



# Social

This section is focusing on all the main social targets and actions that are planned and/or ongoing in order to have a direct impact on Befimmo's "S" performance, and thus supporting the Company's overall value creation.



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The full 2030 Action Plan, comprising all social targets, can be consulted in the Non-financial statements of this Report.

📄 [NON-FINANCIAL STATEMENTS: 2030 ACTION PLAN, P.241](#)



## Take care of the team and the community

### WHY IS THIS RELEVANT?

Taking care of Befimmo's team and investing in well-being solutions is of paramount importance for the overall motivation and productivity.

### 2030 ACTION PLAN

#### NOT CALCULATED<sup>1</sup>

Overall team satisfaction rate

**TARGET** → 95% (PERMANENT TARGET)

#### NOT CALCULATED<sup>1</sup>

Workload satisfaction

**TARGET** → 8/10 (PERMANENT TARGET)

#### NOT CALCULATED<sup>1</sup>

Work-life balance satisfaction

**TARGET** → 8/10 (PERMANENT TARGET)

1. Due to the organisational changes related to the takeover bid, Befimmo has exceptionally postponed its employee satisfaction survey to H1 2023. The indicators related to this survey were therefore not calculated in 2022.

## Befimmo's HR pillars

Befimmo's teams have developed exceptional know-how while remaining open to the world of tomorrow and its evolution, whether it is linked to the world of work or lifestyles. Confidence in the future, combined with rigour and anticipation of tomorrow's world, are the strengths of the Befimmo team. The HR policy aims to support this team in its commitment, its development and its well-being.

The three pillars of the HR philosophy are explained hereafter.



### TALENT AND PERFORMANCE

Investing in the ongoing development of the workforce, both individually and collectively, has built a team that is stable, highly motivated, expert, and aware of future challenges in its business evolution and relationships. In a world that is changing with increasing rapidity, it is essential to identify and attract the best talent, enabling the transformation and skills of tomorrow, and Befimmo encourages diversity as a source of interchange and creativity. What better than a diverse team to meet the evolving demands of tomorrow's world?



### WELL-BEING

Well-being is a central pillar of tomorrow's world of work: physical well-being, in pleasant, ergonomic, well-equipped and safe environments; and psychosocial well-being, with the flexibility that allows everyone to achieve their own balance. Befimmo aims to go beyond these basic principles and create pleasant and inspiring environments in its buildings, so it makes sense to do so first and foremost for our own team.



### COMMUNITY

At Befimmo, we understand the concept of community on two levels: Firstly, fostering sharing between team members on a daily basis and strengthening the ties that bind them to each other and to Befimmo; Secondly, the impact that Befimmo and its team have on the wider world, as responsible players in society.

## Description and approach

### TALENT AND PERFORMANCE

#### Develop the team individually and collectively

Maximising the talent of team members is key to Befimmo. In a lifelong learning perspective, the Company enables its team to access high-quality training courses and development opportunities in order to increase effectiveness within their work. Training can be:

- Business-oriented: specific real-estate related training or innovative topics;
- Based on soft skills: language or IT courses;
- Based on personal development: time management or mindfulness classes;
- Organised in-house training: IT courses, cybersecurity training, training on sustainability or environmental topics.

Since 2021, particular attention is being given to cybersecurity. Since then, the IT department has been organising regular training sessions to make all team members aware of the dangers.

Befimmo also organised an Insights Programme for its entire team in order to increase self-awareness and understanding of colleagues, therefore increasing good communication and efficiency internally.

Each team member or department can propose a training course at any time to its manager and the HR department.

All newcomers receive additional training to get to know Befimmo's way of working:

- The HR department welcomes new team members and shows them around all communication tools Befimmo is using to keep the staff up-to-date;
- The IT department gives all necessary information on the IT material, and the Back-Office Administrator explains all implemented security procedures;
- New team members receive a mandatory sustainability awareness and ISO 14001 training in the course of their onboarding year;

- They also meet with the Compliance Officer within the first week to receive a mandatory introduction to official governance documentation such as the Code of Ethics, Company policies and the EU General Data Protection Regulation.

