

# TEAM<sup>3</sup>

G4-DMA G4-35



**WELL-BEING**



**ETHICS**



**DIALOGUE**

The involvement of the Befimmo team in Social Responsibility is crucial to the success of its global strategy. Staff awareness of, and participation in, conceptual work as well as their day-to-day contribution, is an essential element for achieving the objectives set.

By providing a pleasant working environment, Befimmo helps to stimulate exchange, creativity and motivation among the staff and enhances their commitment to the Company.

One person in the human resources department is responsible, in cooperation with the CSR Manager, for raising

awareness throughout the team of CSR topics, dealing with the follow-up of initiatives introduced and continuing to develop the strong corporate culture that exists within Befimmo.

Three core values have been identified through various surveys of Befimmo's team and Board of Directors. These values, that are an integral part of Befimmo's identity, are Commitment, Team Spirit and Professionalism.

The main priorities identified in consultation with stakeholders related to this topic are **well-being, ethics and dialogue.**

**94%**

Participation rate in satisfaction survey

**27 hrs**

training/employee /year

**2016**

Implementing Smart Ways of Working

## Social indicators

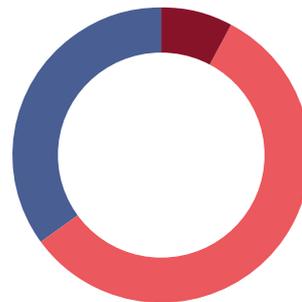
G4-LA1 G4-LA2 G4-LA6 G4-9 G4-10 G4-11

As at 31 December 2015, there were 72 staff on the team (57% men and 43% women). All team members, except the CEO, are employed on a permanent contract.

Befimmo also occasionally takes on temporary staff.

At the same date, 92% of Befimmo employees worked full-time and 8% part-time (including time credits). All staff working part-time have the same fringe benefits. As at 31 December 2015, 8% of staff, all women, were working part-time

## Distribution of full- and part-time working



**0%**  
Part-time working | Man

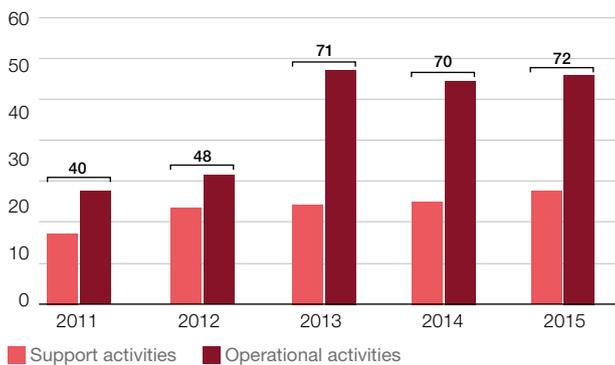
**8%**  
Part-time working | Woman

**57%**  
Full-time working | Man

**35%**  
Full-time working | Woman

3. The detailed Action Plan for 2016, in particular the part related to the Team, is annexed to this Report on pages 230 to 231.

### Evolution of the team / Distribution of staff per activity (# people)



Within the team, 57% have a university degree and 39% of those graduates also have a post-graduate diploma.

The average age of the Befimmo team (not including the Board of Directors) is 42. In fiscal year 2015, Befimmo recruited six new employees, two women and four men, while four people left, one woman and three men. Three of those who left resigned and one was dismissed.

	#	AVERAGE AGE
<b>Arrivals</b>		
Men	4	34
Women	2	
<b>Departures</b>		
Men	3	42
Women	1	

Absenteeism<sup>1</sup> amounted to 2.5% of the total number of hours worked, which is in line with the average rate of 2.6%<sup>2</sup> for all Belgian companies across all sectors.

Befimmo is subject to the Joint National Auxiliary Committee for White-Collar Workers, also known as Joint Committee 200, which covers all team members.

The Company's pay scales are in line with market rates and substantially higher than the relevant minimum scales. Under their salary package, Befimmo employees are covered by a non-statutory pension scheme<sup>3</sup> that guarantees a replacement income that is proportional to the salary earned at the time of retirement (defined-benefits scheme) and their length of service in the Company. Note that from financial year 2016, changes were made to the Company's supplementary pension scheme, namely the termination of the defined-benefits scheme described above for all new employees, the introduction of a defined-contributions supplementary pension scheme; employees in post at 31 December 2015 had the choice to opt to stay in the old scheme or move to the new one. Employees also receive full health-care coverage.

