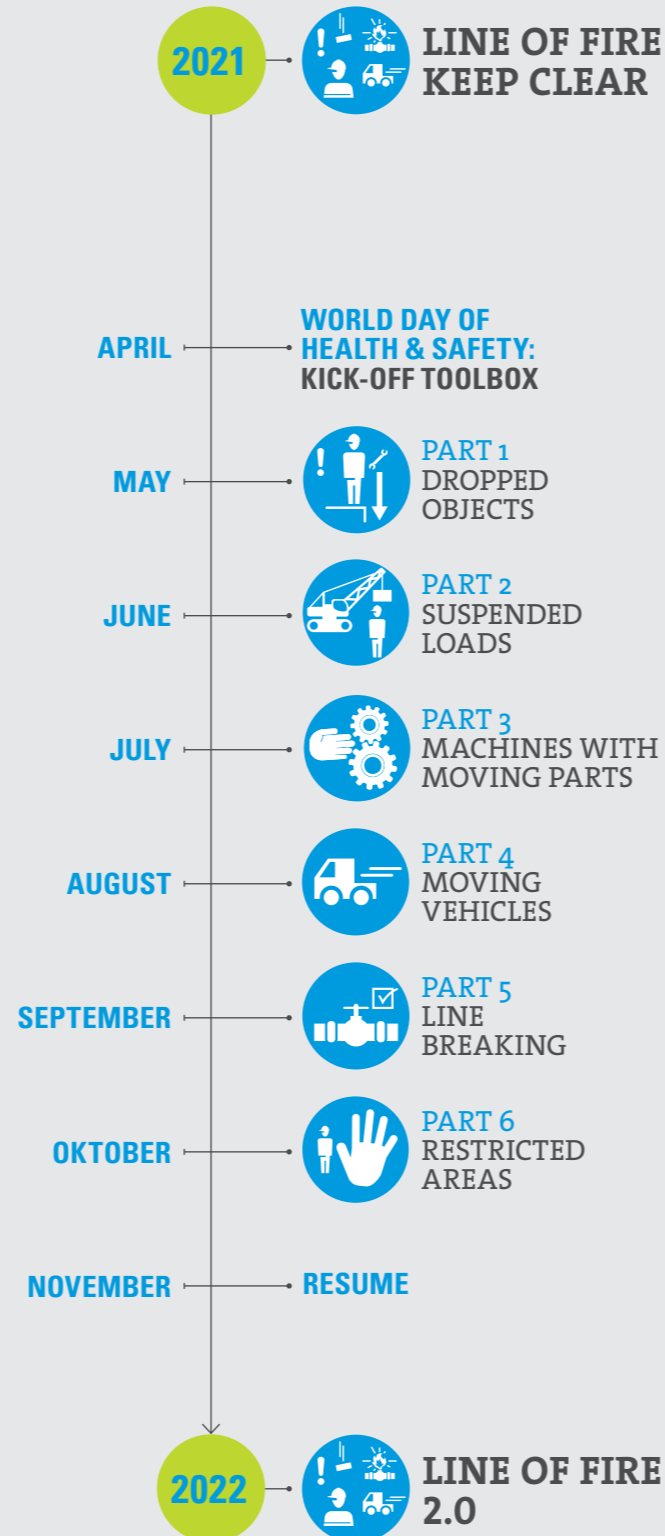
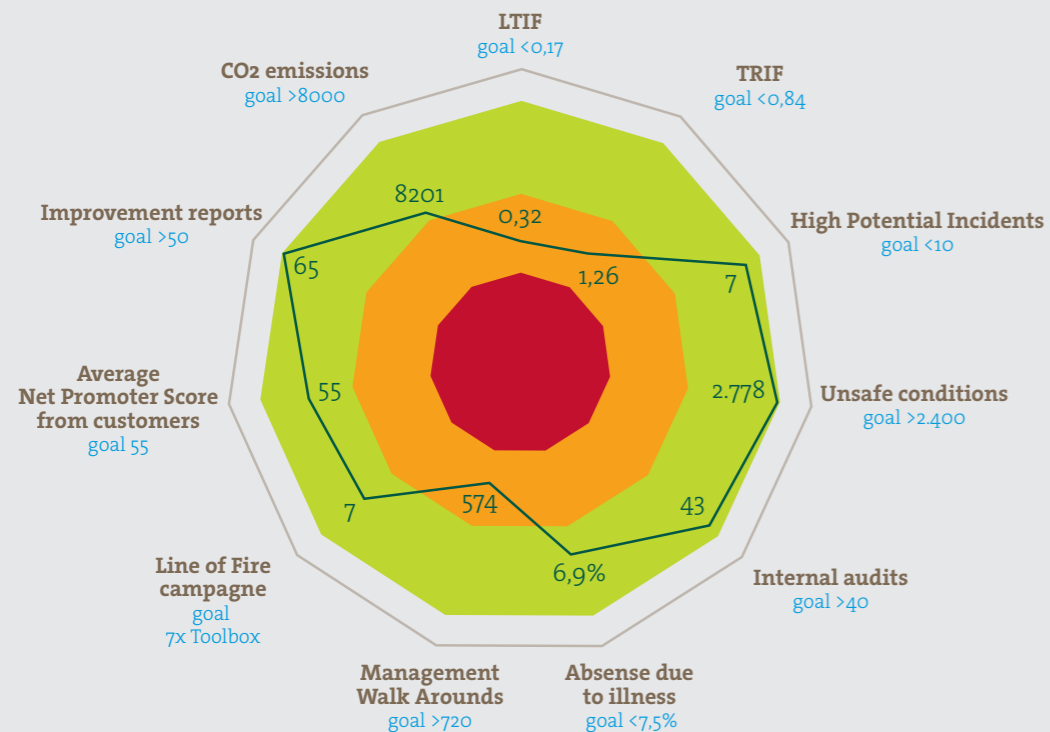
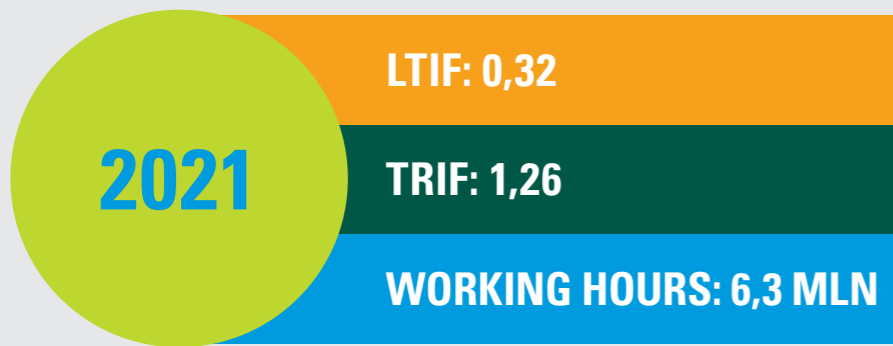


WE MAKE HSEQ WORK

HSEQ PERFORMANCE 2021



HSEQ GOALS 2022



- HEALTH**
 - Absenteeism <6,3% in NL, <5% in BE
 - Sustainable employability programs
 - Monthly Health Toolboxes
- SAFETY**
 - Target: LTIF <0,17, TRIF <0,84
 - Rolling out Line of Fire campaign 2.0
 - Bilfinger Skills Center: central onboarding
 - Investigate safety communication
 - Rollout HSEQ App for reporting
- ENVIRONMENT**
 - Net-zero in 2030
 - More electric lease cars in the fleet
- QUALITY**
 - OPEX improvement plans/roll-out ROB
 - Bilfinger Skills Center: continuous learning, field checks
 - Microlearnings digital learning