WORKMEN - TOTAL STAFF BESIX GROUP BELGIUM
- EMPLOYEES - TOTAL STAFF BESIX GROUP (BELGIUM INCLUDED)
- EMPLOYEES - TOTAL STAFF BESIX GROUP BELGIUM



Diversity

BESIX Group encourages an environment where diversity is present. It has introduced different processes to exclude any harassment or discrimination in terms of gender, race, religion, national origin, age, sex, sexual orientation, marital status or physical disability. The Group also respects local law, which may protect other individual attributes or statuses.

Gender

Our Competency Banding system is neutral and guarantees equality between women and men within the Group, describing characteristics of all different functions without mentioning the gender of the people who hold them.

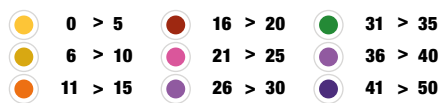
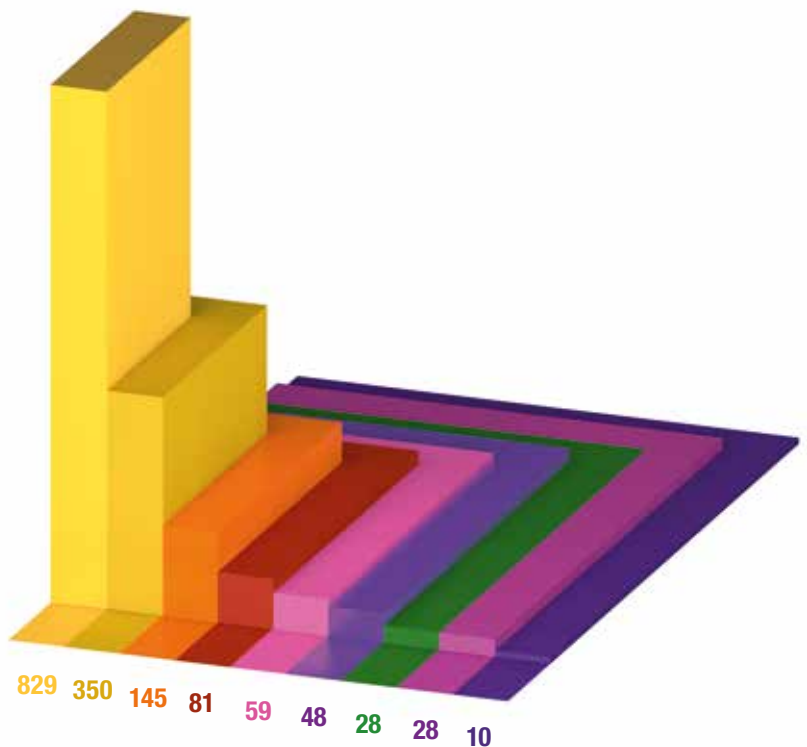
Recruitment

Referral incentive

A Referral Incentive recruitment campaign was launched in 2011 and is repeated every year. The purpose of this campaign is to encourage our colleagues to be the Group's best ambassadors finding new recruits, especially for projects in Egypt, UAE, Saudi Arabia and Bahrain. The Recruitment Referral Incentive programme rewards all employees who help find new personnel.

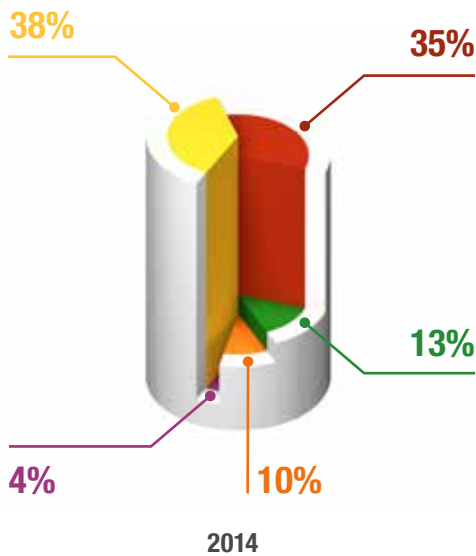
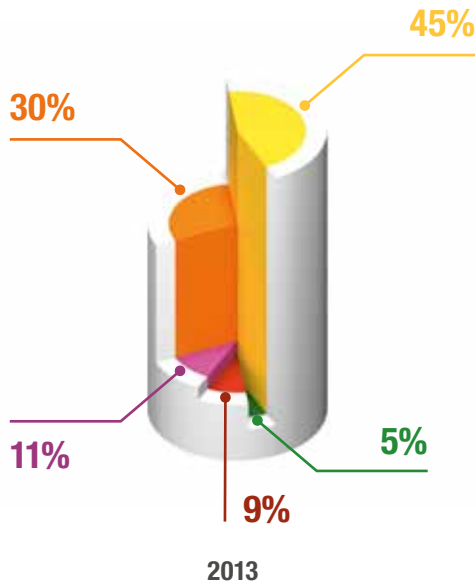
The campaign also aims at recruiting new forces abroad, especially in Portugal, Spain and Italy.

BESIX Group Seniority Staff



BESIX Group, BESIX NV/SA, BESIX France, BESIX Nederland BV, BESIX Italy, BESIX RED, BESIX Switzerland, Cobelba, Jacques Delens, Franki Foundations, Lux TP, Socoetra, Wust, Six International, Sanotec Sharjah Branch, Six Construct (expats & senior staff members).

Recruitment Channels



- REFERRAL
- LINKEDIN
- AGENCY
- BESIX WEBSITE
- OTHER: JOB FAIR, CAMPUS RECRUITMENT, ...

Recruitment Channels

Our recruitment team works hard to attract and find the best-suited candidates. They use different channels, ranging from the most classic ones such as job fairs and agencies to the most modern ones such as referral programmes and social media.

RECRUITMENT CHANNELS				
	2011	2012	2013	2014
Benefra	72	93	74	66
International	95	112	75	90
TOTAL	167	205	159	156
* BESIX SA & Six Construct Ltd				

Career management

A thoroughly varied and interesting career is proposed to its staff from core business and business support. In this perspective, the Group has established different tools to guide all employees in their professional itineraries within BESIX: a yearly appraisal process, a training programme, support via business partners, etc.

Yearly appraisal process

The BESIX Group organises a yearly appraisal process. A personal talk between employees and managers is organised to reflect on the employees' performance and to prepare themselves for the upcoming years and the new challenges ahead.

Although the appraisal process is mainly focused on staff members, most of the workmen are also evaluated in Benelux-France and in the UAE. As for example, assessment results of workers active in Belgium is around 90% on average during the last three years. This appraisal period is an opportunity for them to talk about their aspirations and define specialization trainings that can help them to learn a new ability and get a promotion. Based on the appraisal results and years of service, all workmen receive a seniority bonus.

“Our decision to launch a recruitment campaign in these southern European countries is based on our good experiences of the past and the labour exchanges organised by EURES. Although these countries are severely affected by the financial crisis, they continue to provide good training via higher education institutes. It will therefore be very beneficial for us to establish networks in those countries. We continue to help people with talent who are looking for a job and new challenges in their lives.”

GEERT AELBRECHT
Group HR and Communication Director
BESIX Group

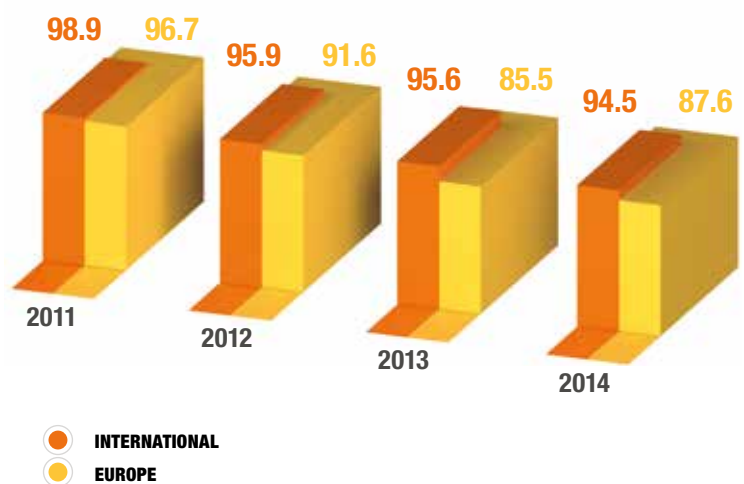
We notice this process has a positive impact on our staff members as it helps them to grow beyond their potential and encourages them to stay engaged within our Group.

With the help of our web application, we are able to link the yearly appraisal process with trainings, personal development, career management, resource management & project allocation, rewards & recognition and with the BESIX Potential Academy. We can therefore conclude that our yearly appraisal process is more than just a standard evaluation procedure.

Promoting staff career

The System Competency Banding provides all employees with an overview of their current position and allows open communication about their career prospects. It is also a neutral system which guarantees gender equality within the company and contributes to the overall salary policy with transparency as it focuses on real competencies and performance.

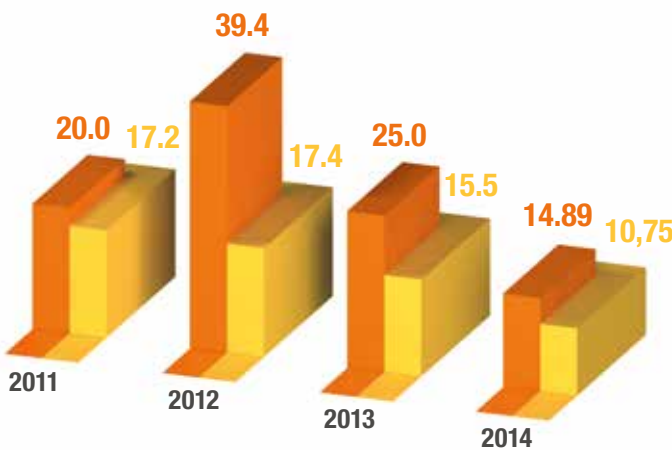
Evaluation process (%)



- 2011**
BESIX Egypt Branch, BESIX Equatoriaal-Guinea, BESIX France, BESIX Group, BESIX ITALY, BESIX MANILA, BESIX Nederland BV, BESIX NV/SA, BESIX R.E.D./ SGT, BESIX Sanotec, COFELY BESIX Facility Management Ltd, FFB, Sanotec Sharjah Branch, Six Construct, Six International, West Construct.
- 2012**
Idem + Able Piling, ATLAS FOUNDATIONS, BESIX Australia Pty. Ltd., BESIX Azerbaijan, BESIX Morocco, BESIX SOMAGEC S.A., BESIX Switzerland, ENGEO, FFB, Franki Grondtechnieken, Six Construct Saudi Arabia Branch, SOCOGETRA S.A.
- 2013**
Idem + BESIX NV/SA Montenegro d.s.d. Tivat, Vanhout, Vanhout Facilities, Vanhout Projects.
- 2014**
Idem + BESIX NV/SA Montenegro d.s.d. Tivat, Vanhout, Vanhout Facilities, Vanhout Projects.

The classification is analytic and only describes the characteristics of functions. Specifications are neutral. The System Competency Banding is communicated to each employee. All functions are included in the classification and do not make any gender allusion about who should execute the function.

Promo Banded Staff (%)



- INTERNATIONAL
- EUROPE

2011
BESIX Egypt Branch, BESIX Equatoriaal-Guinea, BESIX France, BESIX Group, BESIX ITALY, BESIX MANILA, BESIX Nederland BV, BESIX NV/SA, BESIX R.E.D./ SGT, BESIX Sanotec, COFELY BESIX Facility Management Ltd, FFB, Sanotec Sharjah Branch, Six Construct, Six International, West Construct.

2012
Ditto + Able Piling, ATLAS FOUNDATIONS, BESIX Australia Pty. Ltd., BESIX Azerbaijan, BESIX Morocco, BESIX SOMAGEC S.A., BESIX Switzerland, ENGEO, FFB, Franki Grondtechnieken, Six Construct Saudi Arabia Branch, SOCOGETRA S.A.

2013
Ditto + BESIX NV/SA Montenegro d.s.d. Tivat, Vanhout, Vanhout Facilities, Vanhout Projects.

2014
Ditto + BESIX NV/SA Montenegro d.s.d. Tivat, Vanhout, Vanhout Facilities, Vanhout Projects.

Business Partners

Business partners within the Group constantly advise employees and line managers to achieve best results. They optimize manpower planning & internal mobility for staff members active on site. They also take care of individual Career Management & Succession Planning, in order to guarantee a long-term continuity of internal competences.

Business partners are often also change agents managing performance & competence within the Group. They help us to develop talent and transfer internal expertise from senior to junior staff members.

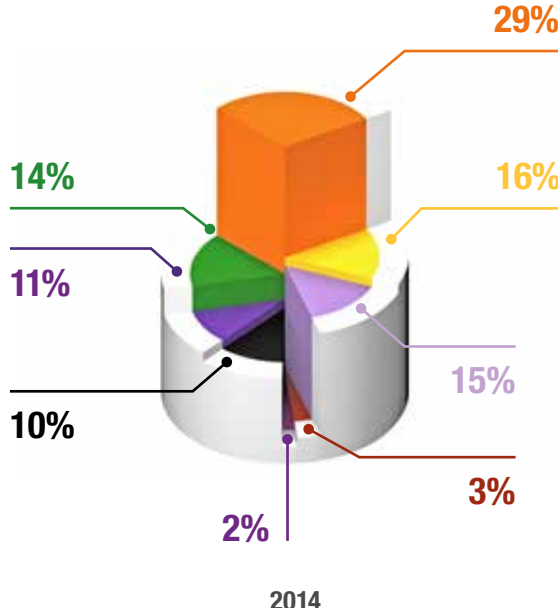
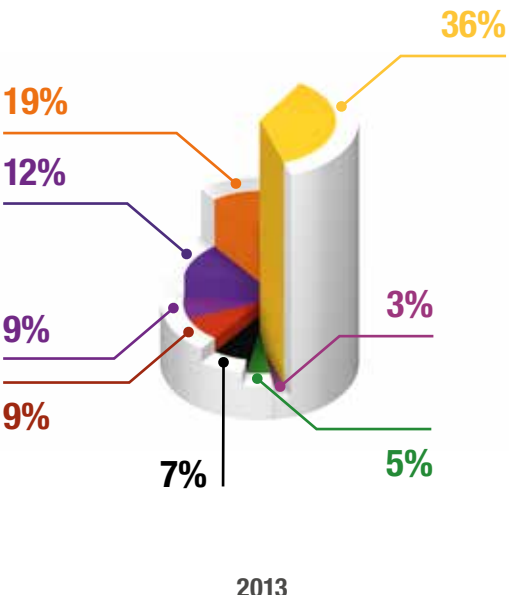
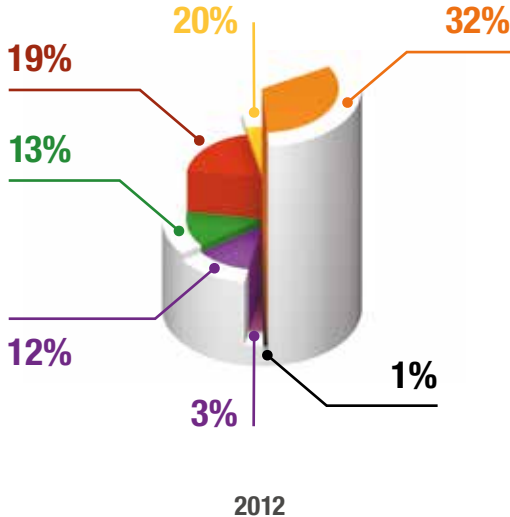
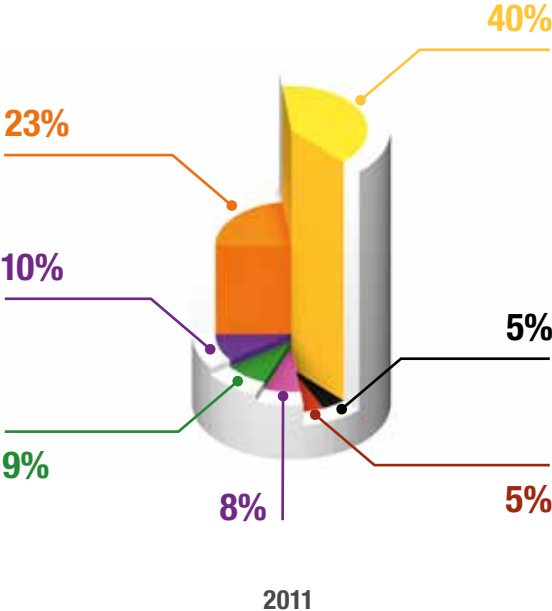
Concretely, they are the first line in HR for all employees and line managers, redirecting specific requests to HR colleagues and making follow-up all relevant info between HR and Business. Building long-term & trustful relationships between business partners & employees is the Group's priority.

Trainings

Since 2011, we noticed a slight increase of graduates in Masters and PhDs. More and more employees have followed studies ranging from high school to PhD. Workmen have followed technical studies to acquire specific skills and be directly operational on site.

The Group organizes and encourages training programmes. Trainings are the key factor to support our employees to develop even more expertise. The trainings provided by the Group in 2012-2014 were similar to those of the previous years.

Trainings
(%)



- **FUNCTIONAL SKILLS**
- **LANGUAGES**
- **SMART BREAKFAST**
- **TECHNICAL SKILLS**
- **IT SKILLS**
- **QHSE**
- **SOFT SKILLS**
- **OTHERS (2014)**
- **POTENTIAL DEVELOPMENT PROGRAMME (2013)**

* Comparison between 2011, 2012, 2013 and 2014 of the trainings provided in our biggest Group entities: BESIX SA, Six Construct, BESIX Nederland BV, BESIX France and West Construct.

Some of them were updated in order to focus on a number of specific objectives:

1. Reinforcing the technical and functional expertise of our engineers: internal trainings are developed by our senior experts.
2. Increasing the ability to use all safety measures on-site: next to our safety campaign, specific workshops (by theme) and tailor-made trainings are planned for all site teams.
3. Further developing the IT competences of our staff, as the digital world is part of the business' present and future.

Next to these regular training sessions, the Group offers tailored-made trainings to targeted staff members.

Special training courses about sustainable construction

The wish for certified buildings in Europe and the Middle East has clearly strengthened over the last couple of years. As CSR is at the heart of our business, this is a trend we couldn't but follow. That's why a number of engineers were given special trainings in the field of sustainable construction. Topics covered were amongst others: BREEAM-, LEED-, and HQE-certifications and passive construction.

Since 2011, continuously increasing our sustainable construction expertise with the help of these specific trainings has become a clear objective of our Group. In 2012, the Group started with the training of a targeted group of more than 30 Belgian engineers by an in-house expert. In 2014 more than 40 engineers were trained. Our objective is to train at least the same number of engineers in 2016.

Engineers also follow courses on sustainability topics at university and in other renowned institutions (IPAVUB, Cefora, Espace Formation PME,...).

A stepping stone for high-potentials

High-potentials, juniors as well as seniors, were given the chance to follow a business seminar at prestigious business schools like Vlerick Business School and Solvay Brussels School. By providing these tailored-made Career Management courses, we hope to open the high-potentials' mind to innovation within our sector. These two seminars, called BESIX Potential Academy One & Two, were launched for the first time in 2013.

Well-being at work

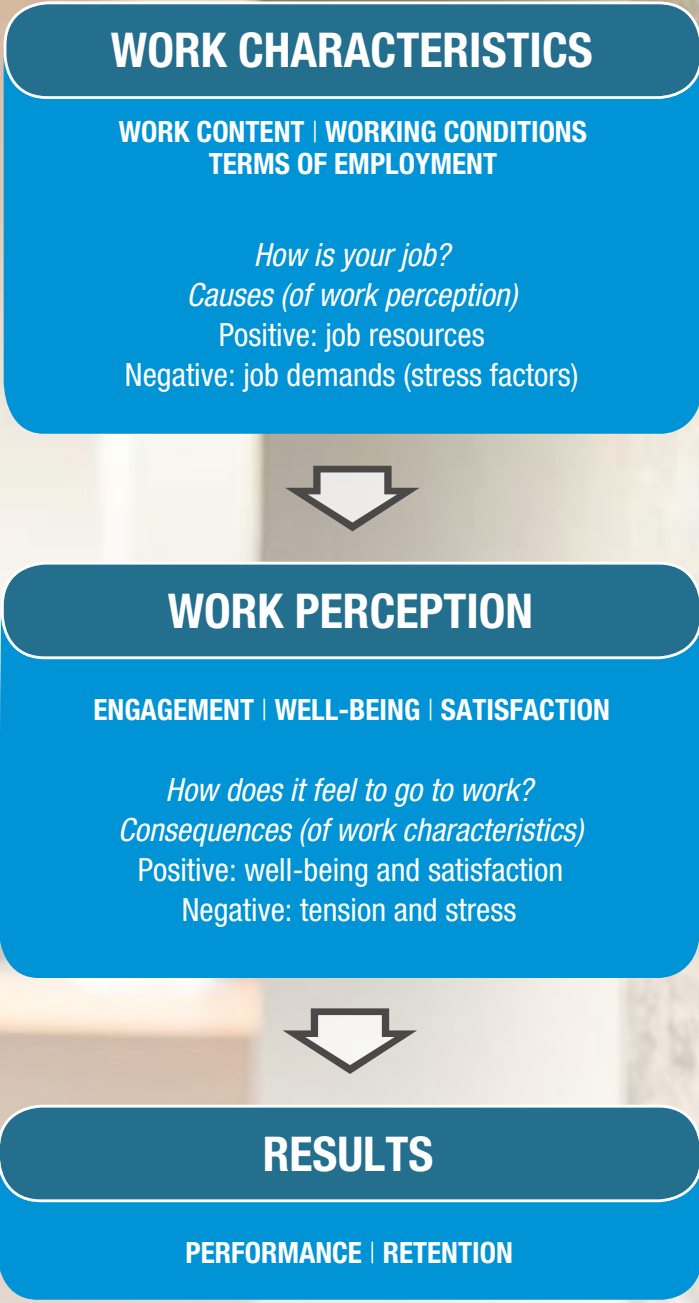
Engagement survey

A happy and committed staff is crucial for a company. BESIX Group knows this and decided to contact iNostix, a KUL spin-off, to conduct a Group-wide engagement survey on the satisfaction and commitment of its employees. Launched in September 2012, this survey focused on employees active within the Group and with a company contract. The ultimate goal of this survey was to identify actions to be included in the 2013 objectives. Strengths are to be strengthened and focus points are to be identified and improved. A useful internal benchmarking!

