



# People engagement

Construction environments significantly influence people's wellbeing and quality of life. BESIX takes decisive actions to ensure a positive and safe work environment by focusing on the wellbeing and safety of employees and all those they engage with, across its operations.

Through its Double Materiality Assessment completed in 2023, BESIX Group identified five key material topics related to the Social pillar: workforce health and safety, working conditions, diversity and inclusion, human rights in the value chain, and community engagement.

BESIX focuses on two core commitments: ensuring maximum safety and comfort for all stakeholders, and being a preferred employer. Programmes like 'BE SAFE' and 'WeCare' foster a culture of care throughout its global operations. The Group continues to monitor and adjust these programmes to ensure they

meet the evolving needs of its employees across all working environments and business activities.

The Group is actively preparing for new European sustainability reporting standards with the mandatory CSRD ESRS-S1 (Own Workforce) covering employment practices and working conditions.




## Ensuring a safe workplace






BESIX pursues a clear vision of 'zero accidents and incidents' for everyone involved in its operations, for all employees, regardless of their position. The creation of a safe working environment remains the Group's top priority.

BESIX understands that a truly safe workplace is based on a culture of mutual care, recognising that true safety requires everyone's active participation. To address the challenges of communicating with its diverse, multinational workforce, the Group has developed a comprehensive safety strategy based on

four key pillars: leadership development, commitment and participation, knowledge and awareness, and accountability and responsibility. This strategy is formalised through a Safety Pledge which serves as the foundation for the safety initiatives.

FOR ADDITIONAL DATA ON THIS TOPIC, SEE OUR APPENDIX, P. 170



 <p><b>AMBITION</b></p> <p>BESIX is committed to creating a safe working environment for all employees and subcontractors, regardless of their position.</p>	 <p><b>TARGET FOR 2024</b></p> <p>Zero accidents with lost-time injuries for its own workforce.</p>	 <p>The Occupational Health and Safety Management System of BESIX SA and several Group entities is certified ISO 45001.</p>
 <p><b>APPROACH</b></p> <p>BESIX prioritises health and safety responsibility in all aspects of its business, minimising the inherent impact of its operations.</p>	 <p><b>RESULTS IN 2024</b></p> <p>No fatal accidents for its own workforce. Continuous improvement of Total Recordable Injury and Illness Frequency for its own workforce.</p>	



This commitment is demonstrated by:

- a **QHSE policy**, serving as a guiding document for the health and safety practices;
- a **Declaration on Healthy and Safe Workplaces**, demonstrating that health and safety is a priority for BESIX Group;
- a **Health and Safety Management Programme**, translating the QHSE policy into operational actions via the Safety Pledge and the four fundamental Safety Principles, supporting the 'zero harm' objective.

# A culture of safety excellence

## Progress and challenges

The injury rate at BESIX has varied across different business units. BESIX's safety performance in 2024 reflects both achievements and ongoing challenges. The Group recorded slight improvements in Lost-Time Injuries (LTIs) with a result of 3.37 Lost-Time injury cases per million man-hours worked in 2024 against a result of 3.39 in 2023. While this indicates positive momentum, safety performance varies across different organisational units, requiring continued focus to meet the Group's ambitious targets.



INJURY RATE	2020	2021	2022	2023	2024
LTIFR (Lost Time Injury Frequency Rate = number of work accidents with lost time per one million hours worked) for BESIX Group's own workforce	2.85	2.28	2.87	3.39	3.37
TRIF (Total Recordable Injury and Illness Frequency) for BESIX Group's own workforce	4.28	3.17	4.77	4.77	4.99
SR (severity rate = number of lost days*1,000/worked hours)	0.07	0.08	0.05	0.10	0.10

## A renewed commitment

BESIX Group achieved important milestones in its safety journey throughout 2024. The Group's commitment started with a renewal of its Safety Pledge – a moment marked by the leadership team, including senior executives and occupational health advisors, coming together. This formal signing ceremony took place during the Group's Annual Meeting in February 2024 and reaffirmed BESIX's commitment to the protection of all those working on its projects. This commitment is a key component of the organisation's bonus model, reinforcing its importance at the highest levels.