Team members also have the possibility to participate in cross-cutting projects, which cover business topics, internal organisation, innovation and digital themes.

Besides ongoing dialogue, each team member receives an annual appraisal, oriented towards communication and staff development. Befimmo has integrated sustainability targets and achievements in its appraisal document for each team member, which reinforces the internal awareness of sustainability issues.



**89** TEAM MEMBERS<sup>1</sup>  
with employee status  
and a permanent contract

Gender diversity  
**57%** MEN & **43%** WOMEN

**42** YEARS  
average age

**2** NEW STAFF MEMBERS  
- 1 man and 1 woman  
- average age: 34  
- EPRA new hire rate: 2.25%

**13** DEPARTURES  
- 5 men and 8 women  
- 6 resignations, 2 retirements and 5 dismissals  
- average age: 44  
- EPRA turnover rate: 14.61%

**33.7** HOURS  
of training per person, with an  
average budget of €2,032.39/year  
(including IT and languages)

**100%**  
of staff appraised every year

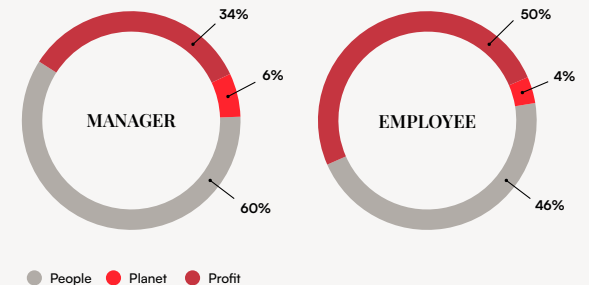
**4** CASES  
of internal mobility

**7** CASES  
of internal promotion

**33.1%**  
WAGE GAP

**6.4** YEARS  
average seniority

#### BREAKDOWN OF TRAINING HOURS, EXCLUDING LANGUAGE AND IT TRAINING

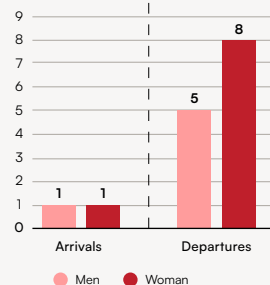


1. Excluding the Executive Committee and consultants.

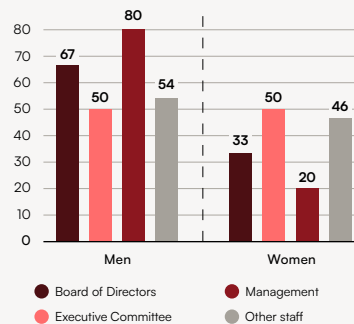
AVERAGE SENIORITY (YEARS)



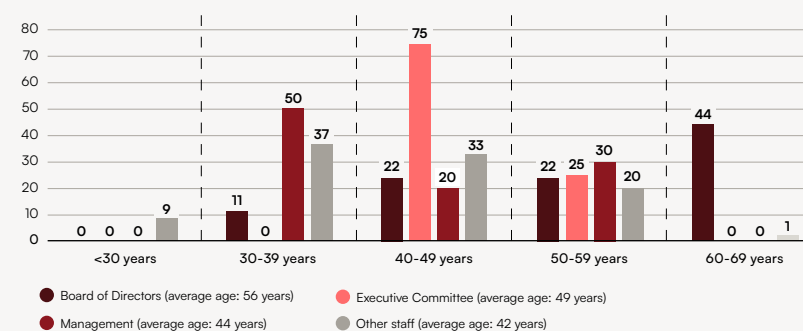
ARRIVALS/DEPARTURES (UNITS)



BREAKDOWN MEN/WOMEN (%)



BREAKDOWN AGE (%)



### Identify, attract and retain talent

Befimmo's recruitment policy is based as much on shared values as on soft skills and technical capabilities. Moreover, during the entire recruitment process, from the publication of the job vacancies to the selection interviews, the Company does not express any judgement which might be considered discriminatory. Befimmo publishes its job vacancies on the corporate website, on LinkedIn and on the Intranet.

