

CSR REPORT

Equans BeLux 2024





New distribution centre - CEBCO

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World leader in energy
and services

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A conversation with...

Ana Giros, Executive Vice President of Equans and President of Equans BeLux & ANZ, and Mark Dirckx, CEO of Equans BeLux

How is Equans BeLux positioned in relation to the challenges of sustainability and responsibility?

Ana Giros: Equans BeLux adopts a resolutely proactive approach to sustainability challenges, placing decarbonisation, responsible employment and ethics at the heart of its strategy. We support our customers in their environmental transition by optimising the energy efficiency of their sites, investing in renewable solutions and deploying, for example, recharging infrastructures for electric vehicles. We are also taking concrete action to significantly reduce our own carbon footprint and strengthen our CSR management programme.

Mark Dirckx: We also have a key role to play in employment. We train professionals in the energy transition professions – renewable energy technicians, energy efficiency engineers, energy transition coordinators, etc. – while promoting diversity and inclusion in our recruitment practices, thereby enriching our corporate culture.

How is Corporate Social Responsibility integrated into the Group's strategy, management, offerings and sales value proposition of Equans BeLux?

Ana Giros: Equans BeLux's CSR approach translates into a strong commitment to sustainability, both in our governance and in the solutions we develop for our customers. Together, we are exploring more environmentally friendly alternatives, co-constructing projects with a low carbon footprint and designing ever more efficient facilities on the energy front. In 2024, this ambition took shape with the creation of our new organisation, Carbon Shift, dedicated to supporting our customers in their transition to a low-carbon economy.

Mark Dirckx: We integrate responsible practices into every aspect of our business, ensuring that we minimise our environmental impact while maximising the benefits to society. Our solutions are designed to be sustainable and energy efficient.

What were the main advances in CSR in 2024?

Ana Giros: In 2024, we stepped up our efforts to set ambitious targets for reducing CO₂ emissions and adopting strategies aligned with the Science Based Targets Initiative (SBTi). This year marked a decisive step forward with the development of our climate plan, which aims to reduce our emissions with 42% direct emissions (scopes 1 and 2) by 2030, and a reduction of 52% of our indirect emissions (scope 3) in intensity. These structuring commitments reflect our desire to take concrete action for the climate, by involving our entire value chain.

Mark Dirckx: At the same time, we have focused our efforts on innovation in energy transition technologies, which has enabled us to adopt more renewable solutions. In addition, we have increased our transparency regarding our social and environmental impact. In this respect, Equans BeLux has obtained, in 2024, the EcoVadis Silver label and committed to obtain level 5 certification on the CO₂ performance ladder for its carbon emissions management policy (obtained in 2025).

Can you tell us about the priority projects for 2025?

Ana Giros: We place CSR procurement at the heart of our commitments, ensuring that we promote ethical, transparent and sustainable practices at every level of our value chain. We also integrate circular economy initiatives and concrete actions to preserve biodiversity in our projects, in order to minimise our environmental impact and actively contribute to the transition towards a more sustainable model.

Mark Dirckx: These efforts illustrate Equans BeLux's commitment to more responsible and sustainable business practices. By integrating CSR into all aspects of our strategy, we are positioning ourselves as a responsible player, ready to meet today and tomorrow's environmental and social challenges.

"Our CSR commitments reflect our desire to take concrete action for the climate, involving our entire value chain."

Ana Giros, Executive Vice President of Equans and President of Equans BeLux & ANZ



"Our solutions are designed to be sustainable and promote energy efficiency."

Mark Dirckx, CEO of Equans BeLux





EQUANS

World leader in energy and services

A Bouygues Group subsidiary since 2022, Equans designs and supplies customised solutions to improve its customers' buildings, equipment, systems and processes and help them optimise their use.

With almost 90,000 employees worldwide and a strong local presence, Equans has recognised technical expertise in design, installation, maintenance and service provision, with a unique combination of skills in heating, ventilation and air conditioning, refrigeration, electricity, energy efficiency, facility management, fire safety, mechanics, automation, supervision and digital solutions.

Meeting 3 challenges

Equans' mission is to meet the challenges of its clients' energy, industrial and digital transitions by providing them with the best solutions.



Energy transition

Contributing to low-carbon production and transport of energy & optimising usage and maximising efficiency energy.



Industrial transition

Optimising production and process efficiency & contributing to industrial relocation.



Digital transition

Collecting, transferring, protecting, storing and processing data to create value & digitalising our customers' processes to make them more efficient.

EQUANS GROUP

€19.2 billion

in sales in 2024

90,000

employees worldwide

Presence in

20

countries and 5 continents

A partner of choice in the energy and services sectors



We deliver OPERATIONAL EXCELLENCE thanks to our expert teams in 6 key areas, our customised service offering and our hyper-specialised solutions.





