

**FLEXIBILITY**

**FULL SERVICE**

**SUSTAINABILITY**

**QUALITY**

**ACCESSIBILITY**

◆ **RESHAPING THE WORKPLACE** ◆  
CSR REPORT 2016

BEFIMMO  
EXTRACT FROM THE  
ANNUAL FINANCIAL REPORT 2016  
AND APPENDICES PUBLISHED  
ON THE WEBSITE



**Befimmo**

# SOCIAL RESPONSIBILITY

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[WWW.BEFIMMO.BE/EN/CSR](http://WWW.BEFIMMO.BE/EN/CSR)

## BENOÎT DE BLIECK, CEO, ON BEFIMMO'S POSITION

G4-1

“With the aim of continuously improving our position as a responsible business and landlord, we have initiated a process of dialogue with all our stakeholders.

- ◆ **A responsible strategy** | We aim to be a benchmark and we strive to differentiate ourselves by innovating and by incorporating Social Responsibility into our overall strategy with the aim of creating value for all our stakeholders.
- ◆ **Responsible towards our stakeholders** | We proactively initiate unifying measures, with measured impacts designed to meet the expectations of our stakeholders. We seek to strike a balance between these expectations and the challenges we regularly face. Befimmo strives to be a responsible landlord, proactively managing its portfolio to best meet the expectations of its tenants by anticipating changes in the ways of working.
- ◆ **Responsibility extending beyond our own activities** | We aim to go beyond our own activities by raising awareness and endeavouring to inspire all our stakeholders to meet our societal qualitative and quantitative objectives.

- ◆ **Responsible towards our team** | We strive to be a responsible employer, attentive to the well-being of its team, while respecting and developing the Company's three core values: Professionalism, Commitment and Team Spirit.
- ◆ **Responsible within our communication** | We act with full transparency in a long-term perspective, paying special attention to the reliability of the reporting process and the rigour, accuracy and transparency of financial and non-financial communications.”



BENOÎT DE BLIECK  
CEO

# INTRODUCTION

G4-1 G4-14 G4-18 G4-19 G4-20 G4-21 G4-23 G4-35 G4-DMA

Befimmo has integrated the principles of Social Responsibility into its strategy and day-to-day operations, anticipating economic, societal and environmental developments. Over the years it has built a strategy and devised a CSR policy based on the topics of importance to Befimmo and its stakeholders.

[WWW.BEFIMMO.BE/SITES/DEFAULT/FILES/IMCE/PUBLICATIONS/POLICY\\_EVOLUTION.PDF](http://WWW.BEFIMMO.BE/SITES/DEFAULT/FILES/IMCE/PUBLICATIONS/POLICY_EVOLUTION.PDF)

Befimmo recognises that effective governance over the long term requires a committed approach, designed to anticipate its risks, applying the precautionary principle, and to control its costs. Indeed, identifying the risks that could affect Befimmo (described in detail in the “Risk factors<sup>1</sup>” section), Befimmo is putting in place the necessary measures to anticipate them and limit their potential impact.

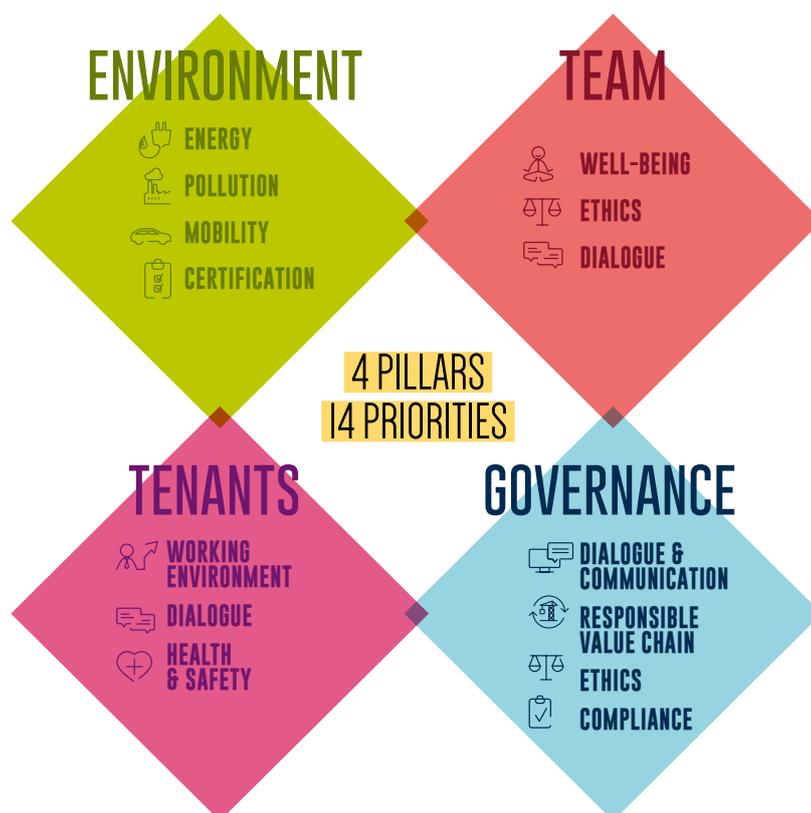
Befimmo regards Social Responsibility as a part of its strategy, taking opportunities to improve its performance and create value in the medium and long term for all its stakeholders. Befimmo strives for excellence and has the goal of differenti-

ating itself and also becoming a benchmark in Social Responsibility, anticipating economic, societal and environmental developments and innovating.

