



STATEMENT OF NON-FINANCIAL INFORMATION



This statement of non-financial information (the “Statement”) was prepared in accordance with Article 3:32 of the Code of Companies and Associations and relates to the financial year ended 31 December 2020.

1. INTRODUCTION

Due to the fact that CFE and its subsidiaries are included in the management report regarding the consolidated financial statements prepared by Ackermans & van Haaren (AvH), it is in principle exempt from the obligation to draw up a statement of non-financial information.

Nevertheless, bearing in mind the importance that CFE and its entities attach to sustainability, we have decided not to avail ourselves of this legal exemption and to prepare a statement of non-financial information to complement AvH's statement of non-financial information, and to inform CFE's shareholders in more detail about the policies applied in the area of ESG (Environmental, Social, Governance) throughout the CFE Group, the actions taken in this respect, and the outcomes of those actions. As far as DEME is concerned, we also refer to the ESG report contained in DEME's annual report.

2. BRIEF DESCRIPTION OF THE GROUP'S ACTIVITIES

2.1. DREDGING, ENVIRONMENT, OFFSHORE AND INFRA

The DEME Group is active in four different segments.

DREDGING

DEME is involved in complex dredging projects all over the world, and offers its customers state-of-the-art solutions. The DEME Group carries out major marine engineering infrastructure works, such as the development of new ports, waterways, airports, artificial islands, residential and recreational areas, industrial areas, etc., on all continents. DEME has a subsidiary specialising in the extraction, processing (washing, grinding, calibration) and supply of marine aggregates for the European construction industry. The aggregates originate from the marine sand and gravel concessions of the DEME Group and licences of third parties.

OFFSHORE

For customers active in renewable energies, the DEME Group provides flexible solutions regarding the transportation and installation of foundations and turbines, cable installation, maintenance operations and activities, up to overall EPCI-type contracts (engineering, procurement, construction and installation). For oil and gas companies, as well as other offshore customers, services include offshore civil engineering works, rock placement, heavy haulage, subsea construction, umbilical cable laying and the installation and decommissioning of offshore platforms.

ENVIRONMENT

The DEME Group has specialist environmental companies with more than 20 years' experience in the rehabilitation of polluted sites. Those companies adopt a proactive approach to the remediation

of brownfield sites alongside their real estate development partners. Their activities include soil decontamination, treatment of polluted soils and dredged sediments, as well as the treatment of groundwater and polluted soils using innovative techniques. The activities of this division are carried out by Ecoterres Holding and its subsidiaries.

MARINE CIVIL ENGINEERING

The DEME Group is also active in marine infrastructure and civil engineering works that complement and reinforce the Group's activities. These include the design and construction of hydraulic and marine works such as jetties, port terminals, locks and weirs, infrastructural works such as bored, immersed and cut & cover tunnels, foundation and marine works for bridges and offshore structures, civil engineering works for port infrastructures, dams and sea defences, canals, quay walls and port and shore protection works.

2.2. CONTRACTING

The Contracting division includes the Construction, Multitechnics and Rail & Utilities activities.

The Construction segment, active in Belgium, Luxembourg and Poland, specialises in building and refurbishing office buildings, residential properties, hotels, schools, universities, car parks, shopping and leisure centres, hospitals and industrial buildings.

The Multitechnics activities are mainly concentrated in Belgium through the VMA Cluster, which comprises tertiary electricity, HVAC (Heating, Ventilation and Air Conditioning), electromechanical facilities, telecom networks, automation in the car, pharmaceutical and food processing industries, the automated management of technical facilities of buildings, electromechanical work for road and rail infrastructures, and the long-term maintenance of technical facilities.

The Rail & Utilities activities are carried out by the MOBIX Cluster. These activities comprise railway (track laying and installation of catenaries) and signalling works, energy transportation and public lighting in Belgium.

2.3. REAL ESTATE DEVELOPMENT

BPI, the leading company of the Real Estate Development division, has developed its real estate business in Belgium, Luxembourg and Poland.

3. POLICIES APPLIED IN TERMS OF ESG

3.1. RULES COMMON TO THE THREE DIVISIONS

As CFE is based on a decentralized decision-making model, each division develops and pursues its own ESG policy. However, as a shareholder, CFE ensures that these divergent policies converge towards a similar overall approach, which is also in line with the ESG policy of the AvH group.

A COMPLETE PROCESS

In 2019, AvH started a process within its main subsidiaries, including CFE, to align the ESG policies and related reporting of the subsidiaries with the renewed ESG policy of the AVH group. CFE was therefore asked to perform a materiality analysis. This involved identifying its main ESG risks and opportunities and linking them to a strategic vision, key performance indicators (KPIs) and concrete targets and actions to achieve them. These were then approved by CFE's Board of Directors at the end of 2019.

In this context, consultations were held with the ESG managers from the different divisions. For further details on the above process, please refer to the company's Non-Financial Statement as published in the 2019 Annual Report (Annexes 1 to 4).



IMPACT AND MATERIALITY

As it doesn't have a decisive impact on all ESG challenges worldwide, CFE focuses on material issues that can make a difference in the sectors in which the group is active. In addition, special attention is paid to ESG aspects that could represent a significant risk or opportunity for the group. Through its representatives in the management bodies, CFE ensures that these analyses are integrated into the strategic plans and policies of its divisions and that these plans are periodically assessed. The subsidiaries then implement the policy approved by their board of directors and

report on its significant aspects. In 2019, steps were taken to refine and, where possible, streamline the reporting processes. Among other things, the divisions draw inspiration from the methodologies recommended by the United Nations. Furthermore, they base their reporting and the choice of relevant indicators on common definitions and priorities in the sectors in which they operate.

CONTRIBUTION TO THE 17 SDGS

The three divisions are committed to aligning their sustainability approach to the United Nations' 17 Sustainable Development Goals (SDGs). The CFE group as a whole believes it is the responsibility of every individual, and of every business, to help meet the great challenges facing the world today. The CFE group endorses the UN Agenda 2030 and the accompanying SDG methodology and uses it as an international framework for its policy.

The choice of the SDGs also makes it possible to draw inspiration from the Global Reporting Initiative (GRI) methodology, given the existing correspondence tables.

CONTINUOUS IMPROVEMENT AND OPPORTUNITIES

This sustainable approach consists of the willingness to continuously improve the operations and to minimize their negative impact. It also provides opportunities for constantly seeking to create new sustainable values and for exploring and developing new markets.

PARTNERSHIP FOR CHANGE

Last but not least, the CFE group is also convinced that this approach can only be successful with the help of the different stakeholders involved in our activities: employees, suppliers, subcontractors, public authorities, clients, etc. Partnership for change is the key to a successful sustainable strategy. The 17 SDGs show which path to follow in this respect. With this in mind, the CFE group has involved different stakeholders (both internal and external) in its reflection about sustainability from the outset. To ensure the consistency of their approaches, DEME, CFE Contracting and BPI worked together with the same expert consultancy firms in sustainability.

3.2. DEME'S ESG POLICY

DEME, which has actively implemented the SDGs since 2017, has developed through its sustainability approach a number of themes and actions with which it contributes to the seventeen SDGs. All these themes and actions are explained in detail in DEME's 2020 sustainability report. For the CFE group, SDGs 3, 7, 8, 9, 11, 13, 14, 16 and 17 and their related actions have been chosen as the most relevant.

DEME has based its ESG policy on two priorities:

- 'Exploring sustainable business solutions' by proposing solutions and entering into partnerships that are conducive to a changeover to a low-carbon, circular and resilient society. Through the 'Explore' programme, DEME wants to work together with different partners in and outside the industry to find sustainable and holistic solutions. This priority therefore focuses on the development of a portfolio of activities and services that contribute substantially, directly and explicitly to one or more of the SDGs.

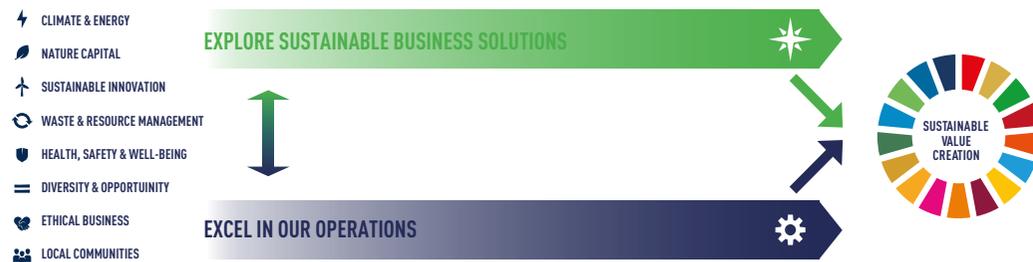
- ‘Excelling in our operations’ by reducing the carbon and environmental footprint of our operations and by being a leading employer. Thanks to an innovative approach, the ‘Excel’ programme makes it possible to find the best possible uses for scientific research and existing technologies. The ‘Excel’ aspect therefore aims to ensure that the implementation of its projects is not only efficient and cost-effective, but also sustainable.

At DEME, the involvement and endorsement of all employees was a driving factor in the definition of the sustainable goals. This rigorous and extensive consultation exercise of internal and external stakeholders, which began in 2017, made it possible to determine the eight key themes for DEME that drive sustainable performance. Thanks to the definition of those eight themes, the company’s decisions can be aligned to the SDGs where DEME has the greatest impact.

The eight themes are: ‘Climate & Energy’, ‘Natural Capital’, ‘Sustainable innovation’, ‘Waste and resource management’, ‘Health, safety & well-being’, ‘Diversity and opportunity’, ‘Ethical business’ and ‘Local communities’.

All these themes are described in detail in DEME’s sustainability report (www.deme-group.com/sustainability).

At the same time, as a global company operating in many different places and sites, it is essential for DEME to maintain good working relations with all the stakeholders and also to draw the attention of all parties involved to DEME’s sustainable approach.