Befimmo has an aligned, open, and diversified pay policy, without any difference made based on gender, origin, belief, or sexual orientation. The salary package includes:

- A base salary related to the Joint Committee 200;
- A non-recurring bonus plan (Collective Bargaining Agreement 90) linked to the Company's results and efforts in terms of sustainability;
- A set of non-statutory benefits such as a comprehensive retirement provision, life insurance, broad health care coverage, disability and invalidity coverage and parental leave;

- Lunch allowances and eco vouchers;
- The necessary equipment for the perfect job execution such as the latest laptops and mobile phones;
- Mobility solutions such as company cars, folding electric bikes, pooled vehicles, and mobility packs (mobility@BEFIMMO) allowing team members to choose the mobility solution that best meets their needs;
- Fruit baskets, healthy breakfasts or lunches, and access to sport and well-being classes for a healthy body and spirit;
- A monthly premium of €50 for all team members due to increased homeworking;
- A system of exchanging part of the annual bonus for extra-legal benefits such as additional days off, IT tools, reimbursement of private pension insurance, bicycle leasing, a mobility card, etc. (mychoice@BEFIMMO).

This package counts for all fixed team members, who are all working from the head office in Brussels (i.e. significant location of operation).

In terms of internal mobility, whenever a vacancy occurs, the job description is published on the Intranet. This gives the opportunity to team members to change position without leaving the Company. Opportunities for internal mobility and talent management ensure staff turnover is limited and motivation remains high.

### Ensure social dialogue

Befimmo complies with the rules set out in the [Belgian labour law](#) and other regulations, such as:

- The conventions of the [International Labour Organization \(ILO\)](#);
- The [OECD Guidelines for Multinational Enterprises](#);
- The principles of the [UN Global Compact](#).

These rules stipulated in the abovementioned laws and regulations include, among others, respect for human rights, respect for freedom of association, the right to collective bargaining, the elimination of all forms of forced or compulsory labour, the effective abolition of child labour, the elimination

of discrimination in employment, remuneration and occupation, and state clear conditions regarding minimum age for employment, minimum wage and working hours.

Befimmo aims to always keep a human-centred approach and open dialogue with its entire team on all subjects.

During 2022, the takeover bid by Brookfield led Befimmo to reorganise its legal structure. One of the consequences for the staff was to see 80% of the team transferred to another legal entity. This change was carried out under the terms of the Collective Labour Agreement 32 bis. The rules of information and respect for the working conditions of the employees were fully respected.

Finally, the right to freedom of association and collective bargaining is provided through mandatory social elections, which take place every four years. In 2020, this process was interrupted due to lack of candidates. The next elections will be held in 2024. During these social elections, the HR department informs all team members of their right to free association and collective bargaining.

During the reporting year, no cases of non-compliance with social and economic legislation and regulations were reported.

#### Encourage diversity, inclusion and equal opportunities

Diversity is seen as a source of knowledge sharing for Befimmo. Our recruitment policy is open to diversity and without selection criteria relating directly or indirectly to gender, age, disability, origin, belief or sexual orientation.

#### Diversity

*The visible and non-visible characteristics of each individual*

#### Inclusion

*Combining the different characteristics of each person in order to achieve a common goal*

#### Gender diversity

Befimmo has a good gender balance within its team (57%-43% M/W) and in its Executive Committee (50%-50% M/W). It supports equal treatment for men and women in terms of access to employment, training, promotion and working conditions. The pay policy guarantees fair treatment of men and women, based solely on non-gender criteria, such as internal consistency and sector benchmarks.

#### Age diversity

Befimmo has a very diversified age breakdown. 8% of the team members is younger than 30, while 22% is over 50. Befimmo is committed to keep attracting young talent as well as to keep older team members in employment and assisting them with their transition to retirement.

#### Zero discrimination and harassment

The Company practices explicit opposition to any form of discrimination through a Code of Ethics and the internal work regulations that demonstrate its commitment to transparent dialogue and non-discrimination. If the code is violated, team members can confidentially report any case of (suspected) harassment or discrimination to the HR department or the Compliance Officer. Every occurrence is investigated thoroughly and will be followed by a disciplinary sanction, as stated in the internal work regulations. During the 2022 fiscal year, there were no cases of discrimination reported.