With the aim of continuously improving its position as a responsible business and landlord, Befimmo conducts a regular dialogue with all its internal and external stakeholders. Producing a materiality matrix has enabled Befimmo to refine its Social Responsibility strategy and identify **14** environmental, economic and social **priorities**. These have been grouped into **4 main pillars: the Environment, the Team, the Tenants and Governance**.

The response to these priorities is reflected in the specific commitments and measures, and quantifiable and measurable long-term objectives described hereafter, and also in more detail in the CSR Action Plan. This plan, prepared and reviewed each year, is published on the Befimmo website.

[WWW.BEFIMMO.BE/EN/CSR/PRIORITIES](http://WWW.BEFIMMO.BE/EN/CSR/PRIORITIES)



1. Risk factors, on page 1.

## MAIN ACHIEVEMENTS IN 2016

Specifically, during the 2016 fiscal year, Befimmo continued its efforts to optimise energy and water consumption, production of renewable energy and the production and treatment of waste in its buildings, with a view to keeping them in compliance with ever-stricter standards.

Moreover, in late 2016, Befimmo rearranged its own office space by offering its team a brand new advanced working environment to best meet their needs: an open, bright, flexible working environment equipped with modern technology that stimulates exchange and creativity among the team.

### RESPONSIBLE VALUE CHAIN

In addition to its recurring activities, Befimmo has continued the overall analysis of its value chain with a view to improving the structure and professionalism of its procurement and supplier-appraisal system, while incorporating environmental and social criteria. To achieve this goal, in 2016 Befimmo carried out a thorough analysis of its value chain, which enabled it to establish a Kraljic matrix<sup>2</sup> for each main procurement family: “Corporate”, “Management” and “Sites”. On that basis, it organised an initial workshop bringing together internal and external stakeholders to discuss the advantages and disadvantages of systems for evaluating the environmental performance of building systems and construction materials. In 2017, Befimmo intends to continue its analysis - gradually over a period of 3 to 5 years in an approach involving all stakeholders - defining operational criteria for sustainable purchase of materials/suppliers, with priority to the subcategories in the “Sites” family.

### INNOVATION AND CHANGING WAYS OF WORKING

At a time when ways of working, and more specifically the use of office space, are evolving markedly, where the sharing economy is in full swing and the technological revolution is under way, Befimmo, as a real-estate operator specialising in high-quality office buildings, aims to be proactive and innovative, transforming these changes into opportunities. It is developing sustainable flexibility and reversibility of its spaces by making a wide range of customised and integrated services available to its tenants to give them a better user experience. It equips its buildings optimally by pooling new facilities and offering services shared within the entire portfolio to facilitate the everyday lives of its rental customers.

### REPORTING AND LONG-TERM COMMITMENT

A few months after the signing of the Paris agreement on limiting global warming at COP21, Befimmo also joined the Global Compact<sup>3</sup> and thus supports the initiatives launched by 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<sup>4</sup> published by the United Nations “to transform our world”.

#### SUSTAINABLE DEVELOPMENT GOALS FROM THE UNITED NATIONS



As it did in the previous years, Befimmo participated in CDP<sup>5</sup> and GRESB<sup>6</sup> questionnaires, supported by a large number of international institutional investors, thus addressing issues related to its Social Responsibility and more specifically the carbon emissions related to its activities. In the light of its remarkable results, Befimmo has achieved the status of “Leadership” (CDP) and “Green Star” (GRESB).

2. The Kraljic matrix was designed to plot each procurement category along two axes: (i) the risk assessed according to the position of the buyer in relation to its suppliers and the criticality of the product/service and (ii) the level of expenditure for the product/service. For more information, see page 110.

3. [www.unglobalcompact.org](http://www.unglobalcompact.org)

4. [www.un.org/sustainabledevelopment/sustainable-development-goals/](http://www.un.org/sustainabledevelopment/sustainable-development-goals/)

5. Carbon Disclosure Project.

6. Global Real Estate Sustainability Benchmark.

## CUTS IN CO<sub>2</sub>e EMISSIONS ACHIEVED

As a responsible landlord, Befimmo is aware that the value of a building is no longer measured solely in terms of its intrinsic value but also of other criteria related to sustainable development. The graph (hereafter) shows the decrease in CO<sub>2</sub>e<sup>1</sup> emissions related to direct and indirect energy achieved between 2008 and 2016<sup>2</sup>, compared with investments made in the Befimmo portfolio (excluding Fedimmo).