EQUANS BELUX

Our missions and expertise

Our mission at Equans BeLux is to provide our customers with global, innovative and tailor-made solutions that **improve the performance** of industries, buildings, transport infrastructures and distribution networks.

Our technicians and engineers have a wide range of **technical skills** to offer **high added-value services** in our various areas of expertise: **electrical and mechanical engineering, HVAC installations, security systems, fire protection, energy optimisation, digitisation** of your equipment, etc.

EQUANS BELUX

€2.1 billion
in sales in 2024

9,800
employees

30
subsidiaries in Belgium, Luxembourg and the Netherlands,
in French Guiana and in the United Kingdom

Our certifications and qualifications

Equans BeLux is committed to the highest standards of quality, safety and respect for the environment in all its activities.

This commitment is formalised through various certifications: **ISO 14001, ISO 9001, ISO 45001, VCA.**

These certifications cover all our sites and activities, encompassing more than 86% of our employees.

In 2024, Equans BeLux achieved the **EcoVadis silver sustainability rating** and is committed to obtaining **level 5 certification on the CO₂ performance ladder** (obtained in 2025) for its carbon emissions management system.

Equans BeLux reporting is evolving to meet the requirements of the EU taxonomy and the European Corporate Sustainability Reporting Directive (CSRD).

71% of our Turnover is eligible and **33%** is aligned with the EU taxonomy for sustainable activities (Equans Group).



Our CSR approach

At the service of the energy, industrial and digital transitions, we see our environmental and social challenges as an integral part of our **overall sustainable performance**.

Our CSR approach stems from the Equans Group's **IMPACT manifesto**, which is based on 7 structuring commitments that contribute to achieving the United Nations' Sustainable Development Goals (SDGs). It is based on 3 pillars and 3 ambitions:

- Our Planet** > Accelerating the transition to a low-carbon world
- Our Teams** > Committing to our teams and communities
- Governance** > Promoting ethical and responsible practices

Our solutions, which optimise the energy performance of our customers' facilities and support their environmental transition, contribute to their own CSR objectives.

Our local presence, combined with our use of subcontracting, contributes to the development of employment and the local economy. Integrating our partners and suppliers into our CSR approach is a key element of our strategy.

Our CSR organisation

The Equans BeLux Head of Sustainability/CSR, who reports to the General Manager of Strategy, Development, CSR & Communication and member of the Executive Committee, works in coordination with:

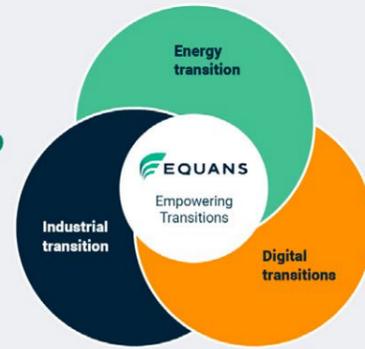
- the Human Resources team, dedicated to social issues and relations with employee representatives,
- the Legal and Contract Management Department, responsible for deploying and monitoring ethical aspects,
- the HSEQ (Health, Safety, Environment and Quality) Department,
- the CSR Purchasing team, which aims to reduce the environmental footprint of purchasing and develop a sustainable supply chain,
- the Carbon Shift team, which helps to promote the initiatives of reducing the carbon footprint of our customers,
- the IMPACT network of facilitators (workshops to identify local actions).



Thibault d'Ursel,
Equans BeLux Head of Sustainability/CSR

IMPACT *Our manifesto*

We are committed to empowering the Energy, Digital and Industrial transitions through seven objectives for **sustainable overall performance**