Three years after this first engagement survey, BESIX Group will launch a second one in 2015.

Engagement survey

The three dimensions of the research model



As transparency is obviously a top priority, confidentiality was respected at all times and the results of the survey were analyzed by iNostix. All feedback was presented to the members of the executive committee as well as all managers. Each department got an individualized report.

Engagement survey The results

87%

staff members
participated

62%

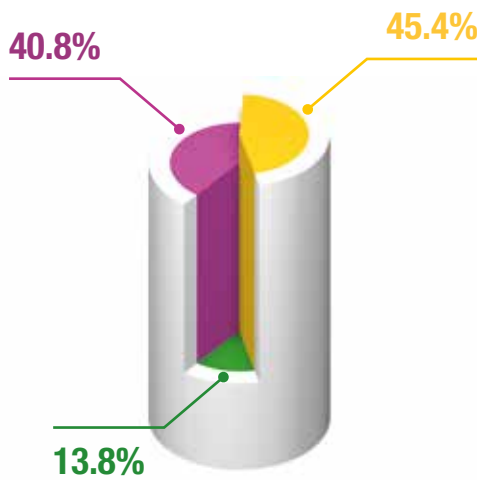
8 out of 13 entities
reaching or exceeding
this average

41%

of our Group
appears to be
fully engaged

Some focus points:
Workload, work-life
balance, mental load
& remuneration.

Engagement | Profile of the employees with the iNostix benchmark



● DISSATISFIED (< 5/10)

Low level of engagement

- low performance
- have less pleasure at work
- have high intention to quit
- connective action is required

● SATISFIED (5 - 7.5/10)

Average level of engagement

- alternately high and low performance
- the go 'with the flow'
- have important differences in intention to quit
- improvement in engagement is required

● ENGAGED (> 7.5/10)

High level of engagement

- high performance
- a lot of pleasure at work
- voluntarily take tasks from colleagues to reduce their workload
- always looking for more effective methods
- have low intention to quit

The follow-up

On March 2013, after a presentation of these results, all entities and departments were asked to introduce an engagement plan for the next two years: perform their communication with their team and encourage teamwork between all members. A plan for this objective was developed in departments. These plans are checked by the Executive Committee quarterly.

Moreover, each manager has got a clear objective for 2013-2014: to support or improve the engagement in the field of well-being, learning environment, career opportunities and team guidance. Results of these action plans will be measured in 2015.

Respect Campaign

In 2013, the Group also launched a group-wide Campaign about Respect. BESIX Group's management reinforces the importance of working and contributing to a respectful cooperation on the workplace. The Respect campaign was launched internally by means of posters, the new Intranet portal and newsletters.

This campaign has the goal to highlight the importance of this company value and to maintain a positive spirit in the company. In order to achieve this, an internal role of Confidence Officer has also been set up. More info in the Human Rights chapter.



BESIX Young Community

- Internal professional network
- 5 years of existence
- +700 young professionals
- BYC portal is developed to create synergies, to enable connections among colleagues (especially for expatriates) and to share knowledge
- Organises site visits, sportive events and other types of social gatherings.

Promoting connections

Communities, virtual or not, are part of our society and then of our company. BESIX tends to encourage communities and connections through different actions such as its new Intranet and the BESIX Young Community.



New intranet

- Launched in 2013 at Group level
- 3,000 colleagues worldwide
- Access to a common & up-to-date Group info
- Next phase of the project (2015-2016): stimulate employees to share their knowledge and expertise with their colleagues

Employee Benefits

BESIX Group offers a total reward package which includes financial and non-financial advantages such as compensation and benefits. Next to competitive wages, benefits which (depending on the position and level) can include for example group insurance, hospitalization insurance, medical checkup, Luncheon vouchers, company car, mobile phone.

Next to performance management and recognition (individual, collective bonus, seniority awards, etc.), the Group also recognizes the importance of a good work-life balance. That's why the Group also accommodated its headquarters with a company fitness and restaurant.

Health and Safety

The Group continuously improves its working environment as it wants to make sure its staff always works in a safe & healthy environment.

As this issue is a top-priority for BESIX Group, we dedicated a whole chapter of this CSR report on "Creating optimum working conditions".

Our suppliers and subcontractors

A Procurement Code of Conduct was developed and approved by Group management. Driven by those initiatives and in line with our framework objectives, sustainable and responsible procurement is one of the top priorities for BESIX Group.

In addition to respect of our procurement procedure, we intend to obtain the signatures of subcontractors, suppliers and service providers ('Providers') and of colleagues involved in the procurement chain ('Buyers'), confirming their acceptance of this Code of Conduct for Sustainable and Responsible Procurement and their willingness to comply with it.

All suppliers and subcontractors have to be treated equally when tendering, selecting and issuing purchase orders. The following criteria are used: compliance with project specifications, market-specific criteria, delivery date, total cost of ownership, quality, safety and environment certifications and advantages, risks associated with the supplier, and the chain of logistics.

Procurement procedure and best practices

Underpinning our procurement process are strict procedures that form part of the Integrated Management System applied by most of the Group entities. The Buyer will compare at least 3 valid bids, after which they establish a comparison table.

Some of the important suppliers fill in a questionnaire, providing relevant data about their capabilities and awareness of health, safety and environment. In the middle-term, a qualification procedure will use this questionnaire, which was launched in late 2013 simultaneously with the endorsement of the Code of Conduct for Sustainable and Responsible Procurement.

This equitable and thoroughgoing procedure also includes compliance with the Code of Conduct that has been signed by the largest subcontractors, suppliers and by most of the buyers operating in Europe.

BESIX Group aims to extrapolate the knowledge and experience it has gained from working with the questionnaire and the Code of Conduct in Belgium to all countries where it operates.

Our CSR objectives in the median term also include obtaining feedback from our suppliers and subcontractors on the BESIX Group CSR roadmap and keep track of their commitments as acting stakeholders while reviewing potential difficulties and concerns.



“Following the framework of the objectives set out in the Group's first Corporate Social Responsibility report, BESIX Group has chosen to make sustainable and responsible procurement one of its priorities.”

Buyer network & framework contracts

Procurement synergy meetings are organized four times a year, addressing actual concerns and ensuring the proper follow-up of the Procurement Code of Conduct. They also develop and promote frame agreements with some suppliers. These agreements take advantage of the scale effect of the Group and obtain better prices and services from the suppliers.

They also tend to reduce administrative costs and cut the red tape when dealing with contracts, both on the side of BESIX and its contractors. Since early 2014, a specific buyer has been appointed by BESIX SA to promote and manage the frame agreements and organize their promotion and follow-up with the projects in Belgium.

Responsible and Sustainable Procurement

In relation to the Code of Conduct, much attention has been paid in 2013 and 2014 to the following action plan:

- Secure endorsement and signature of the Procurement Code of Conduct by all Group buyers, including the ones that belong to the project organizations, and this via Line Managers by increasing the dedication of the latter as sponsors;
- Develop a professional follow-up of the Group framework agreements;
- Identify and document the references, including all risk management and 'Planet – People – Prosperity' initiatives for each of the recurrent subcontractors and suppliers of the Group entities.

The idea is to have the Procurement Code of Conduct signed by all the buyers of the Group. Furthermore, BESIX Group identified +580 companies that represent 80% of the procurement turnover in Belgium. They have already been invited to sign the document. One of the main BESIX Group goals for the next two years will be to select subcontractors and suppliers who will be active on sites with a budget in excess of EUR 25,000 and those who have signed the frame agreement.

They will then be closely monitored as stakeholders of the Group and asked to keep track of their CSR actions. The related objective is to report their concerns and difficulties and to present the winners in CSR approach and achievements. In turn, this will inevitably improve the BESIX Group procurement strategy through the identification and exchange of best practices.

Another objective of BESIX Group is to tap into local supplies and approach local subcontractors and partners, even when this is not stipulated by the Client as such. The idea is to integrate the principle of local partnering in our overall procurement strategy and to boost our performance by comparing the amount of the local supplies and subcontracts with the total subcontracted turnover of BESIX Group, as well as taking into account certifications and achievements. These insights underpin many of the BESIX Group CSR objectives in procurement.

Liaising with BESIX Foundation, finally, the Group is strongly committed to give an opportunity, in each and every project, to social economy operators (social inclusion for early school leavers and professional dropout) as an alternative to the conventional business to business streams in place.

Direct engagement with our **stakeholders**

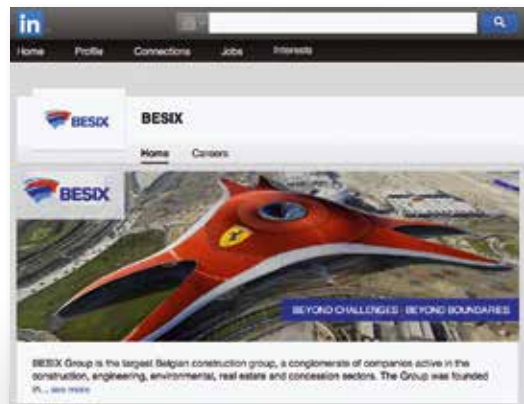
Both formally and informally, BESIX Group maintains close contact with its stakeholders through different information channels. The Group communication actions are developed and orchestrated in various ways. The Group tends to touch base with its stakeholders and partners directly, or to communicate plans and policies to all of them at once.

Ongoing communication

While the Group continues to publish its annual activity reports, commercial brochures and newsletters, it has also developed an Intranet system on Group level and also set up a LinkedIn Company page.

Events

Events are regularly organized for staff members but also for other communities interested in the Group's activities. Our 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 is the first Belgian construction group to offer its stakeholders a fully dedicated company page on the **social media** site LinkedIn. The objective here is to share pertinent information with staff members and stakeholders interested in the Group activities (from recruitment to new awards, on-going site and projects, team incentives, and so on), thereby painting a detailed portrait of life in BESIX Group.

The LinkedIn page has proven to be a worthwhile annex to the Group website. Other social media accounts were set up via Twitter and Facebook.



Press

The press regularly contacts our Group to know more about our activities or to solicit comments about sensitive situations in Belgium or abroad. When BESIX Group organizes press conferences to inform journalists (mostly from Benelux and France) about its financial results and present and future projects, journalists can meet and interview BESIX Group general management directly.

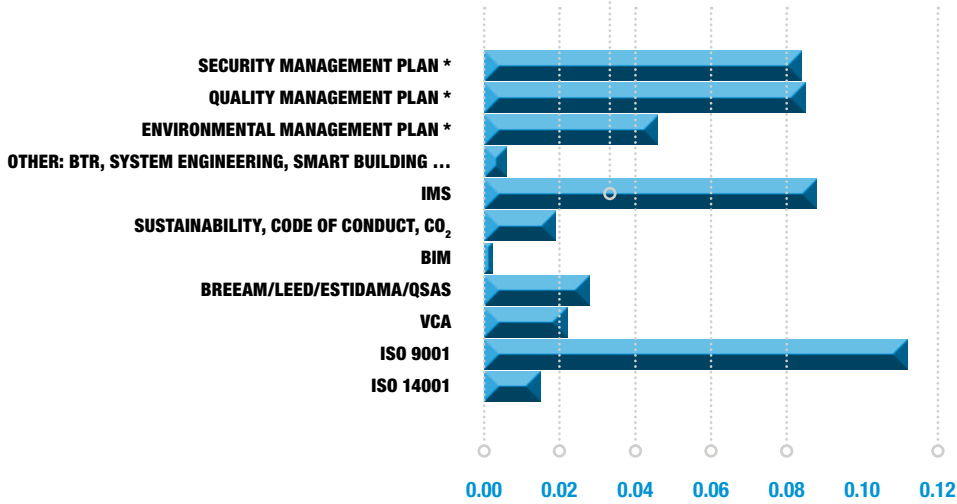
Press releases are published on the BESIX Group website and sent by e-mail to world press contacts on each occasion. They generally concern beacon projects awarded to BESIX Group companies or specific landmarks that have been realized by our companies. Contacts with media also occur on an ad hoc basis when specific events happen worldwide (economic, political, environmental, sociological). Interviews are regularly organized with journalists at their specific request. In this manner, more details about various subjects linked to BESIX Group or the construction sector are provided to media professionals or sometimes NGOs (non-governmental organizations).

Our Insurance institution, ONDD, for instance, contacted BESIX Group to know more about our CSR actions in Equatorial Guinea in 2013. We were also invited by FPS Economy to participate in a meeting on the topic of human rights. This area poses a particular challenge for companies, a situation that was discussed at length with NGOs, international business networks, trade union advisory committees and other companies.

CSR and communication

Communicating specifically about the Group CSR actions has become increasingly important over the years. In 2012, a CSR network was founded within the Group to promote its CSR action plan and consolidate and manage all Group initiatives from this perspective. It includes colleagues from different disciplines and all segments of the Group. The CSR network refers to the Group executive and strategic committee. The Group's CSR commitment will follow UN Global Compact (see page 7).

Importance of CSR topics on total prequalification followed from 2011 to 2014 (in %)



Statistics from BESIX SA and Six Construct Prequalification Departments.
* in most cases Generic Corporate Documents were submitted

Assessment of CSR initiatives started internally with special articles in the quarterly internal newsletters, sent either by post or distributed directly on site. From mid-2012 onwards, the Group Magazine was structured around the pillars People, Planet, Projects. Our CSR vision also became the structuring guideline for the internal newsletter. A special focus was put on the role and responsibility of Project Managers as they are directly involved in specific CSR actions on site, as well as the first point of contact for stakeholders. In parallel, a communication process was developed via the Group Intranet. This included a didactic assessment to explain and disseminate the Group's core CSR ideas, and to obtain input from the Project Managers about the CSR objectives specific to their site, and CSR in general.

Of the Project Managers contacted at 40 sites, more than 57% provided valuable feedback. A recurring theme is the minimizing of the overall impact on the environment thanks to waste segregation and diversity on site. Innovative solutions were proposed by the various Engineering teams, and taken into consideration to flesh out our CSR policies.

BESIX Group also published a specific CSR chapter on its website. This has to be understood as a first step in the process of developing an integrated and up-to-date system of communication with regards to CSR actions. The chapter will be regularly updated when new actions are introduced. The objective is to give stakeholders a general overview and situation report of the CSR situation of the Group.

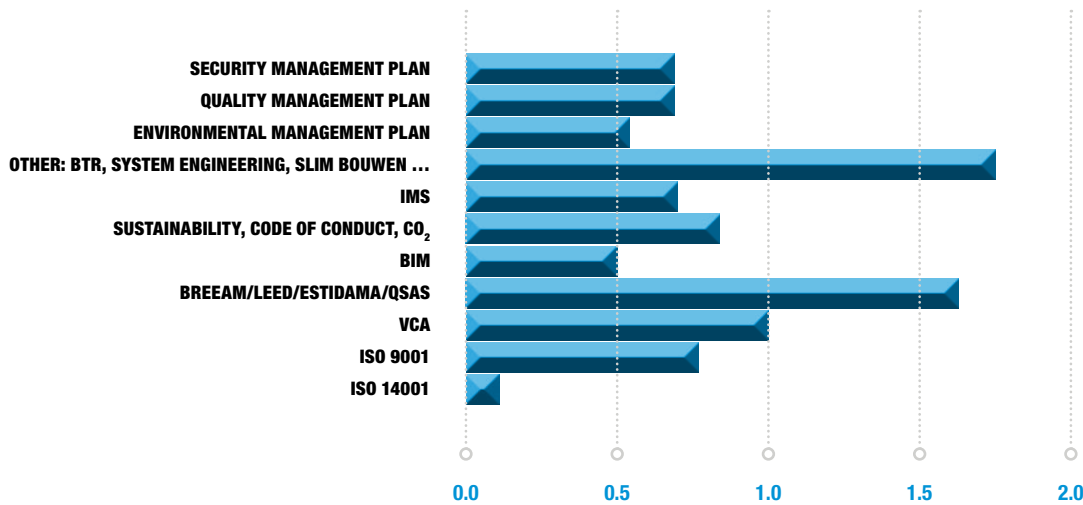
BESIX Foundation

BESIX Foundation maintains a separate website. Its structure was updated to better meet the stakeholders' requests for info and news. A Facebook account was launched in 2013 to match the new look and feel of the website. Also in 2013, the Foundation introduced a biannual e-newsletter for BESIX Group staff, keeping colleagues up to speed with projects and upcoming events.

Future ambition

It is the aim of BESIX Group to further develop both its internal and external tools of communication in order to create and stimulate open relationships and solid partnerships with all of its employees and stakeholders.

Increase by CSR topics from 2011 to 2014 (in %)



Statistics from BESIX SA and Six Construct Prequalification Departments.

Our Clients

A very useful barometer when gauging CRS action plans and ambitions is taking a look at Clients' request in prequalification folders. They provide a very insightful picture of current and general concerns in the field.

The table above shows the 3 years' situation for BESIX SA. Standout Client considerations are the growing demand for ISO certifications, guarantees related to CO₂ awareness, and a clear-cut focus on CSR actions and Management plans in different fields of the sector.

Since 2011, the demand for OHSAS 18001:2007, ISO 14001 and ISO 9001 accreditations, VCA certifications and also IMS, and Environmental/Quality/Management plans have been a stock in trade for the vast majority of our clients.

We can also observe that the feedback concerning our CO₂ management has nearly quadrupled between 2011 and 2013. If concerns and questions about sustainability and CSR were relatively few and far between in 2011, clients have been demonstrating a very vocal interest since 2012. A clearly defined Code of Conduct has been a regular request from 2011 to 2013, with about 13% of requests occurring in 2013.

2014 was a year of strong reflexion for the management of the Group. During a seminar they decided to give a new dimension to the Group business through the IDEAL theme (Innovation, Dedication, Engagement, Ability and Lead) which based on the Group values. Objective is to face with a changing world and be prepared for innovation.

Note a specific chapter is dedicated for Middle East as local stakeholders and clients are regularly requiring specific consolidation in terms of HR, HSE and other related issues.

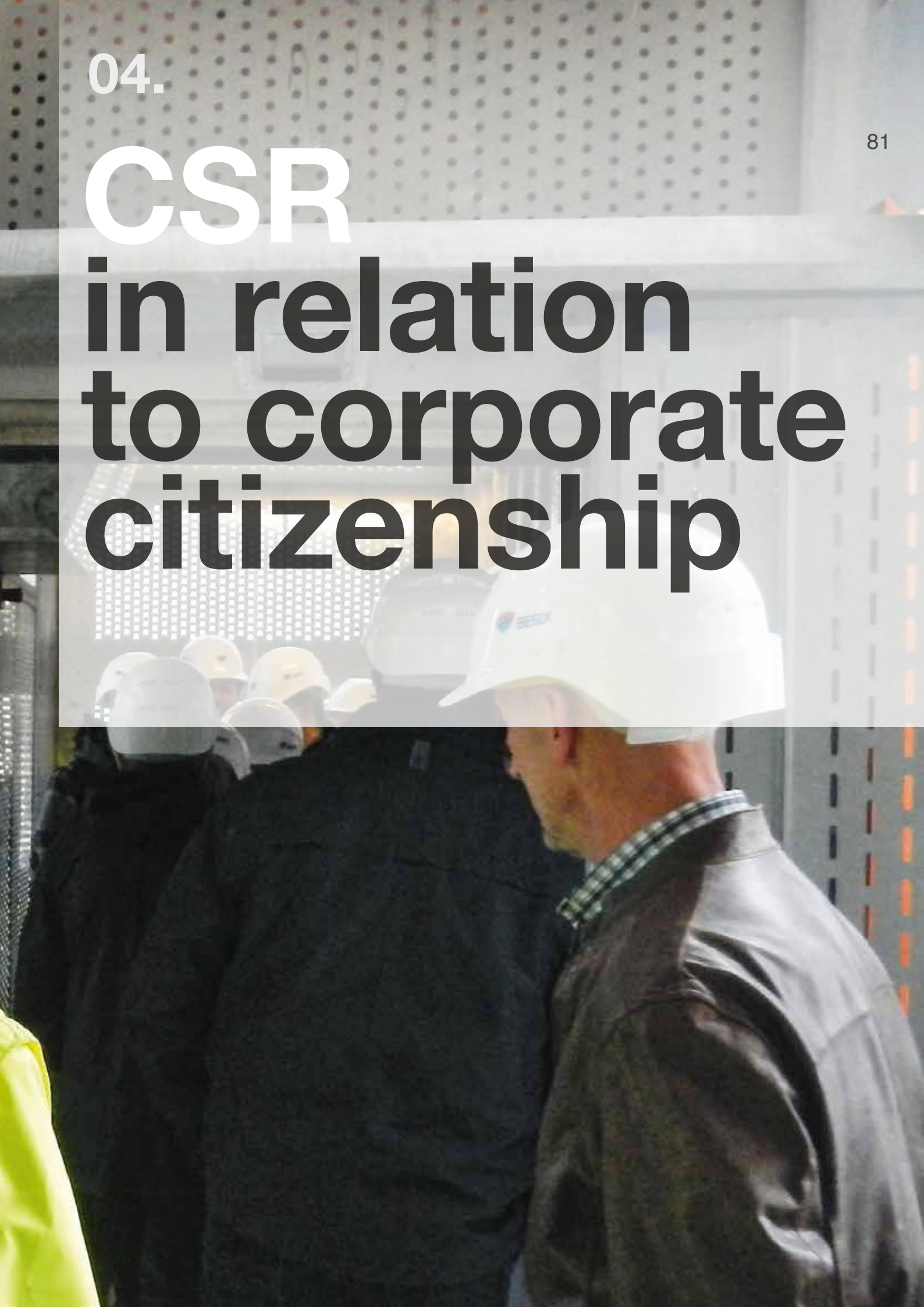


04.