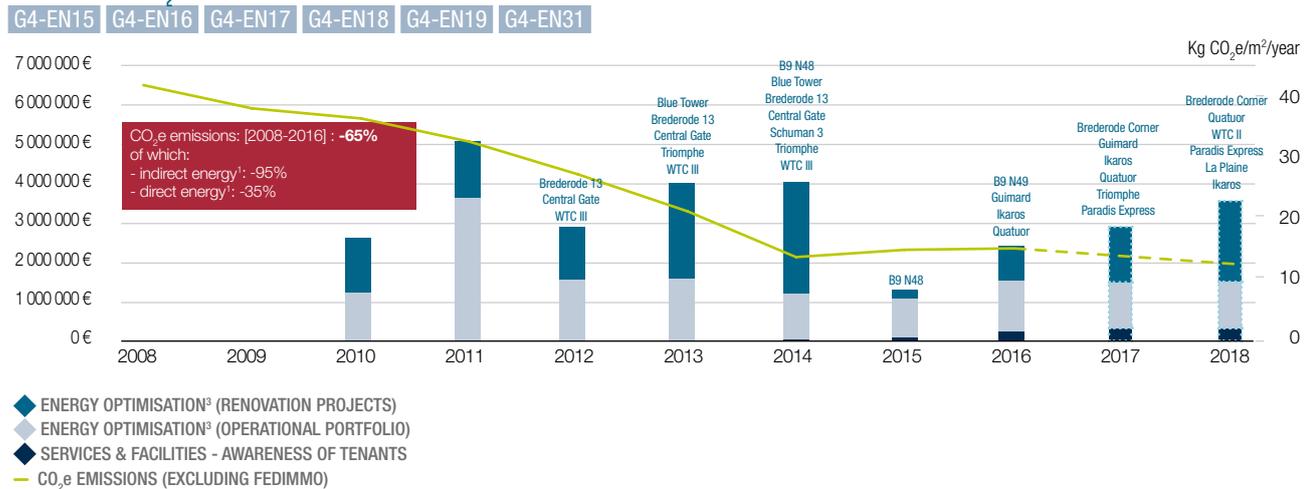
This significant reduction in CO<sub>2</sub>e emissions, of -65% overall, is the result of continuous investments made since 2008 with a view to improving the energy and environmental performances of the buildings.

→ “Multi-annual investment plan, on page 86”

These investments are of two kinds:

- ◆ **Operational portfolio:** Several years ago, Befimmo devised a multi-annual investment plan (averaging €2 million/year) for carrying out works to improve the energy and environmental performance of the operational buildings (excluding properties undergoing major renovation) such as the removal of oil-fired boilers, the installation of water-recovery systems, upgraded BREEAM certifications, installation of photovoltaic panels, installation of cogeneration units, replacement and/or optimisation of certain technical installations, etc.
- ◆ **Construction/renovation projects:** part of the cost of the projects has been specifically earmarked for achieving optimum energy performances. This is not only to comply with current regulations or even to anticipate them, but also to meet the expectations of tenants, investors and shareholders.

## REDUCTION IN CO<sub>2</sub>e EMISSIONS ACHIEVED SINCE 2008 AND OUTLOOK UP TO 2018



1. The table including emission factors can be found under Methodology on pages 97 and 98.

2. The increase of 1.68% in specific emissions of CO<sub>2</sub>e (kg CO<sub>2</sub>e/m<sup>2</sup>) in 2016 compared with 2015 is explained by the comeback of a less performant building in the reporting portfolio. Indeed, despite 2016 being a colder year than 2015 (2,330 degree days as against 2,112), specific emissions are declining overall at constant perimeter.

3. Investments regarding energy aspects (indirect & direct energy), excl. investments regarding environmental aspects.

# OUTLOOK

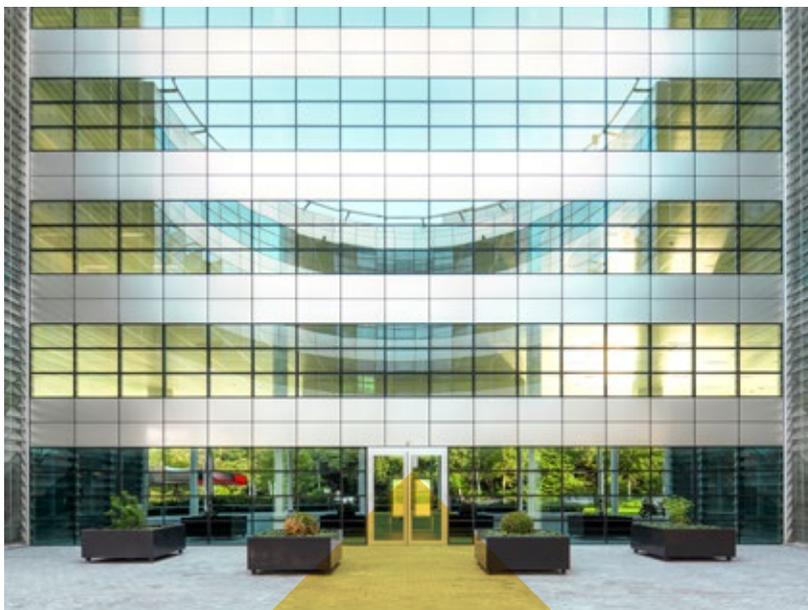
In the coming years, Befimmo aims, firstly, to continue investing in its portfolio in a sustainable manner and to carry out the various projects begun or identified for achieving the objectives and, secondly, to continue its process of dialogue by seeking to achieve the best possible balance between 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 in the future. Tenant satisfaction is Befimmo's priority, and it strives to offer quality properties in good locations, that are flexible, environmentally friendly and efficient. It will endeavour more than ever to provide comprehensive and personalised services, provide the best facilities in its buildings and be even more proactive in raising tenants' awareness of energy and environmental issues.