1. WE DELIVER OPERATIONAL EXCELLENCE



2. WE COMMIT TO SAFETY, ETHICS & CYBERSECURITY



3. WE IMPROVE OUR CLIENTS' ENVIRONMENTAL FOOTPRINT



4. WE IMPROVE OUR OWN ENVIRONMENTAL FOOTPRINT



5. WE ENGAGE IN THE DEVELOPMENT OF OUR COMMUNITIES



6. WE PROVIDE FAIR & EQUAL OPPORTUNITIES FOR ALL



7. WE SHARE THE FRUITS OF OUR SUCCESS WITH OUR EMPLOYEES



Our CSR objectives

CATEGORIES	INDICATORS	2023	2024	OUR GOALS	SUSTAINABLE DEVELOPMENT OBJECTIVES (SDOS)	
PLANET Accelerating the transition to a low-carbon world	Scopes 1 and 2 carbon footprint	38,740 T	-5% (36,829 T)	-42% by 2030 compared with 2023	7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	
	Scope 3 carbon footprint (in intensity)	378,642 T	- 4.36% (369,425 T)	-52% by 2030 compared with 2023	11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	
	% of electric company vehicles	Reference	14%	80% by 2030	13 CLIMATE ACTION	
	% of electric commercial vehicles	Reference	2%	70% by 2030		
	Energy performance of offices (% of offices with low energy consumption) less than 210 kWh/m²)	NA	65%	95% by 2030		
	Electricity consumption of buildings	Reference	-3%			
	Gas consumption of buildings (excl. Grimbergen)	Reference	-9%			
SOCIAL Committing to our teams and communities	Use of resources and circular economy	% of waste valorization	27.30%	38.80%	70% of waste recovered in the form of energy or materials by 2030	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Health and safety	Lost time injury frequency rate	6.91	7.39	5 (2026)	3 GOOD HEALTH AND WELL-BEING
	Teams	% of women executives	12%	13%	Group target: 20% (2030)	5 GENDER EQUALITY
% of women executives recruited		10%	12%	+10% compared with the previous year		
Local communities	% of employees who have received training	89%	90%	100%	4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH	
	Number of apprentices in our workforce	314	410	400 apprentices/year (2025)	4 QUALITY EDUCATION, 10 REDUCED INEQUALITIES	
GOVERNANCE Promoting ethical and responsible practices throughout our value chain	Ethics	% of employees who have completed the ethics training module	50%	71%	Group target: 40% by 2026, with 100% of people exposed to the risk of corruption covered	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	Suppliers	Suppliers considered high risk by IQ Plus	NA	163	EcoVadis assessment of 95% of our suppliers presenting a very high CSR risk and suppliers under framework contracts	8 DECENT WORK AND ECONOMIC GROWTH, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
		Number of EcoVadis assessments	145	159		
		Number of key suppliers contributing most to Equans' carbon footprint (scope 3a) covered by climate meetings	NA	44	500 meetings by 2030 (at group level)	8 DECENT WORK AND ECONOMIC GROWTH, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION



Helping to reduce carbon emissions

We are responding to the challenges of **energy and environmental transition** by supporting our customers on their energy transition and reducing our own footprint.

From the installation of more efficient energy systems to the production of green energy and the management of consumption, **our tailor-made solutions** improve the **energy performance** of our customers' equipment and **reduce their greenhouse gas emissions**.

Our internal **decarbonisation** approach also aims to reduce emissions from our vehicles and sites, while promoting **circular economy** and **biodiversity**.

River level monitoring and automation project
Flemish Environment Agency (VMM)

Accelerating our customers' energy transition

Equans BeLux aims to accelerate its customers' energy transition by offering them solutions that address 4 decarbonisation dynamics:



Consume less

thanks to energy efficiency, control of installations and building monitoring systems, LED lighting, optimised occupancy, free cooling (ventilation using outside air) and waste heat recovery.



Consume green

thanks to photovoltaic installations, wind turbines and geothermal energy, biomass, heat pumps, natural refrigerants, electric vehicle recharging equipment and the electrification of rail networks.



Consume efficient and flexible

thanks to energy reduction, process support, automation of resources and digital tools, control and management of buildings and plants and controlled electricity networks (smart grid, SCADA).



Capturing CO₂ emissions

in industry and convert H₂ hydrogen into a low-carbon fuel.



Carbon Shift, a global solution to accelerate companies' transition to a sustainable future

Natalie Dewulf, General Manager

Equans has just launched Carbon Shift. What is it?

Carbon Shift is an initiative to accelerate our customers' transition to a sustainable future. Carbon Shift is designed to help customers achieve carbon neutrality, reduce costs and meet regulatory requirements. This integrated approach offers customised solutions to reduce carbon footprints while improving operational efficiency.

What analysis and solutions are you offering?

We offer a customised approach for each company, starting with a comprehensive analysis of decarbonisation ambitions. Our team of consultants assesses the strategy, the economic context and regulatory requirements of each customer. We then draw up a concrete action plan as part of our Design, Build, Finance, Maintain, and Operate (DBFMO) approach. Solutions can include the installation of solar panels, batteries, heat pumps and energy management systems. We also offer ongoing monitoring and optimisation services, guaranteeing performance and reducing CO₂ emissions over the long term.

What are the benefits for customers?

By working with Carbon Shift, our customers benefit from an approach that balances sustainability and profitability. They can expect measurable results and reduce their operating costs while complying with regulatory requirements. What's more, our support enables them to anticipate legislative changes, strengthening their position as sustainability leaders in their market.



District heating networks: a sustainable solution for an eco-district

In Liège, Equans BeLux built and operates the heating network for Belgium's largest eco-district. This network, supplied by lost heat from waste incineration, supplies 1,350 homes with heating and hot water, as well as a school, nurseries, shops and private homes.