Mark Baker, CEO of BESIX Watpac, signing BESIX's Safety Pledge at the Group's Annual Meeting in February 2024

## Community-driven safety culture

### BESIX'S FOUR GUIDING PRINCIPLES

Behind this pledge stand four principles that guide BESIX's approach to safety:



**BE SAFE** lies at the heart of BESIX's safety culture, supported by a community of 503 volunteer Ambassadors who observe, coach, and recognise good practices across worksites. The BE SAFE programme focuses on observation, feedback, correction, improvement, reward, training, and coaching practices.

BESIX's **Life Saving Rules** provide clear boundaries for critical risks. The teams made over 5,000 safety observations last year, identifying and addressing potential issues before they could cause harm. In 2024, the Group reviewed and redesigned some of these rules based on a detailed incident analysis covering the past five years.

Through **Management Safety Walks**, BESIX leaders demonstrate their commitment by being physically present on the ground. The Group conducted 2,713

walks across its global projects, with senior executives personally participating in 471 of these visits. These walks clearly demonstrate leadership involvement and employee engagement in the safety culture.

While BESIX partners with many **Subcontractors**, the Group believes safety improves when working closely together rather than separately. This collaborative approach seeks to improve health and safety capabilities throughout the entire supply chain. In 2024, BESIX attempted to integrate key subcontractors into its OASIS system (*read below*), though this effort was only partially successful. The Group continues to strengthen these partnerships with additional efforts planned for this year.

### DIGITAL TRANSFORMATION IN SAFETY

Last year marked a major shift in how BESIX manages safety with the rollout of OASIS – its digital platform that is transforming QHSE management. With 21 different modules and intuitive analytical dashboards, OASIS has transformed the way the organisation identifies and addresses risks.

The platform facilitates personnel participation in risk management while providing numerous automated processes that streamline everyday activities. OASIS also aligns with ISO 14001, 45001, and 9001 standards, making it an effective tool for ongoing improvement initiatives. Development continues, with version 4 scheduled for release in 2025, bringing new capabilities and improvements.



## Building skills and awareness

BESIX's annual Global Safety Time Out – a tradition since 2008 – brought together approximately 22,060 people on 28 April 2024, to focus exclusively on safety conversations. This event served as a platform for BESIX employees, clients, partners, and subcontractors to discuss issues related to occupational health and

safety, and it introduced the revised Safety Pledge along with its four core principles.

Since 2019, BESIX has been a certified Institution of Occupational Safety and Health (IOSH) training provider. The Group has customised the "Managing Safely" and "Working Safely" courses into tailored in-house programmes that cover all aspects of ISO 4001 and best health and

safety practices. These programmes use a blended approach: e-learning for theory supplemented by interactive workshop sessions.

In 2025, BESIX plans to update both courses to align with recent evolutions in Group management systems and references.

## Ensuring physical and mental health at work

For BESIX, employee health encompasses both physical and mental dimensions, that requires an integrated approach to workplace wellbeing. The Group's health initiatives operate under the unified 'BE SAFE' and 'WeCare' framework, supporting employees throughout their entire journey with the organisation.

and body mechanics training are provided on-site.

Understanding that mental health directly impacts the success of the organisation, the Group has developed multi-layered mental well-being resources. Its flexible working arrangements – including teleworking options, flexible hours, and satellite offices – enable employees to balance professional responsibilities with personal needs.

A framework for early identification and resolution of workplace concerns is in place. When challenges arise, employees can access support through external services or internal Confidence Officers. This network of colleagues provides

confidential safe spaces for discussing concerns – from performance pressure to interpersonal conflict.

To further enhance employee wellbeing, BESIX will pilot a confidential Employee Assistance Programme (Pulso) in Belgium in 2025, which offers 24/7 support for work-related and personal challenges.