[WWW.BEFIMMO.BE/EN/TENANT-CENTER](http://WWW.BEFIMMO.BE/EN/TENANT-CENTER)

In 2017, Befimmo plans to go even further in terms of its social responsibility policy and reporting, by (i) moving from GRI-G4 to GRI Standards, which involves updating its materiality matrix and a thorough review its CSR policy, (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>4</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.



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BRUSSELS  
LEOPOLD  
DISTRICT

4. Intergovernmental Panel on Climate Change, established in 1988 by the World Meteorological Organization.

# STAKEHOLDERS AND MATERIALITY MATRIX

G4-12 G4-18 G4-23 G4-24 G4-25 G4-26 G4-37 G4-43 G4-45

In view of its market capitalisation (€1.4 billion), its shareholders, its team, which has grown significantly over the past 10 years, and also its property portfolio and its impact on the environment, Befimmo must continually consider how to limit its impacts on society while allowing for economic development and improving its dialogue with its stakeholders.

 [WWW.BEFIMMO.BE/SITES/DEFAULT/FILES/IMCE/PUBLICATIONS/POLICY\\_EVOLUTION.PDF](http://WWW.BEFIMMO.BE/SITES/DEFAULT/FILES/IMCE/PUBLICATIONS/POLICY_EVOLUTION.PDF)

Accordingly, in a process of constantly improving [G4-DMA](#) [G4-35](#) its CSR policy, Befimmo carried out a materiality study and embarked in 2013 on a process of continuous dialogue with all its internal and external stakeholders.

This materiality exercise, the detailed methodology of which is described on its website, has enabled Befimmo (i) to identify and organise its environmental, economic and social priorities, taking account of their importance to Befimmo and to its stakeholders, (ii) to fine-tune its CSR strategy and (iii) to focus above all its efforts on priority topics.

Befimmo is now working on the priority issues identified in the matrix without neglecting other topics assigned a lower priority in the short term, which will be analysed and implemented in the medium and/or long term.

The matrix will be reassessed in 2017 when switching to GRI Standards.

 [WWW.BEFIMMO.BE/EN/TENANT-CENTER](http://WWW.BEFIMMO.BE/EN/TENANT-CENTER)

## STAKEHOLDERS INTEGRATED INTO THE VALUE CHAIN

In identifying its stakeholders, Befimmo includes any player actively or passively affected by a decision or a project of the Company, i.e. all internal and external stakeholders involved in the value chain. These stakeholders are classified according to their impact on Befimmo's various activities and opportunities to influence and/or educate them on environmental, social and economic issues.

Befimmo undertakes to take account of the expectations of its stakeholders in devising its strategy and to have a regular, open dialogue and constructive consultation with them. The dialogues held with these various stakeholders are described in detail in the documents published on Befimmo's website: "Communication with external and internal stakeholders" and "Analysis of stakeholders' expectations".

 [WWW.BEFIMMO.BE/EN/CSR/STAKEHOLDERS](http://WWW.BEFIMMO.BE/EN/CSR/STAKEHOLDERS)



As a responsible Company, Befimmo aims to look beyond its own activities by endeavouring to inspire all its stakeholders to achieve its qualitative and quantitative societal objectives. In particular, it aims to (i) raise awareness among its tenants of cutting energy consumption by developing an environmental support service and (ii) obtain a commitment in the medium term from its suppliers by integrating environmental and social criteria into its value chain.

[www.un.org/sustainabledevelopment/sustainable-development-goals/](http://www.un.org/sustainabledevelopment/sustainable-development-goals/)

# INTERNAL ORGANISATION

G4-17 G4-34 G4-35 G4-36 G4-42 G4-44 G4-48 G4-49

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

At **strategic level**, the Corporate Social Responsibility (CSR) team consists of five people including three members of the Management Committee: the **Chief Executive Officer (CEO)**, the **Chief Financial Officer (CFO)**, the **Chief Operating Officer (COO)**, the **Head of Environmental Management (HEM)** and the **Corporate Social Responsibility Manager (CSR M)**. This team, which meets quarterly, is responsible for developing and monitoring the CSR Action Plan<sup>1</sup>, releasing sufficient resources, and actively participates in the annual Management Review of the ISO 14001 Environmental Management System. The Directors of Befimmo also take part in defining and approving budgets and taking major decisions on Social Responsibility, especially at strategy meetings and at the meetings scheduled every quarter when the results are published.

