

# CSR ACTION PLAN 2017











G4-DMA G4-27 G4-50

□□ = 0%   □□ = 25%   □□ = 50%   □□ = 75%   □□ = 100%   ♻️ = ONGOING OBJECTIVE

## ENVIRONMENT

**ISSUES raised by stakeholders:** Climate change, use of natural resources, energy consumption, renovation/construction, maintenance of portfolio.

**COMMITMENTS:** Befimmo undertakes to (i) position itself as a benchmark in terms of reducing energy consumption (gas and electricity) of all the buildings in its portfolio, (ii) anticipate future regulatory requirements and find a balance between cost and energy efficiency in its investment projects, (iii) maintain all of its operational portfolio in line with standards, (iv) lead by example in the energy management of its "corporate" premises, (v) strive to cut water consumption in operational buildings and analyse opportunities for reducing consumption in all its renovation and/or construction projects.

PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
<b>ELECTRICITY</b> 	<p>Befimmo is constantly seeking ways to reduce its environmental footprint and improve its performance. Furthermore, in 2016, when refurbishing the "corporate" premises within the framework of the SWOW project, special attention was paid to the new electrical installations to keep consumption as low as possible and to maintain the benefit and experience of the good environmental practices that it is developing.</p> <p>However, when carrying out this major works, which lasted five months, Befimmo temporarily moved its team into one of its buildings. Its energy consumption in 2016 is therefore spread over two sites, one of which also includes the electricity needed for carrying out the works. Net of the latter, the reduction in total electricity consumption is only -3.4% in 2016 (185.7 MWh) in relation to 2015 (192.3 MWh).</p>	<p>Corporate consumption: -6 600 kWh in 2016 vs. 2015, or -3.4%</p>		<p><b>&gt; OBJECTIVE FOR 2017</b> In 2017, Befimmo will arrange to set new reduction targets and improve the accuracy of monitoring electricity consumption, mainly for the private areas of the buildings.</p>
	<p>Maintain regular cooperation with the Buildings Agency and the occupant of the building, important external stakeholders, to discuss and exchange information relevant to sustainable development and/or energy projects to improve the energy performances of the Fedimmo portfolio.</p>	n.a.		<p><b>&gt; ONGOING OBJECTIVE</b> To maintain and intensify cooperation on the exchange of information on Social Responsibility with the Buildings Agency.</p>
<b>WATER</b> 	<p>Include the recovery of rainwaters, groundwater and grey water in new projects (renovations or new builds) in the Befimmo portfolio (excluding Fedimmo).</p> <p>At the end of 2016, Befimmo exceeded its objective for 2017, covering almost 3% of its water needs, at constant perimeter [LFL], in relation to the reference period of 2014.</p>	<p>+563 m³ of rainwater recovered +732 m³ of grey water recycled</p>		<p><b>&gt; OBJECTIVES</b> Without renewing or extending the target it set itself previously, while maintaining its commitment to continue actively improving the environmental performance of its buildings, in 2017 Befimmo will begin a comprehensive study on the redefinition of new long-term targets.</p>
	<p>Monitoring of anomalous consumption by telemonitoring. Alarms for thresholds overrun have been fitted in all Befimmo buildings and prevent significant over-consumption.</p>	n.a.		<p><b>&gt; ONGOING OBJECTIVE</b> Continue to manage and analyse consumption using the remote monitoring tool and predictive consumption model for each building. In addition, the Green Adviser enhances monitoring of the efficiency of energy investments in the field while ensuring a good level of comfort for the tenants.</p>
<b>GAS   ELECTRICITY   WATER</b> 	<p>Better management of consumption data by improving the quality of telemonitoring data and improving the cross-referencing and consolidation of electronic billing data gathered (from utility companies, maintenance companies, etc.) with the data from remote monitoring.</p> <p>We have obtained and updated the necessary authorisations to gain access to private consumption data for existing tenants via the utility companies. For new tenants, these authorisations are now attached to the lease agreement. This work has been automated in recent years. This has enabled us to achieve an almost complete reporting perimeter for water and energy consumption.</p>	<p>Reporting scope of consumption: - gas: 100% - electricity: 100% (+7%) - water: 98% (+9%)</p>		<p><b>&gt; ONGOING OBJECTIVE</b> Continue implementing systems for consolidating and monitoring energy consumption data. The medium-term objective is to collect, analyse and exploit the consumption data on a quarterly basis.</p>
	<p>Continue to work on quick-wins, such as monitoring alarm management and follow-up, control and standardisation of operating hours of technical installations, raising awareness among tenants and maintenance companies, etc. with a view to improving the energy performances of the Befimmo portfolio.</p>	n.a.		<p><b>&gt; ONGOING OBJECTIVE</b> Monitor alarms and actions through the work of the Green Adviser and raising awareness among tenants and maintenance companies.</p>
	<p>Multiannual five-year energy investment plan based notably on energy audits and check of the effectiveness of energy investments made (improved pay-back time). The multiannual energy investments are continuing. In 2016, the budget allocated to improving the energy performance of buildings in the Befimmo portfolio was €1.75 million.</p>	<p>Amount invested: €1.75 million</p>		<p><b>&gt; OBJECTIVES FOR 2017-2019</b> The budget for environmental and energy-related works is €1.98 million in 2017, €1.5 million in 2018 and €1.0 million in 2019. Befimmo intends to continue with these initiatives and also to maintain a recurrent budget for optimising existing technical systems.</p>