In 2019, DEME developed an initial materiality matrix to identify priorities and assess them according to their importance for external and internal stakeholders, as well as their impact on DEME’s business success.

In 2020, DEME further expanded its sustainability strategy with an operational framework consisting of a set of clearly defined programmes that give more concrete substance to the eight key themes and the associated long-term ambitions. The programmes are directly linked to DEME’s activities.

These sustainable programmes link DEME’s strategic sustainable vision (long-term vision) with concrete annual action plans.

In concrete terms, for each of the eight themes (Excel and Explore), DEME has defined at least one programme. Every programme, which is valid for three to five years, has its own indicators and ambition and a link to annual action plans.



3.3. CFE CONTRACTING AND BPI’S ESG POLICY

In 2019, CFE Contracting and BPI Real Estate worked together to define a structured policy around the ESG themes. Sustainable Development Goals (SDGs) 3, 4, 7, 8, 11, 12, 13, 16 and 17 were selected as guidelines after an extensive survey conducted among the stakeholders, including staff. This materiality exercise helped define a clear sustainable vision, priority goals and the basis for an action plan and key performance indicators, all of which were validated by the Board of Directors on 3 December 2019. Constant consultation with the various stakeholders, and in particular staff, ensures that the ESG policy is fully supported.

After defining their 10 sustainable priorities in 2019, CFE Contracting and BPI Real Estate used 2020 to set up a concrete action plan and an efficient KPI monitoring system. Each subsidiary was able to assimilate these sustainability concepts and integrate them into their daily actions.

Inspired by this vision, CFE Contracting and BPI Real Estate are increasing their contacts with different stakeholders such as clients and suppliers to establish truly sustainable partnerships based on these values. At the same time, several actions were defined to familiarize our subcontractors with our sustainable vision and to urge them to follow us in that approach. The next step is to involve all of our construction project partners even more in our sustainable approaches in order to have a strong impact on tomorrow’s world.

For more complex themes, such as materials transport or circularity, preference has been given to the analysis of major pilot projects for the moment rather than more formal KPIs.

CFE Contracting and BPI Real Estate defined clear goals for each of the priority themes (high ma-

teriality themes) from the start. CFE Contracting joined the Belgian Alliance for Climate Action to provide a more concrete basis. By doing so, CFE Contracting undertook to subscribe to the Science Based Targets initiative. This course of action will allow it to attain sustainable goals that meet the ambitions of the Paris agreements.

The ESG policy of CFE Contracting and BPI Real Estate is based on 11 priority goals grouped around the following four key themes: 'Build for the future', 'Be a great place to work', 'Offer innovative solutions', 'Towards climate neutrality'.



Each theme contains a number of goals. The link with the SDGs is permanently maintained to ensure that the goals are in keeping with the logic of the 17 SDGs.

3.4. CONVERGENCE OF THESE ESG POLICIES

To bring together the actions of DEME, CFE Contracting and BPI Real Estate, a concordance matrix has been developed to easily make the link between the themes of DEME and those of CFE Contracting and BPI Real Estate. To make the annual report easier to read, the names of the themes of CFE Contracting and BPI Real Estate have been retained in the value creation diagram and in the different illustrative chapters.

Hence, numerous examples of projects or concrete actions are presented in the main body of the annual report, thus clearly demonstrating the commitment of the CFE group to these various themes (see page 15).

DEME theme	Related SDG	CFE Contracting & BPI theme	Related SDG
Natural Capital	6-14-15		
Waste and resource management	12	Build for the future	6-9-10-11-12
Local communities	1-2-11		
Health & well-being	3		
Diversity and opportunity	4-5-8-10	Be a great place to work	3-4-5-8-10-16
Ethical Business	16		
Sustainable innovation	9	Offer innovative solutions	8-9
Climate & Energy	7-13	Towards Climate neutrality	7-13-15
	Partner For Change - SDG 17		

4. MAIN RISKS RELATED TO ESG

4.1. INTRODUCTION

For the three divisions, analyzing the opportunities is just as important as analyzing the risks associated with our business lines. The sustainable strategies - including the materiality exercise, whereby it is possible to determine the themes in which each of the three divisions have the greatest impact - have been developed with this in mind.

4.2. MAIN RISKS AND OPPORTUNITIES ASSOCIATED WITH ESG AT DEME

To understand the key sustainable development goals and the sustainability themes where we can have the most impact, extensive consultations with the stakeholders were conducted in 2017 and 2018, including:

- Consultations with the Executive Committee, the heads of the various business lines and the managers of operational and support services. All interviewees were asked to assess the relevance and impact of the various sustainable development goals (SDG) for us and our external stakeholders. We also discussed the opportunities and challenges that our company will face in the future, in order to define the importance of the SDG in our business context.
- A survey on sustainable development, an online survey and several workshops at the DEMEX 2018 innovation conference. More than 200 young DEME professionals explored the challenges of the sustainable development goals and their impact on the success of our company.
- Research on the key sustainable development themes of and for our external stakeholders.

As a result of these consultations, the major risks and opportunities for DEME were identified. These include:

- Safety
- Business ethics
- Innovation
- Partnerships
- Health and well-being
- Renewable energy sources
- Energy efficiency
- Climate adaptation
- Greenhouse gas emissions
- Water quality
- Attracting and retaining talent
- Corruption
- Human rights
- etc.

4.3. DEME'S MATERIALITY MATRIX

These extensive stakeholder consultations and additional research have resulted in a materiality matrix reflecting the key priorities, based on business impact and importance for our stakeholders. The materiality assessment helped us define our sustainable development strategy, resulting in eight key sustainable development themes that are the drivers of our sustainable performance.

Setting those priorities will help us to align our business decisions with the sustainable development goals on which DEME can have the most impact.



In some cases, themes have been grouped together. For instance, the 'Health & well-being' and 'Safety' themes have been included in one goal: 'Health, safety & well-being'. Similarly, 'Climate adaptation', 'Energy efficiency' and 'Renewable energy sources' have become the 'Climate & energy' goal.

Hence, in line with the operational and strategic approach, the eight themes have been systematically applied in those two directions (Excel and Explore). Those goals will help DEME to create real sustainable value. The eight themes are: 'Climate & Energy', 'Natural Capital', 'Sustainable

innovation', 'Waste and resource management', 'Health, safety & well-being', 'Diversity and opportunity', 'Ethical business' and 'Local communities'. All these themes are described in detail in DEME's sustainability report (www.deme-group.com/sustainability).

The high materiality themes selected are therefore:

CLIMATE & ENERGY



Explore sustainable business solutions: our 'Explore' approach to achieving our climate and energy vision focuses on infrastructure. We are building a climate change resilient infrastructure, better adapted to climate hazards. In addition, we are helping to advance the energy transition by developing our renewable energy solutions. We are continuing to explore new marine solutions for energy production. Together, those projects improve access to affordable energy, increase the share of renewable energy and enhance energy efficiency.

Operational excellence: our 'Excel' approach to become climate neutral has already begun with a switch to climate-neutral vessels and programmes that reduce greenhouse gas emissions in the value chain of our projects.

SUSTAINABLE INNOVATION



Explore sustainable business solutions: our 'Explore' approach is aimed at setting up multilateral partnerships and inter and intra-industrial collaborations to guide the transition to sustainable development and holistic solutions.

Our 'Excel' approach consists of improving scientific research, modernizing technological capabilities, and fostering sustainable development and innovation in our projects.

ETHICAL BUSINESS



Explore sustainable business solutions: our 'Explore' approach leads us to conduct our business with integrity with a view to actively and proactively preventing corruption or fraud in whatever form. Our ethical commitment is enshrined in our STRIVE values.

Operational excellence: our 'Excel' approach consists of incorporating an ethical mindset in the organization and only working together with third parties that apply the same standards. This includes, but is not limited to, the respect for human rights as defined in the United Nations Universal Declaration of Human Rights.

HEALTH, SAFETY & WELL-BEING



Explore sustainable business solutions: our 'Explore' approach to health, safety and well-being is

to develop sustainable infrastructures that improve prosperity and well-being and guarantee a safe environment.

Operational excellence: our 'Excel' approach consists of ensuring a safe and healthy work environment for all the people involved in our operations.

The medium materiality themes are:

NATURAL CAPITAL



Explore sustainable business solutions: our 'Explore' approach is aimed at preventing and reducing marine pollution while at the same time sustainably revitalizing and rebuilding the maritime, coastal and inland zones, waterways and terrestrial ecosystems.

Operational excellence: our 'Excel' approach focuses on working with nature in order to minimize the environmental impact of our operations and, as far as possible, have a net positive impact on biodiversity and ecosystems.

WASTE AND RESOURCE MANAGEMENT



Explore sustainable business solutions: our 'Explore' approach consists of making a transition in terms of the choice of resources aimed at increasing the sustainable supply of resources.

Operational excellence: our 'Excel' approach to waste and resources that consists of supplying sustainable alternatives for building materials and minerals. Our technology reuses treated waste materials to maximize the efficient and circular use of materials throughout our projects.

DIVERSITY AND OPPORTUNITY



Explore sustainable business solutions: our 'Explore' approach to diversity is founded on the opportunity to create decent jobs and on career development opportunities within the group based on appropriate qualifications, experience and training.

Operational excellence: our 'Excel' approach is aimed at ensuring an inclusive workplace where every person is treated equally and with dignity and respect. Furthermore, we strengthen the competences of our employees by facilitating talent development and the promotion of sustainable development.

LOCAL COMMUNITIES



Explore sustainable business solutions: our 'Explore' approach aims to increase the resilience of communities so that they can face economic, environmental and societal challenges.

Operational excellence: our 'Excel' approach consists of establishing collaborative relations with the local communities through consultation, commitment and participation.