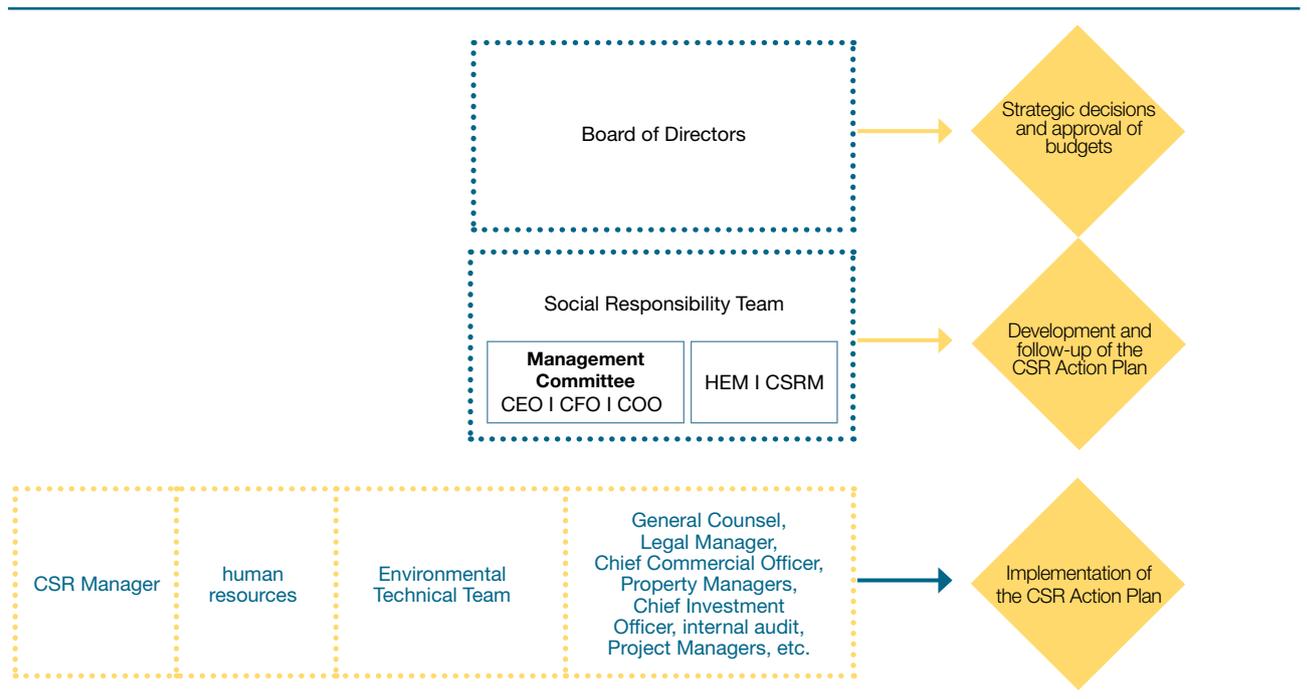
At **operational level**, the Environmental Technical Team (CTE) consists of five specialists with the task of improving the environmental performance of the portfolio. It meets regularly and its responsibilities include implementing the CSR Action Plan.

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

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

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

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



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

# ENVIRONMENT <sup>1</sup>

G4-DMA G4-35


**ENERGY**

**POLLUTION**

**MOBILITY**

**CERTIFICATION**

In view of the scale of its real-estate business, the main focus of Befimmo's Social Responsibility is on the environment. Befimmo is aware that the value of a building is no longer measured solely in terms of its intrinsic value but also of other criteria related to sustainable development. The external stakeholders have also broadly confirmed that this topic is the most important overall and want to see short-term

action by Befimmo on the priorities related to the topic: energy, pollution, mobility and certification.

The implementation, monitoring and control of specific measures related to the environment are managed primarily by the Environmental Technical Team (CTE), composed of 5 experienced people, which reports to the Social Responsibility Team.

**-34%**
**ELECTRICITY (2008-2016)<sup>2</sup>**
**-33%**
**GAS (2008-2016)<sup>3</sup>**
**-65%**
**CO<sub>2</sub>e EMISSIONS (2008-2016)<sup>4</sup>**
**3,837 m<sup>2</sup>**
**SOLAR PANELS**


For some years now, Befimmo has been committed to combating climate change. It invests sustainably in its buildings, sets ambitious qualitative and quantitative environmental targets for reducing its environmental impact and works upstream with its stakeholders to reduce the carbon footprint of its activities as far as possible.

[www.un.org/sustainabledevelopment/sustainable-development-goals/](http://www.un.org/sustainabledevelopment/sustainable-development-goals/)

## ENVIRONMENTAL REPORTING

As mentioned before, from now on, Befimmo plans to go further in terms of its environmental reporting. It explores the possibility of following a recognised approach that enables it to set longer-term goals (up to 2030) to cut greenhouse gas emissions (in line with the recommendations of IPCC<sup>5</sup> scientists), thereby making its contribution to limiting the global average temperature rise to below 2° C, in line with the

COP21 decision. Without renewing or extending the targets it set itself previously, while maintaining its commitment to continue actively improving the environmental performance of its buildings, Befimmo will use 2017 as a year of transition and reflection to study and analyse the segmentation of its portfolio so that it can better monitor, analyse and compare progress towards new long-term goals it will set in the coming months.