As of 2022, Befimmo also appointed a trusted person. This person has a special legal status and a very strict code of conduct and confidentiality. He or she is at the service of employees to help them if they are victims or witnesses of harassment.

#### Social inclusion

For the past few years, Befimmo has set up multiple social actions. One of these actions is being member of the [Be.Face](#) association, which encourages the team members to help unemployed young people to find a job (the Bright Future initiative) or accompany motivated adults who have a real career plan and who are experiencing difficulties in accessing employment (the Job Academy initiative).

▣ UNDERTAKE SOCIAL ACTIONS. P.92

Befimmo promotes the integration of young workers by taking on trainees. In the future, the Company would like to encourage each team to train one young worker per year. Several team members are active in higher education, either by giving lectures or by proposing moments of exchange with students.



0

COMPLAINTS ABOUT  
EMPLOYMENT

1

OCCUPATIONAL  
ACCIDENT1.96% "SHORT-TERM"  
ABSENTEEISM RATE> compared with the average rate of 3.43% for Belgium  
> EPRA absenteeism rate: 4.92%

0.0%

INJURY RATE  
(EPRA)

0.0%

LOST DAY RATE  
(EPRA)

108.4 HOURS

of safety-related training (e.g.: training of first-responders,  
safety on site, BA4, first aid, asbestos prevention, etc.)13% *part-time*> contractual, part-time credit and partial parental leave  
> including 3 men and 9 women  
> with the same non-statutory benefits

4

FIRST-AIDERS

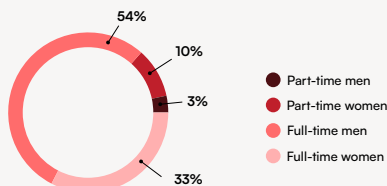
were given annual  
refresher training

1

Advisor

level-3 prevention advisor  
and one annual risk study

## PART-TIME OCCUPATION



## WELL-BEING

Well-being of team members is key for the general motivation and productivity. Befimmo understands the importance of happy staff, and therefore applies the [Belgian law on the welfare of workers during the performance of their work](#) as well as other initiatives to increase well-being at work, which are explained hereafter.

## Create a pleasant working environment

As a specialist in creating working environments, Befimmo's head office must be an example for the exterior world. Its new offices illustrate 100% the vision that Befimmo defends every day with its customers. This move in 2020 brought the Company closer to Silversquare and Sparks, and allowed it to experience its hybrid model on a daily basis. But most of all, it enables the team members to balance between office time, nomadism in Silversquare centres and homeworking, creating the necessary flexibility for everyone.

All workstations are well-equipped, including the necessary IT material and the ergonomic aspects such as professional office chairs to meet the comfort needs of all team members.

## Ensure occupational health and safety

The Company counts four first-aiders among its team, who are given annual refresher training. Befimmo also organises fire evacuation exercises at its head office for all team members.

Befimmo pays also close attention to mental well-being and stress signals within the team. Violence, bullying or sexual harassment are considered psychosocial risks and must be monitored, prevented and condemned at all costs. Therefore, team members struggling with psychosocial issues can get in touch with professionals from [Pulso](#) through the Employee Assistance Programme. This support programme offers confidential advice or support with professional or personal questions. It aims to avoid mental illnesses and keep absenteeism rate as low as possible. Information on this programme is given to each newcomer.

One person within the HR department is officially certified as a person of trust. Team members can approach the person of trust at all times in case of problems with supervisors, psychosocial issues, discrimination and harassment. In addition, the [CESI](#) (an external service for prevention

and protection at work) can also be contacted for issues related to the well-being of team members. The person of trust examines the requests, advises team members and acts completely impartially. This person keeps an anonymous register of declarations of the team members.

Team members have access to yoga classes within the building. Moreover, fruit baskets and healthy lunches are arranged for all team members on a regular basis.

## Maintain a healthy work-life balance

Befimmo offers solutions to its team members in order to optimise their work-life balance within the limits of business organisation.