Equans BeLux has installed a steam recovery system in the incineration plant, a primary network and a secondary network of pipes, a heat exchanger which brings the heat to the residents of the Rives Ardentes eco-district. A sustainable, low-carbon solution for recovering and distributing heat at an affordable cost.

1,350 homes served



Energy storage: one of the largest battery parks in Belgium

Equans BeLux participates in the construction of the Balance of Plant (BoP) for a future battery park in Vilvoorde, in collaboration with Elia (a semi-public government entity), ENGIE, Tractebel, Equans/Galère (SMS) and the battery supplier Sungrow. With a capacity of 2 x 100 MW and a storage capacity of 800 MWh, the park will comprise 320 containers batteries and 80 inverters.

For this project, Equans BeLux is in charge of the civil engineering, the connection to the high-voltage network, the installation and connection of the substations, the management of the cells, the electrical cabinets, the auxiliary transformers and the cabling.

200 MW of power



Industrial hybrid heat pumps: less dependence, more flexibility

Equans BeLux supplied an innovative Heateo solution to Agfa-Gevaert in Mortsel (Antwerp), including design, construction and maintenance of a two-stage open heat pump. This hybrid system, which has a heating capacity of 5.7 MW and a cooling capacity of 4.2 MW, considerably reduces dependence on fossil fuels while meeting its decarbonization objectives.

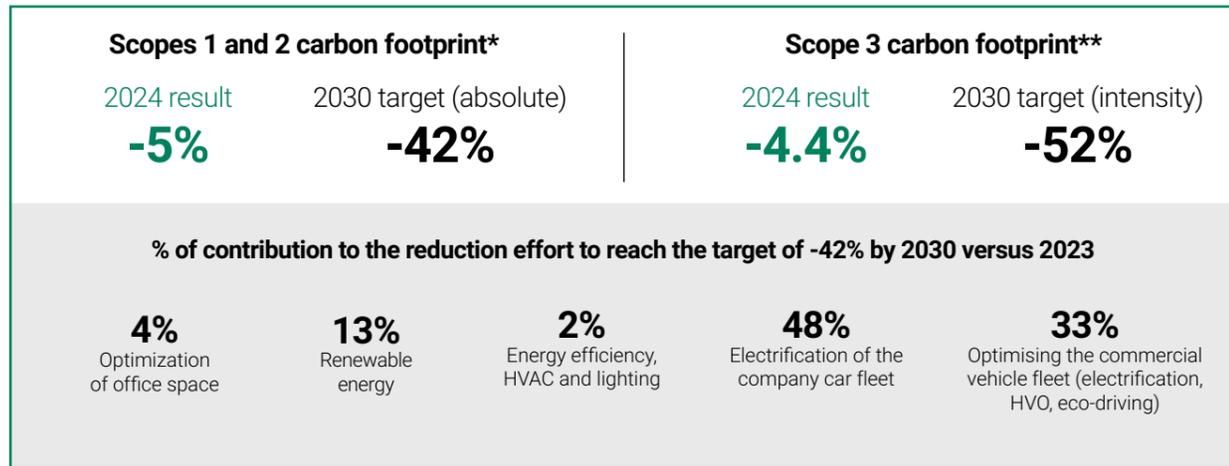
This solution also helps to reduce costs and contributes to greater operational flexibility.

6,707 tCO₂eq. avoided/year



Brabo III project: reinforcement of the high-voltage network - Elia

Reducing our own carbon footprint



* Scopes 1 and 2: electricity on sites, fuel for site machinery, energy consumption at our sites, vehicle fleet, etc.
 ** Scope 3 (upstream of the value chain): goods and services purchased, waste generated by our activities, business travel, etc.

An ambitious carbon trajectory

Committed to a trajectory of reducing our CO₂ emissions, in line with the Science Based Targets Initiative (SBTi) and the Belgian Alliance for Climate Action alliance, we aim to reduce our carbon emissions by 42% on scopes 1 and 2 (absolute) and by 52% on scope 3 (in intensity) by 2030 versus 2023.

To achieve this, we have set up the following working groups and action plans:



- **Decarbonising our vehicle fleet** by gradually replacing combustion engine vehicles with hybrid or electric vehicles, using alternatives to diesel such as hydrotreated vegetable oil (HVO), introducing sustainable mobility plans, promoting eco-driving, etc.



- **Reducing energy consumption and emissions at our sites** by optimising our office space and improving energy management, installing photovoltaic panels, raising employee awareness on energy efficiency...



- **Improving our purchasing policy** by committing our suppliers to quantifying and reducing their CO₂ emissions.

OptiFlex

Launched in 2024, OptiFlex aims to optimise our workspaces by promoting flexibility, comfort and sustainability. It is based on unallocated workstations, spaces adapted to new ways of working, the reduction of unused surface areas and dematerialisation. By limiting travel and floor space, it also contributes to our objective of reducing our carbon footprint.