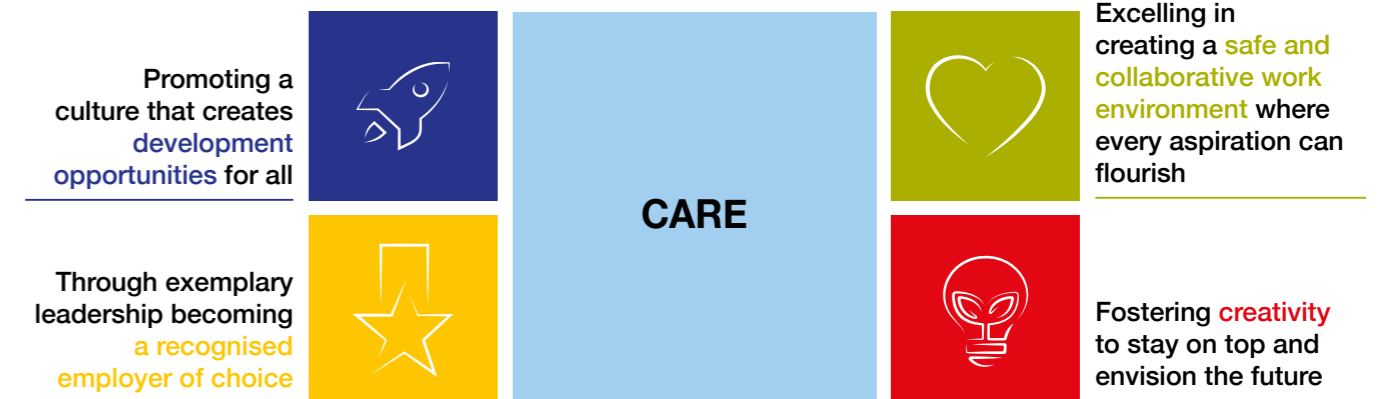
The Group's belief in universal workplace health and safety has driven its global action. By signing the Declaration on a Healthy and Safe Workplace with its European Works Council and union representatives, BESIX expanded its commitment to employee wellbeing to industry advocacy for worker protection standards.



# Being a preferred employer

In today's dynamic global construction industry, where attracting and retaining talent is paramount, BESIX has developed a unique approach to human capital management that sets it apart in the industry. BESIX Group is an employer of choice, offering a dynamic and inclusive working environment that fosters growth and innovation. Its People strategy is centred on the WeCare programme, which focuses on nurturing talent and creating a supportive space where employees can grow and develop their skills.

### BESIX GROUP'S PEOPLE STRATEGY FOCUSES ON FOUR AXES



<p><b>AMBITION</b></p> <p>BESIX Group is committed to developing long-term relationships, safeguarding fair working conditions, promoting and protecting the wellbeing of all its employees.</p>	<p><b>TARGET FOR 2024</b></p> <p>In its next employee engagement survey, BESIX Group aims to surpass the level of 51% in the 'very satisfied' rating, and 48% in the 'recommend employer' rating, demonstrating continuous improvement since 2021.</p>	<p><b>This commitment is expressed through:</b></p> <ul style="list-style-type: none"> <li>• <b>An International Framework Agreement</b>, promoting decent working conditions and protecting the wellbeing of all employees and workers employed by the Group, as well as subcontractors. A guide for the welfare of migrant workers helps suppliers align with the standards for decent working conditions in the Middle East.</li> <li>• <b>A human rights and modern slavery policy</b>, upholding and promoting human rights across its operations, from project selection to partnerships with clients and subcontractors.</li> <li>• <b>A company culture policy</b>, fostering a culture that values both high performance and employee well-being.</li> <li>• <b>A diversity and inclusion policy</b>, fostering a workplace that values and respects all employees, regardless of background, leading to a more creative and innovative workforce, and giving a sense of belonging.</li> <li>• <b>A grievance mechanism process</b>, ensuring the effective resolution of any personal work-related grievance, harassment or discrimination.</li> <li>• <b>A General Code of Conduct</b>, laying out the group's principles, standards, and the moral and ethical expectations to which employees must adhere.</li> </ul>
<p><b>APPROACH</b></p> <p>BESIX encourages diverse teams that reflect a range of socio-economic and cultural backgrounds. This focus ensures equal opportunities for professional development for all employees, while promoting awareness and appreciation of diversity among employees and management.</p>	<p><b>RESULTS IN 2024</b></p> <p>According to the 2024 engagement survey, 90% of employees expressed satisfaction with working for BESIX, while 85% would recommend the Group as an employer.</p>	

## Top Employer

In January 2025, BESIX Group<sup>1</sup> has been awarded the prestigious Top Employer Award by the Top Employers Institute for the sixth consecutive year. BESIX has reached an impressive score of 90.65%, about 5.7% above the Top Employer benchmark. The label was awarded after an in-depth survey of BESIX's HR and people practices, covering six HR domains and consisting of 20 topics including People Strategy, Work Environment, Talent Acquisition, Learning, Diversity, Equity and Inclusion, and Wellbeing.



## Building a positive and inclusive culture

BESIX is proud to have a workforce representing over 93 nationalities, which enriches its working environment, brings diverse perspectives and is essential for fostering creativity and innovation.