In 2016, Befimmo held social elections for the first time. The procedure is ongoing in accordance with the relevant legislation.

1. Absenteeism rate: ratio of the number of hours of short-term sickness (< 30 days) to the total hours worked.

2. Source: "Absentéisme 2015", SDWorx.

3. More detailed information is published in the note "Employee benefits", on page 186.

# WELL-BEING G4-56

Work/life balance, staff health and safety, working environment and atmosphere.

## ISSUES

raised by stakeholders:

- pride, commitment, shared vision, team spirit and cohesion;
- health and safety;
- awareness of CSR;
- Smart Ways of Working;
- “à la carte” fringe benefits;
- work-life balance;
- attachment to an identity.

## COMMITMENTS

Befimmo undertakes to:

- adopt best practices, analyse its relevance and take the necessary actions;
- implement the values identified within the team and throughout the business;
- unite the team around the Social Responsibility policy and Action Plan;
- comply with prevention standards and advice;
- comply with health and safety rules;
- encourage the team to engage in continuous training.

## Main achievements and objectives

Befimmo attaches particular importance to the well-being of its staff, ensuring that they are involved in the life of the Company. It will persevere in its efforts to make continual improvements on these topics.

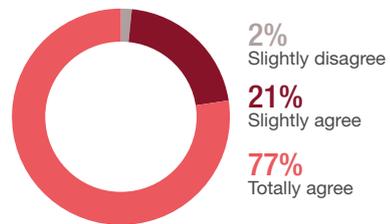
### Well-being and prevention of psychosocial risks

In 2015, Befimmo continued to pay special attention to the well-being of its staff. In particular, in the context of the prevention of psychosocial risks, it held a training session on Mindfulness, open to all staff. By allowing everyone to focus their attention on the present moment, this discipline is designed to reduce stress or help to manage it, and prevent burnout.

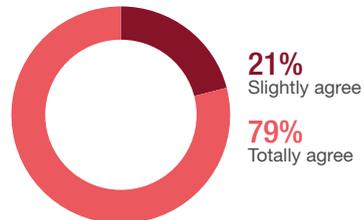
In late 2015, Befimmo repeated the satisfaction survey of its team that it has undertaken to conduct every two years. It covered general topics, such as communication, working environment, training, corporate culture and entrepreneurship, human resources, mobility and CSR. The participation rate remained very high, at 94% compared with 92% two years ago.

In particular, the survey revealed an improvement in the team’s perception of work/life balance between 2013 and 2015, a topic that Befimmo intends to keep among its concerns for the coming years. As in 2013, the 2015 survey indicates that the staff are motivated and interested in their own jobs.

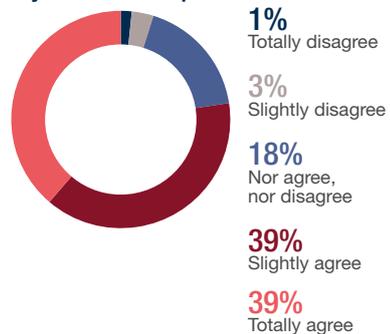
### My job is interesting<sup>4</sup>



### I feel part of a team working towards a common goal<sup>4</sup>



### I manage to keep a reasonable balance between my work life and private life<sup>4</sup>



4. Extract from the results of the staff satisfaction survey (2015).

## Working environment - SWOW

In response to the structural changes in the working methods, and more specifically in the use of offices, which will increasingly become a space for meeting and exchange between various team members, in 2015 Befimmo developed a project to implement “Smart Ways of Working” for its employees, which will come into effect during 2016. The vision that Befimmo wishes to embrace, as an “office provider”, is to offer a workplace that is flexible and suited to modern technology, that stimulates exchange and creativity between its employees and, logically, starting with its own operation. In particular, the satisfaction survey was a way of consulting the team members about the criteria that they believe would ensure the success of Befimmo’s SWOW project. The focus will be on opening up workspaces, collaboration, ergonomics, acoustics, computing and ease of movement and connection.

## Health and safety

The Befimmo team includes a level-1 prevention advisor, who conducted a risk assessment related to office activities during the year.