ENERGY

PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
<b>INVESTMENT CRITERIA</b>	In compliance with its CSR policy, Befimmo studies and analyses the energy efficiency of its acquisition projects.	n.a.		> <b>ONGOING OBJECTIVE</b> Investment criteria in line with the CSR Policy.
<b>CUT ELECTRICITY CONSUMPTION</b> 	Specific electricity consumption of the common areas of Befimmo's portfolio fell from 51.3 kWh/m <sup>2</sup> in 2013 to 42.9 kWh/m <sup>2</sup> in 2016, exceeding the target of cutting -2.5% per year for 3 years from 2013 to 2016. At the end of the period, the actual reduction achieved was -16%, which exceeds the final target. This saving is explained mainly by energy efficiency measures.	-8.4 kWh/m <sup>2</sup> (-16%) [2013 to 2016]	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> <b>OBJECTIVES</b> Without renewing or extending the target it set itself previously, while maintaining its commitment to continue actively improving the environmental performance of its buildings, in 2017 Befimmo will begin a comprehensive study on the redefinition of new long-term targets for reducing greenhouse gas emissions, in accordance with the recommendations of IPCC scientists thus making its contribution to limiting the global rise in average temperatures to below 2°C, in line with the decision of COP21.
	Specific electricity consumption of the private areas of Befimmo's portfolio fell from 70.7 kWh/m <sup>2</sup> in 2013 to 52.5 kWh/m <sup>2</sup> in 2016, also exceeding the target of cutting -1% per year for 3 years from 2013 to 2016.  At the end of the period, the actual reduction achieved was -26%, which exceeds the final target. This performance is mainly due to (i) the departure in 2015 of a tenant with a computing centre that needed a substantial cooling plant and, (ii) very substantial cuts in private consumption in two large buildings in the portfolio.	-18.2 kWh/m <sup>2</sup> (-26%) [2013 to 2016]	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> <b>OBJECTIVES</b> Without renewing or extending the target it set itself previously, while maintaining its commitment to continue actively improving the environmental performance of its buildings, in 2017 Befimmo will begin a comprehensive study on the redefinition of new long-term targets for reducing greenhouse gas emissions, in accordance with the recommendations of IPCC scientists thus making its contribution to limiting the global rise in average temperatures to below 2°C, in line with the decision of COP21.
	The objective of reducing total gross electricity consumption in the common areas of Befimmo's portfolio, at constant perimeter [LfL] by -1% over the period 2015 to 2016, has been substantially exceeded, achieving a total reduction of -5%.	-2.15 GWh	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> <b>OBJECTIVES</b> Without renewing or extending the target it set itself previously, while maintaining its commitment to keep actively improving the environmental performance of its buildings, in 2017 Befimmo will begin a comprehensive study on the redefinition of new long-term targets.
<b>CUTTING GAS CONSUMPTION</b> 	At the end of 2016, as the three-year period set as a target for reducing Befimmo's normalised specific direct consumption by -9% ended, consumption had been cut by -17.8%. It fell from 83.1 kWh/m <sup>2</sup> in 2013 to 68.4 kWh/m <sup>2</sup> in 2016.	-14.7 kWh/m <sup>2</sup> (-17.8%) [2013 to 2016]	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> <b>OBJECTIVES</b> Without renewing or extending the target it set itself previously, while maintaining its commitment to continue actively improving the environmental performance of its buildings, in 2017 Befimmo will begin a comprehensive study on the redefinition of new long-term targets for reducing greenhouse gas emissions, in accordance with the recommendations of IPCC scientists thus making its contribution to limiting the global rise in average temperatures to below 2°C, in line with the decision of COP21.
	At constant perimeter [LfL], the gas consumption of Befimmo's portfolio also decreased by -10.7% over the period 2015 to 2016, i.e. -3.8 GWh, equivalent to the average annual consumption of 300 Brussels households.	-3.8 GWh (-10.7%)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> <b>OBJECTIVES</b> Without renewing or extending the target it set itself previously, while maintaining its commitment to keep actively improving the environmental performance of its buildings, in 2017 Befimmo will begin a comprehensive study on the redefinition of new long-term targets.

**ISSUES raised by stakeholders:** Environmental footprint, greenhouse gas emissions.  
**COMMITMENTS:** Befimmo undertakes to (i) protect the environment, including pollution prevention, (ii) reduce CO<sub>2</sub>e emissions for its "corporate" premises, (iii) reduce "corporate" waste and raise awareness among its staff to improve recycling, (iv) implement a strategy for reducing CO<sub>2</sub>e emissions and waste for the entire portfolio and raise awareness among its tenants and suppliers.

PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
<b>CARBON</b> 	Feasibility study of producing a carbon footprint for all or part of the portfolio. Given the complexity of producing a carbon footprint for the whole portfolio (particularly in terms of defining the reporting perimeter), it was decided to postpone the objective.	n.a.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> <b>OBJECTIVE FOR 2017</b> Carry out a feasibility study to determine how the carbon footprint could be produced, beginning with a full Befimmo "corporate" carbon footprint.
	Reduce greenhouse gas emissions associated with direct energy of Befimmo's portfolio at constant perimeter [LfL] for 2016 in relation to 2015.	-68 t CO <sub>2</sub> e (-14%)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> <b>OBJECTIVES</b> Without renewing or extending the target it set itself previously, while maintaining its commitment to keep actively improving the environmental performance of its buildings, in 2017 Befimmo will begin a comprehensive study on the redefinition of new long-term targets.
<b>SELF-GENERATED ENERGY</b> 	Implementing renewable energy systems for the Befimmo and Fedimmo portfolios by installing photovoltaic panels and cogeneration units.  For the first time, Befimmo has set a quantitative goal for self-generation of renewable energy [kWh/m <sup>2</sup> ] (photovoltaic panels and cogeneration), which is to cover 2% of the electricity needs, at constant perimeter [LfL], of common areas in the Befimmo portfolio (excluding Fedimmo) by the end of 2017, compared with the reference period of 2014 was practically achieved (1.88% cover).  Self-generated electricity amounted to 371.7 MWh, equivalent to the average annual consumption of 106 households.	3 837 m <sup>2</sup> of photovoltaic panels 2 cogeneration plants 371.7 MWh of self-generation covering +0.24% of electricity demand	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> <b>OBJECTIVE FOR 2017</b> In view of ongoing and planned renovation and construction, the total area of solar panels will be further increased in line with progress on worksites.  Without renewing or extending the target it set itself previously, while maintaining its commitment to keep actively improving the environmental performance of its buildings, in 2017 Befimmo will begin a comprehensive study on the redefinition of new long-term targets.