BESIX strives to create an inclusive environment where every employee feels valued. It ensures that everyone, regardless of gender, background, or identity, has an equal opportunity to thrive at every

level of the organisation. By encouraging diverse perspectives and fostering open dialogue, it aims to unlock innovation and broaden career opportunities for all.

### Diversity and inclusion as a catalyst

The Group employs the best-qualified individuals based on job requirements, competency banding, and cultural fit, strictly prohibiting discrimination.

The diversity, equity and inclusion (DEI) principles are integrated into its company culture through policies, processes, and internal communication. The organisation promotes diversity by rewarding employees at all levels based solely on their competencies and achievements.

To create an inclusive workplace, BESIX has implemented unconscious bias training – particularly for those involved in hiring and performance evaluations.

In 2024, the Group enhanced awareness through integrated onboarding programmes and dedicated workshops that facilitate open dialogue among employees about their experiences with unconscious bias. These people-focused initiatives help teams refine their approaches to diversity challenges. A "Managing across Generations" course has also been added to the Line Manager training programme to improve collaboration with employees from generations Y and Z.



### Addressing the gender gap

The gender gap remains a major challenge in construction, with women historically underrepresented in technical and leadership positions. BESIX has been systematically addressing this disparity through a multi-dimensional approach that targets recruitment, professional development and workplace culture. These initiatives contribute to increasing female representation in engineering functions and leadership roles.

The Group believes the growing demand for digital and scientific profiles in the sector will reduce the gender gap in workplaces. The Group has made significant progress in addressing gender gaps and promoting diversity and inclusion within the organisation. Its gender equality initiatives include a strong parental leave policy to support work-life balance, high representation of women in corporate functions and in project support roles, and a commitment to equal advancement based on skills.

In response to the European Pay Transparency Directive, the Group is analysing the requirements to ensure full compliance by 2026. Its established salary policy and competency banding system provide a solid foundation for implementing additional measures as needed to address the gender pay gap.

### Driving gender diversity

SINCE 2014

**40%**

increase in female employees

IN 2024

**24%**

women represented 24% of BESIX's white-collar workforce

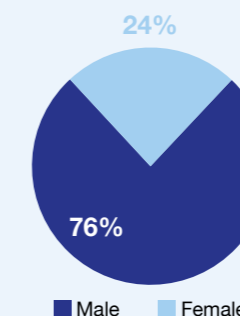
**20%**

of women holding senior management positions

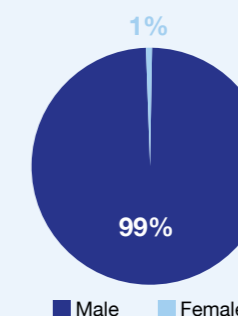
**=**  
Equal promotion rates between men and women

**25%**

BESIX Watpac aims to have a 25% female workforce by 2025



White collars



Blue collars

<sup>1</sup> The certification applies to BESIX Group, BESIX NV, BESIX RED, BESIX STAY and Flamant.

# Employee listening strategy

A dynamic workforce requires a continuous feedback loop. BESIX measures the success of its People strategy through diverse channels of ongoing dialogue, ensuring that its people strategy remains responsive and relevant to its evolving, worldwide team.

## Group engagement survey

The Group conducts global surveys every three years to gather the views and commitment of all employees. The 2024 survey, the fifth in the series, provided an anonymous platform for employees to share their insights about their working environment. The Group continues to outperform industry benchmarks in employee

engagement and company promotion. For further improvement, the Group identified that it could further foster a culture of feedback and broaden career development opportunities.

The triennial surveys serve as a valuable tool for the People department and senior management, enabling targeted action plans tailored to the specific needs of departments and Business Lines.



### Main outtakes from the 2024 engagement survey:

**90%**

of employees expressed satisfaction with working at BESIX

**85%**

would recommend the Group as an employer

**82%**

approve of the Group's sustainability initiatives

**60%**

Promoter Score<sup>1</sup> (vs 58% in 2021)

FOR ADDITIONAL DATA ON THIS TOPIC, SEE OUR APPENDIX, P. 171



## Encouraging employee feedback

In addition to the triennial engagement surveys, BESIX has adopted a global employee feedback strategy. Key initiatives include the 'Coaching Journal', which involves bi-annual sessions between managers and employees, with the aim of 70% of European staff completing it by 2024. Additionally, the 180° Upward Feedback system enables employees to evaluate their managers' leadership.