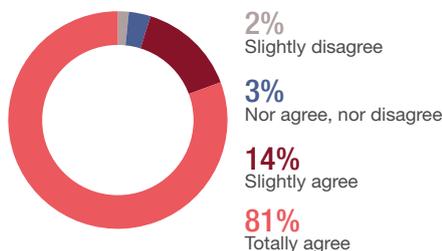
Befimmo also has a trusted person in-house in the framework of the prevention of psychosocial risks. During fiscal year 2015, there were no complaints about employment.

The team also includes three people trained in first aid, and Befimmo sends them on a refresher course every year.

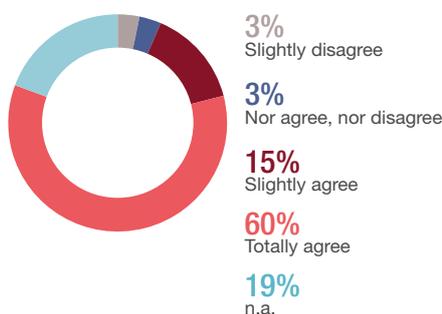
Over the year, there were two occupational accidents at Befimmo, but no cases of occupational disease. One was an accident on the way to work and the other was an accident on a building site. Neither accident led to absence from work and the accident on the site occurred despite compliance with safety regulations.

Some of the Company’s departments working in the field naturally need to pay special attention to health and safety. In 2015, the members of the technical team went on a training course entitled “BA5 - Qualified Person” run by an approved body to train them and raise their awareness of the risks involved in electrical installations in buildings. The Befimmo team currently includes 72 qualified people.

## I feel safe in my office working environment<sup>1</sup>



## I feel safe in my outdoor working environment<sup>1</sup>



## Comité B+ and social action

Comité B+, set up in 2011 at the initiative of the staff and with the support of the Executive Officers, has continued its efforts to organise sporting, cultural, festive, charity and family activities. In 2015, Comité B+ continued its voluntary work on the partnership begun in 2011 with the Red Cross (Auderghem local section).

Following the success in previous years, the Committee once again organised blood donations at its premises in the Goe-maere building, and other tenants in the building had a chance to take part. It plans to continue organising blood donations in future years. Several staff members also took part in the Red Cross Fortnight and helped to sell sticking plasters and stickers for the Auderghem local section; the funds collected will be allocated to food aid.

The more athletic members took part in the 20 km of Brussels on the “Run for Parkinson” team. Finally, just before the Christmas period, staff were asked to donate food parcels which were distributed to the homeless in Auderghem.

In addition to the social action of the Comité B+, Befimmo decided to become a Be.face partner. Be.face is a movement of responsible businesses which aims to build bridges between the needs of associations and resources of the business world, in terms of time, activities and equipment. Through Be.face, in late 2015 Befimmo came into contact with the local municipal public social welfare centre (CPAS), and decided to spend the budget usually allocated to the team for end-year treats on end-year presents for disadvantaged children and older people in the municipality, organised by the CPAS.



1. Extract from the results of the staff satisfaction survey (2015).

## Objective

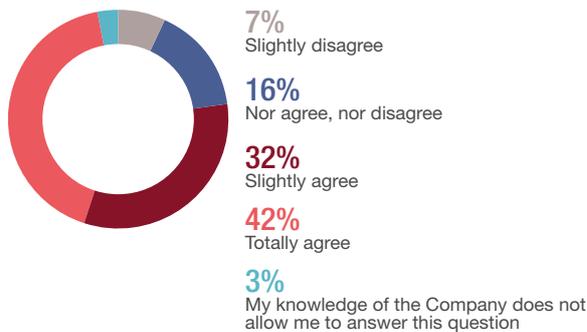
Comité B+ intends to continue its social outreach in 2015. The participants are keen to repeat most of the above operations. For its part, the Company will continue to support Comité B+ initiatives by proposing philanthropic activities to the team and will intensify its partnership with Be.face, both by informing team members of the opportunities the platform offers, particularly in terms of volunteering, and by considering organising donations of equipment.

## Appraisal and training

G4-LA9 G4-LA10 G4-LA11

Befimmo is convinced that the development of its employees enhances their desire to advance their careers and deploy their skills, and so continued its policy in this area in 2015.

### Overall, I'm satisfied with the training possibilities available at Befimmo<sup>2</sup>



Employees are increasingly satisfied with the training opportunities; there is an improvement of almost 10% in that answer to the 2015 survey compared with 2013. However Befimmo is aware that it can further enhance the development of its staff.