81

CSR

in relation to corporate citizenship





Respect

We intend to respect and preserve our natural and physical environment as much as possible while we acknowledge the inevitable impact our activities have on the environment in areas where we develop and build new projects.



Mitigating our impact on the environment

Even when contributing to communities and landscapes or reducing the carbon footprint of infrastructure and buildings, we appreciate the impact of our work and strive to respect and preserve the surrounding nature and biodiversity for its relevance to the life balance of future generations.

Therefore we have set concrete objectives as defined in our report 2010-2011.

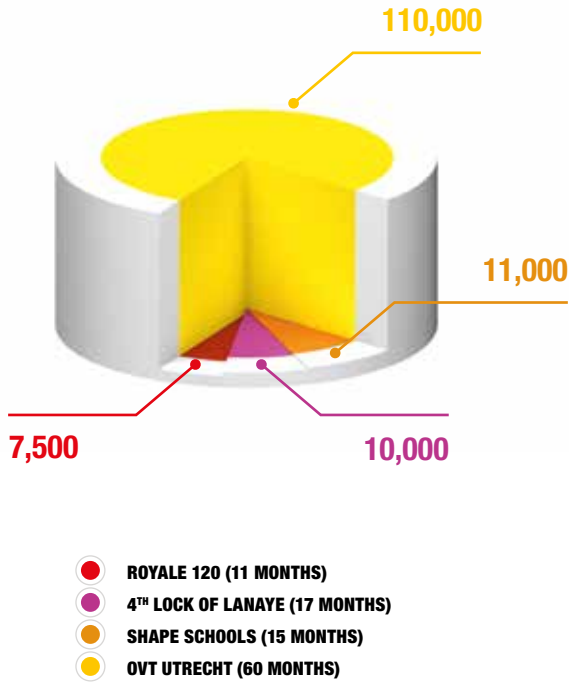
Curbing carbon emissions and waste

Waste management

As early as the tender stage of a project, BESIX's environmental experts study the different available soil reports to assess the presence of soil pollution on projects under scrutiny. Possibilities for re-use of (slightly polluted) excavated soil (onsite and/or offsite) are analyzed and discussed with specialists in the field of transport and soil treatment, often leading to additional (soil) surveys, but increased re-use.

The Group's efforts in waste management extend far beyond the site: BESIX also keeps a tight lid on waste in the offices. Employees recycle bottle caps and hardware to support different charities, such as 'Coeur à Coeur asbl', in collaboration with BESIX Foundation.

Financial waste performance of 4 BESIX projects in Belgium and the Netherlands (in EUR)



Performance indicators in waste management

In 2013 BESIX put in place an elaborate waste management system for its projects. Through intricate contracts with waste transferors and waste treatment facilities, we have defined the types of waste that need to be segregated, what containers will be used and the transport routes that will be taken. Waste segregation and registration are standardized using labels for containers in the waste accumulation areas and waste registration documents, which adhere to legal requirements. The system facilitates the prevention and segregation of waste and allows for the closer monitoring of the entire process.

Analysis of waste performance indicators on BESIX projects show a financial gain for all projects applying the Waste Management System as described above.

Besides the obvious financial benefits, the system has numerous environmental advantages, such as a better waste prevention, economized fuel consumption, reduced CO₂ emissions, and the preservation of natural resources.

Saving paper by leaving a good impression

The use of paper in the office remains a relevant topic for companies seeking to minimize their environmental impact. BESIX had made several demands on its staff in order to reduce paper waste in 2012 and 2013, including one-side prints for internal re-use and one-sided B/W printing set as default on printers.

Centralized copies

After an in-depth analysis of paper and printer use, however, BESIX decided to go one step further. In 2013 we installed a badge reader on the copy machines: the system is set up so that only badged and collected prints are allowed to come through. This 'Paper Cut' project is introduced on all BESIX HQ copy machines in 2014. The Group intends to extend these pilot projects to the offices of other Group companies and to the project sites.

Measuring CO₂ emissions

Reducing our carbon footprint

Every six months a CO₂ footprint is calculated and assessed for different parts of BESIX SA* and published on the BESIX website and Intranet.

Statistics about energy consumption on sites in Belgium, the Netherlands, France and an increasing number of other countries are taken into account for our CO₂ reduction program.

CO₂ awareness certificate level 5

The certification criteria are based on the '**CO₂ Performance Ladder 2.2.**' where BESIX Nederland currently holds the top CO₂-Conscious certificate (level 5) and wants to build further on this. They are also based on '**Green Deal Concrete 1.0.**' which is a sectorial covenant for sustainable building and business (eco-efficiency of the concrete chain). The Group also has an active participation in HQSE specialized working groups and committees. BESIX, Vanhout and Entreprises Jacques Delens employees serve on various committees of the **VBA Green Board** (Association of Belgian's Largest Contractors) and on the **Environment Committee of the VCB** (Flemish Building Confederation). Franki Foundations, finally, is a trailblazer in this field and has been called upon to teach the members of the Belgian Foundation Contractor how to use the Carbon Calculator.

The production of photovoltaic panels of the BESIX passive building in Sint-Pieters-Leeuw in 2014 is 200,000 kWh, which represents +13% than the theoretic provisions, based on sun hours and photovoltaic capacity. It represents 57 Belgian homes consumption.

Franki Foundation Belgium

Solar panels, installed in 2013, will cover 33% of their yearly consumption.

- Electricity 189.671 kWh/year (of the 544.000 kWh overall yearly needed).
- CO₂-reduction/year 66 Tons/year.

Comparison of the CO₂ footprint of potential important suppliers.

As part of the CO₂ Awareness certification in the Netherlands, BESIX requires the footprint data of its most important subcontractors be provided, which are part of the 80% value of the total annual contract value of BESIX Netherlands. If possible, mutual CO₂ reduction actions are developed and implemented.

BESIX decided to define its business-wide perimeter. Although footprint graphics consider direct emissions, we remain conscious of indirect emissions and these are taken into account whenever the possibility presents itself.

Mobility

A mobility survey is organised to find out how our employees come to work and to discover opportunities for improvements.

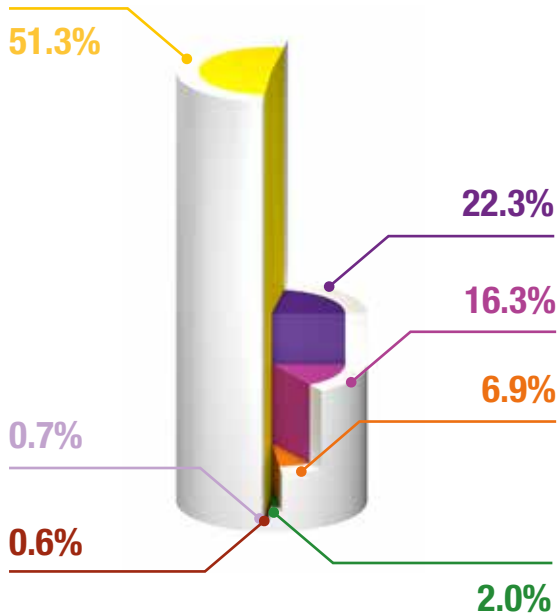
To encourage our staff living near the office to come to work by bike, BESIX participated at Brussels headquarters 'Bike Experience'. Coaches learned participants how to bike in the city in the best way. BESIX was awarded an award by Brussels Mobility Minister Pascal Smet. This initiative will be repeated to encourage more employees to come by bike.

* BESIX Nederland boundary: the projects of BESIX Nederland Branch, the BESIX NV Head Office in Brussels, the regional offices of BESIX Nederland BV and Franki Grondtechnieken BV, the Steel Reinforcement Plant (in Sint-Pieters-Leeuw) and the Material Service in Saintes.

* BESIX NV

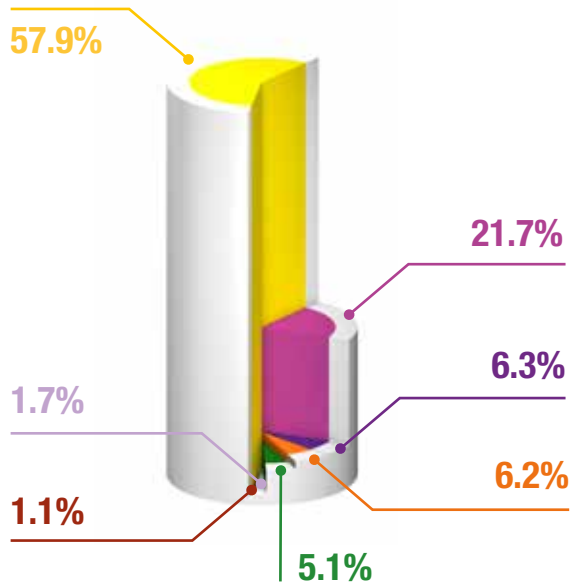
Carbon footprint 2011

Total emissions:
5,721 tonnes of CO₂



Carbon footprint 2012

Total emissions:
5,144 tonnes of CO₂



The BESIX* challenge?
Achieving a 2% annual structural reduction in our CO₂ footprint.

That means a 10% reduction between 2009 and 2015.

Greening the carfleet and eco driving

At the development stage, one of the objectives for 2013 is to develop a multimodal mobility program in collaboration with the HR Department. The objectives are focused on encouraging the use of environmentally friendly modes of transportation, such as public transport and cycling, and limiting Solo-Driver car use for commuting and business travel. We aim to actively promote these measures through the channels of communications we have available.

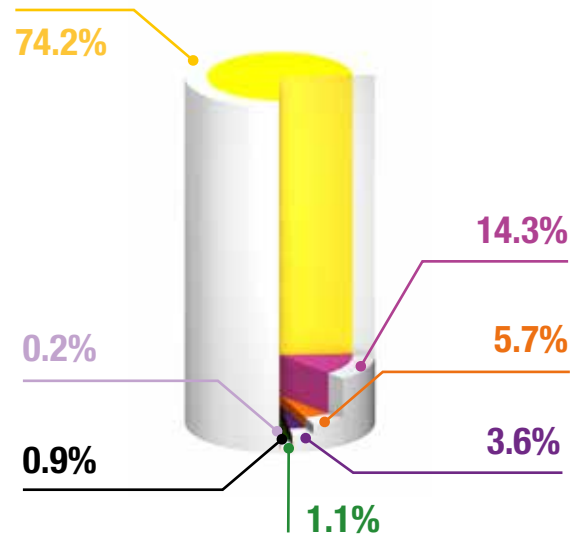
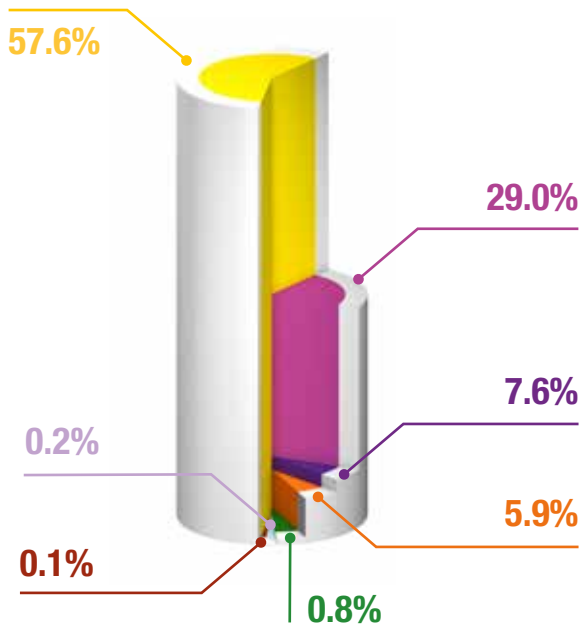
In the meantime, BESIX participates in projects aimed at reducing fuel consumption for both the car fleet (e.g. advocating EcoDriving) and the equipment used on building sites (e.g. using 'Traxx', a fuel-saving additive with an anticipated economy of 2.7% on our Dutch sites). These actions and initiatives will be put into effect throughout the Group in the medium-term.

Carbon footprint 2013

Total emissions:
5,729 tonnes of CO₂

Carbon footprint 2014

Total emissions:
4,582 tonnes of CO₂



Statistics air travel 2011-2014

With the implementation of a 'Travel Request' procedure in 2011, BESIX strives for optimizing the approval and monitoring of business-related air travel. Scheduling trips in advance can reduce ticket prices and allows BESIX SA to optimize and limit the number of business trips by airplane.

Since the launch and monitoring of the internal travel request in 2011, the ratio 'distance/cash flow' has dropped dramatically:

- PRIVATE CARS
- YARD MATERIAL
- HEATING
- ELECTRICITY (GREY)
- ELECTRICITY (GREEN)
- COMPANY CARS
- TRANSPORT OF GOODS

- 2013 PRIVATE CARS :
 - 2.3% COMMUTING
 - 2.4% BUSINESS TRAFFIC
 - 50.9% LEASED CARS
- 2014 PRIVATE CARS :
 - 2.6% COMMUTING
 - 0.7% BUSINESS TRAFFIC
 - 70.9% LEASED CARS
- PUBLIC TRANSPORT

YEAR	DISTANCE (KM)	TURNOVER (MIO €)	RATIO DISTANCE/ CASH FLOW (KM / MIO €)	NUMBER OF FLIGHTS	DISTANCE PER FLIGHT (KM)
2011	32,453,236	1,700	19,090	13,338	2,433
2012	12,505,020	2,100	5,955	4,959	2,522
2013	15,049,778	2,300	6,543	5,716	2,633
2014	6,815,125	2,000	3,407	2,967	2,297

Keeping an eye on **biodiversity**

Through its activities, BESIX intervenes in various areas of the world and meets specific issues on biodiversity related to these areas. Preserving a rich biodiversity and limiting our footprint requires the very specific environmental management systems which take into consideration the animal and plant life surrounding the build site before, during and after the project. Specific applications of our Group environmental management system are described in this report.



In pursuit of green alternatives

The Group continuously works on the application of green solutions in different domains.

The BESIX Engineering Department, for instance, has put together a team that is devoted to green engineering solutions. To learn more about the added value of these innovations in relation to specific projects and related fields of research, we refer to the chapter on Engineering.

Our offices are also becoming more and more energy-efficient thanks to smart renovations or targeted measures on the work floor. In the wake of these efforts, the BESIX headquarters in Brussels was awarded the "Eco-dynamic Enterprise" label (two stars). Energy audits were carried out in the Brussels offices by Esset, Electrabel and SPIE in 2011 and 2012.

Several Group companies also installed photovoltaic solar panels on their buildings, whose combined power accounts for a significant percentage of their yearly energy consumption.

All in all then, BESIX Group has relied on its expertise in building and engineering to come up with innovative solutions that will not only help sustain the future of the company, but also that of the environments and communities it visits and shapes.



Track record of on-site performance

- **OVT Utrecht:** 14% CO₂ reduction compared to the initial situation on project start thanks to stringent waste management (selective waste collection, recycling of timber in 'wood library', optimizing container transportation, etc.)
- **The Ternaaien/Lanaye locks** 77% CO₂ reduction compared to contract requirements by means of sophisticated logistics (transport by water instead of by road) and smart concrete composition (replacing Portland cement by cement with blast furnace slag).
- **Maankwartier Station Heerlen:** 73% CO₂ reduction compared to contract requirements through sustainable supply chain, optimized sheet piling, adapted pile foundations and streamlining transport to and from the site (in cooperation with local partners).
- Optimizing concrete composition on the **Amazonehaven** project to achieve a lower CO₂ impact: limiting the clinker content of cement by using blast furnace slag and recycling aggregates in the concrete mix. These adjustments have resulted in a better control of the hardening process and reducing the need for lengthy concrete cooling.
- The rental of LED masts for site lighting on the **Amazonehaven** project. LED lighting is known for its impressive light output coupled with a low energy consumption.



Respect

Believing it can have a real impact on future communities and generations, BESIX Group organizes and supports a wide array of socio-economic initiatives.



Our social initiatives

BESIX also coaches dedicated students whose engineering research has shown great potential and it guides disadvantaged or disabled people on the path to new professional opportunities. BESIX Foundation finally encourages the BESIX Group colleagues to take up volunteer work in a variety of projects in the field of Education, Construction and/or Environment.

Supporting Young Generations

BESIX Group has always shown a keen interest in the up-and-coming generation, especially students, aspiring engineers and young people who want to make their mark in the construction business. Sharing knowledge is still the most effective way to keep the building community growing and enlarging its know-how and expertise. Each year, through its various entities and projects, the Group welcomes engineering students as trainees and young working-class hopefuls who want to gain valuable experience on the job.

Inspiring internships

The Group frequently invites students from renowned universities in Belgium and abroad and gives them the opportunity to have first-hand experience of the professional life in an international construction group.

These students can enroll for an internship in any country in which BESIX is active, with a choice of jobs in the office or on the construction site.

INTERNSHIPS		
	2012-2013	2013-2014
Head office Brussels (B)	4	8
Belgium on sites	2	10
International	26	16
Total	32	34

Not only engineering prodigies are called upon: BESIX Group also recruits students from different fields of expertise, such as finances, business or communication, ancillary proficiencies and skills that are vital to the operation and general success of a company that works on large-scale projects across the global stage. Students who are chosen to do an internship in an office or on a project abroad are well taken care of. They are encouraged to actively participate in the day-to-day activities of the department or project teams whose ranks they have joined. At the end of an internship, each student gets an appraisal interview with his/her mentor or coach, a valuable moment to reflect back on the experience, provide constructive feedback and offer useful career advice.

Social integration

Around the world, and across the various construction sites, BESIX Group aims to get people involved in its operations, regardless of their sex, race, religion, rank, social background or education. Locally, it aims to activate and support people who want to go beyond challenges: removing social and economic barriers and limitations creates a joint venture, as it were, a communal bond and shared ambition to make things happen. In doing so, BESIX Group wants to give its employees real opportunities, a real perspective: hiring young people, the long-term unemployed, or locals, we are not only building a business, but a community, and that makes all the difference.

BESIX Group companies also choose to encourage people with no or few qualifications. For example, most of the BESIX sites in the Benelux-France and abroad have contracted large numbers of local people for whom special trainings and on-site jobs are defined in advance. BESIX Foundation, similarly, intends to prepare a new social inclusion project upstream with an organisation that specifically targets these underprivileged groups and works to include them in local ventures and opportunities.



On site

Since 2010, our Group company **Entreprises Jacques Delens** (EJD) has been training students in their last year of secondary technical school on a number of its sites in Belgium. Two such projects, 'Audi Forest' and 'Arbre Ballon School', have been a resounding success. The students not only enjoyed their training, they were also able to take full advantage of the experience, learning new skills on the job and picking the brain of EJD's seasoned experts.

In France, the government has implemented a clear policy of integration. **BESIX France** has met and exceeded all official demands in this field. A case in point is the on-going project in Saclay, with +66,000 hours spent on measures and actions of social integration. Since 2012, moreover, BESIX France has been collaborating with 'Atout Plie Essonne', an association that manages a long-term and locally anchored plan for integration and employment (*See Plan Local Pluriannuel pour l'Insertion et l'Emploi « Atout P.L.I.E. » (Nord-Ouest 91)*). A part of the green spaces will be assigned to an integration undertaking. BESIX France is also actively encouraging local subcontractors to follow its lead in the field of social integration, with the help of Atout Plie.

Abroad, finally, BESIX Group advocates the mobilization and deployment of multicultural crews. Combinations between ethnical diversity and professional experience get talented people from different cultural and professional backgrounds together to steer a project towards success.

Mixed Teams, Many Talents

In Equatorial Guinea, BESIX is building a series of river bridges that will give new and improved access to Oyala, the country's capital-under-construction. The law of Equatorial Guinea requires that 90% of the workforce of all companies working within its borders be made up of Guinean nationals.



However, for large and complex projects, there are certain exemptions: BESIX, for instance, was allowed to hire 74 non-Guinean employees to execute site-specific tasks on the highly technical Oyala Bridge 01 project.

Thanks to the incessant training and coaching of the Guinean workers, however, that number is now down to 62, clear evidence that BESIX Group's voluntaristic and deeply embedded CRS strategy is taking full effect, enabling local workers to take matters into their own hands. The Group has also recruited local employees for support services on site.

Social economy

Several initiatives have been undertaken with Vanhout, Wust, Cobelba to support social economy operators in specific support or gardening services. Promoting social economy fits in with the BESIX Group CSR objectives. The Group realizes about 70% of its consolidated turnover with subcontractors and suppliers. Offering social economy operators an opportunity to compete with business operators in selected areas is an integral part of our CSR roadmap.

Realizing that objective will be monitored together with BESIX Foundation, which already supports some organizations through specific projects. On the short term, the Foundation intends to provide some of these with interest-free loan.

The CSR Network will investigate this possible area of CSR deployment in 2015 and initiate tests to assess feasibility before setting up a larger action plan.

Social economy with BESIX Foundation

2010-2011: 2 projects

2012-2013: 5 projects
(Isocèle, Archonaut, Les Ptits fours, Jest Farilu in Belgium and Dignity in India).