Befimmo created a homeworking charter that allows everyone to find their balance in time and space. As the way people work is changing, Befimmo wants to encourage this evolution. By introducing structural homeworking, the Company wants to ensure that the teams can continue to work together smoothly while improving the comfort of its team members in terms of mobility and their work-life balance. The charter includes the possibility to work in a Silversquare coworking centre that might be closer to their home. The increase of remote working came with a training on cybersecurity, enabling team members to be more aware of digital dangers, and on the use of Microsoft Teams.

Team members are also able to organise their working hours in a somewhat more flexible way. The need to adapt their working hours or schedule can be discussed with their direct manager.

An internal campaign has also been launched regarding the right to disconnect. A charter has been set up and presented to all team members. This document stipulates the fact that no one should feel pressured to respond to emails before or after working hours. Tips were also given by the IT department on how to switch off certain notifications on team members' phones.

✗ IMPLEMENT SERVICES IN THE PORTFOLIO, P.93

### Sustain an ongoing dialogue

In order to be as transparent as possible towards the team, Befimmo pays special attention to internal communications, through the Intranet, information screens, informal channels such as Teams Flash Info, and regular presentations of achievements to the entire team. The Company also organises so-called Speakers Corners, where the Executive Committee and Managers answers all questions the team may have.

A "fresh eyes" process was also introduced in 2017, giving the opportunity to newcomers to give their all-round opinion after a few weeks at Befimmo. This process captures the first impressions of new team members.

## COMMUNITY

### Strengthen bonds and experience great things as a team

Comité B+, set up in 2011 at the initiative of the staff and with the support of the Executive Committee, organises all types of events for the team, such as sport challenges, cultural events, festive activities, quizzes, charity initiatives and family days.

In 2022, Comité B+ organised 12 activities for the team. Moreover, the whole month of September was dedicated to movement. Therefore, numerous sports and exercise activities were organised over four weeks to get the team to move collectively. Each effort generated money for a good cause.

Finally, cultural activities have been put into place every two months for the team under the name "Culture Club".

### Undertake social actions

Befimmo chooses to give a greater support to some social activities by providing time and energy of team members rather than through direct financial donations and tries to favour local initiatives, as stated in its [Philanthropy and Associative Partnership Policy](#). Therefore, Befimmo encourages its team to devote time to participate in actions the Company supports. As the case may be, the latter finances the participation of its team in these activities. In total, some 50 team members participated in social actions in 2022 and, next to non-financial donations, €7,000 has been spent on charity.

In practical terms:

- One blood donation day at its head office in collaboration with the Belgian Red Cross;
- The 20 km of Brussels, raising funds for L'Arche de Marie;
- Sport challenge for the Maison d'Enfants Reine Marie-Henriette ASBL using the AtlasGo app;
- Bags of chocolate (ordered at Make-A-Wish) offered to the children of the Maison d'Enfants Reine Marie-Henriette ASBL;
- A huge clothing collection for Solidarité Grands Froids;
- An entire month of volunteering every lunchtime at the Finistère church where meals were prepared for the homeless;
- A food collection and fundraising for Opération Thermos.

Befimmo is supporting local actors and partners with tenants to amplify the collective impact whenever possible.



## Looking ahead

In 2023, the focus will be on young talent. A young worker engagement programme will be introduced. It consists of offering an apprenticeship contract to young graduates who want to take their first steps in the world of real estate. As such, these employees will be invited to choose a course of three departments over two years to be selected from six departments. The aim is to help them start their career and develop their skills.

In addition, at the end of 2023, social elections will be organised as every four years and as a legal obligation for every employer in Belgium.

## Build and animate communities

### WHY IS THIS RELEVANT?

As an answer to the global hybrid work trend, the main goal of this reflection is to connect the various buildings in the Befimmo's portfolio, give tenants more flexibility by offering them different working environments across interconnected buildings, and offer services throughout the portfolio to improve the user experience and create connections and communities.