Level 5 of the CO₂ performance ladder

To monitor and report on our progress in decarbonisation, we have deployed the CO₂ Performance Ladder to achieve Level 5 certification, the highest score, by 2025. This good result is the fruit of significant improvements in our Carbon Management practices.



Promoting circular economy

As part of our commitment to preserving natural resources, we are strengthening our best practice in the circular economy. This involves:

- optimal use of resources: limiting waste and water consumption, using rental or reconditioned equipment rather than buying new,
- better waste management: recycling materials and reusing products and components in our projects, minimising landfill disposal,
- an eco-design approach aimed at facilitating the dismantling and recycling of materials at the end of their life,
- innovative solutions that support circular practices, such as renewable energies and the development of sustainable infrastructures.



Protecting biodiversity

We are gradually rolling out our biodiversity protection programme at all our sites. Thirteen of them are under study, and 5 sites have already implemented the following actions: late mowing, combating invasive species, creating habitats for solitary bees and installing insect hotels, pesticide-free maintenance of green spaces, raising staff awareness through quizzes and discussions, etc.

At the same time, our teams are committed to implementing eco-responsible practices on worksites, and we are continuing to train our employees in the challenges of climate change, in particular through the Climate Fresk workshops.



Building resilience to climate change

Faced with the intensification of extreme climatic events, Equans BeLux places resilience at the heart of its priorities. Our teams integrate concrete solutions to adapt infrastructures to the new environmental realities. This means, for example, optimising heating, ventilation and air-conditioning (HVAC) systems to cope with heat waves, reinforcing the mechanical strength of pylons exposed to more severe weather conditions, and securing our networks against the risk of blackouts. These initiatives contribute to guarantee continuity of service, protect users and support our customers in their own transition to a more resilient society.



SOCIAL

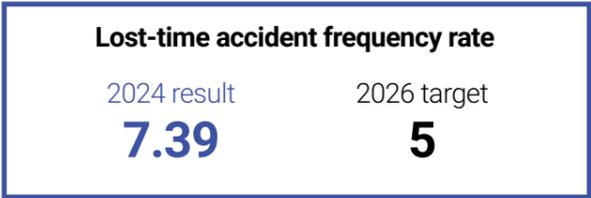


Enhance human capital

In all our activities, we are committed to **protecting our teams** and those of our subcontractors, creating **sustainable jobs**, promoting **youth employment** and **encouraging professional equality**.

We invest heavily in **training** to enhance our employees' skills, and we encourage **internal mobility** and **promotion** so that everyone can make the most of their talents and potential.

Guaranteeing the safety of our employees



The health and safety of every employee, as well as that of temporary workers and subcontractors, is Equans BeLux's absolute priority. This Pro Zero commitment, which aims for zero accidents, is based on five pillars:

- the deployment of a **safety culture**, in particular through a strong commitment and the exemplarity of our managers in the field,
- the application by everyone, on a daily basis and at all our sites, of the **12 Health & Safety Golden Rules**,
- the provision of **personal protective equipment (PPE)** and clear instructions on how to use it,
- organising **training, information sessions and coaching** for all our employees, new recruits, temporary staff and subcontractors,
- **systematic analysis of significant accidents and incidents**, with the aim of tackling the root causes.

12 Health & Safety Golden Rules

Strictly respected and applied by all - do's and don'ts

<p>1</p> <p>BEFORE WE START ALWAYS prepare the job site, conduct a risk assessment & pre-start briefing</p>	<p>7</p> <p>Lifting activities ALWAYS keep clear of loads and lifting/moving activities. ALWAYS follow safe lifting practices</p>
<p>2</p> <p>ARE WE FIT TO START? Drugs & alcohol NEVER work or drive under the influence</p>	<p>8</p> <p>Confined spaces NEVER enter a confined space unless authorised and permitted</p>
<p>3</p> <p>Protective Equipment and Tools ALWAYS wear the appropriate PPE and use the correct tools</p>	<p>9</p> <p>Hot work, fire and explosion NEVER perform hot work before the fire or explosion risks have been eliminated</p>
<p>4</p> <p>WE WORK SAFELY Fall from height ALWAYS put in place collective measures to prevent falls from height and falling objects. ALWAYS wear your body harness as a second measure</p>	<p>10</p> <p>Stability of excavations and structure ALWAYS ensure trenches/ excavations are secured and structures are stable</p>
<p>5</p> <p>Dangerous energy ALWAYS verify that there is no live energy (mechanical, chemical, electrical, fluids under pressure, etc.) before starting work</p>	<p>11</p> <p>Health ALWAYS ensure the environment is healthy (chemicals, dust, fumes...) and adapt the job to the person (ergonomics) ALWAYS stay focused when using hand-held devices</p>
<p>6</p> <p>Plant, vehicles & traffic management ALWAYS stay out of the path of moving vehicles, plant and equipment and keep eye contact with the driver</p>	<p>12</p> <p>STOP! Shared vigilance! ALWAYS stop work or stop a colleague when feeling unsafe and ask for support</p>