ENERGY

POLLUTION

POLLUTION



PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
<b>WASTE AND HAZARDOUS SUBSTANCES</b>	Raise awareness among the team in good "corporate" waste management through various concrete measures including cutting paper consumption per employee. Average paper consumption was 53 kg/FTE in 2013 and fell to 42 kg/FTE in 2016, a cut of -20.7%.	42 kg/FTE [2013 to 2016]		> <b>ONGOING OBJECTIVE</b> Continue raise awareness among the team.
	In 2014, Befimmo awarded a management contract to an external consultant for waste produced by its operational buildings and of which it handles the operational management itself. Under this contract, the service provider has undertaken to optimise waste treatment costs, notably by facilitating the transfer to reclamation systems of the portion of recyclable waste present in unsorted waste.  In 2016, the contract covered 21% of the area of the Befimmo portfolio and helped keep the waste recycling rate at constant perimeter [Lfl] to 59%, notably by continuing to raise awareness among tenants and cleaning companies of the common and private areas.	59% of waste recycled	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> <b>OBJECTIVE FOR 2017</b> In 2017, Befimmo will continue optimising costs and waste treatment through the external consultant, keeping the target of recycling 65% of waste set in 2016.  Furthermore, for 6 buildings with semi-underground waste management systems in which the recycling rate should be improved, Befimmo will expand the perimeter of action of the current service provider to 38% of the area of the Befimmo portfolio.  To motivate the provider to improve its performance, Befimmo will return the portion of the cost of incinerating non-recycled waste that exceeds the recycling rate of 50% required by the contract.  Finally, the system for processing waste-related information will be improved in order to make it more traceable.
	Make an inventory of hazardous substances and waste (heating oil, greenhouse gases, chemicals used in maintenance) and lay down conditions for storage and use.	n.a.		> <b>ONGOING OBJECTIVE</b> This process is continuing in particular through the audits of the environmental permits.
	In 2016, Befimmo continued to take part in the circular economy project with not-for-profit association Rotor on some of its sites that had a potential for recovery and reuse (partitions, lighting, carpets, etc.).  In the context of the redevelopment of its corporate space, Befimmo also worked with the Hu.Bu not-for-profit association for the recycling of its old office equipment. This enabled more than 4 tonnes of extra equipment to be reclaimed.	36 tons of materials reused		> <b>ONGOING OBJECTIVE</b> This approach of using a materials-reclamation contractor/non-profit association will continue to be used on all sites where there is potential for recovery.
	<b>INVESTMENT CRITERIA</b> In compliance with its CSR policy, Befimmo studies and analyses the energy efficiency of its acquisition projects.	n.a.		> <b>ONGOING OBJECTIVE</b> Investment criteria in line with the CSR policy.

**ISSUES raised by stakeholders:** Changing ways of working, location, mobility, parking

**COMMITMENTS:** Befimmo undertakes to (i) take account of location and accessibility when considering new real-estate investment opportunities, (ii) raise awareness among and inform its tenants, (iii) raise awareness among its team and encourage sustainable mobility.

MOBILITY



PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
<b>SUSTAINABLE MOBILITY</b>	Cut CO <sub>2</sub> e emissions of the Befimmo vehicle fleet. Befimmo reduced the overall rate of average emissions per vehicle (CO <sub>2</sub> e/km) of its fleet by -1.62% in 2016 in relation to 2015. This decrease is the result of applying an updated car policy to vehicles purchased new or replaced.	-1.62% CO <sub>2</sub> e/km compared with the average rate in 2015		> <b>ONGOING OBJECTIVE</b> Befimmo intends to pursue its policy of awareness-raising in the team.
	Encourage sustainable mobility. In 2016 analyses and some specific measures were undertaken, but no sustainable mobility plan has yet been developed.	n.a.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> <b>OBJECTIVE FOR 2017</b> Development of a sustainable mobility plan.
	Use a pooled electric vehicle in the fleet of vehicles for intra-urban travel. It is regularly used by the team.	n.a.		> <b>ONGOING OBJECTIVE</b> Keep using and promote the use of the electric car.
<b>INVESTMENT CRITERIA</b>	In line with its CSR policy, Befimmo considers aspects related to mobility, such as location, accessibility, proximity to public transport, etc. of its acquisition projects.	n.a.		> <b>ONGOING OBJECTIVE</b> Investment criteria in line with the CSR policy.



**ISSUES raised by stakeholders:** Improve certifications obtained, relevance of other certifications.












**COMMITMENTS: Befimmo undertakes to** (i) further improve the Environmental Management System (EMS) (ISO 14001) and adapt to developments of this standard, (ii) consider the relevance of other potential certifications (ISO 9001, ISO 50001, etc.), (iii) improve the BREEAM Asset & Management level of the portfolio.

PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
<b>ISO 14001</b>	During 2016, Befimmo worked to finalise the development, simplification and improvement of its ISO 14001 Environmental Management System (EMS) and confirmed its commitment by successfully renewing its certification under the new stricter version of ISO 14001 (2015).	ISO 14001 certification		<b>&gt; OBJECTIVE FOR 2017-2018</b> Befimmo is now ready and convinced of the advantages of supplementing and enhancing its Environmental Management System using an effective and credible energy-management tool. As from 2017, it will adapt and develop its existing procedures in accordance with the structure of ISO 50001.
<b>BREEAM IN-USE (ASSET)</b>	In 2016, environmental improvement measures in 19 buildings of the Befimmo portfolio improved their BREEAM in use (Asset) certification level.  At the end of 2016, only six buildings in Befimmo portfolio, one of which has been sold, still had a Pass level certificate, while two buildings, including one new acquisition, did not yet have a certification.	0 PASS 54 GOOD 4 VERY GOOD	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<b>&gt; OBJECTIVES FOR 2017</b> In 2017 Befimmo will achieve its objective of improving the score of its portfolio (from PASS to GOOD) by certifying three additional buildings. Following a cost/benefit analysis, the Pass score of two buildings will not be improved, while the building acquired in 2016 will be certified in 2018 after one year in use.  Furthermore, by the end of 2017 it will assess whether to upgrade all of its certificates based on a portfolio approach. This comprehensive approach to administrative simplification is a first for a portfolio as large as Befimmo's. If the experience is positive, it will also be extended to the upgrading of the BREEAM In-Use Management certificates.
<b>BREEAM IN-USE (MANAGEMENT)</b>	In 2015, Befimmo began talks with the Building Research Establishment (BRE) for the reassessment of the certification of all the buildings using a portfolio-oriented approach, in line with the planned approach for upgrading the BREEAM In-Use Asset certificates.	50 PASS 2 GOOD 1 VERY GOOD	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<b>&gt; OBJECTIVE FOR 2017</b> In 2017, Befimmo will continue its work of improving the BREEAM In-Use Management certification following a comprehensive approach.
<b>LABELLING</b>	At corporate level, apply for an eco-dynamic label. The Charter for the label has been approved and signed. The application will be submitted to the IBGE in 2017.	Eco-dynamic Charter signed	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<b>&gt; OBJECTIVE FOR 2017-2018</b> Obtain the eco-dynamic label by the end of 2018.

## TEAM

**ISSUES raised by stakeholders:** Pride, commitment, shared vision, team spirit and cohesion, health & safety, awareness of CSR, Smart Ways of Working, "à la carte" fringe benefits, work-life balance, attachment to an identity.

**COMMITMENTS:** Befimmo undertakes to (i) adopt best practice, analyse its relevance and take the necessary action; (ii) implement the values identified within the team and throughout the business, (iii) unite the team around the CSR Policy and Action Plan, (iv) comply with the standards and advice on prevention, (v) comply with health, safety and hygiene regulations, (vi) encourage the team to engage in in-service training.




PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
<b>SURVEY OF THE TEAM</b> 	Continue to implement the recommendations emerging from the satisfaction survey conducted in the team in late 2015. It was about general topics, such as communication, working environment, training, corporate culture and entrepreneurship, human resources, mobility and CSR.	Absenteeism rate: 1.9%		> <b>ONGOING OBJECTIVE</b> The involvement of the Befimmo team is crucial to the success of its overall strategy. Befimmo therefore plans to conduct further satisfaction surveys to measure at least every two years any changes in the mindset of employees and check their level of knowledge and commitment. The objective is to maintain a high rate of participation (> 85%) in each new survey. The next survey should take place in late 2017.
<b>PROCEDURES</b>	Improve internal HR procedures for better organisation and communication.	n.a.		> <b>ONGOING OBJECTIVE</b> Befimmo intends to continue along this path by responding to organisational issues through the creation of procedures where necessary.
<b>SMART WAYS OF WORKING</b>	In response to the structural changes in the way we work, in 2015 Befimmo developed a project to implement "Smart Ways of Working" for its employees, which came into effect in late 2016. It now offers the team a brand-new ground-breaking working environment to best meet employees' needs. An open, bright, flexible working environment equipped with modern technology, that stimulates exchange and creativity among them.	n.a.		> <b>ONGOING OBJECTIVE</b> Befimmo intends to continue in this direction by involving its employees and offering a pleasant and stimulating working environment.
<b>VALUES</b> 	Further develop the values identified to put them into practice within Befimmo and have them recognised outside through our activities.	3 core values: Professionalism Commitment Team spirit		> <b>ONGOING OBJECTIVE</b> Integrate the Befimmo culture and continue to put the values into practice within the team through various activities, projects, etc.
<b>TRAINING AND DEVELOPMENT</b> 	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 2016.	# training hours: 34.5 h/year per employee Training expenditure: €1 540/year per employee		> <b>ONGOING OBJECTIVE</b> The objective is to continuously improve the appraisal process and to place greater emphasis on staff development.
	Training and awareness sessions on environmental issues, relating to ISO 14001, were given to the team during 2016 and in particular on the CSR policy to new employees.	6 new employees received the CSR awareness		> <b>ONGOING OBJECTIVE</b> Continue training in sustainable development for the team.
	As last year, in the context of the prevention of psychosocial risks, in 2016 Befimmo held training sessions 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.	Training participation rate: 15%		> <b>ONGOING OBJECTIVE</b> Continue to pay special attention to employees' well-being.
	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 consistently and efficiently.	n.a.		> <b>ONGOING OBJECTIVE</b> Continue with the implemented development plan.