4.4. MAIN RISKS AND OPPORTUNITIES ASSOCIATED WITH ESG AT CFE CONTRACTING AND BPI

The main trends in the construction and real estate sector that are currently emerging are:

- **'Safety'**: There are numerous risks on building sites. Both employees and third parties are exposed to them there. Work accidents can be serious and have severe consequences. That is why it is essential that safety regulations are applied on building sites.
- **'The talent war'**: people are more than ever at the heart of our business. Nevertheless, it remains difficult to recruit and retain qualified people for a job in the construction industry on account of the problems of image and working conditions that may seem less appealing (such as night and weekend work, outdoor activity and sites). Moreover, young starters often lack sufficient qualification and need additional training.
- **'Complex collaborations'**: the construction industry is both fascinating and complex, particularly in terms of the number of parties involved (architects, engineering firms, institutions, customers, suppliers, etc.) and the relations between them throughout the design and execution process.
- **'Lack of a long-term view'**: at present, it is still very difficult to convince the parties involved to have a long-term and global view of the life cycle costs. The sometimes too short-term view of the project authors continues to inhibit innovation, technological optimization or the use of more ecological materials.
- **'Resource scarcity and waste generation management'**: the management of resources and waste, either by limiting waste or by reuse or recycling, is a crucial issue. Circularity is more than ever a major stake for our business lines.
- **'Complex legislation'**: the various stringent European, national or regional regulations often overcomplicate our activities and restrict opportunities for innovation.
- **'Mobility'**: in Belgium and Luxembourg in particular, the transport of personnel and materials is a complicating factor in our work. Employees, subcontractors and suppliers lose a lot of time in transport. The problem will only get worse as more cars and trucks come onto the road each year. This means discouraging any long travel time for staff and difficulties with efficient planning of deliveries.
- **'Cyber security'**: In the digital and teleworking era, IT risks increasingly constitute threats that are liable to slow down the activities of the group's companies or compromise the integrity of their most valuable resources and data. The main IT risks are: viruses and malware, fraudulent emails, hacking (cyber attacks), loss of confidential information, operating errors, risk of physical loss or theft, and misappropriation. This particular risk is described in more detail in the IT security risk chapter, Chap. II.1.2 of the consolidated annual accounts.

Internal consultations have made it possible to define some thirty concrete goals linked to these different categories of risks or opportunities. In order to adopt these goals and create an internal and external communication campaign specific to CFE Contracting and BPI, these goals have been grouped together according to four relevant themes, thus defining the vision of CFE Contracting and BPI in terms of sustainable development: 'Build for the future', 'Be a great place to work',

'Offer innovative solutions', 'Towards climate neutrality'. The concept of partnership permanently underlies all those themes.

The link with the SDGs is permanently maintained to ensure that the goals are in keeping with the logic of the seventeen SDGs.

BUILD FOR THE FUTURE

As designers and builders, we are the key players to rethink the cities and infrastructures of tomorrow and to participate in their transformation. Rethinking the ways of working from the viewpoint of sustainability opens up many new opportunities. By making a sustainable choice of materials, limiting the production of waste, recycling or thinking in a circular manner, building methods can be sustainably adapted. Modular and prefab construction not only makes it possible to limit waste, but also to improve the working conditions of employees and limit the inconvenience for the neighbourhood. From the design stage, it is essential that we optimize our buildings and the different technical elements that make them up. By taking into account the maintenance, the durability of the technical elements and the life cycle costs, relevant choices can be made for a well-designed and sustainable building. The main goals established in this respect are: 'Waste and packaging reduction', 'Modular & circular principles in our projects', 'Water management', 'Ease of maintenance' and 'Re-use or recycling of construction waste'.

OUR MAIN OBJECTIVES TO BUILD FOR THE FUTURE	SDG 11	SDG 12	SDG 13	SDG 14	SDG 15
WASTE AND PACKAGING REDUCTION		•			•
MODULAR & CIRCULAR PRINCIPLES IN OUR PROJECTS		•		•	•
WATER MANAGEMENT	•				•
EASE OF MAINTENANCE		•		•	•
RE-USE OR RECYCLING OF CONSTRUCTION WASTE				•	•
ECO-FRIENDLY CONSTRUCTION MATERIALS USE				•	•
ANTICIPATION OF CLIMATE RISKS IN OUR PROJECTS			•		•
PARTNERSHIPS WITH NGO OR LOCAL ASSOCIATIONS		•	•		•
SUSTAINABLE INFRASTRUCTURE UPGRADE			•		•
PUBLIC PRIVATE INVESTMENTS			•		•
RELATIONSHIPS WITH AFFECTED NEIGHBORHOODS			•		•

BE A GREAT PLACE TO WORK

People are, more than ever, at the heart of CFE Contracting and BPI's concerns. The well-being and physical and mental health of all employees and all parties involved in our projects are absolute priorities. Beyond that, it is essential that each employee is allowed to develop his talents and to grow within our organization according to his abilities. CFE makes every effort to develop a climate of confidence in which every employee can fully develop his abilities, thus contributing to a healthy corporate culture. What better ambassadors can there be than satisfied employees to attract new

talents? Obviously the fundamental values of respect, transparency and integrity must be practised and propagated by all. The main goals established in this respect are: 'Health and safety', 'Decent working conditions for all', 'Talent attraction, training & retention', 'Strong corporate governance' and 'Career development for all employees'.

OUR MAIN OBJECTIVES TO BE A GREAT PLACE TO WORK



HEALTH & SAFETY	•			•
DECENT WORKING CONDITIONS FOR ALL			•	•
TALENT ATTRACTION, TRAINING & RETENTION	•	•		•
STRONG CORPORATE GOVERNANCE			•	•
CAREER DEVELOPMENT FOR ALL EMPLOYEES	•	•		•
CLEAR SUSTAINABILITY REPORTING				•
DIVERSITY & INCLUSION		•	•	•

OFFER INNOVATIVE SOLUTIONS

LEAN, which is already an integral part of most of our projects, may be extended to all our activities. The digitalization, the continuous improvement of our processes, the search for innovative solutions in our activities and throughout the production chain are all avenues for a sustainable re-thinking of our business. Four goals have been defined: 'Innovation across our businesses & supply chains', 'Product as a service', 'Implementation of LEAN philosophy', 'Administrative procedures simplification'.

OUR MAIN OBJECTIVES TO OFFER INNOVATIVE SOLUTIONS



INNOVATION (ACROSS OUR BUSINESSES & SUPPLY CHAINS)	•	•	•
"PRODUCT AS A SERVICE" IN OUR BUSINESS OFFERINGS	•		•
IMPLEMENTATION OF THE LEAN PHILOSOPHY IN EACH ACTIVITY	•		•
ADMINISTRATIVE PROCEDURES SIMPLIFICATION	•		•

GO TOWARDS CLIMATE NEUTRALITY

CFE Contracting and BPI are also aware of the impact of our activities on society and the environment. The field of transport looks to be a major challenge for the future, and for that reason we are now developing an innovative mobility strategy for our people and our materials. An optimization of material transport that can be combined with an optimization of waste transport is also being developed. A limitation of CO₂ production is also achieved through a reduction of emissions by our headquarters, offices and building site equipment, as well as through an optimal use of renewable energy. The main goals established in this respect are: 'Material and waste transport optimization', 'GHG emissions reduction (fleet – offices & sites – equipment)', 'Alternative transport modes pro-

motion', 'Renewable energy procurement & production' and 'Biodiversity'.

OUR MAIN OBJECTIVES TO GO TOWARDS CLIMATE NEUTRALITY



MATERIAL AND WASTE TRANSPORT OPTIMIZATION		•		•
GHG EMISSIONS REDUCTION (FLEET)			•	•
ALTERNATIVE TRANSPORT MODES PROMOTION			•	•
100% RENEWABLE ELECTRICITY PROCUREMENT	•	•		•
GHG EMISSIONS REDUCTION (OFFICES & SITES)			•	•
RENEWABLE ENERGY PRODUCTION	•	•		•
GHG EMISSIONS REDUCTION (EQUIPMENT)			•	•
BIODIVERSITY			•	•
ENERGY STORAGE	•			•
SOIL POLLUTION			•	•

4.5. CFE CONTRACTING MATERIALITY MATRIX

MATERIALITY PRINCIPLE

In a spirit of continuous improvement, a regular materiality assessment allows a reassessment of the impact of different goals and to focus efforts on the most strategic areas. This assessment involves an internal analysis as well as awareness of the real needs of the outside world and its evolution.

METHODOLOGY

With regard to the assessment of the importance of the goal in terms of business impact, the analysis was performed in consultation with the Executive Committees of CFE Contracting. On the basis of their detailed knowledge of the business, the impact of each goal was rated as low, medium or high.

The pooling of those data made it possible to identify the most relevant goals for CFE Contracting and BPI. Since those two divisions have widely different ways of impacting on the goals, it naturally follows that each has developed its own materiality matrix. BPI's materiality matrix is explained in more detail in the following chapter.

