



Triomphe - Brussels decentralised

# Taking care of our team

---

<i>Exceptional times need exceptional measures</i> .....	105
<i>The three pillars of our HR philosophy</i> .....	106
<i>Talent</i> .....	107
<i>Well-being</i> .....	110
<i>Community</i> .....	111

---

# Exceptional times need exceptional measures

2020 was marked by the COVID-19 pandemic, which affected the whole world at all levels. In these exceptional times, Befimmo's attention is focused first and foremost on the health and safety of its team members

## 1. Change management and well-being

- Regular virtual contacts
- Increased use of digital communication tools
- Tips, tricks, and protocols for working from home (WFH) and work-life balance (WLB)
- Virtual social activities
- Training
- Additional IT and logistics support for home offices
- Specific integration process for new recruits

## 2. Crisis team

- Crisis management and crisis communication team to carry out daily/weekly follow-up of the business impact of the crisis

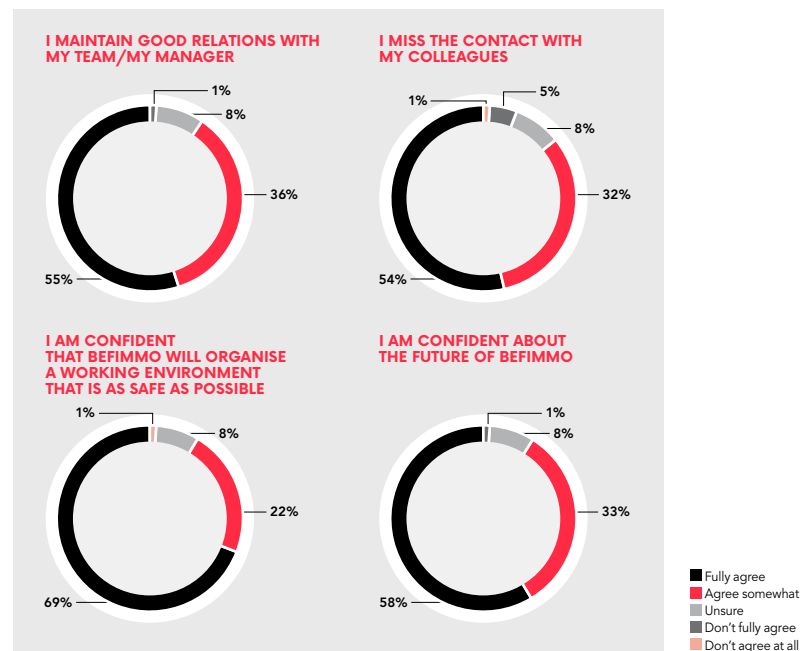
Due to the rapid evolution of the world of work, the Befimmo team was well-prepared for the flexibility and adaptability required during the health crisis, and had already been trained on IT solutions that are well suited to homeworking.

Well-being is key, so the crisis team launched an online survey to understand everyone's needs, fears, and lessons learned, and then did everything possible to optimise the homeworking conditions of each person. An excerpt from this survey can be found on the right.

We continue to organise virtual events to keep the team together and share feelings and experiences.

The management can also track well-being using the Vox Collector, a tool that sends team members a daily question on a range of topics.

The pandemic experience has taught us that the Befimmo team is incredibly resilient and flexible under all circumstances, and that continuous improvement and further development of internal team functioning is key to success and well-being.



# The three pillars of our HR philosophy

*BEFIMMO IS A STABLE AND HIGHLY-INVOLVED TEAM. ITS VALUES OF PROFESSIONALISM, COMMITMENT, TEAM SPIRIT, HUMANITY AND LEADING BY EXAMPLE ARE PRACTISED ON A DAILY BASIS, AND ALSO SUPPORT THE THREE PILLARS OF OUR HR PHILOSOPHY.*

**56%**

*LEVEL OF PARTICIPATION AT TRANSVERSAL WORKSHOPS*  
**OBJECTIVE: 75% BY 2030**



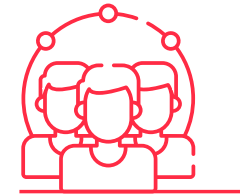
## Talent

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 of work?



## 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 individuals 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

## Developing the team individually and collectively

- Great emphasis is placed on training, be it business-oriented, soft skills or personal development, innovation, security, IT, languages, or the environment. Each new staff member is trained in Befimmo's Social Responsibility policy.
- Opportunities for internal mobility and talent management ensure staff turnover is limited and motivation is high.
- Besides ongoing dialogue, we carry out an annual whole-team appraisal, oriented towards communication and staff development.

