



HR philosophy

KEY EVENTS OF 2021

CENTRAL: new headquarters in the heart of Brussels

The Befimmo team has once again demonstrated its great capacity to adapt by moving to offices in the heart of the capital and close to public transport. Thanks to a mobility policy supported by its Mobility Manager, Befimmo has offered its team multiple ways of getting around for home-workplace and business trips. The teams of Project, Design and IT have done a fantastic job in making the new workspace welcoming, warm, well-equipped and above all comfortable!

A return to work in hybrid mode

In the spring of 2021, Befimmo adopted a homeworking policy that is resolutely empowering and flexible. Team members have a great deal of autonomy in organising their working hours, including homeworking days, which are normally set at two days a week. The Company believes that autonomy in work as well as flexibility and thus work-life balance is a key factor for engagement. In Befimmo's satisfaction survey, the feeling of autonomy reached an excellent score of 7.8. Returning to the office during the summer, thanks to the relaxation of government rules, was not a problem. The inauguration of the magnificent offices and the great desire to get together enabled team members to recreate a team dynamic with the collegial and pleasant atmosphere that Befimmo has always known.

The CEO transition

For a stable team such as Befimmo's, the change of CEO was a major challenge and an opportunity to question itself. The arrival of Jean-Philip Vroninks on 1 June brought a breath of fresh air and a new perspective on its practices. A change management plan was presented at the end of 2021. Befimmo's new strategy is of course accompanied by an adapted HR policy that aims to support change, the culture of personal and collective development, performance and well-being. This will take the form of the adoption of a talent management tool, which will be launched in early 2022.

Ambitions

89% Overall team satisfaction rate Target: 95% (permanent target)	4.2/10 Workload satisfaction Target: 8/10 (permanent target)	6/10 Work-life balance satisfaction Target: 8/10 (permanent target)	50% Participation level to transverse working groups Target: 75% by 2030
---	--	---	--



Description and approach

Befimmo's teams are committed, dynamic and optimistic. They have developed exceptional know-how over the last 25 years 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. Furthermore, the arrival of a new CEO and the evolution of the Company are an incredible opportunity to put the three pillars of the HR philosophy at the service of Befimmo's strategy while continuing to place the human aspect at the heart of its concerns.

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 increasingly 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.
---	---	---



TALENT AND PERFORMANCE

Develop the team individually and collectively

Maximising the talent of team members is key to Befimmo. The Company therefore 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
- > in-house training: IT courses, training on sustainability or environmental topics

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, the Dealing Code 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 such as the LynX programme. Cross-cutting working groups are a real method of knowledge sharing and consider projects to be tested in an "incubator approach" in the Company's own offices and team.

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.

Besides ongoing dialogue, each team member receive an annual appraisal, oriented towards communication and staff development. These formal appraisals dig into subjects such as role, expectations and targets of the team members. Befimmo has integrated sustainability objectives and achievements in its appraisal document for each team member, which reinforces the internal awareness of sustainability issues.

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.

On arrival, all new team members receive a welcome pack setting out all the practical measures and the workplace safety and security standards. Team members are individually welcomed by the HR department, the Compliance Officer and the Back Office Administrator. Moreover, newcomers have a godmother or godfather within the team acting as a mentor, showing them around and answering any practical questions they might have.

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 according 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 scheme, life insurance, broad health care coverage, disability and invalidity care 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”)

With the move of Befimmo's headquarters to CENTRAL, the Mobility Manager has developed a package with the aim of increasing the use of soft mobility by the team members and reducing car journeys. First class train passes have been offered to the team members, and a system for sharing parking spaces has been set up. Befimmo also promoted the Federal Mobility Budget, which now has 10 participants, or 10% of the team. Three half-day awareness-raising sessions on soft mobility were organised to help team members make the transition. Riding a bike in Brussels or juggling mobility methods such as shared scooters no longer hold any secrets for the Befimmo team. Thanks to these measures, the occupancy rate of the Company's parking spaces has decreased by 45%.

Ensure social dialogue

Befimmo complies with the rules set out in the Belgian labour law, such as child labour abolition, the minimum age for employment, minimum wage, and working hours.

The Company also applies other regulations, such as:

- > the conventions of the International Labour Organization (ILO), including respect for freedom of association, the right to collective bargaining, elimination of all forms of forced or compulsory labour, effective abolition of child labour and elimination of discrimination in employment, remuneration and occupation
- > the OECD Guidelines for Multinational Enterprises, including respect for human rights and employments principles
- > the principles of the UN Global Compact, including respect for human rights, international labour standards and the fight against corruption

The Company is committed to following these conventions and principles in its strategy, culture, and day-to-day operations, and promoting them in its sphere of influence.