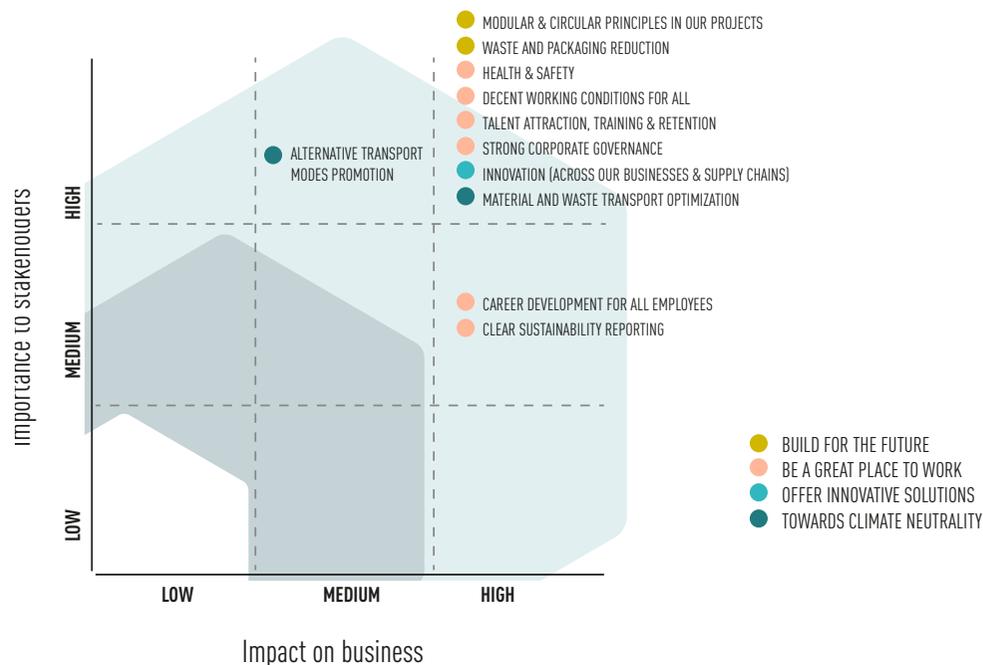
All the high materiality goals (priority goals), i.e. having a high impact on the business of CFE Contracting and BPI and high importance for the stakeholders, will be closely monitored. Short, medium and long-term actions are defined for each of those goals. By means of specific KPIs, the impact of those actions will be monitored and will allow clear communication both internally and to all stakeholders.



Certain medium materiality goals will be treated in the same way as high materiality goals. The other medium materiality goals and the low materiality goals will at first not be closely monitored.

The priority goals concern all areas of sustainability. As regards CFE Contracting, this especially means taking into account the safety and health, in the broad sense, of all employees; optimizing the transport of materials and waste; reducing waste and packaging materials in particular; ensuring decent working conditions for all workers; encouraging talent attraction, retention and training; establishing strong governance and stimulating innovation at all levels in the production chain.

The three medium goals chosen as the most relevant are taken into account in the same manner. These include: 'Career development', 'Clear sustainability reporting' and 'Alternative transport modes promotion'.



SOCIAL AND PERSONAL MATTERS

People are a central concern of the CFE group. Attention to safety is part of the group's DNA, since all people come to work to earn their living, not to lose it! The same applies to the health and well-being, in the broad sense, of all employees. Prevention, awareness-building and training are the key tools to achieve this. In the same sense, the mental and physical health of all employees must be preserved. Special attention is paid to allowing employees to achieve a healthy work-life balance. The well-being of all has to be worked on every day, and several concrete actions take place during the year at the different entities.

The priority goals linked to those themes are: 'Health & safety: Provide a safe and healthy workplace for all & Continuously work on a healthy work-life balance for both our office and on site workers' and 'Reduce traffic time to and from site or office'.

The same attention should be paid to the different parties involved in our projects, and subcontractors in particular. The corporate governance charter and the procedures specify the minimum measures in the area of ethics, non-discrimination and respect for human rights. Beyond that, it is our responsibility as a company to ensure that every person involved in our projects is treated with dignity.

The priority goal linked to this theme is: 'Guarantee respectful and decent working conditions for all'.

The greatest asset of our group are the men and women who work for us. It is also very difficult nowadays to find new qualified staff. Remaining a first-rate employer to attract and retain competent and motivated employees who are proud to belong to the CFE group is therefore a major challenge. The training and follow-up of the personal career development of all employees, irrespective of their status, are equally important to allow the development of a climate where confidence is built and talent can thrive within the CFE group and to build a true corporate culture.

The priority goals linked to those themes are: 'Inspire people to join our company', 'Provide training opportunities, both for our office and on site workers' and 'Follow-up personal career development for all employees'.

ENVIRONMENT

CFE Contracting is also aware of the impact of our activities on society and the environment. The field of transport looks to be a major challenge for the future, and for that reason we are now developing an innovative mobility strategy for our people as well as for materials and waste.

To achieve this, the priority goals linked to those themes are: 'Optimize materials and waste transport systems' and 'Promote and stimulate the use of alternative transport modes for our employees'.

Special attention should go to limiting waste on our building sites and in our offices. Besides reuse, recycling or a circular view on our materials, we also need to minimize the production of waste by developing a culture of sensible consumption and also by involving our partners in that process. This applies to materials as well as to the optimization and reduction of packaging. On the latter point, close collaboration with our main suppliers is obviously necessary.

The priority goal linked to this theme is: 'Collaborate (with suppliers) to reduce packaging waste and reduce waste in general'.

GOVERNANCE

Finally, CFE Contracting provides strong governance by means of a charter and specific procedures.

The priority goal linked to this theme is: 'Develop a governance model based on integrity and respect and fight social fraud'.

To ensure total transparency and satisfy the goal of clear sustainability reporting, regular internal communication with all employees will be put in place. The implementation of specific KPIs for each goal allows real transparency as well as the regular assessment of progress made and the ef-



facts of the actions taken.

The priority goal linked to this theme is: 'Transparently communicate on our sustainable performance and progress'.

INNOVATION

All these goals call for close collaboration between the entities as well as with all the other partners. It is also necessary to stimulate innovation in our different business lines as well as across the whole value chain. Opening up to the outside world and to other partners should not be neglected. Innovation is fostered by partnerships with other players in the industry such as ADEB, research centres, universities or suppliers, as well as by knowledge sharing between the different entities and business lines of the group.

The priority goal linked to this theme is: 'Develop systemic innovative solutions across our divisions and throughout our supply chains'.

More particularly, the synergy between the two divisions makes it possible from the outset to design innovative buildings from an architectural and stability point of view, as well as the use of special techniques. In this sense, the introduction of new materials and of modular or circular construction is a goal in itself.

The priority goal linked to this theme is: 'Incorporate modular and circular principles in our project design'.

4.6. BPI REAL ESTATE MATERIALITY MATRIX

As their areas of activity are closely linked, CFE Contracting and BPI Real Estate have chosen from the outset to work together to develop their sustainable strategies. BPI Real Estate has therefore participated in all the stages of development of these strategies (see previous chapter) and continues to be actively represented on the sustainability board. This working group, composed of representatives from the various subsidiaries of CFE Contracting and from BPI Real Estate, meets on a monthly basis. The goal of this working group is, among other things, to share best practices, to ensure that the sustainability strategy is followed in the various subsidiaries and to advise the Executive Committee on sustainability issues.

As a developer of real estate projects, BPI Real Estate sees its sustainable impact start right from the design stage of a new project.

BPI Real Estate has defined the following themes as priorities in its strategy:

- **Circularity:** the choice of materials is a crucial stake in a building's carbon footprint. The integration of circular materials can only be done efficiently if this approach is adopted in the design phase.
- **Energy:** having low-energy buildings, choosing the best energy solutions and always having energy optimization in mind are all key factors.
- **And, finally, mobility:** as 'Urban shapers'; BPI Real Estate is committed to integrating its projects in towns and cities. Mobility is a crucial issue for the towns and cities of tomorrow and

BPI intends to address it with its projects.

To ensure that it is at the top of its game in these areas, BPI Real Estate is focusing above all on innovation.

All these themes will involve the entire value chain of BPI Real Estate's construction projects, thus giving the notion of partnership its full meaning.

5. OUTCOMES OF THOSE POLICIES

PROOF BY EXAMPLE

The various examples and projects shown on pages [15] highlight the attention already being paid to the different themes and goals for the three divisions.

MEASURING THE EFFECT OF ACTIONS

For the group's three divisions, the control of clear KPIs and close monitoring of concrete actions is a priority. This control allows the effect of the actions undertaken to be assessed as quickly as possible and for any appropriate measures to be taken.

This data collection goes hand in hand with an alignment of the actions by division in the different entities to ensure a significant impact. Structured goals and actions will therefore be clearly favoured.

A QUESTION OF MINDSET

Lastly, the three divisions are committed to making sustainability a core principle among all employees and making it a real corporate culture. As a result, targeted actions will concern both large-scale projects and simple everyday actions. However simple the latter, they will help raise awareness among all employees. It is also essential to integrate all the links of the production chain into this approach.

5.1. OUTCOMES OF THOSE POLICIES AT DEME

The basis of DEME's compliance programme is the Corporate Code of Ethics and Integrity. This code reflects DEME's core values, expressed by the acronym 'STRIVE', which stands for Safety, Technical Leadership, Respect & Integrity, Innovation, Value Creation and Environment. In addition to legal compliance, which is a sine qua non, respect and integrity are of paramount importance for all DEME staff, and all those who wish to work with DEME must uphold the same standards.



SAFETY

TECHNICAL
LEADERSHIPRESPECT
& INTEGRITY

INNOVATION

VALUE
CREATION

ENVIRONMENT

5.1.1. IMPACT OF COVID-19

Despite the COVID-19 crisis, DEME proved to be a resilient company in 2020. DEME has made significant additional efforts to ensure the continuation of its activities, to put the well-being of its employees first at all times and to use these very exceptional global conditions as a driver for innovation.

Despite the COVID-19 crisis, it was possible to continue with nearly all the projects throughout 2020. Maximum efforts were made to facilitate crew changes, for instance, by freeing up resources for a task force and extraction team, diverting more than five operational vessels and chartering 10 aircraft. In addition, significant efforts were made to organize effective COVID-19 tests in combination with a system of pre-quarantine periods, to ensure that the work could be continued safely by the crew and project teams. In addition, a 7-week programme on resilience and mental health was implemented for all DEME employees. Lastly, a specific internal innovation campaign was set up to maximize and secure optimizations related to digital administration, virtual presence and remote tendering teams, among other things. This meant that DEME was able to adapt throughout 2020 from 'business as usual' to 'the new normal', despite the global crisis.

5.1.2. SOCIAL

A safe and healthy workplace for all those involved in DEME projects is a constant point of attention. Given the nature of its activities, DEME is sometimes forced to work in very difficult circumstances. The safety standard that DEME imposes on all employees is very high. It aims to avoid any accidents, either on ships or in other workplaces.