Preventing risks

As well as complying strictly with safety regulations, we have introduced a risk prevention policy that includes the following actions:

- monthly **dialogue meetings**,
- **pre-start-up meetings** with our branch managers,
- **preventive field visits** to support all staff in changing individual behaviour,
- **annual week** dedicated to health and safety at work,
- **Pro Zero communication campaign**, the common thread running through all our health and safety initiatives.



First Equans Safety Award

On 20th February 2024, around a hundred Equans BeLux employees gathered for the presentation of the first Equans Safety Award. The prize was awarded to 25 winning teams in 8 categories: safe work preparation, methods and ergonomics, fall prevention, work at height, electrical safety, subcontractor safety, innovation and creativity.

In all, 50 teams worked together to improve safety in their workplaces and come up with concrete proposals for all our employees and subcontractors.



Safety Days

Over the last two years, Equans BeLux teams have organised 133 Safety Days for nearly 8,000 employees. The aim of these days is to strengthen the safety culture by raising awareness among all employees of occupational risks, good practice and life-saving techniques. Topics covered range from the 12 golden rules to accident prevention and well-being at work.



Linda M. - Division HSEQ Manager

Strengthening skills development



Training and skills development are a cornerstone of our strategy to make Equans BeLux a benchmark employer and the preferred partner of our clients. This is why we are committed to ensuring that every member of staff undergoes at least one training course every year.

In addition to technical training, health and safety, ethics and cybersecurity training are essential to ensure that our fundamental objectives and values are respected.

As part of our commitment to a more respectful and inclusive society, we are also rolling out training courses on professional equality, the fight against all forms of hostility or harassment, and more generally on diversity and inclusion, either in specific modules or through contributions to existing training courses.



Environmental training

Environmental training for Equans BeLux employees takes place at several levels. Numerous Climate Fresk workshops are carried out every year to raise employee awareness of the challenges of climate change. More generally, modules on environmental issues are included in the training catalogue and on the Learn Differently e-learning platform.



The benchmark in safety training

ECS, a subsidiary of Equans BeLux, offers certified training in traditional and nuclear safety. Renowned for its expertise (risk tasks, VCA, Code 95), ECS trains thousands of professionals every year, either face-to-face or online. Equans calls on ECS to train its employees, customers and subcontractors, thus affirming its commitment to a safe and sustainable working environment.



28,500
professionals trained

Encouraging internal mobility and promotion

Because internal mobility and promotion contribute to retaining and motivating employees, as well as attracting new talent, we offer open and attractive career paths by identifying and promoting bridges between the different professions.

Our operational organisation, with its wide range of activities and locations, supported by the Group's job vacancies website and our internal mobility programme, means that we can offer a wide range of opportunities for career development and geographical mobility.



Switch, to change jobs

Launched by Equans BeLux, Switch is an internal mobility programme that allows employees to change jobs or departments on their own initiative. Employees can consult vacancies online on the Equans BeLux job site and apply in complete discretion until they have an interview with the recruiter. At the end of the interview, the employee informs his or her manager and a discussion is scheduled with the future manager.



Individual interviews: a lever for mobility

As a genuine lever for mobility and professional development, the individual interviews organised each year with all our employees provide an opportunity to discuss successes and difficulties encountered, as well as training needs, career prospects and mobility opportunities.

In 2024, 117 employees benefited from internal mobility and 499 people were promoted following these interviews, illustrating the impact of this approach on career development within the company.