In 2024, a "Flexible Reward" survey conducted within BESIX and BESIX RED in the Benelux-France region measured satisfaction with the benefits package, receiving a score of 3.9 out of 5 and achieving a participation rate of 61%.



# Fair working conditions

Guided by its pledge to respect human rights, BESIX has implemented robust policies and initiatives to ensure the dignity and safety of all workers. In 2024, the Group continued to make significant progress in three key areas: international collaboration, subcontractor compliance and social dialogue.

## Supporting workers' rights through global partnerships

Since signing the International Framework Agreement (IFA) in 2017 with the Building and Wood Workers' International (BWI), BESIX has reaffirmed its commitment to fair labour standards throughout its global operations. This agreement grants BWI representatives unlimited access to BESIX construction sites and accommodation, ensuring transparency and accountability.

In 2024, BWI representatives extended their inspections to Saudi Arabia, visiting BESIX's Port of NEOM project. The delegation was satisfied with the welfare standards offered to the workers. These inspections complement previous visits to countries such as Qatar, the United Arab Emirates, Morocco, Latvia and Ivory Coast, underlining BESIX's global commitment to worker welfare.

## Extending high standards to subcontractors

BESIX recognises that its responsibility extends to its subcontractors and labour suppliers. To maintain its high standards throughout the value chain, BESIX requires its subcontractors to sign a code of conduct committing them to its welfare policies.

Several actions were carried out in 2024:

- **Audits:** Client-appointed auditors conducted 34 audits at BESIX Middle East offices and locations in the UAE, Saudi Arabia and Qatar. In addition, BESIX conducted 41 audits of its subcontractors.
- **Clear communication:** BESIX's Middle East unit held 75 meetings with subcontractors to explain guidelines and ensure compliance with ethical standards.

Where non-compliance is identified, BESIX prioritises helping subcontractors to improve, rather than immediately resorting to sanctions. However, financial penalties or termination of the contract will be applied in case of serious or repeated breaches.

These efforts have led to significant improvements in subcontractor practices, benefiting both management teams and their workforce.

## Permanent social dialogue with workers' representatives

Open and regular communication is essential to build trust and address worker concerns. To this end, the Group has established a permanent Workers' Welfare Committee in its Middle East operations. This committee consists of seven worker representatives elected by their peers for a two-year term. It is a permanent body that meets with management on a quarterly basis, allowing for transparent discussions on various topics and encouraging participation in decisions about worker welfare. It also has direct access to the Welfare team and the People Department, enabling it to raise and review grievances without delay.

In 2024, BWI delegates conducted a two-day training session for workers' representatives in the UAE, equipping them with the tools to advocate effectively for their peers.

## Upholding workers' rights through internal policies

BESIX Group demonstrates its commitment to worker welfare through rigorous internal policies that often exceed legal requirements. The Group has strong policies in place to ensure fair working conditions in all its operations. These policies cover a wide range of employee protections and benefits, reflecting the Group's commitment to creating a positive and equitable working environment.

Workers have unrestricted access to their personal identification documents and are provided with high-quality accommodations that take religious considerations into account. Additionally, culturally sensitive meal options are available, and workers have the right to elect representatives to voice their concerns. Information is accessible in workers' native languages.



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<sup>1</sup> Employees who would recommend BESIX Group ; results equal to or greater than 8 out of 10.