This is continuously monitored by proactive (e.g. observations, inspections) and reactive (e.g. timely reporting of incidents) key performance indicators. Every potentially dangerous situation is analyzed to ensure that the risks remain at acceptable levels. These specific safety parameters are monitored within each management team and board. Achieving the safety goals is firmly rooted in the bonus policy.

In response to the COVID-19 crisis, DEME also focused on the mental health and well-being of all employees in 2020, including a specific online programme on resilience and mental health, an employee support programme for crew members and their families in collaboration with the health & safety officer, and various initiatives on social cohesion. A specially formed team, reporting to management, monitors the operational impact of COVID-19 on a daily basis.

In addition, as in previous years, a great deal of attention was paid to the recruitment, training and retention of staff. In 2020, DEME was voted most attractive employer in Belgium for the second year in a row and the third time in four years at the Randstad Awards. This recognition is based on the results of a survey conducted among 12,000 Belgians aged 18 to 65. DEME is in the top three as regards financial health, work atmosphere, reputation and use of new technologies.

DEME also pays special attention to the local communities in the countries where it operates and contributes to various social projects. Finally, DEME endorses the Declaration of Human Rights.

5.1.3. ENVIRONMENT

Climate change is one of the greatest threats to our planet and our society. Rising global temperatures, caused by greenhouse gas emissions, are leading to rising sea levels, warmer ocean surfaces and more frequent extreme weather events that cause droughts, (forest) fires and floods. At the same time, there is a growing need for access to affordable, reliable and sustainable energy.

The installation of offshore wind farms, in which DEME is a leader, is making a significant contribution to the necessary climate mitigation and at the same time to the transition to renewable energy. In 2020 DEME's activities contributed to the development of the offshore projects Borssele 1 & 2, SeaMade, Moray East, Triton Knoll and East Anglia One. DEME reached a remarkable milestone in January 2020 with the installation of the 2,200th wind turbine. Since the very first wind turbines were installed in the Baltic Sea in 2000, DEME has installed turbines of all shapes and sizes in 46 different wind farm projects in Europe and in China.

DEME is also working on other forms of sustainable energy such as the production, storage and transport of green hydrogen and is pioneering various 'wind and solar to hydrogen' initiatives such as HYPOR[®] Ostend, HYPOR[®] Duqm and PosHydon.

HYPOR[®] Ostend was launched in partnership with the Port of Ostend and PMV in January 2020. The ambitious goal is to have a green hydrogen plant in operation in the Belgian port by 2025.

In Oman, DEME Concessions and Omani partners announced an exclusive partnership to develop a leading green energy park and green hydrogen plant in Duqm. This facility will contribute significantly to the decarbonization of the regional chemical industry and will also supply green hydrogen and/or derivatives such as green methanol or ammonia to international customers.

Lastly, DEME is also involved in the PosHYdon offshore hydrogen pilot. PosHYdon integrates three energy systems in the North Sea: offshore wind, offshore gas and offshore hydrogen, based on Nep-

tune Energy's Q13a platform. This production platform is the first fully electrified platform in the Dutch North Sea.

In addition, DEME has improvement programmes to further reduce the environmental impact during project implementation. For instance, specific emission reduction programmes aim to further reduce greenhouse gas emissions that contribute to climate change, as well as other pollutants that contribute to poor local air quality.

DEME aims to achieve a 40% reduction in greenhouse gases by 2030 compared to the reference year 2008 set by the International Maritime Organization (IMO). DEME wants to become a climate neutral company by 2050.

Given that more than 90% of greenhouse gas emissions can be attributed to the fuel consumption of ships, DEME is pursuing a multi-year investment plan that involves providing its new fleet with the most advanced fuel-saving technology and the use of low-emission fuels such as LNG, biodiesel and future green fuels containing hydrogen such as green methanol or green hydrogen. In addition, DEME is constantly working to further increase the energy efficiency of the entire fleet with technological measures such as waste heat recovery systems that convert the exhaust gas into electrical energy. There is also a constant focus on process optimization and productivity improvement. In 2020, DEME also focused on further optimizing the recording of energy data, setting up an integrated data structure and developing the necessary monitoring tools.

DEME is also contributing to the reduction of emissions in the infrastructure sector. For instance, DEME (De Vries en van de Wiel), in collaboration with GMB and Heijmans, launched the emission-free infrastructure network in April 2020 with the aim of accelerating energy transition specifically for rolling stock used in the four-year infrastructure sector and thus enabling construction with emission-free materials.

Lastly, DEME also has specific programmes to further limit the impact of (underwater) noise and turbidity on the environment, and in particular on marine life.

5.1.4. GOVERNANCE

All DEME staff members are treated fairly, with dignity and respect, regardless of their personal characteristics, beliefs or national or ethnic origin, culture, religion, age, gender and sexual orientation, political beliefs, mental or physical abilities. DEME provides a workplace where all employees are treated fairly and without discrimination.

RESPECT FOR HUMAN RIGHTS

DEME respects and protects human rights in general, as well as the fundamental rights and freedoms as defined in the United Nations Universal Declaration of Human Rights. The group doesn't tolerate slavery, child labour, forced or compulsory labour, or human trafficking. The implementation of policies has ensured that all partners are aware of the importance of respecting human rights and know how and where to report possible offences.

DEME is often active in countries with a higher risk profile for unethical practices. The specificity of its activities requires great vigilance to ensure that ethical standards are respected at all times. The ambition is to always do business with integrity and to proactively prevent corruption or bribery in any form.

DEME is actively committed to respecting and protecting labour and human rights in its activities. To this effect, DEME has a 'Code of Ethics and Business Integrity' in addition to various specific policies ('Compliance Policy and Practices', 'Human Rights Policy' and 'Whistleblowing Policy and Procedures'). This Code of Ethics and Business Integrity is combined with mandatory annual training, which achieved a 97% success rate in 2020 (all staff except crew members). An approach adapted to COVID-19 has been developed for crew members. In 2020, efforts were also made to carry out an in-depth risk analysis and to design a tool to provide all the information necessary for a thorough review of major third parties.

A good selection of companies, agencies and other third parties is therefore a prerequisite before contracting with them and before starting the cooperation. DEME's policy is always clearly defined contractually with regard to respect in general and respect for human rights in particular. A procedure developed for these companies and agencies, both in the pre-recruitment and post-recruitment phase, gives high visibility to our standards and how they should be met.

Regular audits and inspections of companies, agencies and other third parties who employ staff on our sites ensure that our standards are met effectively.

FIGHTING FRAUD AND CORRUPTION

DEME has a clear policy to conduct all its activities with integrity and to fight against all forms of corruption. In addition to the Code of Ethics and Business Integrity, DEME has implemented a comprehensive corporate compliance programme, which includes the development of anti-corruption policies. Within the framework of this compliance programme, these anti-corruption policies are included in the annual employee awareness programme. Furthermore, the policy itself is complemented by specific procedures to ensure its day-to-day effectiveness. The due diligence of the third-party policy, the outgoing payment integrity policy and the procurement to payment policy for major third parties, as well as a training programme for employees who are involved in such procedures, are an effective means of combating fraud and corruption. Activities are carried out worldwide, including in countries with a higher 'corruption perception index' score. Possible situations of corruption are a risk for the group's image. This is why DEME has set up a due diligence procedure, not only for this type of high-risk country, but also for all situations where a high risk of fraud and corruption might appear. First of all, DEME recommends using sponsors or agents as little as possible. In situations where this can't be avoided, these parties must first be examined, to a greater or lesser extent, depending on the level of risk. Secondly, the group also monitors the third parties with which it operates. Specific clauses are included in the contracts, whereby the parties commit to always act according to the level of compliance required by DEME. Lastly, DEME ensures that these parties effectively comply with the policies and procedures concerning corruption. Furthermore, DEME reduces these risks as much as possible through policies and procedures that are well known and implemented throughout the organization.

5.1.5. INNOVATION

In terms of innovation, DEME focuses on the creation of joint value through multi-stakeholder partnerships in addition to a strong focus on internal entrepreneurship.

DEME is a member of the innovation unit 'The Blue Cluster', which focuses on sustainable growth at sea. For instance, DEME worked with partners on the MARCOS, D4PV @ Sea and Coastbusters 2 start-up projects in 2020. The MARCOS project aims to investigate the potential of large-scale offshore aquaculture. DP4 @ Sea aims to develop a science-based methodology for mapping the challenges and potential solutions of multifunctional marine landscape infrastructures. Coastbusters 2 is a follow-up project that aims to investigate biodegradable and sustainable marine (bio)materials as building blocks for coastal defence, among other things. The first Coastbusters project won the first Blue Innovation Award in October this year.

In 2020, DEME also focused strongly on international cooperation, for instance, by joining forces with the European Clean Hydrogen Alliance, the Sustainable Ocean Business Action Platform and the World Economic Forum Global Partnership for Plastic Action.

In addition, DEME is working with universities and technology providers to develop a solution for the removal of plastic from rivers, ports and coastal areas. In 2020, DEME tested the first installation with a pilot project on the Temse Bridge. This installation consists of a fixed V-shaped trap that uses the water flow to direct plastic and debris floating in the upper layer of the water to a floating collection platform. The floating debris is then intercepted by the Marine Litter Hunter, a vessel that intercepts larger pieces of debris and pushes them to the collection platform. The installation contains various technological innovations such as artificial intelligence for object recognition, virtual reality for equipment operation and (where necessary) autonomous vessel control. The Marine Litter Hunter is also electrically powered and can therefore sail without CO₂.

In order to support internal entrepreneurship, various innovation programmes were set up in 2020 to capture new ideas on the one hand and to reward successful initiatives on the other. In 2020, two specific innovation challenges were introduced concerning climate and energy (SDG 7 & 13) and waste and materials management (SDG 12). Sustainability is included in the assessment criteria throughout the innovation process.

