

INTERNAL ORGANISATION

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Befimmo's Social Responsibility is now fully integrated into its day-to-day management. All Befimmo staff are involved in this approach, one way or another depending on their field of expertise, and are aware of the major impact of the real-estate sector on the environment.

At **strategic level**, the Corporate Social Responsibility (CSR) team consists of five people including three members of the Management Committee: the **Chief Executive Officer (CEO)**, the **Chief Financial Officer (CFO)**, the **Chief Operating Officer (COO)**, the **Head of Environmental Management (HEM)** and the **Corporate Social Responsibility Manager (CSR Manager)**. This team, which meets quarterly, is responsible for developing and monitoring the CSR Action Plan¹, releasing sufficient resources, and actively participates in the annual Management Review of the ISO 14001 Environmental Management System. The Directors of Befimmo also take part in defining and approving budgets and taking major decisions on Social Responsibility, especially at strategy meetings and at the meetings scheduled every quarter when the results are published.

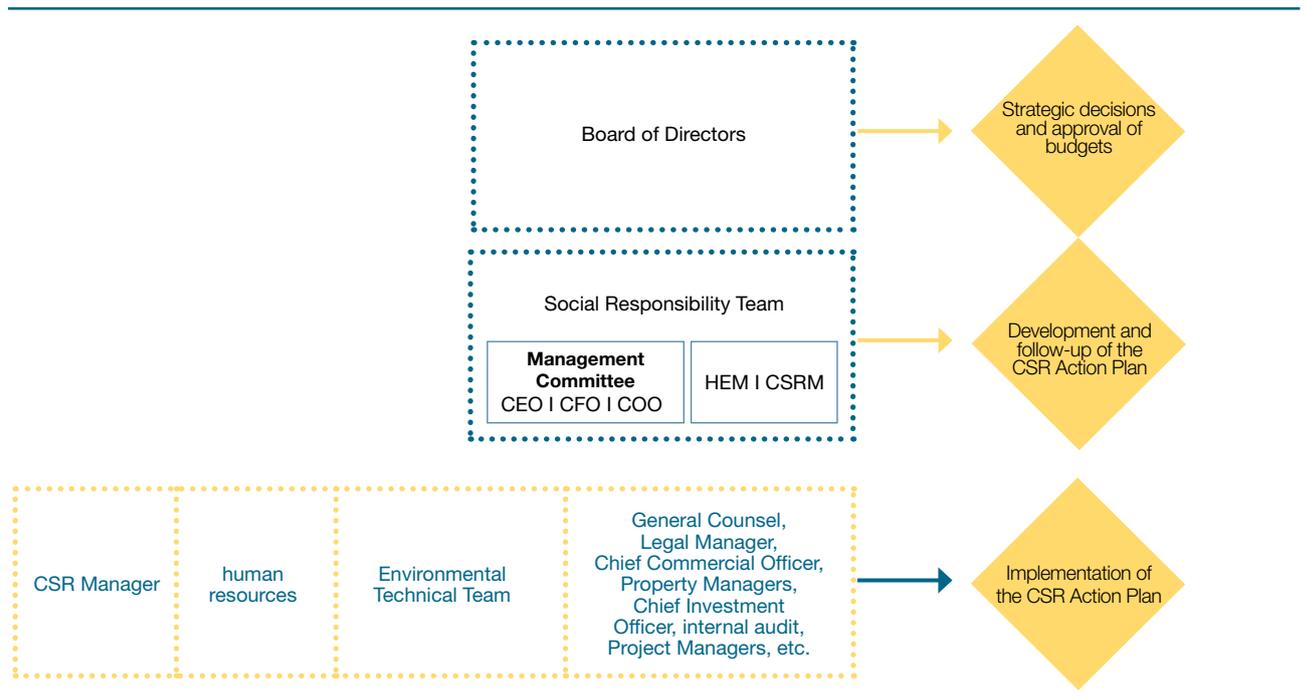
At **operational level**, the Environmental Technical Team (CTE) consists of five specialists with the task of improving the environmental performance of the portfolio. It meets regularly and its responsibilities include implementing the CSR Action Plan.

These specialists include the Green Adviser who plays an important role monitoring the effectiveness of energy investments on the ground while ensuring a high level of comfort for tenants.

The CSR Manager, a member of the Social Responsibility Team, reports directly to the CEO. Her role is both **strategic** (developing CSR strategy, managing relations with stakeholders) and **operational** (coordinating and running CSR projects, managing the CSR Action Plan, acting as in-house consultant for other departments and encouraging staff to embrace change).

For **human resources** the Human Resources Officer (HRO) is responsible for educating all members of the team to take more account of Social Responsibility, for following up initiatives put in place and for continuing to develop the strong corporate culture that exists within Befimmo. This person works with the CSR Manager and interacts with the Social Responsibility Team.

Other staff also have specific responsibilities defined in the Environmental Management System: General Counsel, Legal Manager, Chief Commercial Officer, Property Managers, Chief Investment Officer, internal audit, Project Managers, etc.



1. The detailed Action Plan 2017 is published on the Befimmo website (www.befimmo.be/en/investors/publications/csr-action-plans).