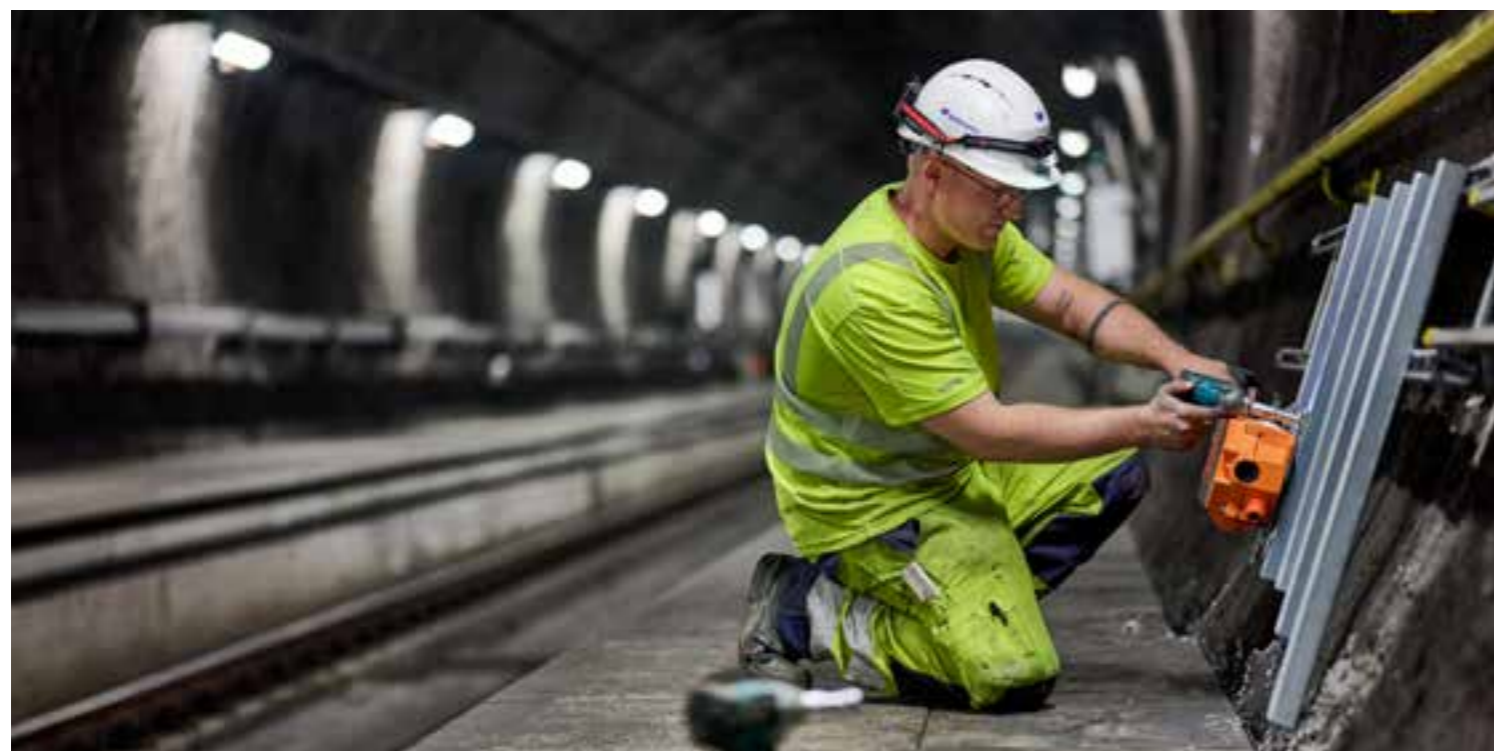
## Attracting and retaining talent

Facing an industry-wide shortage of qualified engineers and technical specialists, BESIX has implemented a comprehensive talent management strategy. This approach is necessary to support its extensive portfolio of projects, which requires continuous recruitment.

The initiatives are designed not only to attract high-calibre professionals, but also to develop and retain exceptional talent in a competitive market.

Recruitment initiatives include university partnerships to showcase construction industry opportunities, BESIX Young Professional Days (BYPD) offering graduates introductions and interviews, and internship programmes that have proven successful with 20% of 2024 new hires being former interns. Digital recruitment channels include a user-friendly website and robust LinkedIn presence with over 350,000 followers.

BESIX creates an attractive employee experience that goes beyond competitive salaries and remuneration packages. Employee engagement initiatives include pre-boarding applications, welcome events, newsletters, and information sessions. The BESIX Young Community supports over 700 new recruits, while recognition programmes celebrate employee service and contributions.



## Employee growth and development

BESIX Group encourages its employees to develop their professional skills in this changing society. The BESIX Academy, BESIX's training department, has a large number of training courses in its catalogue to meet the ever-changing needs of its employees. It offers face-to-face courses at the BESIX Training centre as well as a growing e-learning library covering key topics ranging from technical subjects to environmental permits, GDPR, change management and sustainability.

Some e-learning courses are part of the mandatory training programme for all employees. They include training on ethics (through the Group's General Code of Conduct), cybersecurity and artificial intelligence.

The BESIX Development Academy (BDA) remains a vital resource for engineers and technical staff, offering a comprehensive curriculum covering technical skills, soft skills, Health and Safety, and functional skills – and since 2023, corporate culture. In Belgium, more than 80% of the BDA sessions are delivered by BESIX managers who take a 'Train the Trainer' course to improve their teaching skills.