5.2. OUTCOMES OF THESE POLICIES AT CFE CONTRACTING AND BPI

In 2020, key performance indicators were fine-tuned and a dashboard for non-financial indicators was implemented. Several pilot projects have enabled monitoring of the most complex issues such as material transport or circularity. Each indicator ensures the regular monitoring of the defined priority objectives. In terms of concrete actions, in addition to several large-scale sustainable projects such as the ZIN construction site or the use of logistics consolidation centres, the main focus was on internal communication and raising the awareness of the teams about sustainability. These actions will continue in 2021 through action plans within the various group entities.

CFE Contracting joined the Belgian Alliance for Climate Action. By doing so, CFE Contracting undertook to subscribe to the Science Based Targets initiative. This course of action will allow it to

attain sustainable goals that meet the ambitions of the Paris agreements.

5.2.1. IMPACT OF COVID-19

The coronavirus crisis has shown the relevance of the priority goals that have been defined, in particular, accelerated digitization and a focus on operational excellence.

5.2.2. SOCIAL

People are at the heart of the CFE construction process. CFE contributes to significant direct employment (3,155 employees), as well as indirectly through the various subcontractors and suppliers. In 2020, CFE Contracting launched an 'employer branding' campaign highlighting the 'Family' (family & friends) that characterizes it. The human size of the subsidiaries and the solidity of the group, as well as the numerous synergies, lie at the heart of CFE Contracting's strength and distinctiveness. Respect for people applies not only to our own employees, but also to those working for subcontractors and suppliers. This philosophy is reflected in a code of integrity that includes respect for human rights. For instance, there are special written procedures for selecting and interacting with subcontractors. In 2020, no human rights violations were observed.

CFE also wants to pay due attention to safe and healthy workplaces. Each board meeting gives priority attention to the seriousness and frequency of accidents at work. CFE performs better in this area than the sector in Belgium. Nevertheless, this doesn't prevent CFE Contracting from wanting to improve its score every year. A policy of awareness raising, training and prevention are important levers in this respect. 'Lean' methodology also contributes to this. Site visits regularly take place to check these procedures are being respected.

5.2.3. ENVIRONMENT

Both divisions are aware of the impact of their activities on the environment. The transport of people and materials has an effect on mobility and also results in direct CO₂ emissions. Reducing transport needs and an advanced waste policy can help to reduce this impact. 'Lean' construction processes used at the various sites also contribute to this.

In 2020, several construction sites in Belgium and Luxembourg rethought their site logistics by using consolidation centres. Thanks to these logistics hubs, it is possible to considerably limit the number of lorries supplying the sites, thus making the delivery schedules more reliable at the same time. In Brussels, alternative delivery methods such as inland waterway deliveries are also used. The impact on CO₂ emissions is immediate.

Studies show that the choice of materials is a major but indirect factor in the analysis of the CO₂ cost of a building. The use of recycled materials or reuse are ways to reduce the carbon footprint. The choice of more sustainable materials also contributes to this reduction.

CFE Contracting and BPI therefore combined their know-how to create the Woodshapers joint venture in early 2020. The expertise in materials (in particular wood) and construction methods for an optimized structure as well as an integrated view of the projects lie at the heart of Woodshapers' sustainable approach.

CFE Contracting started the ZIN construction site in the Brussels-North district through its three subsidiaries, Van Laere, BPC and VMA. This innovative project of more than 110,000 m² revolves around circular principles. This circular approach starts with the preservation of 65% of the existing WTC towers, which significantly reduces the amount of waste accumulated during dismantling, and the amount of new materials that will be needed for the construction. It is the first project in Belgium to apply circular principles on this scale. More specifically, a total of 95% of the materials will be preserved, reused or recycled, and 95% of the new office materials must be C2C certified.

Another lever to limit the production of CO₂ lies in the reduction of energy consumption, both for buildings and for site installations. Through its subsidiary VEMAS, CFE Contracting offers ESCO's services, providing guaranteed energy performance to interested customers. This expertise is also used in construction site installations, where electricity and water consumption are monitored to optimize them.

5.2.4. GOVERNANCE

CFE Contracting's governance charter was also updated in 2019 and was validated by the Executive Committee before being sent to all employees. This completes the corporate charter of the CFE group. This charter defines the structure of CFE Contracting, the roles and responsibilities of the various boards and committees, as well as the minimum application procedures, and is then translated into several internal policies.

The structuring of CFE Contracting is designed to provide a clear and robust framework for the development of the activities of the company and the companies in the Contracting division, as well as the smooth running of their business. The company's structure is intended to reflect the rules of good governance while being adapted to the company's needs. The same applies to BPI, for which the governance charter was updated and approved by its Board of Directors in December 2019.

The minimum procedures, also known as internal policies, are updated by the Board of Directors in close consultation with the Executive Committee. At project level, a list of 12 principles of good project management was developed. A risk analysis was also carried out for each entity in 2019.

Each of the policies in the charter is fundamental. However, we should highlight the theme of respect for human rights and integrity.

RESPECT FOR HUMAN RIGHTS

Respect for human rights is one of the fundamental values on which the general policy of the Contracting and Real Estate Development divisions is based. This is done through a policy formulated with a specific code of conduct focusing on the integrity of the employees that forms the general framework and is enforced through individual information and internal audits.

Any discrimination based on criteria related to gender, age, nationality, origin, beliefs or disability is forbidden, be it during recruitment, in day-to-day work relationships and training opportunities, internal mobility or promotion, etc. The general policy also includes respect for the laws concerning the privacy of employees, which is reflected in particular in the subsidiaries by measures at IT

level to ensure the security of employees' personal data.

This general policy is also reflected in the contractual clauses with subcontractors, which require compliance with applicable human rights laws. When selecting foreign subcontractors, the required checks are carried out, for instance, with regard to social security and payment of the minimum wage.

To date, no violation of our policy on the respect for human rights has been noted within the Contracting and Real Estate Development divisions. The business lines of both divisions involve working with subcontractors, suppliers and partners who don't necessarily share the same values as CFE in terms of respect for human rights. The reality of construction sites can easily lead to confusion and have serious consequences in terms of the group's image.

This is why CFE takes various measures to prevent these risks as much as possible. These measures are implemented in the following areas:

- **Prevention:** a charter has been implemented in the subsidiaries, a system of approved suppliers has been organized, contractual clauses with subcontractors have been introduced, and human resources policies that respect the rights of everyone have been put in place.
- **Training:** this can take many forms (meetings, workshops, sharing experiences, etc.), including training for line managers on legal obligations and well-being.
- **Checks:** this includes regular site visits by line management and internal audits.

FIGHTING FRAUD AND CORRUPTION

The anti-corruption code published by CFE, which was updated in 2018, has been integrated into the subsidiaries' policies and is intended for all employees, regardless of their role. It makes it clear that any form of corruption or influence peddling, whether direct or indirect, is forbidden, both for companies and for individuals. To ensure the effectiveness and proper understanding of the ethical rules laid down, the code provides concrete details regarding common practices in business relationships, such as benefits, gifts, privileges and hospitality: it specifies what is and isn't allowed, the limits that must be respected, etc., while taking into account national regulations (in Belgium and/or in the foreign country concerned) and international ones. The commitment of the subsidiaries and their employees, the sense of ethics and the willingness to work in a spirit of collaboration and trust, as well as the establishment of a number of internal procedures aimed at limiting the possibilities of fraud and corruption, have all ensured good compliance with the anti-fraud and anti-corruption provisions. CFE Contracting has increased its efforts this year to provide training for its operational staff to enhance their knowledge and understanding of social legislation. To ensure a good understanding of the regulations in force concerning contracts and social legislation, a training course entitled 'Best practices: contract management & social law' was given to more than 450 operational employees from the various CFE Contracting subsidiaries.

In the construction industry, the financial stakes are often high, competition is sometimes fierce and many projects require the use of temporary partnerships and include orders involving numerous subcontractors and suppliers. In addition, customer relations may involve the giving or receiving of gifts, hospitality, invitations to various events, etc. All this can create situations where there is a risk of abuse and corruption. To mitigate these risks, CFE implements an extensive preventive policy.

An anti-corruption code has been set up in the subsidiaries, containing both the basic principles and concrete provisions to be applied in various risk situations. Added to this are the various concrete measures taken by the subsidiaries to ensure the application of these provisions.

Each entity is regularly subjected to an analysis of the risks and procedures by the internal audit unit. The internal audit is independent and its main mission is to support management and help it to better control risks.

The internal auditor reports in a functional way to CFE's Audit Committee by submitting the annual audit plan and presenting the main findings of the audits carried out and a follow-up of the action plans. If necessary, additional audit assignments may be carried out at the request of CFE Contracting's Audit Committee or Executive Committee. In 2020, the internal audit mainly focused on the principles of good project management. Other topics covered by the internal audits were the separation of powers in ERP systems, archiving, signing authority in payment software and the application of GDPR. A general analysis of the internal control system was also carried out at MOBIX. The results of the audits are presented to the members of CFE's Audit Committee and to CFE Contracting's Executive Committee, in order to agree on the corrective actions to be taken.

6. NON-FINANCIAL KEY PERFORMANCE INDICATORS (KPIs)

6.1. INTRODUCTION

The definition, collection and analysis of KPIs are an integral part of CFE's sustainability strategy. At least one KPI was chosen for each high materiality theme. For some more complex themes, such as transport, preference was given to the analysis of pilot projects. By regularly analyzing and following up on all these KPIs through specific dashboards, it is possible to closely validate the impact of the action plans implemented.

6.2. SOCIAL

To analyze the impact of targeted actions on social themes, all three divisions have been collecting a series of KPIs for several years. These KPIs relate to safety, well-being, diversity and training.