### 2030 ACTION PLAN

**46,050 m<sup>2</sup>**

Coworking space

**TARGET** → 51,800 M<sup>2</sup> BY 2023  
AND 85,000 M<sup>2</sup> BY 2025

**22 (GOOD)**

Tenant satisfaction rate (NPS)

**TARGET** → AT LEAST 30 (GREAT)  
(PERMANENT TARGET)

### Description and approach

The environments conceived by Befimmo are designed and developed so all users can enjoy a pleasant, productive and more connected experience. Nowadays, tenants are looking for a landlord who offers them much more than just a premium building. They want to work in bright and pleasant spaces, with access to services that facilitate their daily lives, while enjoying a great deal of flexibility.

#### Implement services in the portfolio

In order to choose the right service for the right building, each building is being assessed on its existing services and the tenants are questioned on their needs. Therefore, the development of a CRM - a database that regroups the contact details of individual occupants - helps to carry out need assessments with a much broader audience. In 2022, Befimmo held its first satisfaction survey in the form of an NPS. For its first NPS, the Company included six multi-tenants buildings containing implemented services for the occupants. Taking into account a 7% tenant participation, the survey revealed a score of 22, which corresponds to GOOD according to the NPS respond scale. All feedback was sent to the Property Management in order to take action wherever necessary.

#### Extend the coworking network and meeting opportunities

The evolution of the world of work is now a fact, along with the increased digitalisation of society. Therefore, Befimmo offers a variety of work environments in a hybrid-office model, from conventional offices to buildings devoted entirely to coworking, and a mix of both. Users enjoy flexibility in the duration of their contract, the workspace they occupy (more or less space depending on their needs), and the meeting facilities they can use.

As a response, Befimmo, and its subsidiary Silversquare are developing a network of interconnected workspaces. Communities are being created within the network between start-ups, scale-ups and small and large businesses through the organisation of events, presentations, brainstorming sessions, etc. It is a unique way to stimulate creativity, innovation, and interaction between all kinds of businesses and entrepreneurs.

In 2022, Silversquare operated ten coworking spaces in Brussels, its Periphery, Wallonia and the Grand Duchy of Luxembourg, with a total space of 46,050 m<sup>2</sup>.

Next to flexible and inspiring coworking environments, Befimmo is also partner of Sparks, offering a special meeting environment. At Sparks there are specific meeting rooms for specific purposes, whether it's an (in)formal meeting, spontaneous brainstorming session, conference, livestream, or hackathon. Sparks also provides support packages, typically meeting services and professional assistance, to take meetings to a higher level.

### Looking ahead

Befimmo will continue to assess the service needs and satisfaction of the tenants within its portfolio thanks to the development of the NPS. The scope of the assessed buildings will be enlarged and the tenants will be able to participate once a year.

All (re)development projects will be designed to include the right services for occupants. In order to integrate its buildings into cities, the Company will open its service offer to the neighbourhood whenever possible.

Regarding the coworking network, several new coworking spaces are planned, notably on the second, third, and fourth floors of the A-Tower and in Louvain-La-Neuve.

Silversquare  
**SQ**

**SPARKS**





## Improve comfort, security and safety

### WHY IS THIS RELEVANT?

Everyone wants to feel comfortable and safe in its working environment, whether it's in an office building or on a construction site. Ultimately, the environment people spend time in play a huge role in how we feel and how we perform.

### 2030 ACTION PLAN

9

Number of incidents involving people  
**TARGET** → 0 (PERMANENT TARGET)

96%

Percentage of inspections on fire prevention, lifts, electricity and heating carried out  
**TARGET** → 100% (PERMANENT TARGET)

## Description and approach

### Tenants and occupants

The comfort of occupants is a priority for Befimmo. The Project and Design teams pay attention to lighting giving priority to natural light, to limiting noise pollution through quieter equipment, reinforced insulation and absorbent materials, and to hygrothermal comfort by ensuring that technical installations such as heating systems are well designed, properly sized, and well regulated.

The Property Management team also plays an important role in ensuring tenant satisfaction and comfort. It offers regular and transparent communication, and tenants have access to a 24/7 telephone help desk, and an online incident management tool.