Leadership development is prioritised through two programmes: the BESIX Potential Academy (BPA), which has been running for over a decade, and the Executive Leadership Training programme (ELTP).

The BESIX Potential Academy programme, BPA, brings together young potentials from across the group for a one-week residential seminar with business courses developed in collaboration with Vlerick Business School. The Executive Leadership Training Programme (ELTP) for top management, launched in 2023, is a four-year programme aiming to enhance leadership skills and provide insight into effective leadership strategies.

In 2024, the SDG Awareness Campaign was launched to educate employees on the Sustainable Development Goals and their relevance to the organisation, enabling them to integrate sustainable practices into their daily tasks.

The BESIX Development Academy now includes enhanced Sustainability and ESG training, covering EU reporting directives and the EU Taxonomy. These workshops equip all employees to drive environmental and social change.

TRAINING <sup>1</sup>	2023	2024
Number of available e-courses	78	100
Total training hours	28,259	39,642
Total number of participants	3,537	4,325

<sup>1</sup> Entities included in scope: BESIX, BESIX France, BESIX RED, BESIX Nederland, BESIX International, Six Construct. Excludes e-academy hours.



# Societal engagement

BESIX Group operates with a profound awareness of its impact on society, and is committed to having a positive influence on the local communities where its construction sites operate. By balancing long-term partnerships with the wellbeing of the people and places, the Group has established two core commitments: promoting local and economic development, and being inclusive with authorities and NGOs.

In its double materiality assessment, the Group has identified the material topic of 'Local communities' in line with the ESR S3 'Affected communities' standard. This topic highlights the importance of direct community engagement through local employment and social initiatives. It connects these societal engagement efforts to four UN Sustainable Development Goals, demonstrating alignment with global sustainability frameworks.

<p><b>AMBITION</b></p> <p>BESIX supports local communities by engaging with local stakeholders and community initiatives through the BESIX Foundation.</p>	<p><b>TARGET FOR 2024</b></p> <p>BESIX is making a positive impact through its BESIX Foundation, with dedicated initiatives in three key areas: Education, Construction, and Environment.</p>
<p><b>APPROACH</b></p> <p>By prioritising local partnerships and actively engaging with communities, BESIX aims to create a positive and lasting impact everywhere it operates.</p>	<p><b>RESULTS IN 2024</b></p> <p>In 2024, the BESIX Foundation pursued its activities in three key areas: Environment (6 projects), Construction (21 projects), Education (27 projects). 6,979 participants were involved in its activities.</p>

This commitment is demonstrated by the General Code of Conduct, laying out the Group's principles, standards, and the moral and ethical expectations that employees must follow.

A range of policies underpin the Group's approach to societal engagement, including:

- **A diversity and inclusion policy**, fostering a workplace that values and respects all employees, regardless of background;
- **Affected communities**, identifying and engaging with affected communities to build strong relationships, address concerns, and mitigate any negative effect (including, at BESIX Watpac, an Innovate Reconciliation Action Plan, which aims to increase the economic independence of Aboriginal and Torres Strait Islander peoples in construction).



# Sustainable partnerships with NGOs

BESIX Group is dedicated to promoting a safer, more respectful planet while enhancing social and economic wellbeing beyond mere legal compliance

BESIX forges long-term partnerships with NGOs that share its values, particularly those dedicated to human rights and environmental stewardship. These alliances amplify BESIX's positive impact

on local communities by supporting initiatives that both protect the environment and contribute to the social and economic well-being of the regions in which it operates.

## BESIX Foundation: Building a better world together



Central to BESIX Group's societal engagement mission is the BESIX Foundation, which mobilises a network of passionate employee volunteers across the Group.

A highlight of the year was the celebration of the 15th anniversary of the BESIX Foundation, marking a decade and a half of meaningful action since its establishment in 2009, when BESIX Group celebrated its 100th anniversary. The BESIX Foundation

continues to focus on its three core pillars: Education, Construction, and Environment. Last year, the BESIX Foundation's actions were once again driven by the BESIX volunteers, who dedicated an impressive 8,516 hours, the equivalent of 1,065 working days, to social and environmental initiatives

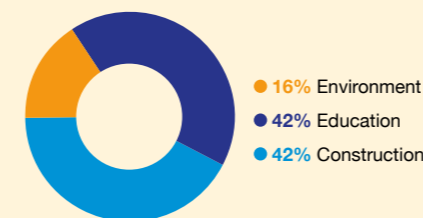
through various sponsored events, the annual Solidarity Days, and direct participation in BESIX Foundation's projects.