6.2.1. COMMON GENERAL INDICATORS

Employees by division				
	CFE	DEME	Total	
2018	3,524	5,074	8,598	
2019	3,276	5,134	8,410	
2020	3,250	4,976	8,226	
Staff by category				
2020	Manual workers	Office workers	Total	
CFE	1,709	1,541	3,250	
DEME	2,279	2,697	4,976	
Total	3,988	4,238	8,226	
Men / Women				
	Male office workers	Female office workers	Male manual workers	Female manual workers
2018	3,272	1,064	4,201	61
2019	3,289	1,115	3,934	72
2020	3,106	1,132	3,916	72
Training				
Number of hours by type of training	Total 2019	Total 2020	Hommes	Femmes
Technical	68,119	38,020	36,713	1,307
Health and safety	60,580	44,919	43,157	1,762
Environment	907	1,022	966	56
Management	17,129	6,953	6,683	270
IT	17,656	12,445	11,304	1,141
Admin/account/management/legal	14,039	12,001	11,072	929
Languages	8,598	6,498	5,226	1,272
Diversity	310	8,128	7,844	284
Others	13,247	14,342	13,846	496
Total	200,585	144,328	136,811	7,517

As safety is a constant concern, CFE Contracting and DEME have developed QHSE dashboards in order to follow the evolution of statistics as closely as possible and to take any necessary corrective measures as soon as possible.

Safety for CFE Contracting	2017	2018	2019	2020	industry average*
Frequency rate	16.76	19.42	13.72	26.12	31.08
Severity rate	0.49	0.49	0.44	0.61	1.05

* industry average 2019, source: fedris.be (NACE codes 41, 42 and 43 taken into account)
 Frequency rate CFE = number of accidents with work incapacity x 1million divided by the number of hours worked
 Severity rate = number of calendar days of absence x 1,000 divided by the number of hours worked

Safety for DEME	2017	2018	2019	2020	industry average *
Frequency rate	0.27	0.21	0.24	0.19	3.54
Severity rate	0.03	0.072	0.097	0.04	0.67

* industry average 2019, source: fedris.be (NACE codes 08.12, 39, 42.13 and 42.919 taken into account)
 Frequency rate DEME = number of accidents with work incapacity (worldwide) multiplied by 200,000 divided by the number of hours worked by employees.
 Severity rate DEME = number of calendar days of absence (worldwide) multiplied by 1,000 and divided by the number of hours worked by employees.

6.2.2. INDICATORS SPECIFIC TO DEME'S PRIORITY OBJECTIVES

High materiality themes: Health, safety & well-being

In the social or societal themes, DEME chose the theme 'Health, safety & well-being' (see materiality matrix defined in chapter 5.3). DEME has therefore developed a safety dashboard which, in addition to the frequency and severity rates as mentioned in point 6.2.1, also includes the number of toolbox participations, the number of incidents, the number of incidents reported in time, etc. This information is shown in the table below.

A full report on the safety policy is available on the DEME website (<https://www.deme-group.com/publications>)

Name of the KPI	Definition of the KPI	Unit	2019	2020
HIPO incidents	A high potential (HIPO) incident is an incident that could have had severe consequences for quality, health, safety or environment. This includes incidents from third parties such as subcontractors, clients, JV partners.	#	406	262
Toolbox participation	All project, vessel and office staff/crew must participate, as a minimum, once a week in a toolbox meeting. Toolbox meetings include safety moment day, vessel-project safety meeting and pre-work meeting.	#	447,137	345,312
Timely reported incidents	All incidents with damage, near misses/dangerous situations and complaints/non-conformities have to be reported in IMPACT within 24 hours.	#	1,174	1,181
Timely closed actions	All actions resulting from incidents & investigations, audits, management reviews and year action plans need to be closed out within their set due date.	#	1,218	1,394

Observations	All project, vessel and office staff/crew has to fill in/complete a minimum of 3 observations per year	#	23,191	17,133
Inspections	QHSE-S inspections are to be conducted by the following functions: - Superintendents up to Project Director to each conduct 1 inspection per month on the project - Vessel Management (Master, Chief Engineer) to each conduct 1 inspection per week on board	#	14,605	11,593
Incident investigations	All incidents that require an investigation according to the DEME Incident management procedure, should have an incident investigation	#	381	379

All those KPIs are based on internal guidance, and are part of QHSE-S worldwide performance dashboard



Medium materiality theme: Diversity & opportunity

The indicators concerning the number of hours of training and the gender breakdown are already included in section 6.2.2.

With regard to the number of employees, men/women, DEME's goal is to ensure that all its employees have equal opportunities in terms of internal mobility and to actively support and guide them in this process.

Name of the KPI	Definition of the KPI	Unit	2019	2020
Performance and career development	Participation rate in the performance measurement programme Time To for all Staff and for all crew during the reporting period	percentage	(1) TIMETOSTAFF = 85 (2) TIMETOCREW = 70	(1) TIMETOSTAFF = 86 (2) TIMETOCREW = 80

Name of the KPI	Definition of the KPI	Unit	2019	2020
Number of nationalities	Based on internal guidance. The total number of nationalities among permanent employees in the organisation on December 31st.	#	82	80

All those KPIs are based on internal guidance.

With regard to training, performance and career development, DEME's goal is to improve employee satisfaction through competence-based management and to provide training opportunities and career development plans for all employees.

DEME is also keen to build on our 'One DEME, One team' spirit by drawing on the rich diversity of our operational teams and inclusive social relations.

6.2.3. INDICATORS SPECIFIC TO HIGH MATERIALITY GOALS AT CFE CONTRACTING AND BPI

High materiality theme: Health & Safety

In the social or societal themes, CFE Contracting and BPI have also chosen the theme of health and safety (see materiality matrix defined in Chapter 5.5). A dashboard containing the main information for each subsidiary is updated at least once a month to keep track of safety-related data.

Information on the frequency and severity rate is given in Chapter 6.2.1.



High materiality theme: guarantee decent working conditions for all

As much attention is paid to the safety of subcontractors and temporary workers as that of our own staff.

All the safety indicators take subcontractors into account.

High materiality theme: Talent attraction, training & retention

Training data features in Chapter 6.2.1.

Here is the data for CFE Contracting and BPI only.

Number of hours by type of training	Total 2018	Total 2019	Total 2020	Men	Women
Technical	18,354	15,578	16,434	15,127	1,307
Health and safety	13,203	20,182	12,071	10,309	1,762
Environment	80	180	807	751	56
Management	5,953	5,009	1,434	1,164	270
IT	2,273	4,513	3,354	2,213	1,141
Admin/account/management/legal	1,741	3,840	2,589	1,660	929
Languages	4,561	6,177	3,271	1,999	1,272
Diversity	0	0	3,320	3,036	284
Others	1,951	2,872	2,993	2,497	496
Total (h)	48,116	58,350	46,273	38,756	7,517
Total / no. employees (h/pers)	14	18	14		

To monitor the inflow and outflow of personnel, CFE Contracting analyses the indicator relating to length of service.

Length of service (excl. DEME)	2018	2019	2020
< 1	452	412	379
1-5	965	1,047	1,150
6-10	567	530	508
11-15	502	511	453
16-20	298	300	287
21-25	127	117	145
> 25	613	359	328
Total	3,524	3,276	3,250

One way to ensure the well-being and health of staff is to monitor the absenteeism indicator.

Absenteeisme	2018	2019	2020
Number of days absence due to illness	70,871	90,498	68,312
Number of days absence due to work-related accidents	4,488	6,957	4,203
Number of days absence due to travel work/home accident	492	122	256
Number of days absence due to occupational illness	0	0	0
Number of days worked	1,892,886	1,802,571	1,805,789
Absenteeism rate	4.01%	5.41%	4.03%

NB: these values relate to the entire CFE group

6.2.4. MISCELLANEOUS

Like every year, other regular KPIs related to human resources issues are also reported:

Number of employees by type of contract for the whole CFE group (incl. DEME)				
	Open-ended contract	Fixed-term contract	Work & studies	Total
2018	7,939	648	11	8,598
2019	8,065	334	11	8,410
2020	7,895	327	4	8,226

Age pyramid				
by 5-year bracket	2018	2019	2020	
< 25	377	380	331	
26-30	1,207	1,165	1,086	
31-35	1,320	1,242	1,213	
36-40	1,267	1,250	1,267	
41-45	1,182	1,176	1,147	
46-50	1,049	973	974	
51-55	1,040	1,026	1,025	
56-60	770	785	773	
> 60	386	413	410	

Seniority of employees for the whole CFE group (incl. DEME)				
by 5-year bracket	2018	2019	2020	
<1	1,144	912	648	
1-5	2,652	2,928	3,034	
6-10	1,767	1,509	1,508	
11-15	1,104	1,352	1,327	
16-20	701	685	637	
21-25	352	344	409	
>25	878	680	663	

6.3. ENVIRONMENT

6.3.1. COMMON GENERAL INDICATORS

Again this year, non-financial environmental reporting focuses mainly on the CO₂ production of the three divisions.

CFE follows the Greenhouse Gas Protocol and reports its GHG emissions according to the operational approach of the three scopes:

SCOPE 1

Direct greenhouse gas (GHG) emissions are related to the use of fuel and fossil fuels. Only the production of CO₂ is taken into account, not other greenhouse emissions. This concerns only purchased fuel and fossil fuels that are used in its own facilities, equipment and vessels or on its own projects. Fuel used in its own electricity generators is also included in Scope 1.

SCOPE 2

Indirect greenhouse gas (GHG) emissions are related to the consumption of purchased electricity. Only the production of CO₂ is taken into account, not other greenhouse emissions. The electricity that the companies purchase is in many cases from both renewable and non-renewable sources. Only when the amount of renewable energy purchased by a company is explicitly set out in a contract can a breakdown be made for each party. Otherwise, it isn't possible to know exactly how much renewable energy they have actually received. Subsequently, there is no breakdown in this report.

SCOPE 3

These are the other forms of indirect greenhouse gas emissions. These emissions are the consequence of CFE's activities, but come from sources over which CFE has neither control nor ownership. In this case, the data collected relates only to emissions from air travel.

