

Environmental & Social performance (direct impact)

2030 ACTION PLAN

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



ENVIRONMENT

- | CONTRIBUTE TO CLIMATE CHANGE MITIGATION
- | CONTRIBUTE TO CLIMATE CHANGE ADAPTATION
- | CONTRIBUTE TO THE SUSTAINABLE USE AND PROTECTION OF WATER
- | CONTRIBUTE TO THE TRANSITION TO A CIRCULAR ECONOMY
- | CONTRIBUTE TO POLLUTION PREVENTION AND CONTROL
- | CONTRIBUTE TO THE PROTECTION & RESTORATION OF BIODIVERSITY
- | USE CERTIFICATION SYSTEMS TO DELIVER SUSTAINABLE ASSETS
- | CREATE INNOVATIVE AND SUSTAINABLE BUILDINGS
- | PROVIDE BUILDINGS ACCESSIBLE THROUGH SUSTAINABLE TRANSPORT SYSTEMS
- | REDUCE THE ENVIRONMENTAL IMPACT OF THE TEAM

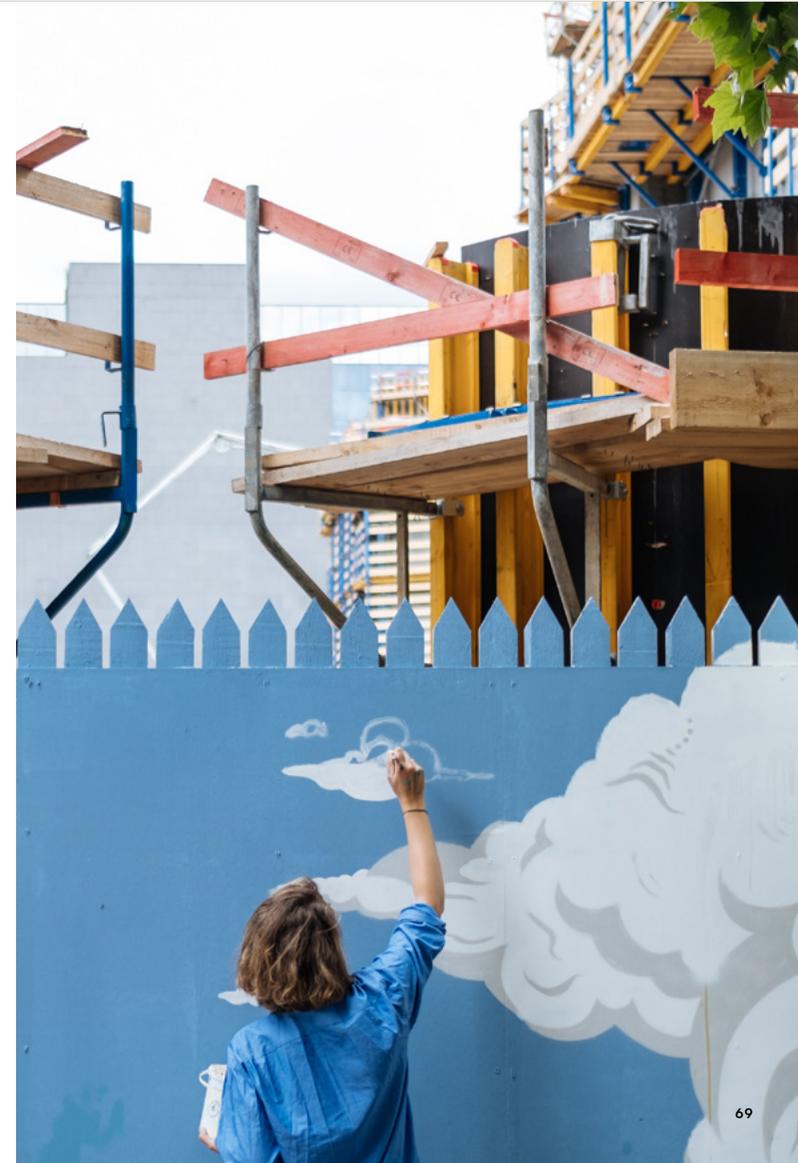


SOCIAL

- | TAKE CARE OF THE TEAM AND THE COMMUNITY
- | BUILD AND ANIMATE COMMUNITIES
- | IMPROVE COMFORT, SECURITY AND SAFETY
- | INTEGRATE BUILDINGS INTO CITIES

The full 2030 Action Plan can be consulted in the Non-financial statements of this Report.