1. The detailed Action Plan 2017, notably the Environment section, is published on the Befimmo website ([www.befimmo.be/en/investors/publications/csr-action-plans](http://www.befimmo.be/en/investors/publications/csr-action-plans)).

2. Befimmo portfolio (excluding Fedimmo), common areas, specific consumptions (kWh/m<sup>2</sup>).

3. Befimmo portfolio (excluding Fedimmo), specific consumptions (kWh/m<sup>2</sup>) normalised degree-days.

4. Befimmo portfolio (excluding Fedimmo), emissions related to direct and indirect specific energy consumptions.

5. Intergovernmental Panel on Climate Change, established in 1988 by the World Meteorological Organization.



## ENERGY CONSUMPTION (GAS, OIL, DISTRICT HEATING AND ELECTRICITY), PRODUCTION OF RENEWABLE ENERGY AND WATER CONSUMPTION BY TENANTS AND CORPORATE ACTIVITIES.

### REPORTING OF CONSUMPTION

For its non-financial reporting, Befimmo has opted to report the data for the Befimmo and Fedimmo portfolios separately. Befimmo's commitments to sustainable development apply to its whole portfolio. However the policy implemented by Befimmo at operational level cannot be applied in the same way to the Fedimmo portfolio, almost all of which is let to the Buildings Agency.

Indeed, under the lease agreements with the Buildings Agency, most of the recurring works and the operational management of buildings are the Agency's responsibility, so Befimmo has only limited influence over these activities.

Nevertheless, through regular dialogue and consultation with the Buildings Agency, potential improvements in the environmental performance of the buildings are gradually being proposed by Befimmo and, in some cases, directly implemented.

Given its limited control, Befimmo cannot readily access the data on energy consumption and waste production for Fedimmo buildings, which makes it hard to set meaningful and representative quantitative targets.

In most cases, in addition to providing overall data, data from the two portfolios have been segmented by building size [1 - 5,000 m<sup>2</sup>], [5,001 - 10,000 m<sup>2</sup>], [>10,000 m<sup>2</sup>], which allows analysis from various angles and certain specific data to be exploited. The full detailed tables, covering four reporting years (2008 and 2014 to 2016) have been published on the Company's website and the **Methodology** needed for a proper interpretation and understanding of the data, can be found on page 97 of this Report.



[WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT](http://WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT)

### MAIN ACHIEVEMENTS AND OBJECTIVES

#### MANAGEMENT OF CONSUMPTION DATA

All energy-consumption data and information are obtained via (i) the utility companies and energy suppliers, (ii) maintenance companies, (iii) telemonitoring of consumptions and (iv) the in-house manager.

Telemonitoring now covers 93% of the buildings in the Befimmo portfolio and a small proportion of the buildings in the Fedimmo portfolio. The data collected generally cover all consumption (water, gas and electricity). This centralisation of data and online real-time access to them allows us to remotely identify any malfunctioning technical installations, immediately take the necessary corrective action, and to assess the energy performance of each building and identify priority future investments to be considered.

With regard to the management of electricity consumption data, Befimmo is continuing to work on separating consumption for private and common areas of the buildings in which it has control over the energy supply contract. Regarding the buildings in which the supply contracts are not in Befimmo's name, the Environmental Technical Team directly asks tenants for consumption data and/or the renewal of the mandates needed for obtaining data via the network managers. This approach is systematically applied to all new tenants, notably when signing the lease.

Also in 2016, Befimmo has been systematically using statistical models to refine the detection of abnormal electricity, water and gas consumption. These models for predicting future consumption are based on the energy signature of the building and working hours. More relevant than generic alarms triggered when a maximum threshold is exceeded, these models can detect very slight overconsumption in relation to total consumption.

Within the framework of its policy of self-generation of renewable energy and the growing coverage of its photovoltaic installations, in 2016 Befimmo also developed a tool to verify the level of generation of its facilities and their efficiency in relation to the actual level of sunshine.

In 2016, Befimmo also finalised monitoring and detailed reporting of energy consumption of its buildings on a quarterly basis which it uses to monitor and track its performance indicators.

### ◆ OBJECTIVE FOR 2017

Recognising the importance of the level of accuracy required in the figures it uses and on which it bases its results and objectives, in 2017 Befimmo will undertake to determine in detail the level of uncertainty associated with the inaccuracy of metering systems, partial or incorrect information transfer, spurious data, imprecise conversion factors, reading errors or missing data relating to its energy measurements and calculations of savings.

### MULTI-ANNUAL INVESTMENT PLAN G4-EN31

Befimmo strives to keep its buildings attractive to tenants, thereby maintaining as high an occupancy rate as possible in its portfolio, by continually carrying out renovation and redevelopment in its properties or improving their energy and environmental performances, to upgrade them or maintain them at a high level of quality and performance.

Befimmo designs buildings that are of high quality and usually go well beyond the applicable or anticipated energy regulations, to aim for and/or achieve the passive standard (15 kWh/m<sup>2</sup> per year in net heating needs) and work towards the concept of the Nearly Zero Energy Building (NZEB). Indeed, thanks to the significant investment it makes in its buildings in innovative, high-performance and low-energy technical installations, coupled with renewable energy sources and tenant awareness, Befimmo brings to market buildings of high environmental quality.