Since 2018, Befimmo installs software in some buildings to analyse data from the control systems for heating, cooling, and ventilation. This tool is useful for controlling energy consumption and improving occupant comfort. It also allows us to visualise the air quality of the buildings (CO<sub>2</sub> rate) and to adapt the ventilation accordingly.

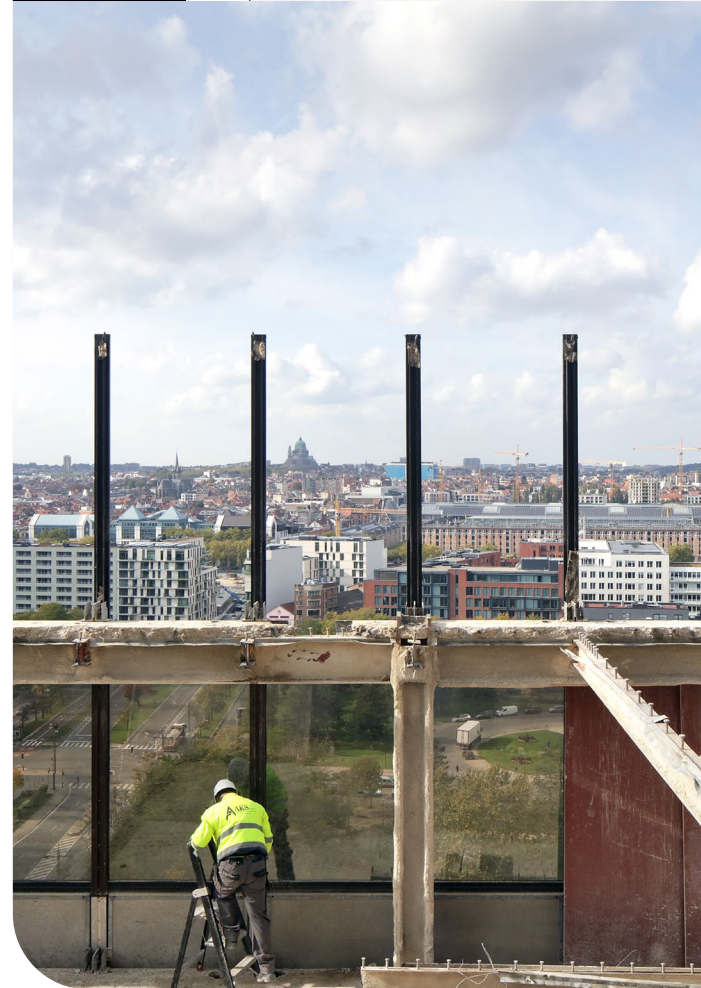


Within the framework of the **Breathe at work** initiative (launched in 2020 in the context of the pandemic), a campaign to measure the performance of ventilation and air conditioning systems has started in 2022 (according to the NBN EN 13779 and 12599 standards). The results of this campaign will enable actions to be taken to improve indoor air quality.

Moreover, Befimmo signed a pilot project of one year with TakeAir in one of its buildings. The TakeAir experience consists of the combination of Sea-Aeration and BioRemediation units to guarantee the best indoor air quality.



### WTC RENOVATIONS





Befimmo continuously checks that the appropriate mandatory regulatory controls are in place and that any observations logged by its qualified personnel are dealt with. Based on the reports received by 31 December 2022, 96% of the multi-tenant portfolio was inspected during the year in four areas: fire prevention, lift, electricity, and heating.

In terms of first-aid, 75% of the multi-tenant buildings within the portfolio are equipped with defibrillators.

Finally, Befimmo is making sure all (re)development projects are accessible to people with disabilities.

#### Contractors and suppliers

(Re)development is one of Befimmo's main businesses. The Company must pay close attention to health, safety and security of the personnel present on the building sites, protecting them from all risks, as construction is an often hazardous. Respect for fundamental human rights (including effective abolition of child labour and elimination of forced or compulsory labour) is of major importance in projects involving many players of the value chain.

The contracts governing the work include clauses requiring contractors to take all legal or regulatory health and safety measures with regard to working conditions. Contractors must ensure that they are strictly observed by their personnel, their subcontractors or other third parties present on the building site.