▣ [NON-FINANCIAL STATEMENTS: 2030 ACTION PLAN, P.274](#)



SOCIAL PERFORMANCE

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.

ACTION(S)

- Headquarter move
- Mobility policy
- New home working charter

2030 ACTION PLAN

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

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 Befimmo has offered its team multiple ways of getting around for home-workplace and business trips. The new workspace is welcoming, warm, well-equipped and above all comfortable!

A return to work in hybrid mode

In the spring of 2021, Befimmo adopted a homeworking charter 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.

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.



BEFIMMO'S HR PILLARS

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.

The three pillars of the HR philosophy are briefly explained hereafter. In order to access the full HR information, please consult the [dedicated document of HR philosophy](#) published on the corporate website.



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.

DESCRIPTION AND APPROACH

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.

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 such as a mandatory introduction to governance documentation and an ISO 14001 training.

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.

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 receives an annual appraisal, oriented towards communication and staff development. 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.

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, among others, a base salary according to the Joint Committee 200 and a series of non-financial benefits such as meal vouchers, a broad health-care coverage, and extensive mobility solutions.

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 \(ILO\)](#)
- [the OECD Guidelines for Multinational Enterprises](#)
- [the principles of the UN Global Compact](#)

Befimmo aims to always keep a human-centred 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 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

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

Diversity

The visible and non-visible characteristics of each individual

Inclusion

The visible and non-visible characteristics of each individual

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).

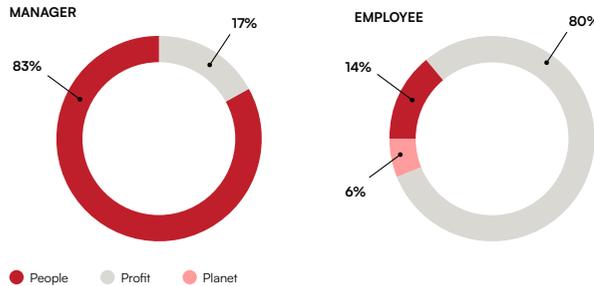
▣ [UNDERTAKE SOCIAL ACTIONS, P.90](#)

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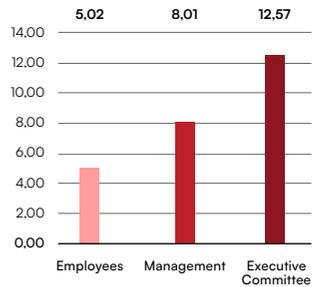


Befimmo promotes the integration of young workers by taking on trainees. In the future, the Company would like to encourage each team to train one young worker per year. Several team members are active in higher education, either by giving lectures or by proposing moments of exchange with students.

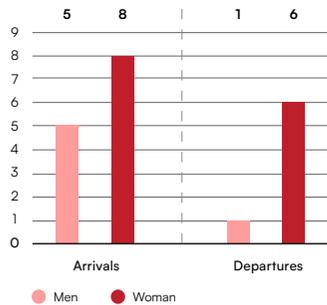
BREAKDOWN OF TRAINING HOURS, EXCLUDING LANGUAGE AND IT TRAINING



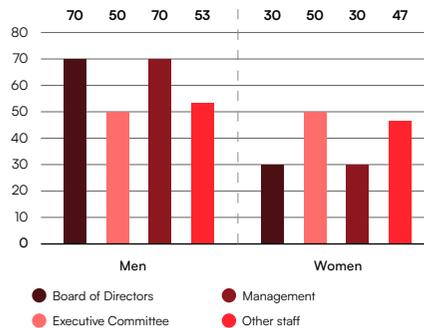
AVERAGE SENIORITY (YEARS)