In 2012 and 2013, BESIX Foundation financed:

- **4 associations managing socio-professional integration programmes:** Isocèle (Verviers, 55 trainees/year; Archonaut (Brugge, 20 trainees), Les Petits Fours (Mons, +/- 100 trainees/year for a 18 months courses, Jest Farilu (Brussels, 15 youngsters with an handicap who work in a bakery).
- **3 professional schools:** Ceffa's Bertoua (Cameroon), FAC (Brussels), Wagenschot (Gent).
- **3 associations specialized in IT trainings:** Caria (Brussels), Solidarité Servoir (Brussels), HVFE (Charleroi).



Since
2009
creation
170
Projects supported

BESIX Group donation
EUR 2.03 mio
total amount worth
since 2009

Support via
Direct funding
Supply of material
resources
Talents &
sponsoring skills

“ BESIX likes to get involved in projects that are close to its people, and close to its heart. Today, after 6 years, the Foundation is recognized far beyond our ranks. Much more than an exercise in philanthropy, we have written a success story that highlights the core values of our company, motivates our staff, supports good causes and inspires all.”

ROLAND VAXELAIRE
Director, BESIX Foundation

BESIX Foundation

Building a Better World

The Group continues to contribute to the welfare of underprivileged people and support their socio-economic integration.

BESIX Foundation does charitable work in countries where BESIX Group operates. This approach is inspired by the philosophy that it is important to establish and maintain a direct contact and strong collaboration between BESIX Foundation projects and BESIX Group employees, on the one hand, and the local communities on the other hand.

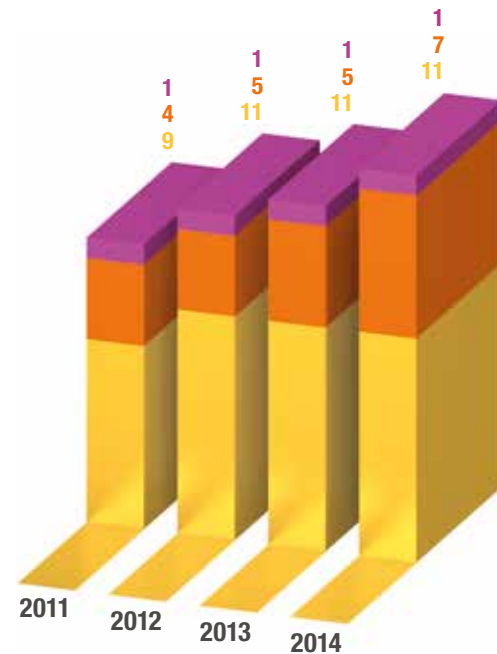
From day one, it has been a principle of BESIX Foundation to be completely transparent and make all of its activities public: they can be consulted on www.besixfoundation.com by any external or internal stakeholder of BESIX Group.

+250 volunteers involved/year

Since 2010, there has been a steady rate of participation rate from volunteers, more than 250 per year. These include volunteers for a day, who participate in Solidarity Day, and skills sponsorship, when volunteers bring their professional expertise to a specific project or service. The practical knowledge provided by our teams and employees enables the organizations the Foundation works with to achieve their goals more easily.

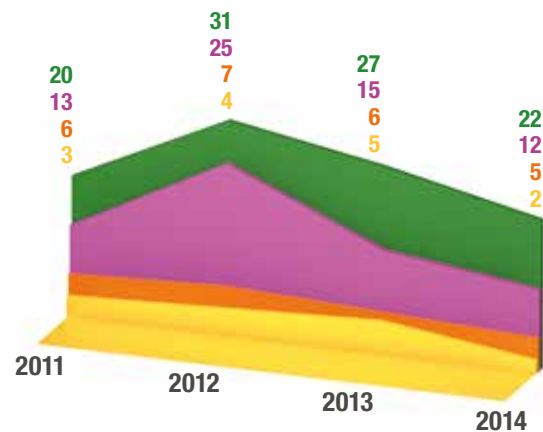
VOLUNTEERS			
	2012	2013	2014
Volunteers	267	244	326
Colleagues	221	194	272
External	46	50	54

Kind of activities



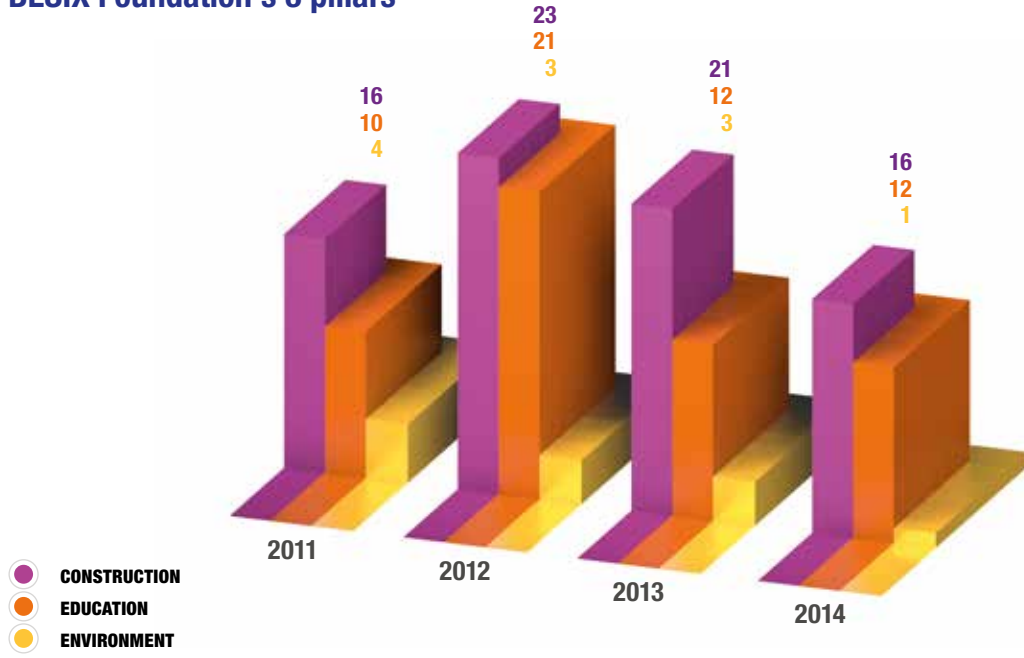
- **THERMOS EVENINGS: PREPARATION & DISTRIBUTION OF FOOD FOR HOMELESS PEOPLE IN BELGIUM**
- **OTHERS: SOLIDARITY DAYS (RENOVATION WORKS FOR CHARITATIVE ASSOCIATIONS IN SOME COUNTRIES WHERE THE GROUP IS ACTIVE)**
- **CROIX-ROUGE: BLOOD DONATION IN BELGIUM**

Number of projects supported



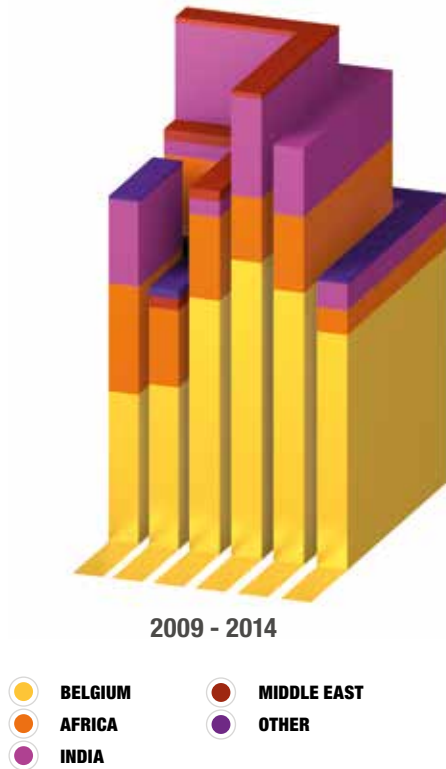
- **SUPPORTED**
- **INTRODUCED BY OUR COLLEAGUES**
- **BENEFITING A SPONSORSHIP**
- **SOCIAL ECONOMY**

BESIX Foundation's 3 pillars



The Education theme experienced a sharp drop in 2011 as the Foundation board redefined this theme: we now mainly talk about training skills, although initially education also included for example the youth welcome and various forms of assistance (teaching > education).

Location of projects



St Anthony's

Since its inception in 2009, the Foundation has provided support to the St. Anthony's School (college and technical school) in India. Thanks to the tireless efforts of its volunteers, the Foundation has encouraged nearly 1,200 children to continue their studies. The number of children implicated should increase to 2,000 in 2015. The project has grown far beyond the walls of the school to include charitable work in medical care, family care, micro-credit initiatives, self-help-women groups and adult education (1,000 adults in 2013), producing a profound and lasting change in the surrounding communities.

Solidarcité

In Belgium, the Foundation put its shoulders under the Solidarcité project. It launched integration programs in which BESIX Group teams took low-skilled people and disadvantaged youths under their wing. This form of direct involvement enriches the programme and empowers them to restart trainings or pursue new career opportunities.

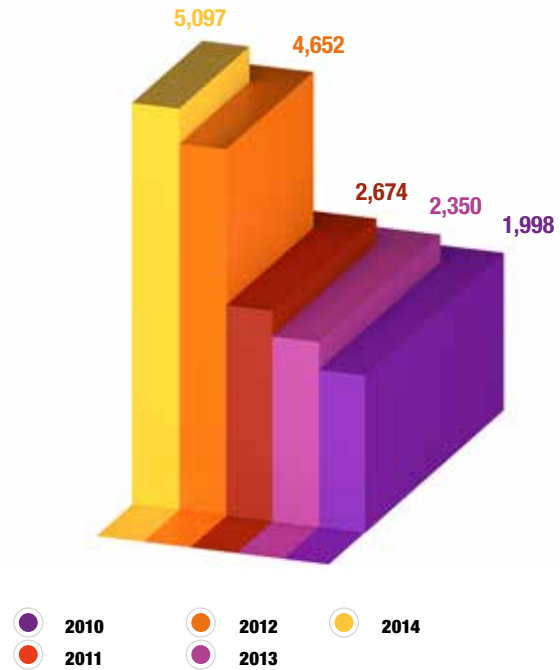


“BESIX goes one step further than education, training and construction. It is aware of the enormous potential and indispensable talents of people and communities inside and outside the Group, and conscious of the useful role we can play in the markets in which we operate.

That is why we will always find the financial, logistical and means to do and achieve ‘more’. I have great admiration for the commitment and perseverance of the people who are involved in these socio-economic projects. Hundreds of collaborators, supporting as many actions, contributing to a shared vision - it’s impressive by any standard. This tireless work not only benefits the people directly involved, but also boosts team spirit and the image of a company that is fully dedicated to CSR.”

JEAN MOSSOUX
BESIX Foundation administrator

Number of beneficiaries



Beneficiaries of our 2014 projects is 5,097 which is similar to the first year. These data show that our actions affect lots of people directly. An even larger number of beneficiaries indirectly when a parent follows a professional training, for example, to get a job and will then bring recurrent revenues within his/her family.

But these figures should be seen in context because the project impact on the beneficiary can vary and, sometimes, it can be more relevant to get an important impact on a smaller group than a reduced impact on a larger one.

BESIX Foundation Also creates its own projects



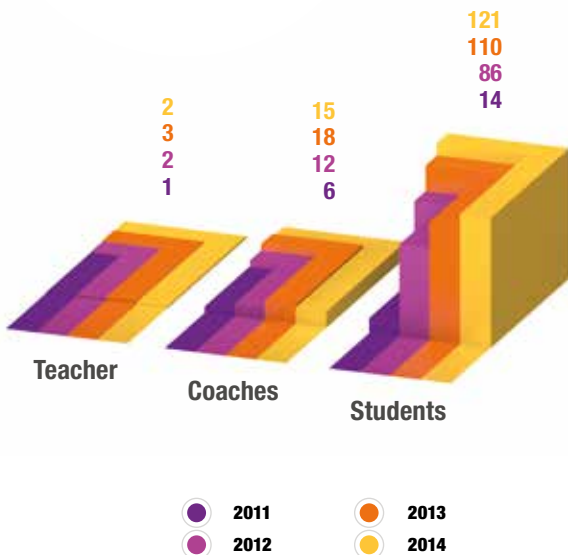
The Foundation decided to launch its own projects in addition to the projects it supports for charitable organisations.

Right2Learn Dubai, Abu Dhabi and Qatar

Within the Group, three computer courses, led by our colleagues, are open to our less skilled workers in Dubai, Abu Dhabi and Qatar. The aim of the 'Right2Learn' project is to enable these workers to reduce their communication costs by using the Internet rather than traditional telephony. The training programme also opens a new window on the world for them, with 2 cyber cafés now fully operational in the life accommodations.

Toekomst Atelier de l'Avenir Brussels, Belgium

In 2013, the Foundation began its support for the 'Toekomst Atelier de l'Avenir' project, which offers out-of-school educational experiences to underprivileged kids (10-14 years old) from inner-city neighbourhoods in Brussels. BESIX Foundation decided to get involved by giving the children a taste of the world of construction and its different professions (from worker specialist to civil engineer). The first workshop was a real success. This has been the starting point of BESIX Foundation's own project along the same lines, called KiddyBuild. In the course of a day, children have the opportunity to visit one of the BESIX Group sites in Brussels and discover the different jobs and professions in the building business. This new project was launched in 2014.



A sustainable CSR initiative

BESIX Foundation is now a 'second nature' of BESIX Group and all its colleagues.

A large survey has been conducted with about 1,452 participants and the feedback and enthusiasm around its actions and its future have been more than encouraging. The survey results also showed that the large majority of participants give priority to projects concerning access to education for underprivileged and construction.

The BESIX Foundation Selection Committee has included those recommendations in evaluating the projects that are presented for financial and other support from the Group. Such recommendations constitute the 'red line' of BESIX Foundation action.

In all projects supported by BESIX Foundation in the period of 2012 and 2014, 45 projects relate to education compared to a total of 112.

BESIX Foundation wishes to distinguish itself through 'home-made' projects. Right2Learn has been the first initiative with 3 mobile classes moving from one project site to another in The Middle-East.

It is BESIX Group's and BESIX Foundation's strong conviction that this initiative should be expanded through all large projects in the Middle-East as well as in the Dubai Group headquarters.



Passing on the torch!

The lessons learned from the Toekomst Atelier de l'Avenir initiative have urged the BESIX Foundation's Board of Directors to promote a second 'home-made' project and dedicate it to offer to young pupils of 10 to 14 years in underprivileged environment of Belgium a unique opportunity to get better acquainted with the various jobs related to a construction project.

40 colleagues were involved ensuring a high level of quality and a real impact on every children.

For this first experience in 2014, 196 children, from 4 schools, were given the opportunity to take part in this initiative by our colleagues of BESIX, Jacques Delens, Franki Foundation and Vanhout: all of the volunteers were eager to share their professional passion with this new generation.

BESIX KiddyBuild

In addition to such 'home-made' projects BESIX Foundation also strongly believes that a special effort should be made in sustaining social economy operators among the subcontractors and suppliers of BESIX Group entities.

After six years, BESIX Foundation is recognized as a strong institution and commitment of BESIX Group and its colleagues all over the charity and the humanitarian and construction sectors.

A great success that allows us to repeat this new project in 2015!





05.

101

CSR on site



Respect

Projects for which optimizations were found to reduce costs, work timing, specific used materials and therefore minimizing the impact on our planet by ensuring respect of standards and quality.

Engineering concepts which optimize construction methodology.

Group projects aware of CSR

103

Group Projects meeting environmental certifications

SITE NAME	ENTITY	COUNTRY	CITY	PROJECT TYPE	CONSTRUCTION YEAR	CERTIFICATION	NOTE
Atradius	Cobelba	Belgium	Jambes	Offices	2015 - 2017	BREEAM	VERY GOOD
Carpe Diem	BESIX	France	Paris	Office tower	2010 - 2013	HQE - LEED	PLATINIUM
City Gates	BESIX RED - Wust - Lux TP	GD Luxemb.	Luxemb.	Offices	2014 - 2016	BREEAM	VERY GOOD
Cleveland Clinic	BESIX	UAE	Abu Dhabi	Hospital	2010 - 2013	LEED	GOLD
Convention Center	BESIX	Qatar	Doha		2010 - 2012	LEED	GOLD
EDF SACLAY	BESIX	France	Paris	Offices	2013 - 2015	HQE - BREEAM	EXCELLENT
Fedimmo	EJD	Belgium	Brussels	Offices	2010	BREEAM	VERY GOOD
Extension of Nivelles Shopping center	BESIX	Belgium	Nivelles	Centre Commercial	2010 - 2012	BREEAM	VERY GOOD
Euralille	BESIX	France	Lille	Offices	2010 - 2012	HQE	
Grand France stadium (FFR)	BESIX	France	Paris	Rugby stadium	2015 - 2018	HQE	
Just Under The Sky (DOCKS)	BESIX	Belgium	Brussels	Shopping center	2013 - 2016	BREEAM	VERY GOOD
Kons	Lux TP - BESIX RED	GD Luxemb.	Luxemb.	Offices + retail area	2015 - 2017	BREEAM	EXCELLENT
Lustica	BESIX	Montenegro	Tivat	Villas	2013 - 2015	LEED	SILVER
Mall of Egypt	BESIX	Egypt	Cairo	Shopping center	2012 - 2015	LEED	GOLD
MIVB-STIB Haren	BESIX	Belgium	Brussels	Industrial building	2014 - 2016	BREEAM	GOOD
NEO	BESIX - BESIX RED	Belgium	Brussels	Shopping center + residential	2015 - 2018	BREEAM	VERY GOOD
Shape	BESIX	Belgium	Mons	Elementary school	2012-2014	LEED	SILVER
Shape	BESIX	Belgium	Mons	Secondary school	2012-2015	LEED	SILVER
Tour Adnoc	BESIX	UAE	Abu Dhabi	Offices	2010 - 2013	LEED	GOLD
Trebel	BESIX - EJD	Belgium	Brussels	Bureaux	2013 - 2016	BREEAM	EXCELLENT
UK PR for UE	EJD	Belgium	Brussels	Offices	2009	BREEAM	EXCELLENT
Yas Mall	BESIX	UAE	Abu Dhabi	Shopping center	2011-2013	ESTIDAMA	

HQE = Haute Qualité Environnementale (= High Environmental Quality)
 BREEAM = Building Research Establishment's Environmental Assessment Method
 LEED = Leadership in Energy & Environmental Design

“On my Site, we continue to act responsibly thanks to the willingness of leaders and employees to go one step further every day, constantly improving and developing ourselves and the Companies.”

ADRIEN THEUNISSEN
Project Manager BESIX

In 2013, a survey was sent to the main clients responsible for 80% of the projects of the two biggest Group affiliates, BESIX and Six Construct, to measure CSR awareness of Project Managers. The answers helped to clarify themes and will help the Group to ask the right questions in the large-scale survey which will be launched in 2016.



Case studies

Each Group project brings added value to our common CSR goal. The following section shows the most significant CSR actions that were undertaken in Group projects. The selected projects developed here represent specific CSR actions on site.

- The right choice of materials, a significant impact on carbon emissions: Lanaye locks (B).
- Engineering expertise in the health sector: EDF R&D center (F), Cleveland clinic (UAE).
- Sustainable urbanization: Carpe Diem tower (F), Yas Mall (UAE).
- Balancing lifestyle and sustain-able development. When real estate plays an upstream role (Coparty Gardens II (B), 'The Jardins de Baseilles' (B), 'SIAT' office (B).
- Valuable Partnerships - Local subcontractors: King Abdullah Sports City Stadium (KSA).
- Minimum impact: Amazonhaven (NL), Wheastone Material Offloading Facility and Breakwater (AUS).
- Green alternative solutions: BE Wind (B), Franki Foundations active at the station of Mons (B), BESIX Ecological Park Wash Ride (B).