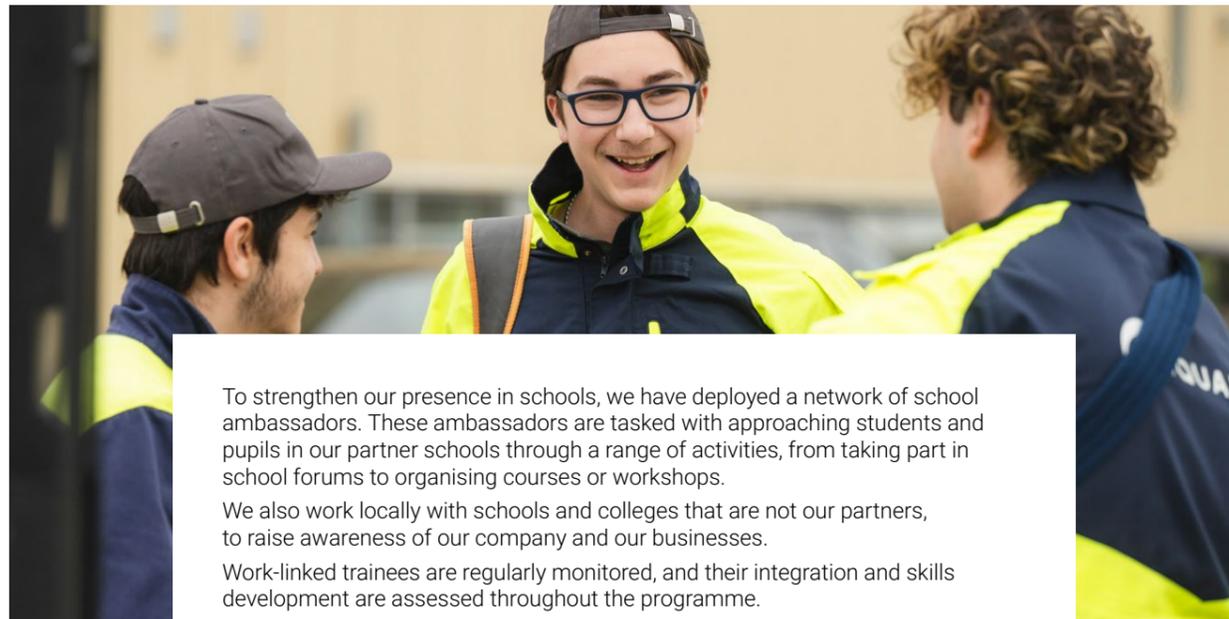
Facility management & energy optimization
Provinciehuis - Antwerp

Helping young people into work

To ensure the transfer of skills and the renewal of talent, Equans BeLux aims to achieve a work-linked training rate of over 7% of its workforce by 2026, and to convert 50% of its apprenticeship contracts into permanent contracts.

2024 result
410
trainees

2026 target
400
trainees



To strengthen our presence in schools, we have deployed a network of school ambassadors. These ambassadors are tasked with approaching students and pupils in our partner schools through a range of activities, from taking part in school forums to organising courses or workshops. We also work locally with schools and colleges that are not our partners, to raise awareness of our company and our businesses. Work-linked trainees are regularly monitored, and their integration and skills development are assessed throughout the programme.

“Mentoring a young person strengthens the team that welcomes him or her, and brings a breath of fresh air. Without new technicians, a company can’t grow or renew its staff, but in order to support work-study students, you need employees who guide them and take them by the hand. It’s our role to assess them and ask the right questions: who am I dealing with, what is their profile, what are their talents and abilities, do they fit in with a company like Equans?”

Franky Verhulst, site coordinator

Promoting gender equality in the workplace

2024 result
13%
of women executives

2030 target
20%
of women executives

As a socially responsible employer, Equans BeLux promotes gender equality in the workplace by increasing the proportion of women in all its entities, particularly in operational positions, by bringing more women into management positions, and by ensuring equal treatment in recruitment and remuneration.

We are also promoting gender diversity in technical professions among female students, as well as increasing the number of women in our technical environments.



More inclusive workplaces and clothing
Continuing our policy of promoting gender equality within the company, we have installed new changing rooms for women at several sites, so that everyone can feel at ease in the workplace. A range of women’s workwear has also been launched, and safety shoes adapted to female staff are now available, as well as a specific range for pregnant employees.



More women executives
In 2024, 12% of executive hires were women, compared with 10% in 2023, an increase of 20% in one year. This increase reflects the company’s ongoing commitment to diversity and professional equality. Among the concrete actions implemented, we note in particular the appointment of a female recruiter dedicated to female recruitment, as well as increased attention paid to fairness in selection processes. These efforts are aimed at increasing the number of women in positions of responsibility.



GOVERNANCE



Acting ethically and responsibly

Fully integrated into our governance model and our values, our **ethical principles** guide our day-to-day actions at every level of the company.

As part of our responsible approach, we are also strengthening **data protection and the cybersecurity** of our systems, and developing a **CSR Procurement** policy in conjunction with our suppliers and partners providers throughout the supply chain.

New medical-technical block UZ - Brussels

Respecting our ethical rules

Equans BeLux's ethical commitment is to ban all forms of discrimination, any kind of harassment or human rights abuses, corruption, collusion or fraud.

Our governance model is based on integrity, loyalty and responsibility, in all our activities and with all our stakeholders: employees, customers, suppliers, subcontractors, partners, etc.