DEME includes carbon dioxide (CO₂), nitrous oxide (N₂O) and methane (CH₄) emissions in its carbon footprint. Global measurements and those for Belgium and the Netherlands are analyzed separately. Calculation methods differ between DEME and CFE. For CFE Contracting and BPI, the ADEME carbon footprint method is used.

GHG SCOPE 1-2 CFE CONTRACTING & BPI

	unit	2017	2018	2019	2020
CO ₂ emissions scope 1	Tons CO ₂	13,290	19,298	14,754	15,812
CO ₂ emissions scope 2	Tons CO ₂	2,583	4,565	3,063	1,872
CO ₂ emissions scope 1+2	Tons CO ₂	15,873	23,863	17,817	17,684

For DEME, for the Netherlands and Belgium only, dedicated emission factors are used according to the CO₂ performance scale. (<https://www.co2emissiefactoren.nl>).

For DEME's global GHG emissions, two types of emission factors are used:

- In the selection of emission factors or conversion factors, IMO sector emission factors are used for ships.
- For all other equipment, Defra (the UK Department for Environment, Food and Rural Affairs) global emission factors are used.

GHG SCOPE 1-2- 3 DEME

DEME (Worldwide)	unit	2018	2019	2020
GHG(CO ₂ +N ₂ O+CH ₄) emissions (scope 1)	Tonnes CO ₂ -eq.		676,000	659,000
GHG(CO ₂ +N ₂ O+CH ₄) emissions (scope 2)	Tonnes CO ₂ -eq.		5,000	1,000
GHG(CO ₂ +N ₂ O+CH ₄) emissions (scope 3)	Tonnes CO ₂ -eq.		12,000	10,000
CO₂ emissions (scope 1, 2 & 3)	Tonnes CO₂-eq.	687,000	693,000	670,000

CO₂ EMISSIONS BELGIUM + THE NETHERLANDS (according to performance ladder scheme)

DEME Belgium + The Netherlands	unit	2017	2018	2019	2020
CO ₂ emissions (scope 1)	Tonnes CO ₂	109,178	126,356	148,773	191,000
CO ₂ emissions (scope 2)	Tonnes CO ₂	4,740	5,376	7,796	2,000
CO₂ emissions (scope 1&2)	Tonnes CO₂	113,918	131,732	156,569	193,000

We found that the CO₂ emissions for CFE Contracting's construction companies are particularly influenced by the type of construction site and work carried out during the year. In particular, construction sites with large-scale structural work will require significant electricity and fuel consumption to operate all the construction machinery and tower cranes. Completion sites during the winter period will require high energy inputs to heat and dry the buildings. Vehicle consumption will also be strongly influenced by the distance from the construction site. All these elements vary greatly from year to year.

The CO₂ emissions of multi-technical companies are relatively more stable. That is why it is necessary to monitor the different consumptions as closely as possible in order to have a more precise and targeted follow-up of the measures undertaken. The detailed information for CFE Contracting can be found in Chapter 6.3.3.

The significant improvement in Scope 2 at CFE Contracting is especially linked to the switch to green energy in many subsidiaries.

6.3.2. INDICATORS SPECIFIC TO DEME'S HIGH MATERIALITY GOALS

Specific CO₂ reduction goals

DEME has specific improvement programmes aimed at further reducing the impact on the environment during a project's implementation. For instance, specific emission reduction programmes aim to further reduce greenhouse gas emissions that contribute to climate change, as well as other pollutants that contribute to reducing local air quality.

DEME aims to achieve a 40% reduction in greenhouse gases by 2030 compared to the reference year 2008 set by the International Maritime Organization (IMO). DEME wants to become a climate neutral company by 2050.

Given that more than 90% of greenhouse gas emissions can be attributed to the fuel consumption of ships, DEME is pursuing a multi-year investment plan that involves providing its new fleet with the most advanced fuel-saving technology and the use of low-emission fuels such as LNG, biodiesel and future green fuels containing hydrogen such as green methanol or green hydrogen. In addition, DEME is constantly working to further increase the energy efficiency of the entire fleet with technological measures such as waste heat recovery systems that convert the exhaust gas into electrical energy. There is also a constant focus on process optimization and productivity improvement. In 2020, DEME also focused on further optimizing the recording of energy data, setting up an integrated data structure and developing the necessary monitoring tools.

Medium materiality theme: natural capital

To measure the attention given to the preservation of natural capital, DEME records the number of green initiatives approved each year. DEME's goal is to implement at least one green initiative for each project lasting more than 3 months.

Name of the KPI	Definition of the KPI	Unit	2019	2020
Total number of approved green initiatives	A «Green initiative» is any initiative, change or modification to a process, equipment or setup that reduces the environmental impact of the project.	#	105	128

6.3.3. INDICATORS SPECIFIC TO HIGH MATERIALITY GOALS AT CFE CONTRACTING AND BPI

High materiality theme: Waste reduction

Since the start of 2020, a new indicator is being monitored in all of CFE Contracting's subsidiaries. The five main waste fractions are measured 4x/year and integrated into the environmental dashboard.

Waste	Unit	2019	2020
Mixed	tonnes	/	9,498
Wood	tonnes	/	3,855
Inert	tonnes	/	9,498
Hazardous	tonnes	/	38
Steel	tonnes	/	542
TOTAL	tonnes		23,431
TOTAL / turnover	tonnes/M€		25.69

Energy consumption is also a closely monitored point.

Energy	Unit	2019	2020
Electricity	kwh		12,990.826
Gas	kwh		3,195.251
Fuel	kwh		11,064.479
TOTAL	kwh		27,252.576
TOTAL / turnover	kwh/k€		29.89

High materiality theme: Modular & circular principles in our projects

Circularity and modularity are at the heart of CFE Contracting and BPI's concerns.

Woodshapers' turnover will be used as a key indicator as of 2021.

As regards circularity, lessons learned from the ZIN construction site will be used to define an appropriate performance indicator. In the meantime, significant awareness-raising is taking place in the various subsidiaries concerning circularity. Training courses have been organized with organizations such as CSTC, build circular or ecobuild.

High materiality theme: Material transport optimization

The pilot consolidation centre project in Brussels as well as the construction sites in Luxembourg that also use a consolidation centre will serve as a reference for determining an effective performance indicator during 2021. In the meantime, all the lessons learned on these construction sites are passed on to the various subsidiaries. Site visits are also performed internally to explain the approach.

Medium materiality theme: alternative transport modes promotion

The fleet is the biggest emitter of CO₂ for Scope 1. CFE Contracting has therefore decided to monitor this consumption.

Fleet	Unit	2019	2.020
Diesel - Car	litre		2,755,474
Hybrid - Car	litre		1,870
Unleaded - Car	litre		287,367
Diesel - Truck	litre		670,768
Hybrid - Truck	litre		0
Unleaded - Truck	litre		4,198
Cars	#		1,909
Trucks	#		108
consumption cars / #cars	litre/#		1,595
consumption trucks / #trucks	litre/#		6,250

6.4. GOVERNANCE

6.4.1. COMMON GENERAL INDICATORS

Good governance of the different divisions is assured by charters and procedures.

	CFE	CFE Contracting	BPI	DEME
corporate governance charter	ok	ok	ok	ok
procedures	*	ok	ok**	ok
code anti corruption	*	ok	ok	ok

* transferred to CFE Contracting and BPI

** internal policy on financial transactions

All the documents specific to governance are regularly reviewed.

6.4.2. INDICATORS SPECIFIC TO DEME'S HIGH MATERIALITY GOALS

High materiality theme: innovation

To measure the attention given to innovation, DEME records the number of innovative initiatives approved each year. DEME's goal is to:

- (1) Ensure the adoption of sustainability as (part of) every challenge in every innovation campaign.
- (2) Ensure that sustainability is always part of the assessment criteria for each innovation campaign.

Name of the KPI	Definition of the KPI	Unit	2019	2020
Approved innovation initiatives	The total number of approved innovation initiatives following DEME's innovation campaigns during the reporting period.	#	11	18

High materiality theme: Ethical business

To measure knowledge of the governance principles and in particular the procedures relating to business ethics, DEME records the ratio of staff who have undergone specific training known as 'Compliance training'.

DEME's goal is to ensure that every employee has frequently followed training on ethical awareness.

Name of the KPI	Definition of the KPI	Unit	2019	2020
Ratio of staff that has received DEME Compliance Awareness Training	The total number of training hours on ethical awareness received by the organisation's permanent employees during the reporting period	percentage	88	97

6.4.3. INDICATORS SPECIFIC TO HIGH MATERIALITY GOALS AT CFE CONTRACTING AND BPI

High materiality theme: Strong corporate governance

Several audits were carried out during the 2020 financial year. They didn't reveal any dysfunctions that are likely to have a material impact on the group's business or financial statements. Those audits chiefly concerned:

- the application of good project management principles as defined by the members of the executive committee
- compliance with GDPR
- compliance with the rules relating to signing authority in the ISABEL payment software program
- document archiving

The results of the audits are presented to the members of CFE's audit committee and to the executive committee of CFE Contracting in order to agree on the corrective actions to be taken.

High materiality theme: Innovation

In 2020, CFE Contracting and BPI were able to move forward with the development of a strategy structured around innovation. The two divisions respectively appointed a Chief Digital Officer and a Development & Innovation Director. These two managers are responsible for developing and monitoring the innovation strategy. A board known as the 'innovation core team', common to both divisions, meets at least once a month. This board's first task is to set up:

- Governance
- The process
- Targeted monitoring
- Key indicators
- And, finally, the internal and external communication that defines this strategy.

Medium materiality theme: Clear sustainability reporting (transparency)

Dashboards relating to safety, human resources and the environment are published every month and sent to the management of CFE Contracting and to the management committees of all the entities.

These dashboards make it possible to communicate transparently with the various management levels and to inform all employees as frequently as possible.

This regular follow-up also allows the actions undertaken to be readjusted as quickly as possible.