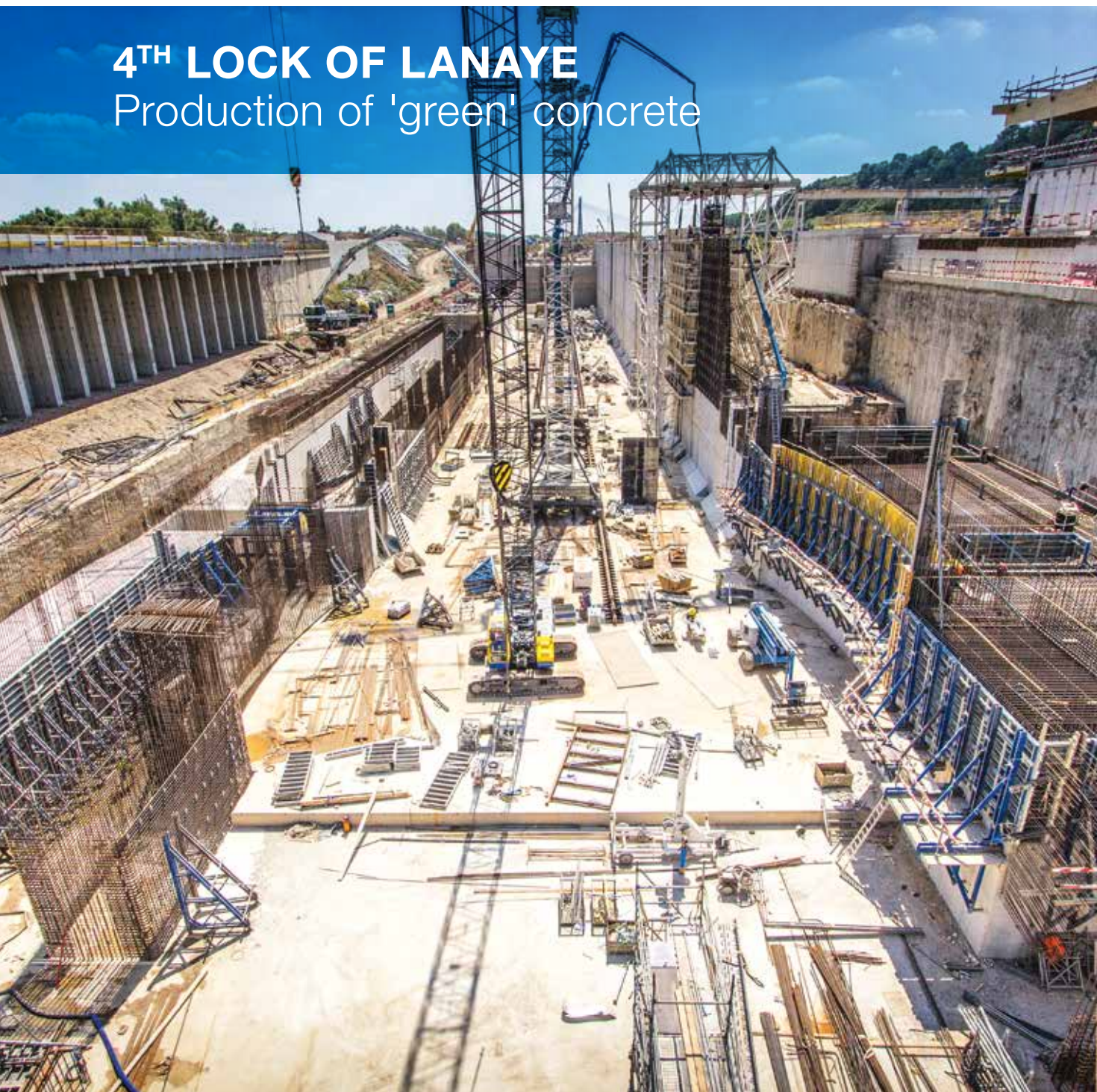
More interesting CSR case studies can be found on the Group's website.

- Building together with local communities: Maankwartier (NL), Tanger Med II Quay Wall (M), Oyala bridges (EG).
- At the service of tomorrow's mobility: RER La Hulpe (B).
- Minimum impact: Heumen flood gate (NL).

Visiting CSR on site

The right choice of materials,
a significant impact on carbon emissions

4TH LOCK OF LANAYE
Production of 'green' concrete



2011-2015 Lanaye, Belgium

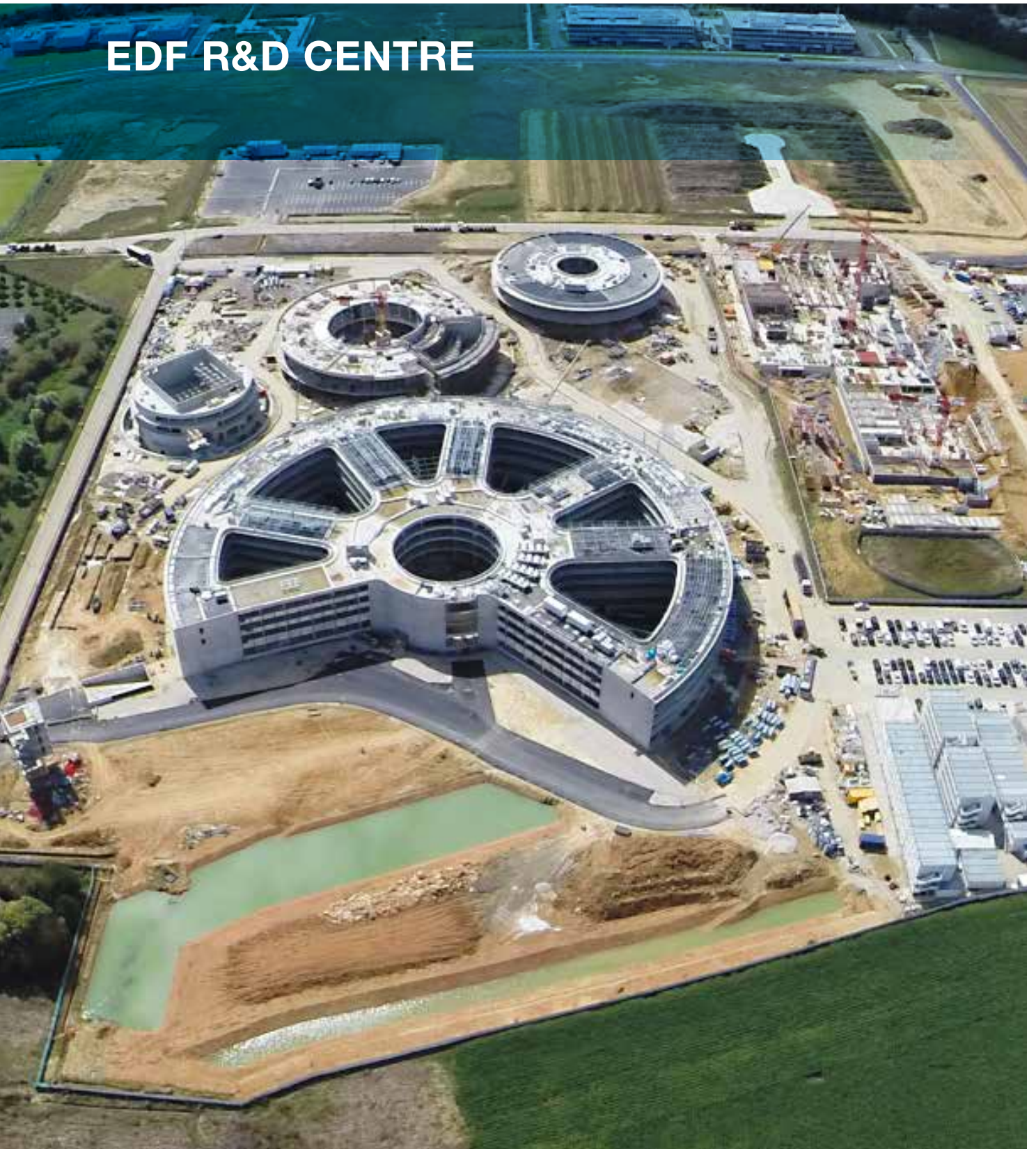
BESIX has been working on the fourth Lanaye lock, a strategic project straddling the border between the Walloon Region and the Netherlands. The lock is part of a complex that will become a pivotal point of passage in the international navigation network. It is 225m long, 25m wide and has a 14-m drop, making its passage suitable for oversized push-barge convoys of up to 9,000 tons.



- In the procurement stage, BESIX launched a study to see whether it was possible to re-use the gravel in the soil from the lock in an ecological way, instead of gravel bought outside of the site, in the concrete.
- As the choice of cement has a major impact on carbon emissions, it was decided to adopt cement with 65% of GGBS as the production of GGBS results in a significantly smaller carbon footprint when compared with clinker.
- 220,000m³ of concrete will be produced on site with materials being sourced locally: the cement was delivered over a distance of 2km by boat and the sourcing of aggregates local to the site, reducing site traffic and eliminating the need for heavy construction vehicles to pass through the adjacent villages.
- The concrete that was produced during the works was calculated as theoretically producing only 103kg of CO₂ per cubic metre. The construction of the 4th lock in Lanaye is an innovation for BESIX due to the limited use of raw material. In the first months of 2012, moreover, the project achieved a CO₂ reduction 77.5%, compared with the reference situation. This fulfilled the objective in the chain analysis. Compared with the first few months after the start of the project, we saw a further slight improvement of 1.3%.

Engineering expertise in the health sector

EDF R&D CENTRE



2013-2015
Saclay, Paris, France
BREEAM & HQE 'Excellent' in progress

For EDF, the French electricity producer and distributor, BESIX and its partners are building a state-of-the-art Research and Development Centre on the Paris-Saclay campus, dubbed the Silicon Valley of France. In total, BESIX will construct a 120,000 m² floor area on an 8.7 hectare plot after the design of renowned architect Francis Soler. The architectural ensemble, composed of four circular buildings with central courtyards, will be a showcase of elegance and eco-efficiency.

- A specific feature of the site is its proximity to Orly airport. As a result, the height of the buildings - and by extension the reach of the cranes used on site - is restricted to three levels. Complicating matters is the upper part of one of the four buildings, which will have to be completed *without* the use of cranes and a limited on lifting equipment.
- A tailored environmental approach was required as the building site, originally rich farmland with great biodiversity, has a very low degree of permeability. Historically, the area:
 - > functioned as a natural water reservoir for the gardens of the Château of Versailles. A drainage system comprising a moat and a large pond was installed.
 - > is home to the Thrumwort (Damasonium alisma), a rare and vulnerable amphibious plant that is protected by law. All individual plants were relocated and preserved before the start of the works.
 - > is used by endangered animal species, like the 'triton crété', which have to be protected at all costs.
- In 2013, a total of 137 hours were spent on training in environmental inductions and waste and incident management. These sessions have had positive on-site effects.
- The building's blueprint featured an underpinning of drilled cased piles. In order to save time and reduce costs, however, the experts of Franki Foundations proposed using flight auger piles. This innovative solution offered guaranteed quality and reduced the bulk of building materials and the deployment of heavy machinery. These quick wins, of course, also shortened the overall construction period. An added bonus: Omega piles excavate less land which minimized the impact on the environment.

PERFORMANCES	2013	COMMENTS
Safety training (number of hours of the team)	137	Arrival inductions
Other trainings (number of hours of the team)	137	Environmental inductions (waste sorting, incident management . . .)
CO₂ performance (number KG CO ₂ emitted)	131,864	
Waste Management (number of tons generated)	397.22	
Waste Management (number of tons recovered)	384.4	97% material recovery
Diversity Women Men Nationalities	5 238 15	
Code of conduct Number of site purchasers who signed the Procurement Code of Conduct / total number site Purchasers Number of Suppliers who signed the Procurement Code of Conduct / Total number of site Suppliers	- -	- -
Certifications LEED BREEAM HQE	- x x	- In progress In progress
Please note that no data were available for period 2011-2012 Please note that the project started in 2013		



CLEVELAND CLINIC

The building has been designed with the strictest environmental standards in mind:

Eco-friendly measures and methods

- It will be the very first LEED Gold hospital in the GCC region, which is no mean feat: applying LEED methods in the Middle East requires careful consideration of local climate factors and the relatively limited access to sustainable construction materials (e.g. access to concrete and steel with sufficient recycled content and access to sustainable timber).
- The build is characterized by: a reduced overall environmental footprint; careful material selection; targeted reductions in water and energy consumption; and effective systems for the protection of the environment during construction and operation.

Abu Dhabi, UAE
2010-2013
in joint venture (60-40)
LEED Gold

Cleveland Clinic will bring top-notch medical services to its patients in an environment equipped with the latest in modern amenities. This 400,563m² building includes 375 high-spec medical rooms with exclusive Royal Suites, 324 examination rooms and a walk-in clinic.

- The building provides a healthier environment for its occupants: we also improved thermal comfort, natural lighting and air quality for occupants during the construction and operation stages.
- Strict environmental control through laminar-flow airconditioning for medical surgery quarters.
- Strict regulations to protect the wellbeing of 11,900 workers, especially through indoor air quality management.
- 420 people were trained in green construction techniques.
- The LEED Gold target requires 75% recycling of construction waste. Going above and beyond this benchmark, BESIX Group increased its objective of waste management & recycling:
- Recycling of specific construction waste such as wood and gypsum:
 - > 100% gypsum waste shipped to a local manufacturing plant and recycled into their gypsum board manufacturing process (rate of 5-10%). To our knowledge, this is the first construction site in the UAE to recycle its gypsum.

Effective waste segregation

- More than 100 suppliers and subcontractors banded together to source recycled, regionally available (within 800km) and rapidly renewable materials (renewable within 10 years)
 - > Strict waste segregation plans and guidelines were introduced.
 - > Involved suppliers & subcontractors were trained together with staff on site.

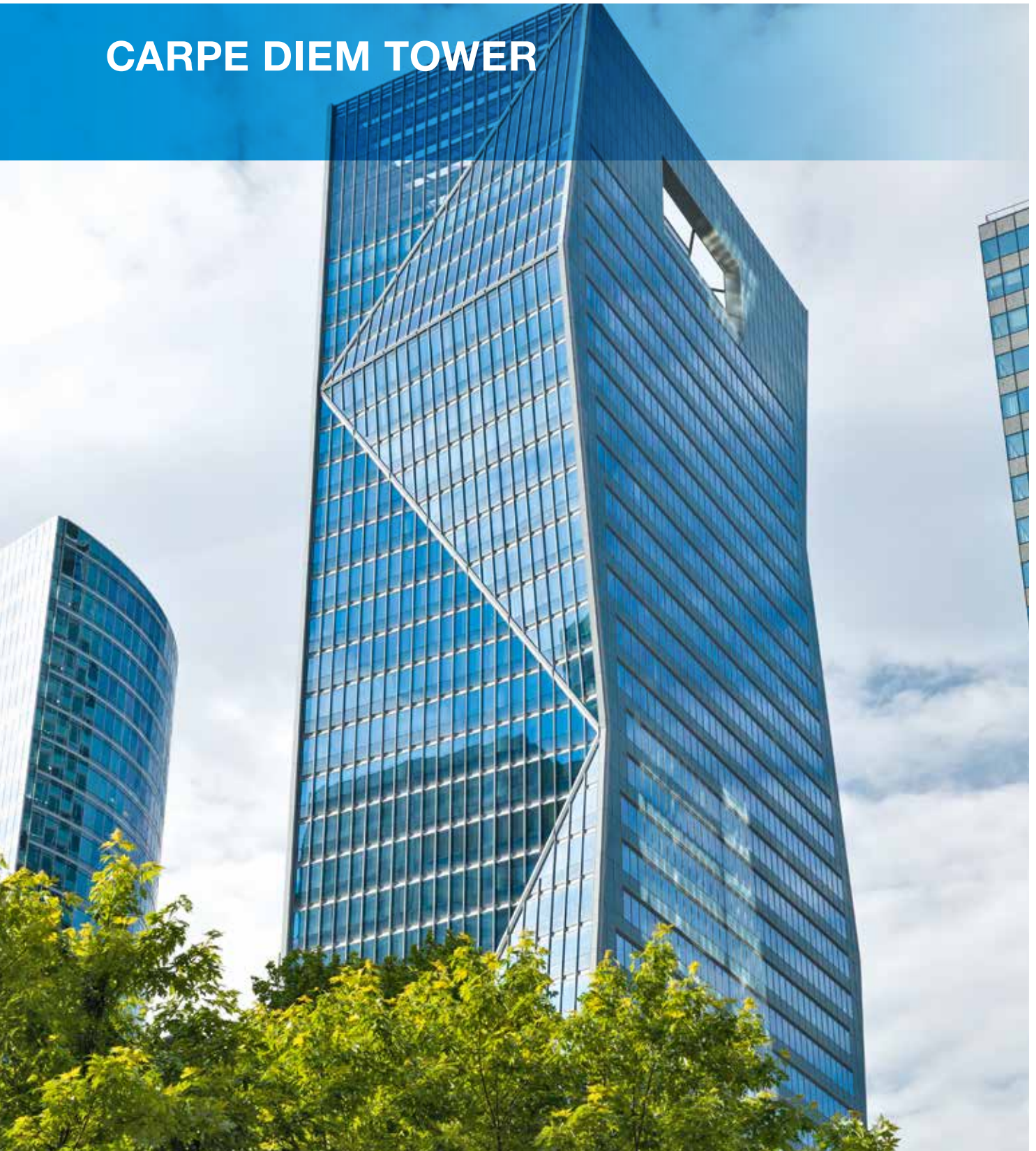
CO₂ reduction

- Significant reduction of carbon footprint both during construction and occupancy stages.

PERFORMANCES	2010	2011	2012	2013
Safety training (number of hours of the team)				
Induction Training	7,574	20,729	23,865	22,347
Waste Management (Tons saved)	-	5,769.31	12,230.56	11,632.11
Diversity				
Gender				
- Male	3,158	1,938	1,109	658
- Female	9	7	12	10
- Nationalities	29	33	32	29
Code of conduct				
Number of site Buyers who signed the Procurement Code of Conduct / total number site Buyers	4 Purchasers & 1 Assistant	4 Purchasers & 1 Assistant	3 Purchasers & 1 Assistant	2 Purchasers & 1 Assistant
Number of site Suppliers who signed the Procurement Code of Conduct / Total number of site Suppliers	0	0	0	0
Certifications				
LEED	Yes - Gold	Yes - Gold	Yes - Gold	Yes - Gold
BREEAM	-	-	-	-
HQE	-	-	-	-

Sustainable urbanization

CARPE DIEM TOWER



Paris, France
2010-2013
HQE® Excellent and LEED® Platinum Certifications

This 163m high tower, built by BESIX in consortium, has a floor area of 47,000m² and contains a 120m³ basin for storm water retention and a 40 m³ basin for rainwater processing & storage. The tower's north and south façades are both designed with light-reflecting glass 'diamond heads', which not only mirror the sky, but also greatly enhance the building's thermal insulation and mitigate glare to the surrounding high-rises.

Rethinking cities for a better future is one of the major challenges facing governments today. Together with urban designers and architects, creative innovations in city planning and building are taking shape around the world. Forward-thinking companies like BESIX Group have chosen to participate in this green vision and building the comfortable and sustainable communities of the future. Now more than ever, BESIX Group wants to meet international norms and standards such as HQE, BREEAM, LEED, ESTIDAMA, which will help shape tomorrow.

The Carpe Diem Tower boasts:

- HQE® Excellent and LEED® Platinum certifications: Carpe Diem is the first tower to achieve the LEED Platinum rating in France, and is committed to both US LEED® and French HQE® environmental excellence;
- Pollution prevention plan limiting disturbance in surrounding areas;
- 43% drop in the consumption of drinking water through the smart collection of rainwater from roofs and façades: water is also recuperated for landscape irrigation and the flushing of toilets;
- Decrease of 45% in energy consumption thanks to thermally insulated façades, solar panels, heat pumps and the use of active chilled beams;
- Small carbon footprint: 25% recycled construction materials, 80% wood products certified harvested from environmentally friendly forests and 47% locally sourced products. This equates to a minimal extraction of virgin raw material;
- Demolition and construction waste segregated in specific containers during site work to ultimately achieve a 91% waste recycling rate;
- Environmental education program integrating site visits, neighborhood meetings, and guides to make users, inhabitants and tenants aware of all environmental and technological improvements that were put into effect.

	DEMOLITION		CONSTRUCTION	
	2010	2011	2012	2013
Number of staff members	17 (0 BESIX)	104 (15 BESIX)	111 (15 BESIX)	66 (2 BESIX)
Training hours	2,004	4,510	4,832	1,512
Safety performance				
Site Water consumption	2,494 m ³	3,789 m ³	1,839 m ³	344 m ³
Site Energy consumption	66 Mwh	399 Mwh	1,561 Mwh	1,462 Mwh
Waste management	6,409 tons generated 6,309 tons recycled (98%)	915 tons generated 747 tons recycled (82%)	2,961 tons generated 2,511 tons recycled (85%)	741 tons generated 585 tons recycled (80%)
Nationalities	7	15	16	15
Women	1	4	7	6
Junior / senior <i>Junior = 0-5 years of experience</i>	3/7 staff 1/6 workers	11/19 staff 14/60 workers	12/19 staff 21/59 workers	13/20 staff 5/25 workers
Number of purchasers & suppliers signed the procurement code of conduct	NA	NA	NA	NA



YASS MALL

ESTIDAMA, which means 'sustainability' in Arabic, is an initiative that will transform Abu Dhabi into a model of sustainable urbanization. Its main aim is to create more sustainable communities, cities and global enterprises, which balance the four pillars in which the venture is based: environment, economy, culture and society.

The Yas Mall in Abu Dhabi, aiming for a 2 pearl rating under the ESTIMADA scheme, will be the first retail building in the Emirate to comply with the strict requirements of the organization.

Similar to LEED, ESTIMADA is adamant about environmental protection, focusing on a variety of ecological hallmarks, such as Sustainable Materials, Indoor Air Quality, Energy and Water Conservation and Waste Management. BESIX Group is committed to the environmental cause and has implemented and taken into account a wide range of practical measures that will help prevent pollution and reduce the volume of waste on site.

Abu Dhabi, UAE 2011-2013 ESTIDAMA

The project comprises the construction of the Yas Mall, a huge 360,000m² retail development on Yas Island, the Emirate's leading leisure and entertainment destination. The mega-mall will feature a large shopping area to accommodate the world's leading retail and leisure brands, including a hypermarket, concept stores, and high-street and high-end fashion outlets, a multiplex cinema and family entertainment centre, and assorted restaurants and bars. Energy savings are foreseen via photovoltaic panels on the roof.

Balancing lifestyle and sustainable development

When real estate plays an upstream role

In what way will our world change tomorrow? How should we design our building projects, specifically in urban areas, if we are to preserve our environment? Construction companies are constantly asked to come up with innovative, high-quality products that reconcile lifestyle and sustainable development. Group companies BESIX RED, Jacques Delens, Cobelba and Vanhout have built up an expertise in developing such projects, with impressive results.

Real estate projects, similarly, are increasingly developed near key mobility hubs, also taking into account energy-saving solutions, optimal waste segregation policies, optimal eco-designs and low-impact construction methods, and a careful choice of raw materials, ...