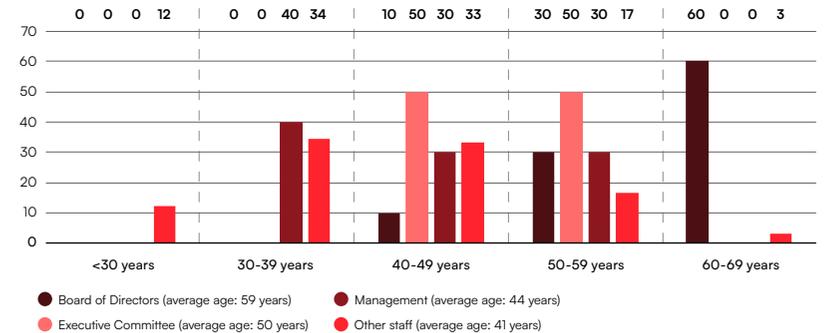
ARRIVALS/DEPARTURES (UNITS)



BREAKDOWN MEN/WOMEN (%)



BREAKDOWN AGE (%)



100

TEAM MEMBERS¹
with employee status and a permanent contract

54% MEN
Gender diversity

46% WOMEN

13 NEW STAFF MEMBERS

- 5 men and 8 women
- average age: 35
- EPRA new hire rate: 13%

7 DEPARTURES

- 1 man and 6 women
- 3 resignations and 4 dismissals
- average age: 42
- EPRA turnover rate: 7%

34.9 HOURS

of training per person, with an average budget of €2,352.91/year (including it and languages)

100%

of staff appraised every year

3 CASES of internal mobility

7 CASES of internal promotion

30.2% wage cap

42 YEARS average age

5.4 YEARS average seniority

1. Excluding the Executive Committee and consultants.

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 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

As Befimmo's new headquarters were fully renovated for the big move of the team, all sanitary requirements were considered.

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.

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.

Befimmo offers favourable terms for access to flexible and varied sport subscriptions through the Gymlib app to the entire team.

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.

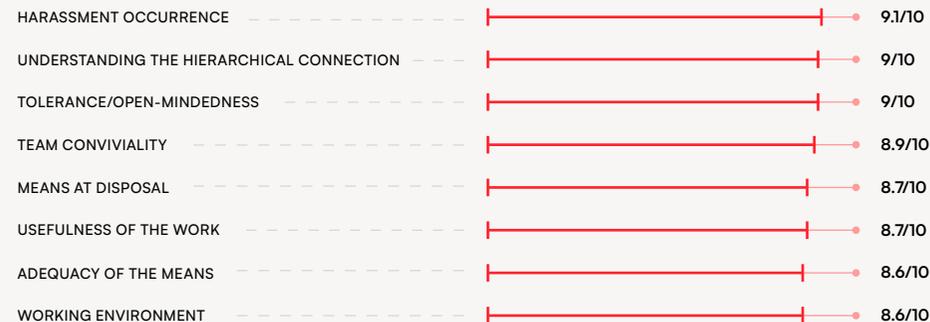
Finally, a large offer of services is implemented within the buildings to make life easier for team members.

➤ [EXPAND THE RANGE OF SERVICES, P.91](#)

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.



➤ POSITIVE ASPECTS → ATMOSPHERE + MEANING + EASE OF REMOTE COLLABORATION + AUTONOMY



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. 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.

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:

- One blood donation day at its head office in collaboration with the Belgian Red Cross
- The Let’s Move for Parkinson challenge organised by the Demoucelle Parkinson Charity
- The 20 km of Brussels, raising funds for La Ribambelle
- Sport challenge for the Auderghem Red Cross by using the AtlasGo app
- A financial donation to the CPAS (Public Social Action Centre) of Hamoir after the great floods
- A laptop donation to the non-profit organisation O2tech
- Bags of chocolate (ordered at Make-A-Wish) offered to the children of the Maison d’Enfants Reine Marie-Henriette ASBL
- A huge food and hygiene products collection for Opération Thermos

LOOKING AHEAD

The talent management tool will be implemented during 2022. This tool aims to create an agile, collaborative and engaging talent management culture. It also 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, a personal development plan will be established for each team member.



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 extend the range of services throughout the portfolio to improve the user experience and create connections and communities.

ACTION(S)

- New coworking locations opening and planned
- Expansion of services throughout the portfolio

2030 ACTION PLAN

34,900 M²

Coworking space

> Target: 51,800 m² by 2023
vand 85,000 m² by 2025

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.