Befimmo aims to always keep a human-centered approach and open dialogue with its entire team on all subjects. In terms of major changes within the Company, no reorganisations have taken place at Befimmo since its creation. If however a reorganisation were to occur, a fair approach would be applied. The number of weeks' notice provided to team members prior to the implementation of significant operational changes that may considerably affect them is in accordance with Belgian law.

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



Encourage diversity, inclusion and equal opportunities

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.

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.

Befimmo signed the “Decent work for all” commitment charter in collaboration with [The Shift](#), emphasizing its will for fair labour practices for all.

GENDER DIVERSITY

Befimmo has a great gender balance within its team (54%-46% 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. 12% of the team members is younger than 30, while 20% 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 2021 fiscal year, there were no cases of discrimination reported.

In 2021, Befimmo also decided to appoint 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).

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.



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. As the team kept growing, and in order to be closer to public transport hubs, Befimmo moved its head office in August 2021 to the Central building, located just in across the Central Station in Brussels.

These new offices illustrate 100% the vision that Befimmo defends every day with its customers. This move brought the Company closer to Silversquare and Sparks, and allowed it to experience its hybrid model on a daily basis. The headquarter space is divided into different types of spaces, going from calm to dynamic zones, and decorated according to various themes.

This relocation was a great opportunity to work on a real collaborative project, based on co-creation and transversality between the different departments. But most of all, this move 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.

Particular attention is paid to social contact in the office and fostering opportunities to meet through simple and healthy pleasures. That is why the kitchen is placed in the centre of the working space together with leisure elements such as a reading space and a kicker. Our dedicated hospitality team organises regular small events to maintain links between all team members.

Ensure occupational health and safety

2021 was still marked by the COVID-19 pandemic, which affected the whole world at all levels. In these exceptional times, Befimmo's attention was still focused first and foremost on the health and safety of its team members.

First of all, as Befimmo's new headquarters were fully renovated for the big move of the team, all sanitary requirements linked to Covid-19 were taken into account. Befimmo launched its Breathe at Work initiative by implementing a range of measures, from everyday practical things like disinfectant gel dispensers, signage, and posters to sophisticated systems such as clean air and automatic temperature measurement. The air quality can be measured and ventilation can be adjusted if necessary. Befimmo has complied with all the recommendations and regulations issued by the health authorities, offering a clean and safe environment to work in.

Befimmo focuses on safety and security at the office, and in its buildings, and provides training courses on these issues. 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 programme offers confidential advice or support with professional or personal questions. Information on this programme is given to each newcomer. As an additional service, Pulso now offers webinar three times a year on various wellness topics. The aim is to inform, give tips on how to improve their well-being and take action.



One person within the HR department is officially certified as a person of trust. 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.

During the Covid-19 period, Befimmo sought to keep the well-being of its team members high by providing adapted services: meals and Easter gifts were delivered to their homes, and activities to keep the body (yoga and pilates) and mind (sophrology and mindfulness) healthy were given online.

Befimmo offers favourable terms for access to flexible and varied sport subscriptions through the Gymlib app to the entire team. A single subscription provides access to more than 3,500 sports and well-being venues.

Maintain a healthy work-life balance

Befimmo created a homeworking charter that allows everyone to find their balance in time and space. As the way we 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 cyber-security, enabling team members to be more aware of digital dangers, and on the use of Microsoft Teams.

Team members wishing to adapt their working hours or schedule can discuss this with their direct manager.

Finally, a large offer of services are implemented within the buildings to make life easier for team members.

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, an information screen, informal channels such as Teams Flash Info and Yammer, and regular presentations of achievements to the entire team.

A satisfaction survey, based on the latest scientific advances in capturing feelings, carried out in November, showed that the team's commitment remained high (89% satisfied) despite the uncertainty of changes linked to a new strategy. The participation rate was 79%. Befimmo will organise a team satisfaction survey every year as from 2021.

Moreover, satisfaction surveys are supplemented by the Vox Collector tool, which sends team members a daily question on a range of topics, from well-being, to fun questions and polls. This tool gives the necessary feedback regarding the team to the HR department all year long.

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. Thanks to the decreasing cases of Covid-19 contaminations during the summer months, Comité B+ was able to organise an afterwork for its team following the applicable health rules, as well as a family day.