**FOR ADDITIONAL DATA ON THIS TOPIC, SEE OUR APPENDIX, P. 171**

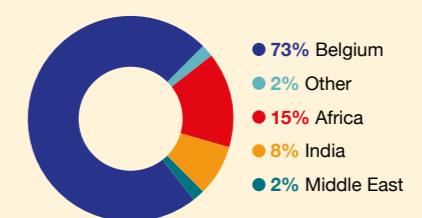
### BESIX Foundation 2009-2024

<b>409</b> Projects funded	<b>26,609</b> Volunteers	<b>3</b> Own projects Kiddybuild, Right2Learn, CleanUp Day	<b>3,934</b> Children welcomed to Kiddybuild	<b>1,259</b> Workers trained through Right2Learn
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#### Breakdown of the funding by topic



#### Geographical breakdown of the funded projects



Volunteering	2024
Activities	63
Participants	7,028
Hours	8,516

Financial support	2024
Amount in euros	238,350
Number of projects	33
Beneficiaries	7,599

# Social initiatives

The Group is embracing opportunities to partner with local NGOs, with the support of the BESIX Foundation. This collaboration aims to understand and address the specific needs of the communities where it operates. By working together, BESIX ensures that its efforts have a positive and lasting impact on both social and environmental fronts.



## Solidarity Days: A tradition of giving back

For 14 years, BESIX Foundation volunteers have been supporting 'Opération Thermos Opérative' and a sister association, preparing and serving hot meals to the homeless in Brussels and in Liège (Belgium). In 2024, more than 200 volunteers participated in 17 evenings, serving 2,500 meals between November and April.



## BESIX Foundation's own projects

### BESIX CLEANUP DAY

The BESIX CleanUp Day is a global initiative led by the BESIX Foundation and the Group's Health and Safety teams, where volunteers collect waste around sites and office. The sixth edition was a major success, with 6,722 participants across 42 locations on four continents, collecting over 14 tonnes of waste. Impressively, more than half of the volunteers came from subcontractors, partners, and local associations, reflecting BESIX's ability to unite people around meaningful projects.



### KIDDYBUILD: INSPIRING THE NEXT GENERATION

In 2024, KiddyBuild, BESIX Foundation's key educational programme, expanded significantly, inspiring underprivileged children to explore construction careers.

- **KiddyBuild On-Site:** 6 Belgian construction sites hosted 13 classes (217 children) for hands-on learning.
- **KiddyBuild at School:** A record 33 classes (653 children) joined in-school sessions using the 'Construction Heroes' board game designed by the BESIX Foundation.

Since its launch, 74 BESIX employees have volunteered as KiddyBuild Ambassadors, with 63 still active. In 2024, a major milestone was reached with the introduction of Dutch-language sessions.



### RIGHT2LEARN

Since 2014, the Right2Learn project has offered English and digital courses to migrant workers. To meet evolving workforce needs, the programme will now align with the BESIX Group Academy, ensuring participants gain relevant, up-to-date skills suited to today's labour market demands.



# Awards and recognition

## Staff Award 2024

To celebrate its 15<sup>th</sup> anniversary, the BESIX Foundation held a special Staff Award, allowing employees to vote for two projects to receive EUR 25,000 each.

The winners were:

- **OPUS III (Jaipur, India):** providing free education to more than 1,500 children in 4 primary schools and a technical school, as well as vocational training for women in microcredit and the social economy.
- **Cavoequiva (Ivory Coast):** giving girls a home, an education and a better future. In 2023, BESIX employees organised a KiddyBuild activity with 60 girls, and in 2024, the project received a visit from Queen Mathilde of Belgium.

### Social inclusion and indigenous employment in Australia

BESIX Watpac is deeply committed to fostering employment opportunities for local Indigenous communities. Its Reconciliation Action Plan (RAP) and Indigenous Employment and Training Framework 2022-2024 supports apprenticeships and traineeships, empowering local communities and Indigenous people to gain sustainable employment.

Additionally, the company implemented a National Indigenous Participation Policy across projects and invested in Indigenous businesses, furthering its reconciliation efforts and community support.