**5%**

*OF THE TEAM OPTED FOR CASH FOR CAR, COMPARED TO 0.5% AT NATIONAL LEVEL*

## Identifying, attracting and retaining the right people

- Our recruitment policy is based as much on shared values as on soft skills and technical capabilities.
- We have an aligned, open, and diversified pay policy which includes, in addition to remuneration components, a set of non-statutory benefits such as a comprehensive pension scheme, broad health care coverage, flexible mobility, and collective benefits related to well-being.
- Befimmo remains open to discussion when a team member wishes to adapt his/hers working hours or schedule.

## Travel benefits

In 2019, the HR department designed "mobility@BEFIMMO" packs that allow employees to choose the best travel solution for their needs. For example, they can give up their company car in exchange for public transport season tickets, a folding electric bike, and other benefits, in particular access to a range of alternative mobility solutions, which can be obtained through a cafeteria plan ("mychoice@BEFIMMO").

Under the B-Switch-project Befimmo has acquired a fleet of ultralight folding electric bicycles. Team members are provided with a bicycle if they agree to share a car parking space with a colleague. Since 2017, 40 team members have participated in this project.

With Befimmo also pursuing a policy of awareness-raising, more team members chose alternative fuel options for their vehicles.

## Encouraging diversity and inclusion

- Befimmo has a great gender balance in its team (54%-46% M/W) and in its Executive Committee (50-50% M/W).
- Our recruitment policy is open to diversity and without selection criteria relating directly or indirectly to gender, age, origin, belief, or sexual orientation.
- Our pay policy guarantees fair treatment of men and women, based solely on non-gender criteria, such as internal consistency and sector benchmarks.
- Our Company innovation process includes regular cross-cutting working groups, which are self-managing through collective intelligence, open to all, and cover business topics, innovation, and digital themes such as the LynX project.
- We make regular appeals to the team's creativity.
- We draw directly on Befimmo's fundamental values.
- We practice explicit opposition to any form of discrimination through a Code of Ethics that demonstrates Befimmo's commitment to transparent dialogue and non-discrimination.

## 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.

## Highlights of 2020

- *THIRD ANNUAL REMUNERATION REPORT FOR EACH TEAM MEMBER, PROVIDING A GLOBAL AND TRANSPARENT VIEW OF THE COMPONENTS OF THEIR PACKAGE.*
- *FIRST EDITION OF THE "MYCHOICE@BEFIMMO" CAFETERIA PLAN.*

**94 team members<sup>1</sup>**

WITH EMPLOYEE STATUS AND  
A PERMANENT CONTRACT

**54% men**

**46% women**

GENDER DIVERSITY

**9.3 hours**

OF TRAINING PER PERSON,  
WITH AN AVERAGE BUDGET  
OF €722.36/YEAR (INCLUDING  
IT AND LANGUAGES)

**15 new staff  
members**

- 9 MEN AND 6 WOMEN
- AVERAGE AGE 36
- EPRA NEW HIRE RATE: 15.96%

**6.02 years**

AVERAGE SENIORITY

**7 departures**

- 4 MEN AND 3 WOMEN
- ONE RETIREMENT,  
FOUR RESIGNATIONS AND  
TWO DISMISSALS
- AVERAGE AGE 41
- EPRA TURNOVER RATE: 7.45%

**100%**

OF STAFF APPRAISED  
EVERY YEAR

**-12.23%**

WAGE GAP FOR MANAGERS<sup>2</sup>

**2 cases**

OF INTERNAL MOBILITY

**41 years**

AVERAGE AGE



Triomphe - Brussels decentralised

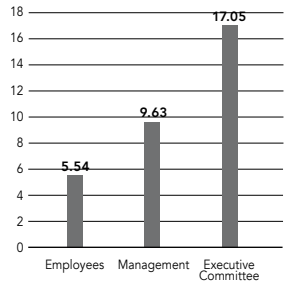


SINCE 2016, BEFIMMO HAS ACTIVELY SUPPORTED THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT, INCLUDING RESPECT FOR HUMAN RIGHTS, INTERNATIONAL LABOUR STANDARDS, THE PROTECTION OF THE ENVIRONMENT, AND THE FIGHT AGAINST CORRUPTION. THE COMPANY IS COMMITTED TO FOLLOWING THESE PRINCIPLES IN ITS STRATEGY, CULTURE, AND DAY-TO-DAY OPERATIONS, AND PROMOTING THEM IN ITS SPHERE OF INFLUENCE.