## ETHICS

**ISSUES raised by stakeholders:** Discrimination (origin, M/F, disabled), integration, youth training, remuneration.





**COMMITMENTS: Befimmo undertakes to** (i) be open to diversity among team members (gender, age, language, origin, etc.), (ii) ensure fair treatment of its employees.

PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
DIVERSITY	Befimmo regards itself as a company open to diversity (age, gender, origin, language, etc.) respecting everyone's identity, and will continue to operate and work in that direction.	Gender balance: Male: 57% and Female: 43% # of complaints received: 0		> ONGOING OBJECTIVE Be open to the diversity of team members (gender, age, language, origin, etc.).
	To ensure fair treatment of the team, Befimmo refers to market research as a benchmark.	n.a.		> ONGOING OBJECTIVE Continue to use benchmarks and ensure fair treatment of the team.
OTHER	Integrate Social Responsibility into the team through annual targets during year-end appraisals.	# of employees with annual objectives related to CSR: 100%		> ONGOING OBJECTIVE Incorporate further annual objectives related to Social Responsibility in future appraisals.

## DIALOGUE

**ISSUES raised by stakeholders:** Inter-departmental relationships, sharing and feedback, uniting around a project and generating enthusiasm.

**COMMITMENTS: Befimmo undertakes to** (i) listen to the team and maintain a regular dialogue with it, (ii) leave room for team initiatives and creativity, (iii) enhance dialogue between departments and promote more teamwork.


PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
COMMUNICATION	To better meet the team's communication needs, the intranet was redesigned in 2016 and launched at the end of the year, when the team returned to its refurbished offices. The intranet is Befimmo's in-house channel for communication, both formal and informal. The new version of the intranet offers more search facilities, is more user-friendly and offers more opportunities for interaction.	n.a.		> ONGOING OBJECTIVES Continually improve the information published on it to maintain the dynamics of this communication platform. Improve internal communication tools and their effectiveness.
	Improve the team's knowledge of the activities of each department, the content of certain specific functions, etc. by organising "breakfast presentations" carried out by the staff concerned. In 2016, various presentations were given and were very well attended.	n.a.		> ONGOING OBJECTIVE Improve internal communication by continuing more varied and more frequent in-house presentations and information on all relevant topics.
	Enhance dialogue between departments, promote teamwork and improve the dissemination of information. Organise regular inter-departmental meetings to enhance communication and facilitate relations and transmission of information between departments. The aim of the new environment is to improve the current functioning of the teams and to stimulate exchange, communication and relationships between employees.	n.a.		> ONGOING OBJECTIVE Facilitate internal relations and improve information flow.
	In 2016, the team was consulted on several occasions, notably in a survey to assess the group training courses provided and the organisation of team building. Team members are invited to make suggestions each time.	n.a.		> ONGOING OBJECTIVE Call upon the team's creativity on specific topics and improve the team's participation in the various activities and workshops offered. Consult the team more regularly via the intranet to appeal for ideas, thereby enabling staff to make suggestions on specific topics.

# TENANTS

## WORKING ENVIRONMENT

**ISSUES raised by stakeholders:** Changing ways of working, aspects of Smart Ways of Working, reducing office space.





**COMMITMENTS: Befimmo undertakes to** (i) adapt to changing corporate working methods, (ii) strengthen its tenant-oriented approach, (iii) be flexible when taking account of the changing demands of tenants in the development of its property portfolio, (iv) facilitate the everyday life of its tenants.

PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
<b>CHANGING WAY OF WORKING</b>	The way of working is changing, and more specifically office use is evolving over time towards spaces for meeting and exchange between various team members. In response to this trend, Befimmo endeavours to provide its tenants with a comprehensive personalised service to facilitate their everyday lives by strengthening and enhancing its existing activities [Property Management, Space Planning & Project Management, Environmental Support] and developing new activities [Facility Management & Equipment].	n.a.		<b>&gt; ONGOING OBJECTIVE</b> Continue to innovate, strengthen and pursue the tenant-oriented approach while working on the indirect impact through the services and facilities that Befimmo offers and will offer in future.



**ISSUES raised by stakeholders:** Educate and raise awareness among tenants of the "green lease", a joint project with tenants and their community, satisfaction survey, loyalty, place the manager and the maintenance company as a link between the owner and the tenant, 24-hour helpdesk.



**COMMITMENTS: Befimmo undertakes to** (i) educate its tenants on aspects of social responsibility, (ii) improve dialogue with tenants and follow up their requests and implement specific measures.

PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
<b>DIALOGUE</b> 	Bring Buildings Agency and Fedimmo corporate social responsibility activities into line. The Buildings Agency is implementing the guidelines laid down in the Federal Sustainable Development Plan. Several meetings were held at the initiative of Befimmo. This dialogue was an opportunity to take stock of the action taken and/or to be taken by the Buildings Agency to manage its property portfolio and in particular the situation of the Fedimmo buildings.	n.a.		<b>&gt; ONGOING OBJECTIVE</b> Continue the regular dialogue with the Buildings Agency, exchange information and obtain the Agency's planned work programme for improving the energy and environmental performance of the buildings.
	Hold meetings with existing and new tenants to develop good relations, for a dialogue and to understand their expectations: meeting with the commercial team, the Property Manager and the Technical Environmental Team. Befimmo also plans to organise "afterworks" within its portfolio, to bring together all the tenants of a particular building in a pleasant atmosphere. The purpose of such events is to foster relationships and exchanges between tenants. A first "afterwork" is scheduled for early 2017 in the Goemaere building.	Portfolio occupancy rate: 94.8% New leases agreed (30 transactions) and renewals (15 transactions): > 37.200 m <sup>2</sup>		<b>&gt; ONGOING OBJECTIVE</b> Improve Befimmo's reputation and tenants' perception of its positioning. Retain existing tenants and attract new ones.
<b>COMMUNICATION TOOL</b>	Befimmo intends to improve the dialogue with tenants by providing them with an extranet-type communication platform, so that it can publish documents from Property Management, environmental documents, the Building User Guide, the environmental cooperation agreement, etc., and also for exchanging private information.	n.a.		<b>&gt; OBJECTIVE FOR 2017</b> This platform is under development and will gradually be made available to tenants at the end of the first half of 2017.

## DIALOGUE






## DIALOGUE

PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
AWARENESS-RAISING	The Building User Guide is a guide for the tenants of the building to the proper operation of the installations and for limiting its environmental footprint. The Building User Guide has so far been drafted and distributed for 12 buildings. A list of priority buildings has been drawn up for further BUGs to be drafted and distributed to tenants. All Building User Guides should be updated to include requirements for storing hazardous goods and substances.	# of BUGs drafted and distributed: 12	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<b>&gt; OBJECTIVE FOR 2017-2019</b> The objective is to finalise and distribute Building User Guides for all Befimmo buildings managed by Property Management. There are 49 buildings in total. Eighteen Building User Guides will be drafted and distributed in 2017, 19 in 2018 and the remainder in 2019.
	Raise awareness among tenants to use green energy (i.e. produced from renewable energy sources). In recent years, Befimmo has identified many important tenants with a green energy contract for their private electricity consumption.	Green electricity in the Befimmo portfolio (excluding Fedimmo): 94%	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<b>&gt; OBJECTIVE FOR 2017</b> Continue the reassessment of tenants' energy supply contracts.
	Befimmo offers its tenants an environmental cooperation agreement linked to each lease. After visiting private spaces, the Environmental Technical Team (CTE) suggests measures to the occupants for improving environmental performance in line with the BREEAM standards followed by Befimmo. On the basis of a detailed analysis of consumption in private areas and internal benchmarking, the CTE also suggests measures for reducing power consumption and waste production. It also offers support, a telemonitoring and detailed reporting of environmental data for the rented premises.	# of tenants met within the framework of this cooperation: 13	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<b>&gt; OBJECTIVE FOR 2017-2018</b> Meet, dialogue with and educate many tenants through the environmental cooperation agreement. The objective is to measure the positive impact of the process by inventorying savings and improvements brought about through close cooperation with tenants. Befimmo will continue to approach a number of existing tenants with the highest private power consumption and offer to help them reduce it. Meanwhile it will offer its cooperation and services to each new tenant.
	Raise awareness and have the Property Manager check that the tenant's activities comply with the environmental permit. If necessary, warn the tenant directly of any non-compliance with the operating conditions of the environmental permit and ask them to rectify the situation as soon as possible.	% of permits audited in the Befimmo portfolio: 65%		<b>&gt; OBJECTIVE FOR 2017</b> Continue and finish bringing audited permits into compliance. Audit the remaining environmental permits held by Befimmo.
<b>HELPSITE</b>	The Helpsite is a powerful automated system that covers the entire operational management of the buildings and allows the Property Manager to plan, implement and monitor services. This online collaborative application has been made available to all tenants in the Befimmo portfolio since the first half of 2016.  The Helpsite is a powerful tool to help Property Management to optimise the management and allow tenants to monitor their requests effectively.	# of requests received: 2 794 # of requests resolved: 2 515, or 90% (feb. to dec. 2016)		<b>&gt; ONGOING OBJECTIVE</b> This application provides secure external access 24/7 to tenants (and suppliers).

## HEALTH &amp; SAFETY

**ISSUES raised by stakeholders:** Indoor air quality, building security, reliable and compliant materials.

**COMMITMENTS: Befimmo undertakes to** (i) ensure the safety of its tenants in buildings, with a focus on sites in occupied buildings, (ii) ensure good air quality in buildings in its portfolio, (iii) use good quality sustainable materials.







PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
<b>SITES</b>	Monitoring of safety compliance on building sites. Specific safety measures – compliant with regulations – are incorporated into the specifications. Compliance with these measures is monitored while the works are in progress (notably by external safety coordinators, site audits, BREEAM assessors, etc.).	# of major accidents on sites: 0		<b>&gt; ONGOING OBJECTIVE</b> Reduce as far as possible the number of accidents in the portfolio. This safety compliance monitoring approach is ongoing.
<b>OTHER</b>	One Property Manager works part-time as Risk Coordinator. His responsibilities include regular monitoring of quality and risks related to the operational, technical and administrative management of the buildings and any renovation and upgrade projects that might be carried out.	# of reported incidents involving tenants: 1		<b>&gt; ONGOING OBJECTIVE</b> Provision of healthy buildings, offering impeccable safety. Reduce as far as possible the number of safety-related complaints.
	Property Management checks that all statutory controls are properly implemented and that any observations and/or infringements arising from reports by inspectors are remedied.	n.a.		<b>&gt; ONGOING OBJECTIVE</b> This process is ongoing.



# GOVERNANCE

**ISSUES raised by stakeholders:** Programme of specific, realistic, simple, coherent and understandable measures devised in cooperation with all stakeholders. Clear vision, long-term objectives, ambitious and bold, exemplary and pioneering. Regular, targeted and relevant communication, under management leadership, using benchmarks. Implementation of governance integrated into the overall strategy, transparency.