Befimmo was also able to organise a mobility day in the blazing sun. Befimmo's team members had the opportunity to discover soft mobility solutions leading them to their brand-new offices in the centre of Brussels. The participants became acquainted with various mobility solutions, such as (electrical) bikes, steps and shared cars.

Even though colleagues weren't always able to meet each other physically in 2021, efforts were made to ensure that team members kept a bond. A virtual coffee corner was created in Teams for virtual coffee breaks, (virtual) challenges were organised by Comité B+ and a Befimmo Yammer channel was added for informal questions and conversations.

Undertake social actions

Befimmo chooses to give a greater support to some social activities by providing time and 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 2021 and, next to non-financial donations, €18,280 has been spent on charity.

In practical terms:

- > In February, Befimmo organised a blood donation day at its head office in collaboration with the **Belgian Red Cross**. In total, 24 blood bags were collected.
- > In May the team participated in the Let's Move for Parkinson challenge organised by the **Demoucelle Parkinson Charity**. 28 of the team members walked or ran together for a total of 256 km, raising funds for the Parkinson's disease research.
- > In September, two additional sports challenges were organised. Some team members participated in the 20 km of Brussels, raising €1,000 for the association **La Ribambelle**. La Ribambelle is a childcare centre accessible mainly to children from disadvantaged families or those in socio-professional reintegration. Forced to leave the premises it had occupied for more than ten years, it moved in 2020 and carried out major renovation work at its own expense, for which it had to take out a substantial loan.
- > Also in September, 31 team members moved for the **Auderghem Red Cross** by using the AtlasGo app. Next to running and cycling, team members could also raise funds by participating in a yoga class, getting some fresh air during a walk or gardening session or even by helping someone. Each km or minute introduced in this app raised funds for this local Red Cross section.
- > Belgium was hit by a major rainfall in July. Hundreds of people had to evacuate their homes and many houses and belongings were destroyed. Befimmo made a financial donation to the **CPAS (Public Social Action Centre) of Hamoir** in order to help the inhabitants reconstructing their homes.
- > Befimmo gave the opportunity to its team members to buy their laptop after a four-year period. In total, 65 laptops were bought, for an amount of €6,500. This amount was again donated to the non-for-profit organisation **La Ribambelle**.
- > Other laptops were donated to the non-profit organisation **O2tech**. This organisation recycles the computers and distributes them to schools and non-profit organisations in order to be reused.
- > For the Saint Nicolas of the children at the **Maison d'Enfants Reine Marie-Henriette ASBL**, Befimmo ordered over 100 bags of chocolate from Make-A-Wish, a double good deed.
- > Comité B+ organised a huge food and hygiene products collection for **Opération Thermos** for distribution to the homeless in Brussels and the organisation of a beautiful end-of-year dinner for families in need.



- > Finally, during the entire year, Befimmo remained an active member of the **Be.Face** association. The Be.Face network of companies pool their resources to promote the integration of vulnerable groups into society and work, through concrete local actions and partnership with local players. 2021 was Befimmo's sixth year of membership. The Company has four registered team members who acted as mentors for students or adults in insecure employment situations since the start of its membership.

Comité B+ in a nutshell

11 years in existence

10 organising members

various events (festive, family and charity activities)

one major collection of food and hygiene products

one blood donation session

Looking ahead

Befimmo's teams have potential and talent. The new strategy is an opportunity to review and develop the policy in this area. The main goal? To make the teams grow, explore their potential and give them the confidence to meet the challenges of the Company's evolving business.

The talent management tool will be implemented during 2022. It aims to create an agile, collaborative and engaging talent management culture. Thanks to a method based on seven questions, the tool makes it possible to bring to life the four main managerial axes of commitment: clarifying mutual expectations, setting objectives, giving regular feedback and rewarding.

With a new method of defining roles, work on corporate governance and the setting of measurable and quantifiable objectives, the HR department will be able to assess the level of competence, performance and talent potential of each individual. Then, in order to stimulate a culture of self-training in a world of work where skills are increasingly obsolete, a personal development plan will be established for each team member.

The method also makes it possible to explore an essential dimension: alignment with the Company's values. In the context of a transformation, the change management plan must take into account the evolution of the Company's culture and the impact on the teams. In this respect, external and internal players are mobilised and work on the management of changes linked to Befimmo's business.

Moreover, Befimmo will further emphasise its participation in a fair recruitment process, without any form of discrimination whatsoever, and in existing working conditions without any form of harassment.

It will keep prioritising the health and well-being of its team.

Finally, Befimmo will keep searching local partners and association in order to help them out.