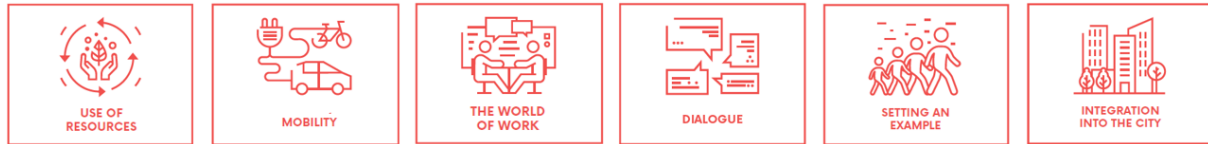




# CSR GOVERNANCE

- Befimmo's internal organisation and CSR governance -



## DESCRIPTION

Befimmo's Social Responsibility is fully integrated into its strategy. The Directors of Befimmo set and approve the budgets and major decisions on Social Responsibility, notably at strategy meetings and at the meetings scheduled every quarter when the results are published.

Furthermore, its Social Responsibility is now also fully integrated into the day-to-day management of the Company. 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.

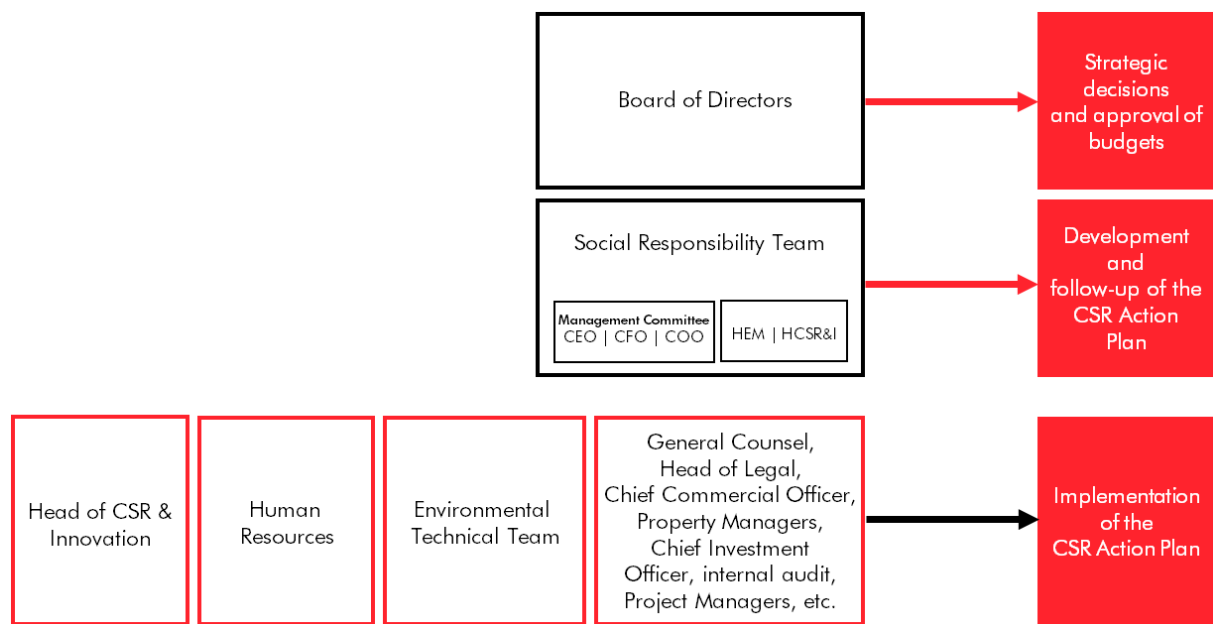
At strategic level, the Social Responsibility Team (SRT) consists of five people including three members of the Management Committee: the Chief Executive Officer (CEO), the Chief Financial Officer (CFO), the Chief Operating Officer (COO), the Head of Environmental Management (HEM) and the Head of CSR & Innovation (HCSR&I). This team meets every quarter and is responsible for developing and monitoring the CSR Action Plan, and releasing adequate resources, and takes an active part in the annual management review of the ISO 14001 Environmental Management System.

At operational level, the Environmental Technical Team 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 Head of CSR & Innovation, 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 & Talent Manager (HR&TM) 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. The HR&TM works with the Head of CSR & Innovation and interacts with the Social Responsibility Team.