BESIX RED and Jacques Delens: the 'Coparty Gardens II' in Nivelles (Belgium)

- 81 apartments and 4 commercial units near the town centre and close to public transport facilities to encourage the use of alternative means of transport (train, bike, bus, etc.). Two bicycle stores are planned for the second phase, and some parking spaces with outlets for the use of electric cars.
- Target of an E60 energy level, which corresponds to a 25% energy saving compared to the legal requirement.
- Many technologies directly geared towards a sustainable development approach: reinforced thermal insulation of the casing, individual heat recovery ventilation, plate heat exchangers limiting heat loss in hot water systems, and roof-mounted solar panels.
- Green spaces have been developed to the highest quality standards: large balconies (approximately 10m²) designed as a natural outside extension of the private living quarters. The landscaping of the park around the buildings places the emphasis on the planted areas, walkways and pond.

BESIX RED tackled the property development aspects, Entreprises Jacques Delens was responsible for the construction works and Socogetra for the roads.



**Cobelba:
'The Jardins de Baseilles'
in Erpent (Belgium),
an eco-neighbourhood**

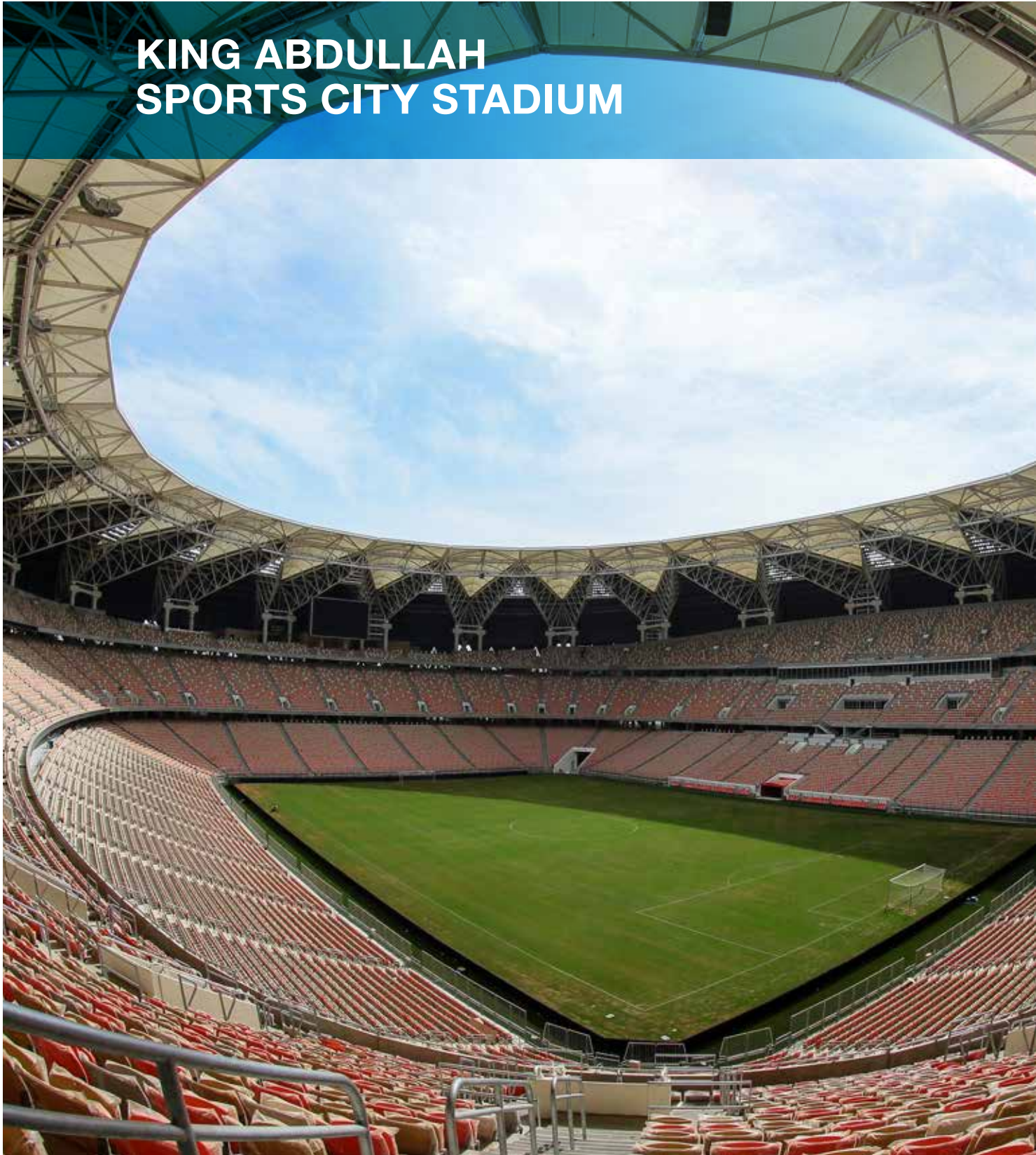
- Based on the principle of co-housing, the project links service activities and shops, in a location serviced by public transport along the main N4 highway, while creating meeting places and inter-linking isolated neighborhoods.
- A housing density in accordance with urban planning laws (small houses on small lands) in order to avoid the waste of space.
- Low energy option (k35), through a series of intelligent measures: rainwater management (planted flat roofs for added insulation, some of them with solar panels), eco-friendly mobility and energy features, green landscaping (gardens, views) and biodiversity (various planting species in the park).
- Concept of shared parking places: used by the shops and the offices during the day and made available for the local residents the evening and the weekend.
- Power optimisation and well-oriented apartments.

**Vanhout:
the new 'SIAT' office in Zaventem
(Belgium), an exceptional building
with high performances in energy,
acoustics and design**

- Energy savings following the TRIAS ENERGETICA, including very high insulation ratios, air-tightness, renewable energy from a BTES field (Borehole Thermal Energy Storage) and an efficient heating system.
- 100% FSC wood used on site.
- A green roof and 20m³ of rainwater recuperation makes this building almost water-neutral.
- The acoustic performances are exceptional thanks to multi-layered gypsum board walls and ceilings covered with a special acoustic felt.
- Durable siding of the façade.

Valuable Partnerships

Local subcontractors



KING ABDULLAH SPORTS CITY STADIUM

BESIX Saudi branch respects strongly the Saudi social involvement by hiring local Saudi staff and therefore contributes to the country development by what is commonly called in the Kingdom, the Saudization. It also work in close collaboration with local subcontractors.

The Saudization rule is governed by the law and is mandatory to allow any foreign Company to do business within the Kingdom. BESIX is fully committed to follow the Saudization process to allocate local competent staff – who are KSA native and therefore familiar with the KSA environment and culture – on their projects. Furthermore, BESIX is respectful and grateful to the Kingdom that allows BESIX to participate in Mega projects. Consequently, and modestly, BESIX is more than eager and honoured to be able to contribute to the development of the country and to transfer its know-how to the best asset of any country: its population.

Indeed, within our global investigation for Vendors and Subcontractors, BESIX will consider as much tractability as possible, integrate as many capable and qualified Companies into the project as possible, assuming they can perform the duty considered within the required budget and with the quality expected, and assuming that local contractors can give the guarantee requested as per the BESIX / the Client Rules and the contract. As part of Saudization, BESIX considers to give the two national ocean carriers the opportunity to bid for the transportation of the goods.

In addition to the above, BESIX tries to employ as many Saudi National technical and non-technical staff as possible to be incorporated within its teams during execution, as well as non-qualified Saudi Nationals workers that will join BESIX workforces for apprenticeship.

Moreover, BESIX tries to employ KSA native staff including assistants, site office management positions, and graduate engineers. This local staff will be trained as part of our aim to increase the available pool of local engineers and staff within KSA. Retaining KSA staff will be done through full integration in our teams and dedi-cated training programmes, allowing the engineers to gain experience and knowledge at accelerated speed. KSA staff will be integrated in BESIX' reward philosophy through incentives and awards.

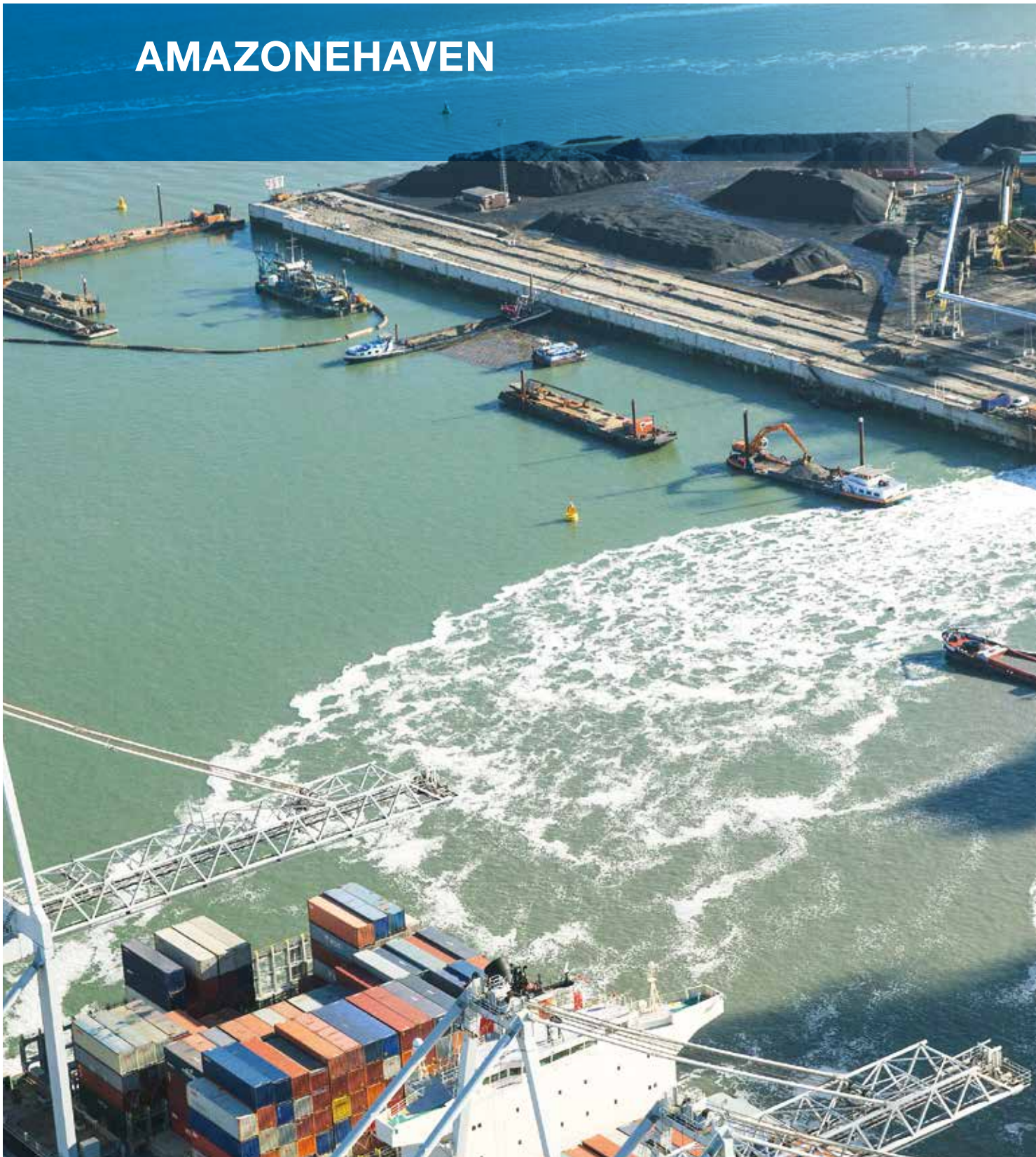
Jeddah, Saudi Arabia 2011-2013

BESIX (in partnership) delivered the King Abdullah Sports City in 22 months. This unique project, with a capacity of 60,000 seats, includes a large mosque which reflects the cultural and religious identity of Saudi Arabia, and assorted infrastructure works around the site. It will be used by premier league clubs Al-Ittihad FC and Al-Ahli SC. The curvaceous bowl, beautifully embellished by tie-down V-frames that echo early Arabic architecture, incorporates a diamond-patterned screen that enables natural ventilation.

PERFORMANCES	2013	COMMENTS
Safety training (number of hours of the team)	18	Every Week one mandatory training / Duration - 20 to 25 minutes
Other trainings (number of hours of the team)	32	
CO₂ performance (number KG CO ₂ saved)	N/A	
Waste Management (number of tons saved)	2979.55	
Diversity Gender Nationalities	N/A 13.70%	Saudization ratio
Code of conduct Number of site purchasers who signed the Procurement Code of Conduct / total number site Purchasers Number of Suppliers who signed the Procurement Code of Conduct / Total number of site Suppliers	10 564	
Certifications LEED BREEAM HQE	N/A N/A N/A	
Please note that no data were available for period 2011-2012 Please note that only the project was taken into account since only in process till 2013		

Minimum impact

AMAZONEHAVEN





Rotterdam, The Netherlands 2012-2014

This is the most important project of the planned expansion of the Amazone Harbour in the Port of Rotterdam. The BESIX-Van Oord combination enlarged the Amazonehaven port basin on the south side of ECT's Delta Terminal on the Maasvlakte. Widening the basin by 55 metres to 310 metres affords better access to the port for the latest generation of super ships of 18,000 TEU and more. A tough job!

Minimum impact on environment

- Recycling of old sheet piles, tubular piles and concrete from the demolition of the old quay wall (nearly 100% recycled material). All materials were re-used or sold on the market:
 - > 7,700 tons of sheet piles and tubular piles: approx. 500 ton is re-used on other sites. Remainder is in store for later re-use;
 - > Concrete (100,000 ton), concrete is re-used for various purposes (subbase road works, shore protection, ...);
 - > Steel resulting from the MV anchors is considered as scrap steel.
- During the breeding season, the seagulls were directed into a separate terrain where they could breed without being disturbed by the building activities.

Generating local employment

- Hiring of people in a long-time-unemployment program for general activities at the building site (< 1 % of total site team). People have been recruited to clean the site, collect data from measuring devices, cleaning the site offices, ... 2 persons were employed as such.



WHEATSTONE

Material Offloading Facility and Breakwater

Onslow, Australia 2012-2015

As part of the construction of the Wheatstone LNG Plant, the project covers the Design & Construction of a Material Offloading Facility (MOF), protected by the construction harbour consisting of a 1km long Breakwater (BW). The quality, safety and environmental standards in Australia are very high, and the experienced team has delivered to that standard.

950

safety training hours
in 2013

Preserving marine and terrestrial balance

As the company is conscious that marine works may have a serious impact on sea life, it develops various work methods to limit any impact. Environmental risk assessments are carried out as part of the design process.

- Following an extensive survey campaign, the presence of a paleo channel under the footprint of the Breakwater has been identified. Significant R&D investment focusing on stone columns was undertaken to propose an innovative solution to minimize the impact on the surrounding marine environment: key to that process was that full soil replacement could be prevented. Stone columns are usually installed on-shore, and for the first time this has been successfully applied in Australia off-shore, avoiding dispensing of particles into the sea water.

During the operational works, an environmental action plan is applied to ensure non disturbance of fauna during the piling works as well as other parts of the construction of MOF and BW.

- Thorough cleaning of equipment: e.g. before coming near the Australian shore, all marine equipment (barges, etc.) are thoroughly inspected and cleaned as part of a Marine Quarantine Management Plan and an Introduced Marine Pest Procedure. In addition, all vessels are subjected to an Introduced Marine Pest Risk Assessment each time they are entering / project waters.
- Well-being of animals around the project site grounds ranging from gecko's to sharks and whales: biologists and oceanographers are on site / on the water to continuously monitor land and sea in order to identify presence and proximity of these species and prevent any impact of the site operations on their well-being.
- Marine spill kits are readily available at different positions across the site in case an oil spill occurs, as part of the larger Oil Spill Response Management which also includes training and monthly drills for all operators and supervisors on-site.
- Terrestrial Flora, Vegetation and Weed Management Plan was also implemented to avoid the spreading of weeds.



Other main initiatives

- In order to build strong relationships with Aboriginal employees in the Onslow area, all employees are required to follow a training on cultural awareness. As such, a better understanding of the local habits and lifestyle is endorsed.
- Waste Management via segregation of waste on-site and toolbox meetings for the workforce.
- Besides management of chemicals, an Acid Sulfate Soil Management Plan to avoid the release of acid and metals and preserve water quality, and then marine life.

BESIX has engaged with local subcontractors. While usually in Australia pre-cast concrete elements are sourced from South-East Asia, BESIX was applauded by client Chevron for having sourced materials locally: fabrication of accropodes and all pre-cast concrete elements were made in Onslow (supported by the Chamber of Commerce's Australian Industry Activation Act).

Green alternative solutions



Other project examples are available on our website, chapter CSR.

BE WIND
Poperinge, Belgium

BE Wind

An energetic cooperation between West Construct and Franki Foundations

Wind-generated energy is a cornerstone of a future-oriented renewable energy policy. To meet European directives on renewable energy and CO₂ reduction in the short run, electricity operators are investing in windmills which offer reliable and tested technology. Windmills require solid foundations!

- Cooperation between Franki Foundations and West Construct to focus on onshore wind farms.
- Created end 2012, BE Wind's clients are offered a total package of expertise and experience in the design, project planning and execution of this type of civil engineering work.

Since its creation, the consortium has signed contracts and delivered 44 wind turbines until end 2013: in full swing, the foundations for a wind farm at Zele-Berlare for Bredekop Wind bvba (3 turbines), at Poperinge for Electrabel (4 turbines), at St-Gillis-Waals for Fortech (4 turbines), at Ieper for Enercon GmbH (8 turbines) ...

Franki Foundations active at the station of Mons (Belgium)

For the development of the new Mons station studied by the designers Calatrava, Franki Foundations proposed an alternative solution of Omega piles (replacing large diameter bored piles). This solution also provided good results and significantly reduced the amount of materials used, the construction period and therefore the price and the impact of such a project. The savings were significant:

	PREVISIONAL	EXECUTED	SAVINGS
Concrete	10,000 m ³	4,000 m ³	6,000 m ³
Steel	1,160 T	535 T	625 T
Work days	289 days	82 days	207 days

BESIX Ecological Park Wash Ride

BESIX Park has introduced 'Park Wash Ride' services in Belgium in 2012. What does this service involve? As it says: you park your car, have it washed, and drive away with a clean car.

This cleaning method has many advantages.

- Very ecological, with no wastewater.
- Minimum water consumption, just 3 litres per car.
- The deep cleansing steam combats resistant dirt.
- The precision of hand washing.
- Protective wax finish.
- Meticulous interior cleaning.

This 'Park Wash Ride' are available at the Clockhempoort car park at Sint-Truiden (2012) and Ecodroom at Geel (2012).

AVERAGE CARS WASHED PER YEAR	WATER NORMALLY USED	WATER USED WITH ECO WASH
600 cars	50,000 l	2,000 l

BESIX Park provides 5 electric charging points. Even if these ones are not used in a regular the development of electrical car park on the market should boost the electric charging points' requests.



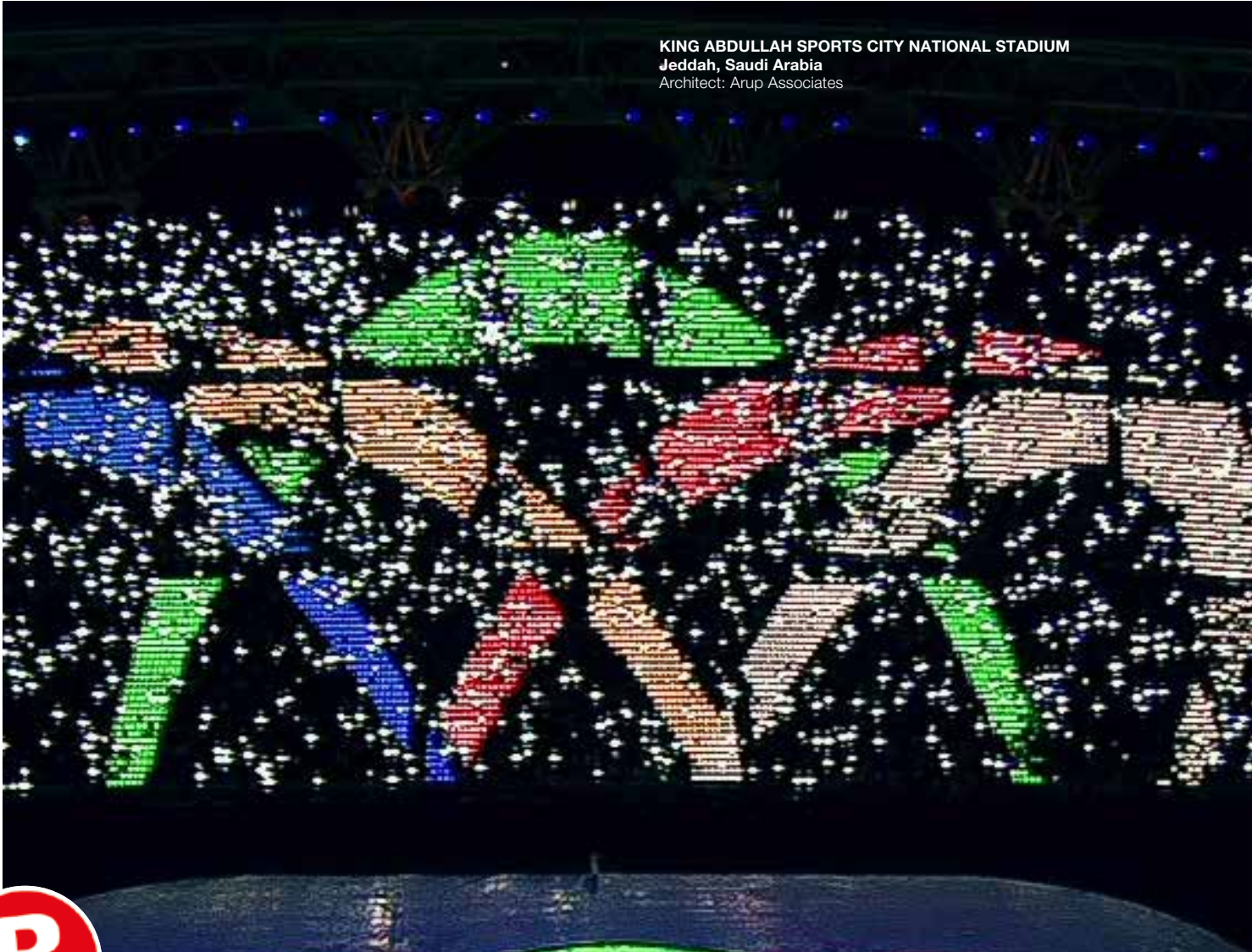


YAS MALL
Abu Dhabi, Yas, U.A.E.
Architect:

Focus on the Middle East



KING ABDULLAH SPORTS CITY NATIONAL STADIUM
Jeddah, Saudi Arabia
Architect: Arup Associates



Respect

Six Construct works upstream to answer its stakeholder's requests. It also intends to respect its commitments which are maintaining a safe and healthy workplace for its workers, delivering high quality projects to its clients, preserving the living environment in general as much as possible.