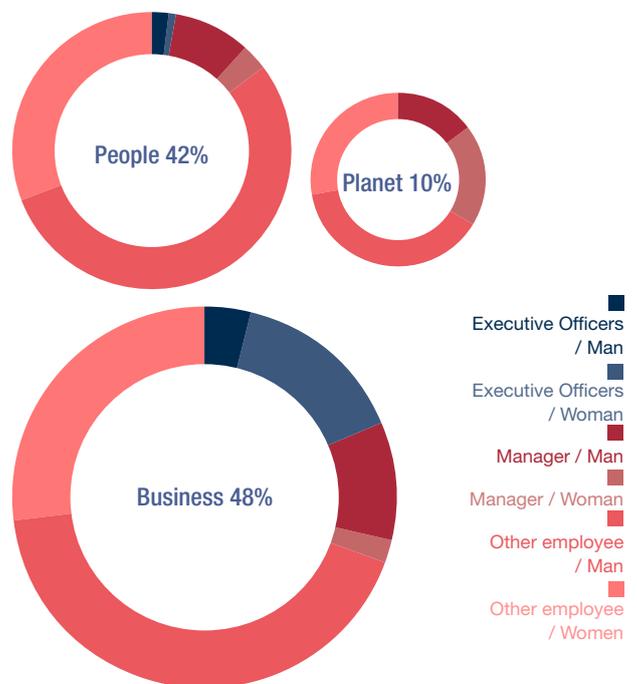
In addition to language training and individual courses, Befimmo offered training in Mindfulness to all staff, as mentioned above. Finally, the CSR department and Environmental Technical Team have continued implementing their awareness policy on employees' energy consumption, both in the office and at home. Under the "Befimmo Energy Challenge" initiative, which allows everyone to benefit from the ETT's energy accounting expertise, interested employees were able to borrow a Smappee for 6 weeks. The Smappee is a tool that identifies the various installations consuming electricity in a building and allows you to evaluate the consumption of each one and identify any faults. This is a striking awareness-raising measure since it affects everyone's management of their own resources and at the same time illustrates the policy that Befimmo is pursuing on a larger scale.

Other training sessions on environmental issues, relating to ISO 14001, will be offered to the team during 2016 and in particular to raise awareness on the Befimmo Social Responsibility policy to new employees.

In 2015, Befimmo made use of the new "development" topic in its appraisal process to inventory training needs from the beginning of the year, which helps to organise training courses more coherently and efficiently.

Over the past fiscal year, Befimmo imparted an average of **27 hours' training**. The average budget per staff member amounted to €1,680 in 2015, a third of which related to language courses.

### Training hours (excluding language courses) broken down according to the 3 pillars, by gender and category (2015)



2. Extract from the results of the staff satisfaction survey (2015).

# ETHICS

Ethical practices in human resource management and recruitment.

## ISSUES

raised by stakeholders:

- discrimination (origin, M/F, disabled);
- integration;
- youth training;
- pay.

## COMMITMENTS

Befimmo undertakes to:

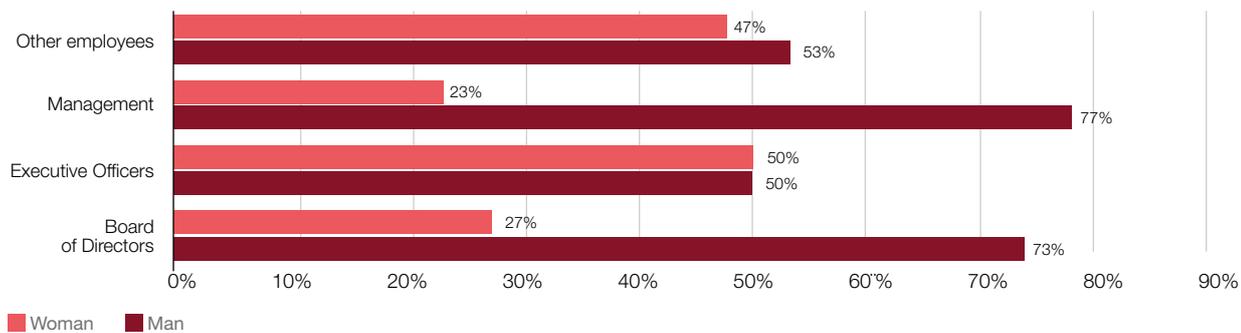
- be open to the diversity of team members (gender, age, language, origin, etc.);
- ensure fair treatment of its employees.