Other staff also have specific responsibilities defined in the Environmental Management System: General Counsel, Head of Legal, Chief Commercial Officer, Property Managers, Chief Investment Officer, Internal Audit, Project Managers, etc.



## AIM

In the coming years, Befimmo aims, firstly, to continue investing in its portfolio in a sustainable manner and to carry out the various projects begun or identified for achieving the objectives and, secondly, to continue its process of dialogue by seeking to achieve the best possible balance between the expectations of its stakeholders and the challenges it regularly faces.

Furthermore, Befimmo also wishes to increase its indirect impact by further stepping up its tenant-oriented approach through the services and facilities that it already offers and that it will increasingly offer them in future. Tenant satisfaction is Befimmo's priority, and it strives to offer quality properties in good locations, that are flexible, environmentally friendly and efficient. Now, it will endeavour more than ever to provide them with comprehensive personalised services, provide the best facilities in its buildings and be even more proactive in raising tenants' awareness of energy and environmental issues.

In 2018, Befimmo went even further in terms of its Social Responsibility policy and reporting, by (i) switching from the GRI-G4 to the GRI Standards, which involved a thorough review its CSR policy, and (ii) considering the possibility of following an approach that enables Befimmo to set long-term targets, up to 2030, for cutting greenhouse gas emissions, as recommended by IPCC<sup>1</sup> scientists, thereby making its own contribution to limiting the rise in global average temperature to below 2°C, in line with the decision of COP21.

The following projects will also be continued:

- The development of coworking in various buildings in the portfolio
- The Innovation@Befimmo project
- Continuous mobility and well-being projects

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<sup>1</sup> Intergovernmental Panel on Climate Change, established in 1988 by the World Meteorological Organization.



## APPROACH

All achievements related to social responsibility were carried out in accordance with Befimmo's in-house CSR organisation:

- Responsible value chain
- Innovation and new ways of working (Innovation@Befimmo project)
- The partnership with Silversquare and the development of coworking (Triomphe)
- The various mobility and well-being projects
- The management of sustainable purchases
- ...

## IMPACT ON THE SUSTAINABLE DEVELOPMENT GOALS



Befimmo's Action Plan is aligned with 15 of the 17 Sustainable Development Goals published by the United Nations: 1, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16 and 17.

- 1: End poverty
- 3: Healthy lives and well-being
- 4: Quality education
- 5: Gender equality
- 6: Clean water and sanitation
- 7: Sustainable and affordable energy
- 8: Decent work and economic growth
- 9: Industry, innovation and infrastructure
- 10: Equality
- 11: Sustainable cities
- 12: Responsible consumption and production
- 13: Combat climate change
- 15: Terrestrial ecosystems
- 16: Peace, justice and effective institutions
- 17: Partnerships

Throughout the various ongoing projects, Befimmo takes account of the SDGs concerned.



## KEY INDICATORS

<b>INDICATOR</b>	<b>DESCRIPTION</b>	<b>REFERENCES GRI STANDARDS &amp; EPRA sBPR</b>	<b>OBJECTIVES</b>
<i>Precautionary principle or approach</i>	Organisational profile: Precautionary principle or approach	102-11	Continuous improvement
<i>Statement from senior decision-maker</i>	Strategy: Statement from senior decision-maker	102-14	Continuous improvement
<i>Governance structure</i>	Governance: Governance structure	102-18	Continuous improvement
<i>Delegating authority</i>	Governance: Delegating authority	102-19	Continuous improvement
<i>Executive-level responsibility for economic, environmental, and social topics</i>	Governance: Executive-level responsibility for economic, environmental, and social topics	102-20	Continuous improvement
<i>Role of highest governance body in setting purpose, values, and strategy</i>	Governance: Role of highest governance body in setting purpose, values, and strategy	102-26	Continuous improvement
<i>Evaluating the highest governance body's performance</i>	Governance: Evaluating the highest governance body's performance	102-28	Continuous improvement
<i>Highest governance body's role in sustainability reporting</i>	Governance: Highest governance body's role in sustainability reporting	102-32	Continuous improvement
<i>Communicating critical concerns</i>	Governance: Communicating critical concerns	102-33	Continuous improvement
<i>Entities included in the consolidated financial statements</i>	Reporting practice: Entities included in the consolidated financial statements	102-45	Continuous improvement
<i>Defining report content and topic boundaries</i>	Reporting practice: Defining report content and topic boundaries	102-46	Continuous improvement
<i>Changes in reporting</i>	Reporting practice: Changes in reporting	102-49	Continuous improvement