Six Construct challenged in its **CSR** approach

Governments from Middle East have chosen to play an active role in Corporate Social Responsibility. They identify a real need to commit themselves to sustainable development. As urban development is well settled in this part of the world, a long-term vision is the key.

Governments in the Middle East expect companies such as Six Construct to encompass CSR in their business approach. Six Construct, conscious of the important role it can play, integrates social and environmental aspects in its business activity.

Main criteria are job creation, involvement with local communities, environmental impacts, keeping in mind that creating value is definitely a final goal for governments and, consequently, for companies.



Six Construct awarded CSR label 2014

Dubai has clearly placed green principles firmly at the heart of its bid to host the World Expo 2020. For the first time in Expo history, quantifiable sustainability targets have been set, along with global benchmarks on resource management on a massive scale.

This means that any company involved in the expo should prove that it cares for its suppliers, its corporate culture, its growth and its employees, covering economic, ethical and environmental aspects. The UAE business community is already under the spotlights.

In that ever-changing context, Six Construct applied and received a CSR Label for the business year 2014 from the Dubai Chamber of Commerce and Industry. It is one of the four companies who received the label for the second time this year. Consistent improvements in the CSR activities have been audited and verified by the Chamber of Commerce during an audit trail in March 2014 and the CSR Label was awarded at a ceremony on 31st March 2014.

CSR Label

The Dubai Chamber of Commerce developed a learning and development tool to communicate a company's commitment to operate responsibly. A company getting a CSR Label indicates that it has done consistent and significant work in CSR and is committed to develop it further.

The Dubai Chamber CSR Label is tailored to the Middle East, specifically to the UAE, and is based on international standard and best practices.

Objectives set for the year 2014: increasing the voluntary activities in local community, focus on CSR commitments and practices to stakeholders, communicate, engage and document more on sustainable activities, engage its employees to take part in various volunteering programs.

Six Construct is also an active member of the Dubai Chamber Sustainability Network where the company can share and exchange best practices in implementing Corporate Social Responsibility (CSR) with other company members. Six Construct is also registered in the two groups of the Sustainability Network in 2013: sustainability Reporting and waste management.

Human Capital Management

Key areas

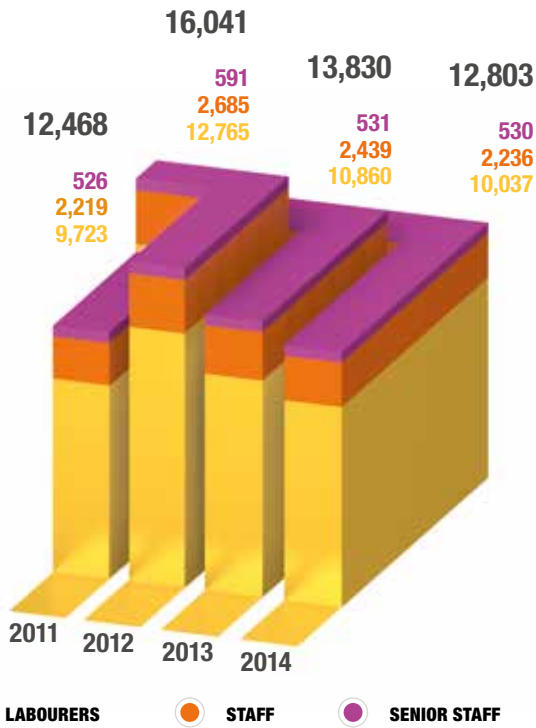
Six Construct is aligned with the Group approach concerning human capital management. Diversity is a strength. Employees are given the opportunity to follow trainings and to expect career perspectives within the company. Those aspects can only be possible in safe and healthy working conditions.

Diversity

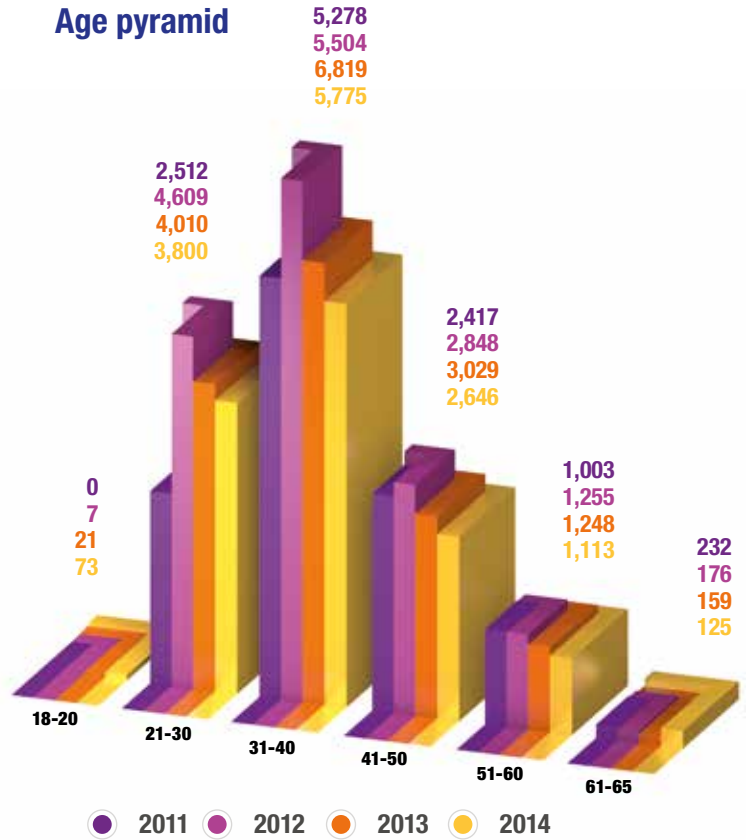
DIVERSITY BY NATIONALITIES				
Six Construct	2011	2012	2013	2014
Bangladesh	2,621	4,947	4,415	4,293
Belgium	150	145	120	130
India	7,298	8,279	7,055	6,557
Nepal	1,308	1,212	869	732
Pakistan				124
Philippines	408	508	455	388
Others	683	950	916	579

Six Construct has been employing more than 71 different nationalities. The graph above shows the diversity of nationalities who are mainly represented.

Number of employees



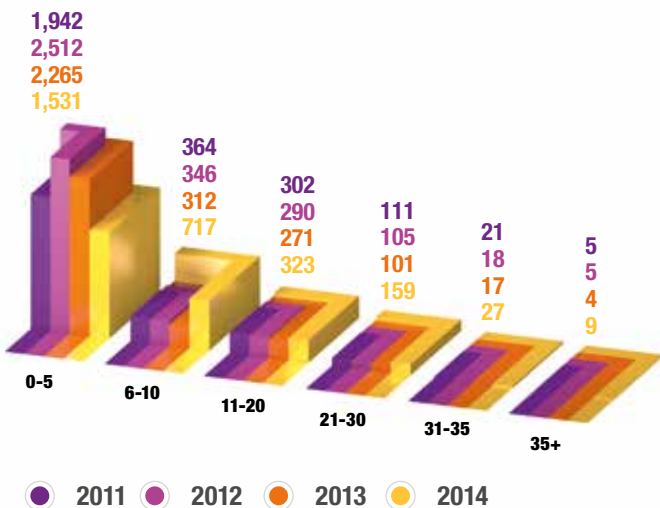
Age pyramid



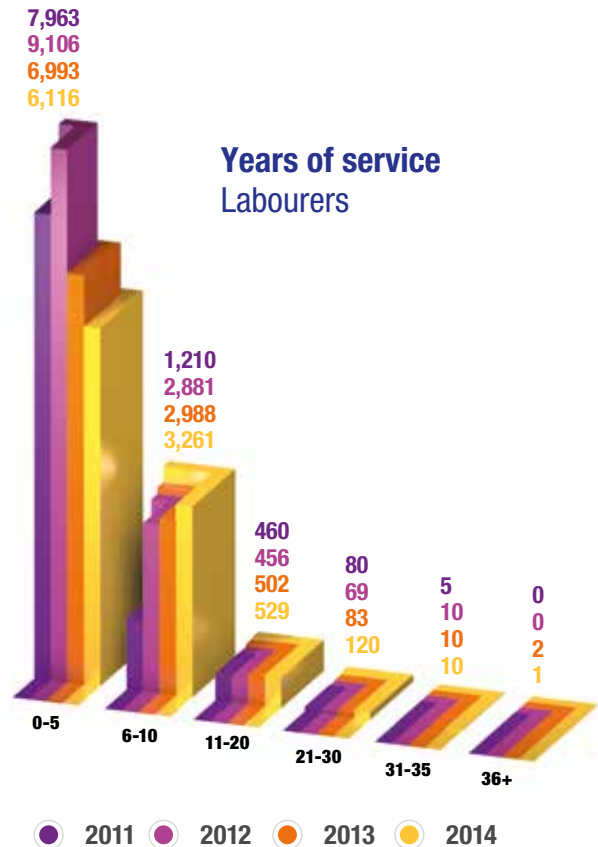
Employees numbers are:

- On permanent contracts basis only (no missions contracts or temporary contracts ...).
- Active Visa count in Middle-East Business Unit – except KSA and Egypt where the number of employees is not reported here for the period 2012-2013.

Years of service Staff & Senior Staff



Years of service Labourers





Trainings

Six Construct trains, motivates, and encourages its employees in order to enhance their knowledge and skills. The company organizes and provides training sessions in the Middle-East every year. As explained in the HR chapter of the Corporate section, the training modules delivered the Functional and Soft Skills, Language courses, Technical Skills and others.

The training objective is to achieve 15% of workers to be trained in a year:

- 2012: 220 Senior staff
- 2013: 300 Senior staff
- 2014: 321 Senior staff

In 2012, there were 14 various trainings offered to senior staff that were organized internally, adding 12 courses which were externally taken by some of its employees that were also supported by the company. In 2013, Six Construct gave more or less 17 different internal trainings that were mainly focused on Soft and Technical courses.

Six Construct's Training Centre

Six Construct Training Center's main duties are education, training and evaluation of labourers and construction staff to standardize the methods of work at the site for both newly joined and its already experienced labourers.

One of the most important taught components is Health & Safety where labourers learn how to use safety equipment and devices, and safe methods of work within their trade (carpentry works, steel fixing, concreting scaffolding, plumbing, electrical etc.) Furthermore the training is also focusing on other operational aspects being quality and production.

Six Construct defined KPIs for workers training. Target was a turnover of 15% of workers being trained in the Six Construct's Training Centre (STC) in 2013. The result: 1,841 employees and 8,365 UAE workers have been trained through Six Construct Training Centre on 31 Dec 2013, which represents 22% of workers. The target has been achieved.

The results at the site have proven the efficiency of the training programme in place. However, the increasing requirements for safe work and quality standards, exercise pressure to raise our delivery standards to consistently raise client's expectations.

Linkage with universities

Six Construct intends to enhance its partnership with local universities and higher colleges.

In April 2012 Six Construct participated in the internship fair of the University of Sharjah for the first time, organized by the Career Advising & Students Training Office ('CASTO'). During those days the company met more than 120 students and received 43 internship applications from students with majors of civil engineering, architectural, industrial and electrical engineering. As an internship is a potential start of a career, the HR team screened all the applications and accepted 5 young civil engineers to do their internship at Six Construct.

Six Construct's participation in internship fairs as organized by the University of Sharjah was a success. It has given the company the opportunity to meet enthusiastic students and promote the company as a major player in construction in the UAE in order to attract talents to continue the growth of Six Construct for the future challenges ahead.

Workers Salary and Benefit revision

In August 2013, a motivating manpower salary reform has been incremented in collaboration with the Ministry of Labor in the UAE.

The reform aimed first to better address the local legal requirements as to the monthly salary structure, the maximum overtime and related allowance as well as the food allowance, which resulted in some 3% overall increase for about 6000 workers.

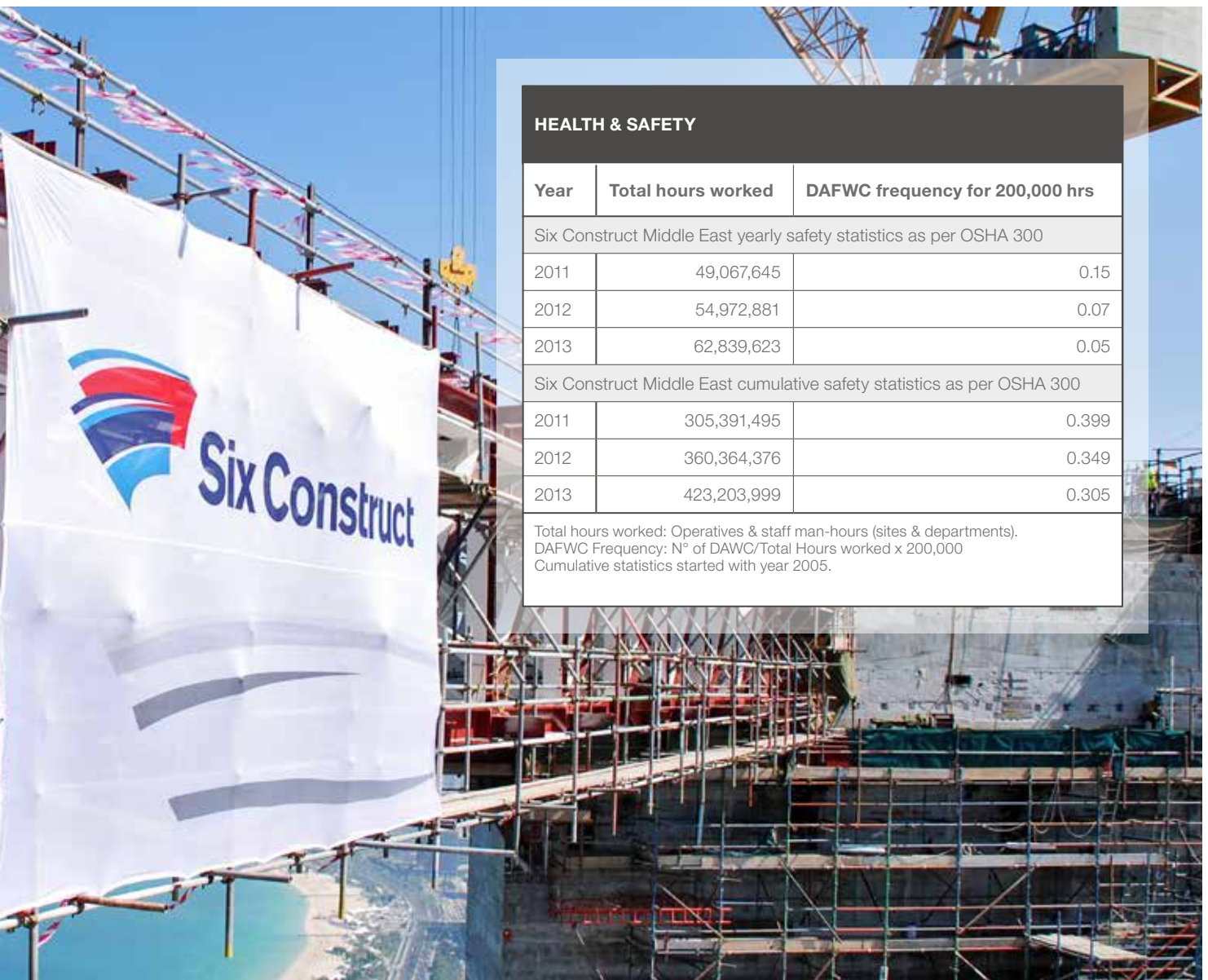
It further coped with the increasing turnover of workers observed in the last years through new measures aiming to secure retention. On the one hand, monthly seniority increases are granted to workers reaching respectively 2 and 3 years continuous service within the Group, either in the UAE, Qatar or Bahrein. On the other hand, a performance and expertise linked salary increase has been implemented. It is based on each worker's quality assessment and performance requirements and criteria have been elaborated for each category of such workers to secure harmonized and objective allocation, e.g. with reference to minimum blocks or tiling daily production for a mason .

Out of about 12.000 workers, around 150 decided at that time to resign and leave the country, whereby they received all their dues, gratuities and travelling cost paid by the Group.

With such reform as well as a continuous control on its usual recruitment agencies in the workers' origin countries and higher base camp standards, the Group further witnesses that it aims to always reach higher salary and working conditions than the highest local standards.

Health & Safety

With hundreds of men active on one site, the safety aspect is a key priority on Six Construct sites. Project management is key in continually educating workforce about safe procedures and enforcing safety management programs.

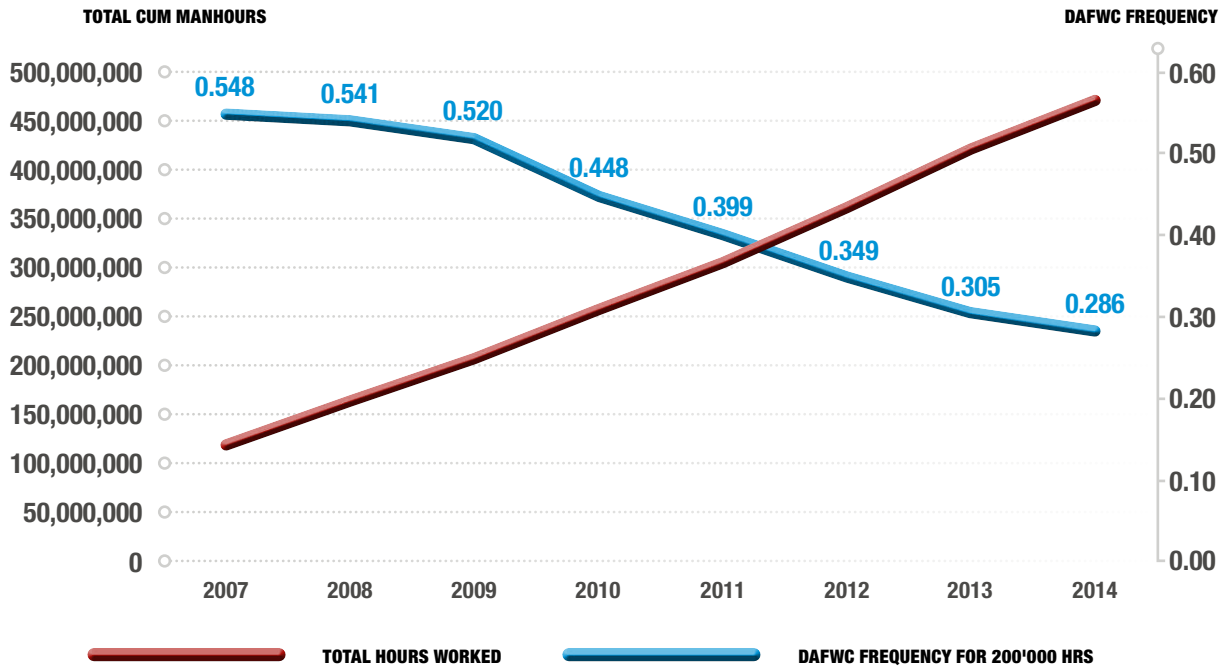


HEALTH & SAFETY

Year	Total hours worked	DAFWC frequency for 200,000 hrs
Six Construct Middle East yearly safety statistics as per OSHA 300		
2011	49,067,645	0.15
2012	54,972,881	0.07
2013	62,839,623	0.05
Six Construct Middle East cumulative safety statistics as per OSHA 300		
2011	305,391,495	0.399
2012	360,364,376	0.349
2013	423,203,999	0.305

Total hours worked: Operatives & staff man-hours (sites & departments).
 DAFWC Frequency: N° of DAWC/Total Hours worked x 200,000
 Cumulative statistics started with year 2005.

Sixco Middle East Health and Safety statistics as per OSHA 300



Safety Performance Awards

Six Construct is implementing programs set-up to match the local context as well as BESIX Group specific programs to ultimately enhance labor’s safety awareness. Moreover, HSE incentive schemes based on monthly prizes to workers who have obtained good HSE performances (e.g. zero injuries, etc.) in the project have been developed. A specific Incentive Program is given to Supervisors and Foremen.



Well-being actions and employee accommodation life conditions

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

Six Construct employs a large number of migrant workers. The construction sector generally requests workforce with intellectual and physical aptitudes. Therefore health and safety stays a priority. Six Construct intends to keep improving work and life conditions for its employees and its workers.

BESIX Group goes further than applying local rules. Amongst the actions taken: taking care of medical expenses, proposing local products in a shop within the employee accommodation, bus shuttle from employee accommodation to center town (if site is far from a city), recreational facilities.