2024 result
71%
of employees who have taken the ethics training module

2026 target
100%
employees exposed to the risk of corruption trained

This commitment is formalised in a code of ethics and an anti-corruption code of conduct. It is based on a number of fundamental principles:

- **compliance with laws** and regulations aimed at maintaining the company as a compliant entity,
- **a culture of integrity** that promotes transparency, honesty and accountability at all levels of the organisation,
- **fair and honest behaviour** that builds mutual trust and encourages long-term relationships,
- **respecting others** with dignity, whatever their individual differences,
- **ethical conduct** in commercial relations with customers, suppliers and subcontractors,
- **commitment of the Board of Directors** and management of Equans BeLux,
- **zero tolerance** of breaches of the principles of probity and ethics.



Alert platform

Secure, confidential and accessible to all (employees, subcontractors, customers and suppliers), our whistleblowing platform makes it possible to report, anonymously or not, any act or behaviour that is unlawful or unethical. Alerts may concern harassment, corruption, fraud or failure to comply with a rule.

Strengthening cybersecurity

The protection of all our data (employees, customers, partners) and the fight against cyberthreats are at the heart of our concerns. To ensure a secure environment, we are strengthening our cyber resilience through our information security policy, and incorporate the latest innovations into our IT systems.

In addition to the 10 golden rules of cybersecurity applicable to all our employees, we have developed an e-learning training programme, which is compulsory for 100% of employees with access to our IT system and must be taken within 3 months of joining.



Developing CSR procurement

In line with our ethical and environmental commitments, we implement a CSR procurement policy, formalised in a CSR Procurement Charter. This charter, which is currently being rolled out, is based on 8 key principles that must be integrated into all purchasing actions, in order to structure and deploy a sustainable strategy throughout the supply chain.

2030 target
95%
suppliers under framework contracts and very high CSR risks assessed by EcoVadis

2030 group target
500
climate meetings organised with suppliers contributing most to the carbon footprint (scope 3a)

Our approach has 3 major objectives:

- **Reduce the environmental impact of our purchasing**, through action plans with our suppliers (waste reduction, circular economy, etc.) and by promoting low-carbon solutions when they are identified.
- **Developing a sustainable supply chain** by assessing our partners' CSR maturity via EcoVadis (environment, human rights, ethics, responsible purchasing) to ensure that they have risk management processes in place and are taking concrete CSR actions.
- **Mobilising the purchasing community**, by training our buyers and raising their awareness of CSR issues, in particular through collaborative workshops such as the Climate Fresk.

A programme to engage suppliers in a decarbonisation strategy will be launched in 2025, to help our partners with the highest emissions to reduce their environmental impact.



Supplier risk mapping

Risk mapping was carried out on Equans BeLux's most important suppliers, identifying those with the highest CSR risks. This made it possible to trigger targeted EcoVadis assessments and implement adapted action plans.



EcoVadis ratings

Since January 2024, the EcoVadis assessment has been mandatory for our main suppliers and service providers under framework contracts. It enables us to measure their CSR maturity, identify their strengths and areas for improvement, and check their ability to manage their risks responsibly.



Climate Meetings

Every year, we organise meetings on climate issues with our key suppliers. In 2024, 44 meetings were held, including with cable and lighting suppliers, enabling us to analyse the value chain in depth. These exchanges provide an opportunity to discuss concrete initiatives, identify areas for improvement and collaborate on actions to reduce the carbon footprint, with monitoring of their implementation.

Additional details on the calculation of Baseline Emissions

We are using 2023 baseline data to track our progress. This covers the period from 01/10/2022 to 30/09/2023. As the 2024 reporting period has been adjusted to match our financial year, it covers 01/01/2024 to 31/12/2024. We continue to improve our carbon accounting methodology in line with best practices. We can readjust our carbon emissions inventory if structural changes affect the scope or limits of our emissions. Following such events, we will recalculate our baseline to maintain a consistent approach to our carbon accounting, and to ensure transparency and comparability.

CO₂ emissions

TOTAL EMISSIONS (tCO ₂ e)	2023 (adjusted)	2024
Scope 1		
1.1 Direct emissions from stationary and combustion sources	4,735	4,308
1.2 Direct emissions from mobile combustion sources	31,478	29,435
1.3 Other direct fugitive emissions	285	302
Total scope 1	36,498	34,045
Scope 2		
2.1 Indirect emissions from electricity consumption	2,242	2,784
Total scope 2	2,242	2,784
Total scopes 1 & 2	38,740	36,829
Scope 3		
3.1 Purchases of goods and services	363,024	347,210
3.2 Capital goods	-	299
3.3 Fuel and energy activities	9,034	8,482
3.4 Upstream transport emissions	767	995
3.6 Business travel	845	995
3.7 Employee commuting	903	2,601
3.8 Upstream leased assets	4,069	8,843
Total scope 3	378,642	369,425
Total (scopes 1 to 3)	417,382	406,254



Facility management - Borealis



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