Befimmo describes itself as a Company open to diversity, respecting everyone's identity. During fiscal year 2015, no complaints were lodged about employment.

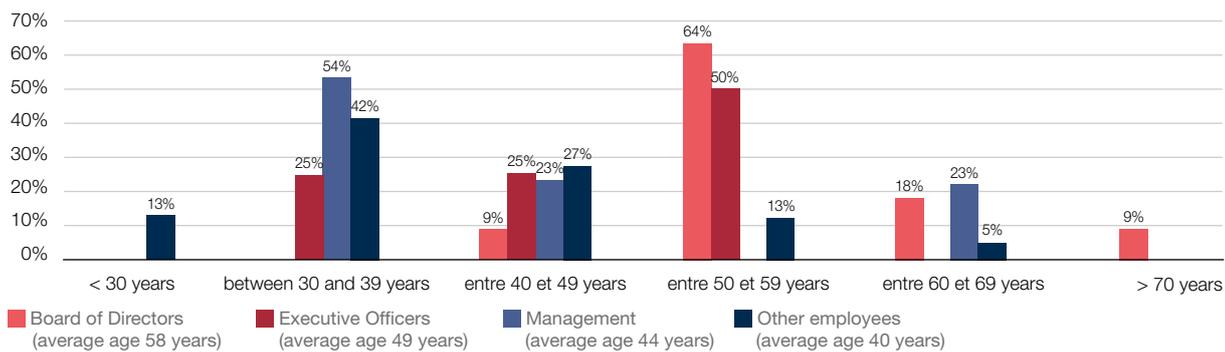
G4-LA16 | G4-10

## Social indicators

### Composition of governance bodies and breakdown of employees by gender (31 December 2015) G4-LA12



### Composition of governance bodies and breakdown of employees by age (31 December 2015) G4-LA12



### Origin, gender, age, religion and sexual orientation have no impact on how employees are treated within the team<sup>1</sup>



1. Extract from the results of the staff satisfaction survey (2015).

# DIALOGUE

Maintaining a regular dialogue with the team.

## ISSUES

raised by stakeholders:

- inter-departmental relationships;
- sharing and feedback;
- uniting around a project and generating enthusiasm.

## COMMITMENTS

Befimmo undertakes to:

- listen to the team and maintain a regular dialogue with it;
- leave room for team initiatives and creativity;
- enhance dialogue between departments and promote more teamwork.

Befimmo continued its efforts to improve and diversify the communication flows within the team.

Befimmo has continued to organise in-house “breakfast presentations” by team members or departments on a variety of topics highlighting certain areas of the Company’s business.

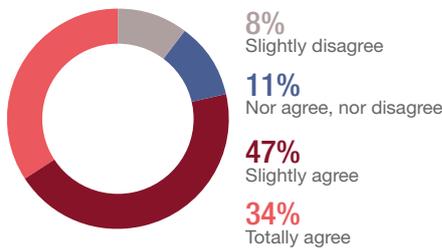
## Main achievements and objectives

### Awareness-raising in the team

While the satisfaction survey showed an overall improvement in terms of communication, it also once again revealed the extent of the Befimmo staff’s interest in the company, its strategy and activities, and their desire for more communication.

Recognising the potential of its team members, Befimmo is continuing its efforts to put their creativity to good use on specific topics, elicit suggestions, invite dialogue and listen to their opinions. These topics will be further developed and strengthened when improving the working environment in 2016, under the “SWOW” project mentioned above.

### I am satisfied overall with communication at Befimmo<sup>1</sup>



The intranet has continued to be a key facilitator of communication. Mainly in response to recommendations from the survey, it will be a slightly recast in 2016, in particular to allow more interactivity.

Befimmo is particularly pleased that the survey again confirms the team’s commitment, coming even closer together to celebrate the Company’s 20th anniversary, and the spirit that prevails in the Company and its strong corporate culture.

CULTURE AND ENTREPRENEURSHIP <sup>1</sup>	2013	2015
I am proud to work for the Company	95% <sup>3</sup>	100% <sup>3</sup>
I think that there is a spirit of cooperation within the Company	87% <sup>3</sup>	100% <sup>3</sup>

### Ongoing objectives

**SWOW, improving the intranet to allow more communication.**

2. Extract from the results of the staff satisfaction survey (2015).  
 3. Based on the addition of the headings “Totally agree” and “Slightly agree”