Expand the range of services

The importance of service implementation is becoming so important that Befimmo has dedicated team members working solely on creating services for occupants in order to facilitate their everyday lives. 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 2021, the range of services within the Arts 56 building was expanded and new services are also being implemented in the Quatuor building. The new Befimmo headquarters in the centre of Brussels were equipped with lockers, showers electric charging points for cars and bikes, and a coworking centre.

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 Belux 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 2021, Silversquare operated eight coworking spaces in Brussels, its periphery and the Grand Duchy of Luxembourg, with a total space of 34,900 m².

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 of the tenants within its portfolio. Services will gradually be put into place whenever necessary in the existing buildings. All (re)development projects will be designed to include the right services for occupants. In order to integrate Befimmo buildings into cities, the Company will open its service offer to the neighbourhood whenever possible.

Regarding the coworking network, the next centre opening

its doors will be North, located in the Quatuor building in the North area of Brussels. Furthermore, several new coworking spaces are planned, notably on the second, third, and fourth floors of the Antwerp Tower, in the Paradis Express project in Liège, and in Louvain-La-Neuve.

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.

ACTION(S)

- "Breathe at work" initiative
- TakeAir pilot, guaranteeing the best indoor air quality
- General Health and Safety Plan (GHSP) for contractors and suppliers

2030 ACTION PLAN

2

Number of incidents involving people
> Target: 0 (permanent target)

87%

Percentage of inspections on fire prevention, lifts, electricity and heating carried out
> Target: 100% (permanent target)

NEW OBJECTIVE

Tenant satisfaction rate
> Target: 80% or NPS of 8/10 by 2023

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 management tools such as a Helpsite.

In 2018, Befimmo installed software in several buildings to analyse data from the control systems for heating, cooling, and ventilation. This provides a useful tool for controlling energy consumption and improving occupant comfort. Befimmo continues to deploy this digital solution in its portfolio. This tool also allows us to visualise the air quality of the buildings (CO₂ rate) and to adapt the ventilation accordingly.



Since 2020, Befimmo launched the "Breathe at work" initiative by implementing a series of measures - from adapting building ventilation, increasing the frequency of cleaning common areas, to practical everyday items such

as disinfectant gel dispensers, and signs and posters, to sophisticated systems such as automatic temperature measurement.

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.

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 2021, 87% of the multi-tenant portfolio was inspected during the year in four areas: fire prevention, lift, electricity, and heating.

Contractors and suppliers

(Re)development is one of Befimmo's main businesses. The Company must pay close attention to health, safety and security of contractors and construction site workers on its various building sites, protecting them from all risks, as construction is an often hazardous. Respect for fundamental human rights is of major importance in projects involving many players of the value chain.

Before the order of works, Befimmo supplies the contractor with the general conditions on-site, that must be signed and returned. The Contractor must take all legal or regulatory health and safety measures with regard to working conditions. He will ensure that they are strictly observed by his personnel, his subcontractors or other third parties present on the 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. This Law defines well-being as all the factors relating to the working conditions in which work is carried out.

The General Health and Safety Plan (GHSP) is the document or set of documents drawn up by the safety and health coordinator 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 2021, no fatalities were recorded and two accidents on sites were reported.

LOOKING AHEAD

In order to assess general well-being within its portfolio, the Company started centralising all contact information from tenants. This groundwork will enable Befimmo to determine the best system to measure global tenant satisfaction. The rating system will become operational in 2022.

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.

ACTION(S)

- Open up buildings for all surrounding communities
- Immediate contact with involved stakeholders during (re)development projects

2030 ACTION PLAN

100%

Part of the projects¹ open to the city

> **Target: 100% by 2030**

100%

Part of the projects¹ carried out in dialogue with stakeholders

> **Target: 100% by the end of 2021**

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.
- Environment and sustainability: In order to be an efficient and sustainable 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.

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. 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. Feedback from local communities is massively important for Befimmo in order to develop the best possible projects for everyone.

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.

In 2021, 100% of redevelopment projects were open to the city and 100% of redevelopment projects were carried out in dialogue with stakeholders. In addition, the EPRA Community Engagement indicator was calculated 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 2021, this approach covered 32%² of the consolidated portfolio, compared to 29% in 2020.

LOOKING AHEAD

Befimmo aims to reach 100% of (re)development projects opening up to the city and 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.

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

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.