Moreover, the [law of 4 August 1996 on the welfare of workers during the performance of their work](#) imposes specific measures concerning temporary or mobile construction sites and in particular the appointment of a health and safety coordinator prior to the opening of the worksite. The health and safety coordinator is responsible for drawing up a General Health and Safety Plan (GHSP) which contains an analysis of the risks to which workers are likely to be exposed to during the construction and operation of the building, and the measures to be taken by the various participants to prevent and avoid these risks.

The safety and health coordinator also carries out random checks on the site to verify that the prevention measures in the safety plans and regulations in this area are effectively respected. These visits are the subject of written reports distributed to all concerned.

Across all the (re)development projects in 2022, no fatalities were recorded and nine accidents on sites were reported.

### Looking ahead

In order to better manage the comfort, safety and health of tenants, Befimmo aims to reduce the response time to incidents as much as possible, among other things by improving the incident management tool.



## Integrate buildings into cities

### WHY IS THIS RELEVANT?

Every (re)development project inevitably has an impact on the surrounding communities. This is why Befimmo studies the integration of buildings into their environment and why the Company remains in contact with the relevant stakeholders.

### 2030 ACTION PLAN

**100%**

Part of the projects<sup>1</sup> open to the city

**TARGET** → 100% (PERMANENT TARGET)

**100%**

Part of the projects<sup>1</sup> carried out in dialogue with stakeholders

**TARGET** → 100% (PERMANENT TARGET)

1. Projects: committed ongoing (re)development projects (ZIN, Pacheco).

### Description and approach

Every building is part of a community and an environment. Befimmo wants every building to be integrated harmoniously into the neighbourhood where it is located. The integration is analysed and carried out in terms of:

- Architecture: The building must blend into its surroundings in terms of shape and aesthetics;
- Sustainability: In order to be a responsible user of urban space, the challenges for Befimmo are also to upgrade underused spaces, dedicate them to new functions, leave more space for green and recreational areas, and transform ordinary spaces into inspiring ones;
- Its communities: The Company wants to offer services to all communities of the buildings (tenants, but also residents of the neighbourhood).

One way of integrating buildings into cities is by opening them for all surrounding communities. This means that a building offers shared services such as a restaurant, a fitness centre or a terrace to everyone. The Company therefore provides mixed use spaces comprising coworking spaces, restaurants, and housing, creating movement and communities within and around the building, in order to maximise community interaction.

This leads to the second ambition Befimmo has regarding the integration of buildings into cities, namely the contact with involved stakeholders during (re)development projects. Befimmo maintains stable and lasting relationships with the local communities around its assets based on the creation of positive impacts and two-way communications using different channels. This enables the Company to identify their needs and expectations.

On the one hand, the Project and Communication departments work together to create a real communication plan for each (re)development project. This plan includes information sessions, through presentations regarding the project, workshops, but also communication campaigns via dedicated websites, newsletters and social media. On the other hand, local communities are informed on how they can get in touch with the Company for suggestions or questions. Feedback from local communities is massively important for Befimmo in order to develop the best possible projects for everyone.

2. In particular, the value of the indicator is directly linked and/or influenced by the number of permit applications that are made based on projects under implementation and/or development.

ZEN



Any new project is considered in this light, in cooperation with administrations and architects. This is a collaborative effort between the various operational teams of Befimmo, which are coached and trained to that end through training courses, lectures, trips and visits to other sites and inspiring examples.

The Company calculated the EPRA Community Engagement indicator for the past four years. It takes account of the projects carried out in dialogue with stakeholders, and the public announcements, surveys, or consultations it organises when applying for environmental and urban planning permits. In 2022, this approach covered 22%<sup>2</sup> of the consolidated portfolio, compared to 32% in 2021.

### Looking ahead

Befimmo wants every (re)development projects to open up to the city and to be executed in dialogue with stakeholders. It will keep working on both ambitions on its future projects to be committed and implement the necessary steps according to each individual project and its location. The main target of Befimmo is to contribute to sustainable cities in which it operates and create safe and attractive areas to work and live in for the surrounding communities.