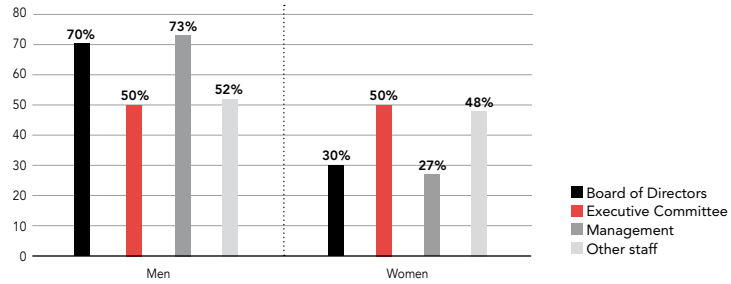
1. Excluding the executive committee and consultants.

2. The exercise was conducted on the managers, which is the only population to offer a high level of comparability in terms of level of responsibility.

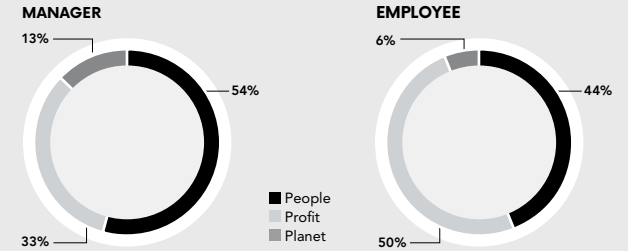
### AVERAGE SENIORITY (YEARS)



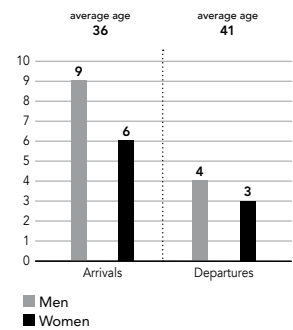
### BREAKDOWN MEN/WOMEN (%)



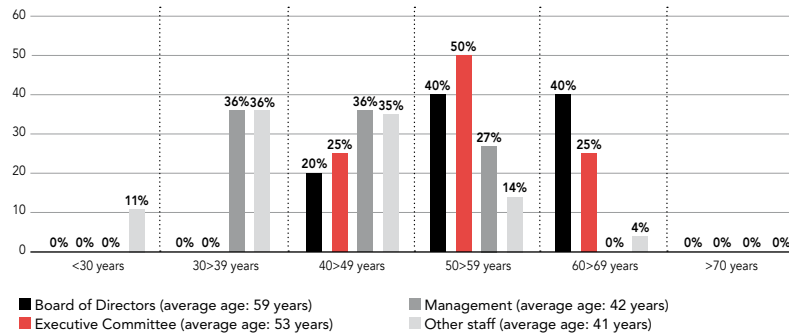
### BREAKDOWN OF TRAINING HOURS, EXCLUDING LANGUAGE AND IT TRAINING



### ARRIVALS/DEPARTURES (UNITS)



### BREAKDOWN AGE (%)



## What our staff members say<sup>1</sup>...

#### CORPORATE CULTURE

- OPEN/FOCUS ON PEOPLE
- EVOLUTIVE / INNOVATIVE

#### MANAGEMENT

- HUMAN/FAIR/ORGANISED
- INVOLVED

#### WORKING ENVIRONMENT

- POSITIVE/PLEASANT

#### YOUR JOB

- EXCITING
- VARIED

#### OPPORTUNITIES TO CONTRIBUTE TO SOCIETY

- HIGH/DEVELOPING
- OPEN FOR EVERYBODY

1. The most frequent answers that were given when mentioning these terms.

# Well-being

## Creating a pleasant environment

- A ubiquitous theme at Befimmo.
- We create ergonomic and well-equipped offices that meet the needs of individual team members
- Cross-cutting working groups consider projects to be tested in an "incubator approach" in our own offices.
- We pay particular attention to social contact in the office and fostering opportunities to meet through simple and healthy pleasures.
- We have a flexible spatio-temporal policy that allows everyone to find their balance. Team members also have the chance to work in a Silversquare coworking centre. We use the Befimmo network of buildings to accommodate the team's occasional or temporary workplace needs.
- Befimmo is currently analysing a framework for homeworking.
- A large offer of services are implemented to make life easier for team members.