In addition to the budget allocated in the context of construction projects and the redevelopment of its buildings to sustainable optimisation and anticipation of regulations related to the improvement of environmental performance, Befimmo is also implementing a specific multi-annual investment plan designed to carry out work to optimise the sustainable performance of the operational buildings (replacement of old technical installa-

tions by energy-saving equipment, installation of new equipment-management technologies, installation of water-recovery systems, improved insulation, installation of photovoltaic panels, heat pumps, etc.) and generally to improve the BREEAM In-Use certification of the buildings. In 2016, the budget for this work was of the order of €1.75 million.

→ “Outlook and dividend forecast, on page 66”

### ◆ OBJECTIVES FOR 2017-2019

Befimmo intends to continue these initiatives and, in addition to the budgets for major renovations, it plans to maintain a recurrent budget for the improvement of existing technical systems and sustainable optimisation of the environmental performances of the buildings.

### MULTI-ANNUAL INVESTMENT PLAN

(IN € MILLION)	REALISED	OUTLOOK		
	2016	2017	2018	2019
<b>Total</b>	<b>1.75</b>	<b>1.98</b>	<b>1.51</b>	<b>1.04</b>
Energy	1.31	1.16	1.17	0.63
Environment	0.44	0.82	0.34	0.40

### INVESTMENT CRITERIA G4-DMA

Befimmo takes an interest in real-estate projects that meet the standard investment criteria such as quality, critical size, flexibility, rental situation and potential for value creation. However, in line with its CSR policy and as part of a process of continuous improvement, when considering acquisition projects it also reviews and analyses energy efficiency, aspects related to soil pollution and the presence of hazardous substances, together with aspects related to mobility, such as location, accessibility, proximity to public transport, etc.

→ “Identity and strategy, on page 20”

1. EPRA : European Public Real Estate Association – [www.epra.com](http://www.epra.com).

2. Befimmo commissioned Deloitte to carry out a limited assurance review. Data marked with the V symbol have been audited by Deloitte as part of this limited assurance review. The Deloitte report can be found in this chapter on page 115.

3. Waste from buildings undergoing renovation and in operation.

4. Full tables of environmental indicators of the portfolio of Befimmo and Fedimmo are published on Befimmo's website ([www.befimmo.be/en/csr/priorities/environment](http://www.befimmo.be/en/csr/priorities/environment)).

**SUMMARY TABLE OF EPRA SUSTAINABLE PERFORMANCE INDICATORS**

Befimmo is following the trend towards standardisation of financial reporting and also reporting on Social Responsibility by subscribing to the indicators published by EPRA<sup>1</sup> in its report “Best Practices Recommendations on Sustainability Reporting (2<sup>nd</sup> version – September 2014)”.