Employee accommodation inspections

Six Construct* manages workers accommodation in the UAE (Dubai, Abu Dhabi, Sharjah), Qatar (Doha), Bahrain, Saudi Arabia and Oman. These employee accommodations are inspected by the safety department few times a year. These inspections mainly focus on the safety of employees, fire protection system, employee welfare facilities, health & hygiene, emergency procedures, maintenance etc.

A brief report of inspection is made and includes the recommended actions to resolve any problems or shortcoming discovered during the inspection and distributed to the employee accommodation management for necessary action. Any condition that may result in imminent danger will be corrected immediately. Fire drills & fire extinguisher training were conducted in employee accommodations as part of emergency response training.

In October 2013, an international delegation of the trade union travelled to the Middle East in order to visit the employee's accommodations. A Six Construct employee accommodation was visited in Qatar by representatives of CSC Building – Industry & Energy, and CSCBIE, these last one being in charge of BESIX. The feedback made clear that BESIX Group, and especially its subsidiary Six Construct, is a company which tends to do well in Qatar. From 2014, local government requests edited new requirements for accommodations. BESIX is more than supportive about this new issue recently published and will put its own accommodations to use.

* Respecting Cabinet decision n°13 of 17 March 2009 approving for the UAE the General Standards Manual for Group labor accommodation and related services. Legislation being an addition to the Ministry of Labor Decision (n°32) of 1982 laying down preventive measures for the protection of workers at work.

Long Service Awards Ceremony

Following the Group's HR policy, Six Construct looks for staff members with whom it can build long-term partnership. The company, just like other Group companies, organizes an annual Long Service Award Ceremony in order to thank and promote employees who have been working for Six Construct for the past 15, 20, 25, 30 and 35 years. This is a way of showing our employees that the management truly appreciates the years of service they have dedicated to the organization. It also demonstrates that staff members can build a good career and continue to feel well within the company.

Besides these official ceremonies, the company also organizes internal leisure events referring to well-known cultural festivals or celebrations from India, Philippines... or sportive events (basketball tournament, Qatar National Sport Day – Doha ...) for staff members.

Together Magazine

This newsletter distributed bi-monthly to staff members in English and Hindi active at Six Construct, in addition to the BESIX Group newsletters, has the objective to inform the widest range of staff members about Group activities, projects awarded or in progress, but also about safety tips and jubilee celebration.



Increasing quality

Six Construct was successfully re-certified in 2013 for ISO 9001:2008, ISO 14001:2004, OHSAS 18001:2007, as an integrated management system 'Multi-site Certification' for UAE, Qatar, Bahrain, Oman and Kingdom of Saudi Arabia.

ISO 9001:2008 (Integrated Multisite)
ISO 14001:2004 (Integrated Multisite)
OHSA 18001:2007 (Integrated Multisite)
IMCA Marine Contractor
IMCA Diving Contractor
International Safety Management (ISM) Document of Compliance for Company
Safety Management System (ISM) for CARO Tug
CSR Label
EHSMS Abu Dhabi

Besides these certifications, Six Construct maintained other certificates which are mandatory for oil and gas contracts such as International Safety Management (ISM) and International Marine Contractor Association (IMCA), respectively for marine and diving operations.

Client's satisfaction

Listening to clients in order to deliver high-quality projects is one of Six Construct's main focuses. The Client's satisfaction is of course important for the company to know if it met or surpassed their expectations. It is also a way to manage and improve its business.

That's why the client's satisfaction has become a key element in its business strategy for years now. Through an evaluation form, clients can express concerns about the services received, but also their views about services that may be needed. The Client's satisfaction is measured at the end of each project. We can see that the company results exceed KPIs defined by Six Construct (≥ 75%).

Subcontractor's code

Just like the rest of the Group entities, Six Construct asked its internal purchasers to commit to the Sustainable Procurement Code of Conduct. Main subcontractors were contacted by their Six Construct contact persons in order to consider this Code and to sign it. This Code aims to reinforce relationships with the company's vendors and Six Construct vendors and shall report on this CSR key issue in the new CSR report.



Environment

Even if most parts of the Middle East are confronted with a desert climate, biodiversity is really rich and its nature precious. The Environment is one of the key elements that is being prioritized and given consideration during operations. As a main contractor, Six Construct's principle of minimizing the negative impact of its activities on the environment is an obligation that should be protected and not be overlooked.

Environmental Management System

Six Construct is certified with an international standard, ISO 14001:2004, a multi-site certification. The Environmental Policy in conjunction with the environmental management plan (EMS), provides an environmental performance framework that enables to monitor and manage the environmental impacts that are of greatest importance to support the business, especially at tender stage.

The implementation of a project-specific environmental management plan (EMP) is the first main procedure to identify impacts and implement practical solutions. The EMP is also implemented in order to comply with project specific environmental requirements and relevant legal requirements. The soil, water and air are key environmental factors that are being protected within the boundary of the project's site.

At a minimum, the site's preventive measures are as follows:

1. Proper storage and distribution of hazardous materials.
2. Proper storage and treatment of waste water prior to discharge or disposal to approved treatment facilities.
3. Dust control and regular maintenance of equipment.
4. Waste Management.

E-waste

Electronic waste (e-waste) can be defined as discarded computers, electronic office equipment, entertainment device electronics, mobile phone, television sets and refrigerators. This definition includes used electronics which are destined for reuse, resale, salvage, recycling, or disposal.

In order to avoid a potential environmental impact, Six Construct is sending its HO e-wastes to EnviroServe, an organization who is collecting e-wastes such as CPU, Printer, and CRT Monitor, LCD Monitor, scanner, phones, cable, metal and cartridges. The items are segregated into green and amber waste.

Unless otherwise specified, they are sending it for Enviro-friendly recycling at licensed recycling plants. The delivery is arranged according to Basel Action Network Enviro-shipping standards, ensuring minimum carbon footprint.




Waste Management & Recycling

One of Six Construct's objectives is to reduce the volume of waste being sent to landfill and this is being achieved by implementing the waste management and recycling initiative.

Dubai Head office

At Six Construct's Head Office in the UAE and Qatar recyclable bins with three storages are provided: paper, can and plastic are placed in selected corridors so people can easily throw the recyclable wastes. Each container holds a garbage bag of a different color and that color is followed for all garbage's down to the recycling centers.

The recycling program in Six Construct's Head Office in Dubai is the result of a continuous effort by the staff, both office and lay-down yard. The following wastes are being sent for recycling:

WASTE MATERIALS SENT FOR RECYCLING			
	2011	2012	2013
 SCRAP METAL (T)	692	8,129	8,748
 WASTE OIL (L)	57,612	65,037	180,100
 PAPER (T)	80	542	494

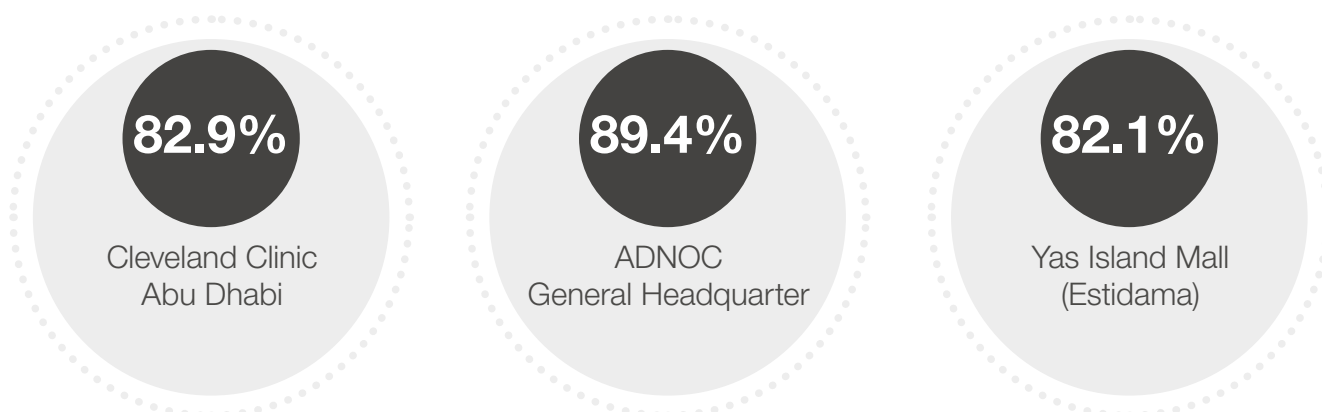
KPIs

Six Construct defined Key Performance Indicators to perform better again each year.

For the year 2013, for example, the following targets were determined as followed:

KPIs	Results at the end of 2013
Segregate at least 25% of recyclables produced in Head Office DXB and send for recycling.	HO DXB achieved 65% of recycled wastes. Target is met.
At least 65% of Six Construct Projects and Departments shall implement a segregation and recycling program in 2013, and sub-contract to a recycling agency (as practically as possible) to collect recyclables on their premises.	75% of Projects Sites have implemented some aspects of segregation and recycling in 2013. Target is partially met.
Maintain CO ₂ emissions and waste generation monitoring system at Company level (not changed).	CO ₂ emissions are calculated based on information available. The calculations are not done based on GHG framework. Target is met for this year.
A total of 12 Nos. Support Visits (including inspections) followed by a formal report.	Six Construct Environmental Engineers have visited all running Projects to support the operations. Target is met accordingly.
All Projects and fixed facilities to be covered with an Environmental project plan.	85% of Projects are covered by an Environmental Plan. Target is not met, Six Construct maintains this objective for next year.
A carbon footprint study of Six Construct to be conducted by a third party as a first trial.	A carbon footprint study has been conducted but not achieved yet.

Waste management and segregation is also being implemented on site level. Here are a couple of sites together with the percentage of their waste which is diverted from landfill disposal:



CARPE DIEM TOWER
Paris, France
Architect: Robert A.M. Stern



GRI Index & Objectives 2015-2016



BESIX Group **CSR** framework **objectives** **for 2015-2016**

Based on the ISO 26000 and GRI drivers in the building sector, BESIX Group fixed the framework, the indicators and the areas where each BESIX Group entity is invited to subscribe specific CSR objectives for the period 2015-16.

	SITUATION 2011	OBJECTIVES 2012-2014	OBJECTIVES 2015-2016
ENVIRONMENT			
Development of integrated environmental management systems	<ul style="list-style-type: none"> - Obtaining of ISO 14001 certifications for Group companies (or recertification) - Member of ADEB green Board in Belgium 	<ul style="list-style-type: none"> - New ISO 14001 certifications - Performance indicators as to number of training hours on environment per employee - Integration of environment criteria and audit in procurement/subcontracting policy 	<ul style="list-style-type: none"> - New ISO 14001 certifications - Performance indicators as to number of training hours on environment per employee - Integration of environment criteria and audit in procurement/subcontracting policy
Development of green solutions	<ul style="list-style-type: none"> - Applying new design innovations 	<ul style="list-style-type: none"> - Development of BIM model for sustainability and monitoring - Research on concrete - Limiting use of raw material - Encouraging recycling of excavated or reused material - Performance indicators in waste management 	<ul style="list-style-type: none"> - Development of BIM model for sustainability and monitoring - Double % of projects in execution using BIM - +20% of steel structure drawings extracted from BIM models - Quantify in % tenders using BIM visualization - Research on low carbon concrete - Limiting use of raw materials - Analysis of waste performance indicators on BESIX projects - Encouraging the recycling of excavated or reused material - Performance indicators in waste management - Increase the use of tablets to control site data and improve encoded info
Development of sustainable construction operations	<ul style="list-style-type: none"> - Increasing presence in sustainable construction - Associating partners (architects, design consultants, etc.) in CSR attitude 	<ul style="list-style-type: none"> - Continuing to propose sustainable engineering solutions in tendering folders - Continuing support for students in their thesis work and research - Development of sustainable construction teams - Building more certified sustainable buildings 	<ul style="list-style-type: none"> - Continuing to propose sustainable engineering solutions in tendering folders - Continuing support for students in their thesis work and research - Development of sustainable construction teams - Building more certified sustainable buildings - Compile projects where value engineering has made a difference
Energy consumption	<ul style="list-style-type: none"> - Limiting energy consumption during the construction process and after its completion 	<ul style="list-style-type: none"> - Statistics on site about energy consumption in Belgium, The Netherlands, France and progressively in other countries for CO₂ reduction programme 	<ul style="list-style-type: none"> - Statistics on site about energy consumption in Belgium, The Netherlands, France and progressively in other countries where the group is active for CO₂ reduction programme
Paper	<ul style="list-style-type: none"> - Reducing paper consumption 	<ul style="list-style-type: none"> - Communicating about how to reduce paper consumption - Getting information about recycled paper and eco printers 	<ul style="list-style-type: none"> - Concrete actions to reduce paper consumption (%) - Quantify the use of recycled paper and eco printers
Transport	<ul style="list-style-type: none"> - Car & travel policy to reduce fuel consumption and carbon footprint 	<ul style="list-style-type: none"> - Comparison between statistics 2011-2014 for car & air travel 	<ul style="list-style-type: none"> - Comparison between statistics 2015 and 2016 for car & air travel
Biodiversity	<ul style="list-style-type: none"> - Minimizing our impact on nature and rehabilitate the natural environment 	<ul style="list-style-type: none"> - Concrete examples on site 	<ul style="list-style-type: none"> - Concrete examples on site

	SITUATION 2011	OBJECTIVES 2012-2014	OBJECTIVES 2015-2016
HUMAN RESOURCES			
Career management and promotion of employability	<ul style="list-style-type: none"> - Training planning - Competency banding system - Recruitment of new employees - Rising employee satisfaction 	<ul style="list-style-type: none"> - Number of training hours per year, by kind of training and by function for full time employees - Recruitment of new employees - Staff member statistics by diploma, kind of contract, years of service - Promoting intergenerational partnerships - Satisfaction survey among staff 	<ul style="list-style-type: none"> - Number of training hours per year, by kind of training and by function for full time employees - Recruitment of new employees - Staff member statistics by diploma, kind of contract, years of service - Promoting intergenerational partnerships - Launch of a new Engagement survey among staff - Adhere to regional or national chart - Encourage youngsters to live a professional experience through trainings on site or office
Health & safety conditions (Well-being at work)	<ul style="list-style-type: none"> - H&S campaign - HSE Chairman Awards - Member of ADEB safety Board in Belgium 	<ul style="list-style-type: none"> - Absenteeism rate - HSE Chairman Awards, 2nd edition number of cases introduced - Number of training hours per year - Monitoring and control of subcontractors' performances - Coordination QHSE between different companies - Improvement of the participation rate for the Safety Time Out - Improvement of frequency and severity rate according to the group companies' action plan 	<ul style="list-style-type: none"> - Number of training hours per year - Coordination QHSE between different companies - Improvement of the participation rate for the Safety Time Out - Improvement of frequency and severity rate according to the group companies' action plan - Sensibilize on burn-out - 1st draft for an action plan about work-life balance
Non-discrimination issues	<ul style="list-style-type: none"> - Diversity charter in Belgium 	<ul style="list-style-type: none"> - Performance indicators by gender, age, nationality, junior-senior, by region, by position - Anonymous system of CVs - Integration in procurement policy 	<ul style="list-style-type: none"> - Performance indicators by gender, age, nationality, junior-senior, by region, by position - Integration in procurement policy - Extend campaign about Respect in the relations with all Group stakeholders
HUMAN RIGHTS			
Support and respect of internationally proclaimed human rights	<ul style="list-style-type: none"> - Self- and ad-hoc analysis 	<ul style="list-style-type: none"> - Integration into effective procurement and partnering policy 	<ul style="list-style-type: none"> - Integration into effective procurement and partnering policy
Make sure not to be complicit in human rights abuse	<ul style="list-style-type: none"> - Self- and ad-hoc analysis 	<ul style="list-style-type: none"> - Integration into effective procurement and partnering policy 	<ul style="list-style-type: none"> - Integration into effective procurement and partnering policy

	SITUATION 2011	OBJECTIVES 2012-2014	OBJECTIVES 2015-2016
BUSINESS BEHAVIOUR			
Integration of environmental factors	<ul style="list-style-type: none"> - 'Enterprise Resource Planning' includes social and environmental performances of its main suppliers and subcontractors - Associating partners in the supply chain - Member of procurement associations in Belgium 	<ul style="list-style-type: none"> - Comparison of the CO₂ footprint of potential important suppliers - Social and environmental performances of its subcontractors and suppliers respecting its CSR objectives - Integrating social and environmental clauses in supplier and subcontractor contracts - Development of a CSR procurement charter 	<ul style="list-style-type: none"> - Social and environmental performances of its subcontractors and suppliers respecting its CSR objectives - Integrating social and environmental clauses in supplier and subcontractor contracts - Feedback from subcontractors and suppliers about our CSR procurement code of conduct - Secure further deployment of the related commitments all along Group entities in the subcontracting and supply chain - Signature of the Code by the Group internal buyers - Set up and deliver indicators of real endorsement of the guidance and rules contained in the two Codes of Conduct - Select subcontractors and suppliers who will be active on sites with a budget exceeding EUR 25,000 to sign the frame agreement - Integrate the principle of local partnering in our overall procurement strategy
Quality of remuneration systems	<ul style="list-style-type: none"> - Salary policy based on a grading system based on competencies (competency banding system) 	<ul style="list-style-type: none"> - Statistics of internal promotion of staff members - Statistics about the yearly evaluation interview system 	<ul style="list-style-type: none"> - Statistics of internal promotion of staff members - Statistics about the yearly evaluation interview system

	SITUATION 2011	OBJECTIVES 2012-2014	OBJECTIVES 2015-2016
CORPORATE GOVERNANCE			
Code of conduct	<ul style="list-style-type: none"> - Decision to formalize codes of conduct 	<ul style="list-style-type: none"> - Publication of Code of Conduct and of Procurement and Subcontracting Code of Conduct - Assessment on staff members - Integrating the code of conduct for subcontractors and suppliers in pre-qualifications and tenders - Informing clients, suppliers and subcontractors 	<ul style="list-style-type: none"> - Signature of Procurement and Subcontracting by subcontractors and suppliers in pre-qualifications and tenders (50% of our targets) - Assessment on staff members (1st group at the head office) - Become a member of Global Compact
Integration of CSR	<ul style="list-style-type: none"> - Awareness that CSR activity already exists in the Group - Consolidation and review of ongoing CSR activity 	<ul style="list-style-type: none"> - Implementation of a CSR monitoring and promotion dynamic - Determination of GRI reporting requirements - ISO 26000 review by external party - Group support organization 	<ul style="list-style-type: none"> - Implementation of a CSR monitoring and promotion dynamic - Determination of GRI reporting requirements - ISO 26000 review by external party - Group support organization - Report for all entities and consolidate group indicators on short and medium term - Report on feedback from our external stakeholders on our CSR approach and achievements - Extend the value of the indicators in our reports and device effective incentives and action plans - Support project managers in the effective integration of CSR actions in the daily operations - Further development of our website's CSR chapter - CSR 'champions' and effective actions - CSR network activity increase
Board and committees	<ul style="list-style-type: none"> - Adoption of good governance rules 	<ul style="list-style-type: none"> - Focus on risk management and internal control - Group Rules monitoring 	<ul style="list-style-type: none"> - Focus on risk management and internal control - Set up an Enterprise Risk Management framework on the COSO model - Group Rules update

	SITUATION 2011	OBJECTIVES 2012-2014	OBJECTIVES 2015-2016
COMMUNITY INVOLVEMENT			
Promotion of social and economic development	<ul style="list-style-type: none"> - Promote employment and training of local personnel - Give preference to local staff and suppliers - Support employment of socially-disadvantaged populations - Via our business activities but also via education programmes of BESIX Foundation 	<ul style="list-style-type: none"> - Maintaining these objectives and compare the statistics of 2011 and 2012 - Integration of local supplier chain and social disadvantaged in procurement policy - Education programmes via BESIX Foundation 	<ul style="list-style-type: none"> - Maintaining these objectives and compare statistics 2015 and 2016 - Integration of local supplier chain and social disadvantaged in procurement policy - Encourage social economy in our Entities and sites - Give an opportunity in each and every project to social economy operators - Identify the social economy potential of reliable partners - Action plan regarding social economy potential - Develop our own education programmes via BESIX Foundation
Contribution to issues of general interest	<ul style="list-style-type: none"> - Support of local social and economic development via BESIX Foundation (local beneficiaries, staff members involved) 	<ul style="list-style-type: none"> - Comparison of projects supported by BESIX Foundation (statistics 2011 and 2012): number of local beneficiaries, number of Group staff involved, projects supported by region, by Foundation pillars - Promoting educational projects - Increase of international spread of the support - Collaboration with academic world for sustainable construction promotion 	<ul style="list-style-type: none"> - Comparison of projects supported by BESIX Foundation (statistics 2015 and 2016): numbers of local beneficiaries, number of Group staff involved, projects supported by region, by Foundation pillars - Promoting educational projects - Increase of international spread of the support - Collaboration with academic world for sustainable construction promotion
Societal impact	<ul style="list-style-type: none"> - Raising awareness of the societal impact of construction via sustainable construction work group, green engineering solutions from the Design team, projects supported by BESIX Foundation and internal BESIX Foundation events to involve staff members 	<ul style="list-style-type: none"> - Increasing the market's awareness on CSR issues in order to facilitate the competition with companies performing worse in the field of CSR - ISO 26000 as a certification method - Performance indicators for the Group's sustainable construction teams in tendering and project completion 	<ul style="list-style-type: none"> - Increasing the market's awareness on CSR issues in order to facilitate the competition with companies performing worse in the field of CSR - ISO 26000 as a certification method - Performance indicators for the Group's sustainable construction teams in tendering and project completion

GRI

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