## Ensuring the health and safety of the team

- Befimmo focuses on security, at the office, and in our buildings, and provides training courses on these issues.
- Our Employee Assistance Programme is open to everyone (psychological and legal support, burn-out prevention). Communication on this programme is published on a regular basis.
- We offer favourable terms for access to flexible and varied sports subscriptions (Gymlib) to the entire team.
- A portfolio of non-statutory benefits is available in the event of major setbacks (medical insurance + incapacity for work).

## e.Motion

Befimmo moves its head office in 2021 to the Central Gate building, located just in front of the Central Station.

These new offices illustrate 100% the vision that Befimmo defends every day with its customers. This move will bring us closer to Silversquare and allow us to experience our hybrid model on a daily basis.

This relocation project is a great opportunity to work on a real collective and collaborative project, based on co-creation and transversality between the different departments. To achieve this, eight working groups have been set up. Team members were able to join the group of their choice. The role of these groups was to challenge the project, to be a place for constructive reflection and questioning around the project and to make concrete proposals. They therefore act as a ThinkTank by bringing innovative ideas.

**0 complaints**

ABOUT EMPLOYMENT

**1.4%**

"SHORT-TERM" ABSENTEEISM RATE  
- COMPARED WITH THE AVERAGE  
RATE OF 2.7% FOR BELGIUM  
- EPRA ABSENTEEISM RATE: 5.0%

**2 accidents**

OCCUPATIONAL

**0.0%**

INJURY RATE (EPRA)

**25.5 hours**

OF SAFETY-RELATED TRAINING (E.G.  
TRAINING OF FIRST-RESPONDERS,  
SAFETY ON SITE, BA4, FIRST AID, ETC.)

**0.0%**

LOST DAY RATE (EPRA)

**4 first-aiders**

WERE GIVEN ANNUAL  
REFRESHER TRAINING

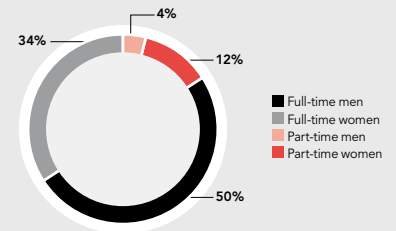
**1 advisor**

LEVEL-1 PREVENTION ADVISOR  
AND ONE ANNUAL RISK STUDY

**16%**

PART-TIME

- CONTRACTUAL,  
PART-TIME CREDIT AND  
PARTIAL PARENTAL LEAVE
- INCLUDING 4 MEN  
AND 11 WOMEN
- WITH THE SAME  
NON-STATUTORY BENEFITS



# Community

## Sustaining an ongoing dialogue

- We pay special attention to internal communications, including intranet, information screen, informal channels such as Yammer, and regular presentations of achievements to the entire team.
- We organise a staff satisfaction survey every two years.
- A "fresh eyes" process introduced in 2017 captures the first impressions of new employees.

## Strengthening bonds and experiencing great things together

- The B+ Committee, created and facilitated by members of the team and supported by management, arranges activities such as sport challenges, picture competitions, mindfulness sessions, quizzes, and virtual cooking classes.
- We share and celebrate a forthright culture of success.
- We organize regular team events, just for the pleasure of being together.

## Undertaking social actions

- As well as its staff festive activities, the B+ Committee organised two clothing collections and a food collection for the Auderghem Red Cross enabling the team to create 112 Xmas Boxes for distribution to the homeless.
- In May the whole team ran, walked or cycled for the Auderghem Red Cross. This year, next to running and cycling, team members could also raise funds.
- Befimmo remained an active member of the Be.Face association, with mentoring and participation in workshops.
- Befimmo participated, via the donation of 29 smartphones, in the "Connected Smiles" solidarity action. Reconditioned smartphones and tablets are distributed to people in need who receive help to use these devices.

## Initiatives and partnerships



B+ is a committee created by our team and for our team. This committee organises sports, cultural, festive, family, and charitable activities. The figure for 2020 are:

- 10 years in existence
- 13 organising members
- various events and courses, most of which took place virtually
- three collections (two clothing, one food)
- two blood donation sessions



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.

2020 was Befimmo's fifth year of membership. Four people from our team acted as mentors for students or adults in insecure employment situations since the start of our membership.

Silversquare Zaventem - Brussels periphery