**COMMITMENTS: Befimmo undertakes to** (i) maintain an ongoing dialogue with stakeholders and intensify the dialogue with investors and shareholders; (ii) adopt best practice, analyse its relevance and take the necessary action; (iii) continually develop a programme of specific measures that are realistic, measurable and meet stakeholders' expectations; (iv) communicate transparently and adapt this communication to the various stakeholders (type, means, frequency, etc.).

PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
<b>TRANSPARENT COMMUNICATION</b>	Respond to CDP, GRESB, Vigeo and other questionnaires published by institutional investors. Befimmo aims to respond to these questionnaires, in particular to analyse the results, identify strengths and areas for improvement, and implement any necessary specific action.	2015 reporting results: - GRESB: 82% - Green Star - CDP: Leadership A-		<b>&gt; ONGOING OBJECTIVE</b> In the coming years, Befimmo will continue to respond to the questionnaires (GRESB, CDP, VIGEO, etc.) published by investors and ensure reporting at least equivalent to the current level. The goal of continuous improvement relates to both the reporting level and the results presented.
	Throughout its Report, Befimmo has followed the trend towards standardisation of financial reporting and also reporting on Social Responsibility by subscribing to the indicators published by EPRA, the GRI-G4 guidelines and those for the real-estate sector, GRI-CRESS.	Awards: - "EPRA GoldAward Financial Reporting" for its Annual Financial Report 2015 - "EPRA Gold Award Sustainability Reporting" for its Social Responsibility Report 2015  Reporting standards: - EPRA BPR (version 2 - September 2014) - GRI-G4: "Compliance" - Essential Criteria)		<b>&gt; OBJECTIVE FOR 2017</b> In 2017, Befimmo plans to go even further in terms of its CSR policy and reporting, by switching from GRI-G4 to GRI Standards, which involves updating its materiality matrix and a thorough review of its CSR policy.
	A few months after the signing of the Paris Agreement on limiting global warming at COP21, Befimmo also joined the Global Compact and thus supports the United Nations in the respect of human rights, international labour standards, environmental protection and combating corruption. Meanwhile, Befimmo has aligned its Action Plan with 6 of the 17 Sustainable Development Goals (SDGs) published by the United Nations "to transform our world".	Sustainable Development Goals: - Access to clean water and sanitation - Use of renewable energy - Access to decent work - Sustainable cities and communities - Responsible consumption and production - Combating climate change		<b>&gt; OBJECTIVE FOR 2017</b> Befimmo intends to take its environmental reporting further and explore the possibility of following a recognised approach that enables it to set longer-term goals, notably up to 2030, to cut greenhouse gas emissions, in line with the recommendations of IPCC scientists, thereby making its contribution to limiting the global average temperature rise to below 2°C, in line with the COP21 decision.
<b>AUDIT</b>	Enhance dialogue with stakeholders and consider how to adapt communication for each of them to broaden the range of stakeholders served. Befimmo has carried out a materiality study and begun a process of continuous dialogue with all its internal and external stakeholders.  Continuous improvement through regular dialogue and enhanced communication tools, such as the website for investors and tenants, intranet dedicated to the team, presentations, reports, extranet for tenants and the Helpsite for tenants and suppliers, etc.	Annual review of the Action Plan  Review of the CSR policy: new version of March 2016.		<b>&gt; ONGOING OBJECTIVE</b> The objective is to continue its ongoing dialogue process with stakeholders it meets, seeking to achieve the best possible balance between the expectations of its stakeholders and the challenges it regularly faces.  In 2017, Befimmo plans to go even further in terms of its corporate social responsibility policy and reporting, and so switch from GRI-G4 to GRI Standards, which involves updating its materiality matrix and a thorough review of its CSR policy.
	Audit the non-financial information every year. The non-financial data for 2016, published in the Annual Financial Report 2016, were audited (limited assurance) by an external consultant.  In line with GRI-G4, the non-financial data for 2016 were also checked by the GRI via the Content Index Service.	n.a.		<b>&gt; ONGOING OBJECTIVE</b> Continue with this process.
<b>ANALYSIS</b>	CSR benchmark (national and international benchmarks). This objective was achieved through studies, reports published by GRESB and CDP, discussions with The Shift, the industry, etc.	n.a.		<b>&gt; ONGOING OBJECTIVE</b> This approach is renewed each year.





**ISSUES raised by stakeholders:** Go beyond its own activities, dialogue with stakeholders.

**COMMITMENTS: Befimmo undertakes to** (i) dialogue with its suppliers and subcontractors so that more account is taken of sustainable development in its "core" and "corporate" procurement, (ii) analyse the value chain to enhance its sustainable performance, (iii) improve its procurement terms by incorporating sustainable aspects.

PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
<b>ANALYSIS</b>	<p>Befimmo is aware that a significant part of its environmental and also societal impact lies upstream in its value chain, with its suppliers. Its responsibility therefore extends beyond its own business and it must educate and inspire all of its stakeholders to achieve its qualitative and quantitative objectives as far as possible.</p> <p>To achieve this goal, in 2016 Befimmo carried out a thorough analysis of the value chain, which enabled it to establish a Kraljic matrix for each main procurement family: "Corporate", "Management" and "Sites".</p>	n.a.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p><b>&gt; OBJECTIVE FOR 2017</b></p> <p>In 2017, Befimmo plans to set sustainable operational procurement criteria for materials/suppliers for the family subcategories "Sites" classified as "Leverage" in the Kraljic matrix.</p> <p>This objective should be achieved gradually over a period of 3 to 5 years in a participatory manner with all stakeholders namely: Befimmo in-house teams, architects and consulting firms and contractors/suppliers.</p>
<b>COMMUNICATION TOOL</b>	<p>Development and provision to suppliers of a Building Supplier Guide (BSG) for each building in the portfolio for which the Property Manager is responsible for organising construction or maintenance work. The BSG is a guide for the suppliers, describing the operation of technical installations, access, schedules, safety standards, contact details of persons responsible, waste management, cleanliness requirements, etc. in the buildings.</p>	# of BSGs drafted: 6 buildings	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p><b>&gt; OBJECTIVE</b></p> <p>Continue implementing the BSG for all Befimmo buildings managed by the Property Manager and distribute it to service providers and suppliers.</p>




**ISSUES raised by stakeholders:** Corporate culture, values, code of ethics.

**COMMITMENTS: Befimmo undertakes to** (i) establish procedures and take measures to guarantee ethical standards at all levels of Befimmo, (ii) prevent the risks of corruption, anti-competitive behaviour, conflicts of interest, etc.

PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
<b>COMPLIANCE</b>	<p>Raise awareness among the team in compliance with ethical values in its relations with its tenants, partners and shareholders. Befimmo abides by in-house rules designed to limit the risks associated with money laundering and funding of terrorism.</p> <p>The dealing code, which is designed to prevent the risk of insider trading and market abuse, is published on the Company's intranet for the whole team. This publication was followed by a briefing session organised by the General Counsel to inform the team about the content of the document. The code is approved and signed by each team member. Each new employee also receives the dealing code and signs for acceptance when taking up their post in Befimmo, when attending an individual training session organised by the General Counsel.</p>	<p>The team's compliance with expectations in terms of conduct and ethics:</p> <p>Infringements identified: 0</p>		<p><b>&gt; ONGOING OBJECTIVES</b></p> <p>The dealing code and the code of ethics, published on the Company's website, are also continually reviewed to determine whether they should be updated.</p> <p>Number of infringements: The objective is to prevent and minimise the number of infringements and to uphold exemplary internal ethical standards.</p>
<b>CONFLICTS OF INTEREST</b>	<p>For the prevention of conflicts of interest and market abuse, Befimmo is governed by the legal provisions applicable as a listed company and a BE-REIT (SIR/GW), and by the additional rules it has laid down in its corporate governance charter. Befimmo therefore imposes stricter requirements than the law where it deems appropriate.</p>	n.a.		<p><b>&gt; ONGOING OBJECTIVE</b></p> <p>Continue with this process.</p>
<b>AWARENESS-RAISING</b>	<p>For the prevention of conflicts of interest and market abuse, Befimmo is governed by the legal provisions applicable as a listed company and a BE-REIT (SIR/GW), and by the additional rules it has laid down in its corporate governance charter. Befimmo therefore imposes stricter requirements than the law where it deems appropriate.</p>	n.a.		<p><b>&gt; ONGOING OBJECTIVE</b></p> <p>Train and educate all maintenance companies in CSR. Add a "Sustainable development and energy performances" addendum to existing contracts and devise new environmental performance terms for new contracts.</p>

**ISSUES raised by stakeholders:** Go further, anticipate, be proactive and engage in dialogue with the authorities.

**COMMITMENTS: Befimmo undertakes to** (i) ensure compliance with regulations in force, (ii) anticipate and be proactive in dialogue with the Belgian and European public authorities, and trade associations, notably regarding future regulations.

PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
<b>ENVIRONMENTAL PERMIT</b>	Since 2013, Befimmo began its own audits of compliance with the requirements of the operational environmental permits it holds. The aim of this approach is to ensure that it complies properly with its obligations and to anticipate action to be taken in relation to new requirements (applicable in the most recent permits) when renewing and/or extending certain permits nearing expiry.	% of audited environmental permits in Befimmo's portfolio (excluding Fedimmo): 65%	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> <b>OBJECTIVE FOR 2017-2018</b> Continue and finish bringing audited permits into compliance. Audit the remaining environmental permits held by Befimmo.
<b>EPB</b>	Befimmo has "Offices and services" energy performance certificates for all its buildings in Brussels. "Public building" certificates, which are mandatory for occupying some administrative buildings in Brussels are applied for by the administrations concerned and displayed in most of the buildings concerned. In Flanders, most "Public building" certificates are available and displayed, while mandatory display is planned from 2019 in Wallonia. The Axento building in Luxembourg also has a certificate.	n.a.		> <b>ONGOING OBJECTIVE</b> When major works are carried out, Befimmo ensures that the certificates are updated, as was previously the case following renovations in various buildings. In 2017, on the basis of all the measures for improving energy performance implemented since 2011 (when the certificates were issued) in the operational portfolio in Brussels, Befimmo will also consider whether to update the energy performance certificates of some strategic buildings.
<b>LEGAL</b>	Update of register of legislation and a "checklist" tool. During 2016, Befimmo added a new member to its legal team who is (partly) responsible for updating the legislation register/watch.	# Infringements for non-compliance with laws and regulations: 0 Amount of fines paid for infringements: €0		> <b>ONGOING OBJECTIVE</b> Anticipate future regulatory measures and minimise the number of infringements.
<b>OTHER</b>	Take part in working groups and where necessary team up with other companies in the same sector to discuss, defend a project, etc. The approach was implemented.	n.a.		> <b>ONGOING OBJECTIVE</b> This process is ongoing.