EXTERNAL ASSESSMENT <sup>2</sup>	EPRA SUSTAINABILITY PERFORMANCE MEASURES	GRI-G4 (CRESSD) INDICATOR	PORTFOLIO	DATA 2016	PAGE(S) AFR 2016 <sup>4</sup>
V	Elec-Abs not normalised	G4-EN3	Befimmo Fedimmo	48.7 GWh 17.1 GWh	88
V	Elec-LfL not normalised	G4-EN3	Befimmo 2015 Befimmo 2016 Fedimmo 2015 Fedimmo 2016	45.3 GWh 43.3 GWh 15.5 GWh 16.9 GWh	
V	DH&C-Abs normalised	G4-EN3	Befimmo	1.0 GWh	89
V	DH&C-LfL normalised	G4-EN3	Befimmo 2015 Befimmo 2016	1.0 GWh 1.4 GWh	
V	Fuels-Abs normalised	G4-EN3	Befimmo Fedimmo	35.9 GWh 27.4 GWh	89
V	Fuels-LfL normalised	G4-EN3	Befimmo 2015 Befimmo 2016 Fedimmo 2015 Fedimmo 2016	35.4 GWh 31.6 GWh 29.8 GWh 26.2 GWh	
V	Energy-Int non normalised	CRE1	Befimmo Fedimmo	167 kWh/m <sup>2</sup> 150 kWh/m <sup>2</sup>	89
V	GHG-Dir-Abs	G4-EN15	Befimmo Fedimmo	7 111 t CO <sub>2</sub> e 5 440 t CO <sub>2</sub> e	
V	GHG-Indir-Abs	G4-EN16	Befimmo Fedimmo	531 t CO <sub>2</sub> e 0 t CO <sub>2</sub> e	93
V	GHG-Dir-LfL	G4-EN15	Befimmo 2015 Befimmo 2016 Fedimmo 2015 Fedimmo 2016	6 355 t CO <sub>2</sub> e 6 258 t CO <sub>2</sub> e 5 349 t CO <sub>2</sub> e 5 181 t CO <sub>2</sub> e	
V	GHG-Indir-LfL	G4-EN16	Befimmo 2015 Befimmo 2016 Fedimmo 2015 Fedimmo 2016	484 t CO <sub>2</sub> e 416 t CO <sub>2</sub> e 0 t CO <sub>2</sub> e 0 t CO <sub>2</sub> e	
V	GHG-Int	CRE3	Befimmo Fedimmo	15 kg CO <sub>2</sub> /m <sup>2</sup> 18 kg CO <sub>2</sub> /m <sup>2</sup>	
V	Water-Abs	G4-EN8	Befimmo Fedimmo	154 217 m <sup>3</sup> 83 343 m <sup>3</sup>	90
V	Water-LfL	G4-EN8	Befimmo 2015 Befimmo 2016 Fedimmo 2015 Fedimmo 2016	126 956 m <sup>3</sup> 123 117 m <sup>3</sup> 67 624 m <sup>3</sup> 79 707 m <sup>3</sup>	
V	Water-Int	CRE2	Befimmo Fedimmo	265.53 l/m <sup>2</sup> 266.88 l/m <sup>2</sup>	
V	Waste-Abs <sup>5</sup>	G4-EN23	Befimmo Fedimmo	Recycled: 745 tonnes Reused: 36 tonnes Composted: 4 tonnes Incinerated: 674 tonnes Buried of landfilled: 0 tonne Recycled: 2 870 tonnes Reused: 0 tonne Composted: 0 tonne Incinerated: 748 tonnes Buried of landfilled: 961 tonnes	
V	Waste-LfL <sup>3</sup>	G4-EN23	Befimmo Fedimmo	Recycled 2015: 843 tonnes Recycled 2016: 745 tonnes Reused 2015: 17 tonnes Reused 2016: 36 tonnes Composted 2015: 0 tonne Composted 2016: 4 tonnes Incinerated 2015: 797 tonnes Incinerated 2016: 674 tonnes Buried of landfilled 2015: 33 tonnes Buried of landfilled 2016: 0 tonne Recycled 2015: 108 tonnes Recycled 2016: 67 tonnes Reused 2015: 0 tonne Reused 2016: 0 tonne Composted 2015: 0 tonne Composted 2016: 0 tonne Incinerated 2015: 60 tonnes Incinerated 2016: 66 tonnes Buried of landfilled 2015: 0 tonne Buried of landfilled 2016: 0 tonne	94
V	Cert-Tot	CRE8	Befimmo & Fedimmo	BREEAM Design   Outstanding   1 building BREEAM Design   Excellent   6 buildings BREEAM Design   Very Good   9 buildings BREEAM Design   Good   1 building BREEAM In-Use (Asset)   Very Good   5 buildings BREEAM In-Use (Asset)   Good   54 buildings BREEAM In-Use (Asset)   Pass   6 buildings BREEAM In-Use (Asset)   Non certifié   51 buildings BREEAM In-Use (Management)   Very Good   2 buildings BREEAM In-Use (Management)   Good   2 buildings BREEAM In-Use (Management)   Pass   50 buildings BREEAM In-Use (Management)   Acceptable   8 buildings	

## INDIRECT ENERGY CONSUMPTION [GWh AND kWh/m<sup>2</sup>]

DH&C-Abs DH&C-LfL ELEC-Abs ELEC-LfL  
G4-EN3 G4-EN4 G4-EN5 G4-EN6 G4-EN7

The specific data in the chart hereafter relate to electricity consumption purchased from utility companies (94% green energy<sup>1</sup>) and/or self-generated by solar panels and cogeneration units. This self-generated energy is included in the specific data (kWh/m<sup>2</sup>) for common areas.

The Axento building located in Luxembourg, built in 2009, is heated by a district heating system, the data of which are not included in this chart<sup>2</sup>.

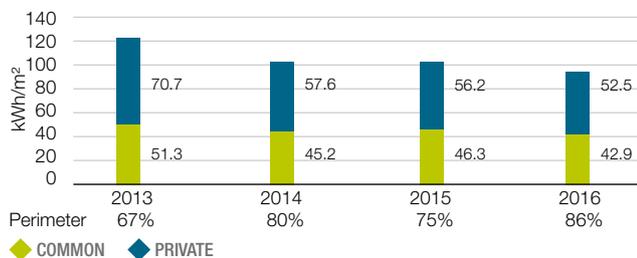
Specific electricity consumption of the common areas of Befimmo's portfolio fell from 51.3 kWh/m<sup>2</sup> in 2013 to 42.9 kWh/m<sup>2</sup> in 2016, exceeding the target of cutting -2.5% per year for three years from 2013 to 2016. At the end of the period, the actual reduction achieved was -16%, which exceeds the final target. This saving is explained mainly by energy efficiency measures.

Specific electricity consumptions 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 three 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 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.

In order to ensure consistency and be representative of office consumption, the calculation of specific consumption also excludes the private consumption data of a fitness centre with an indoor pool.

The target of increasing the overall percentage of green energy used in the Befimmo portfolio, at constant perimeter [LfL], from 94% to 97% between 2015 and 2016, with a focus on supplying green electricity for private areas was not achieved. Awareness-raising measures for the tenants concerned will nevertheless continue in 2017. The target of reducing specific electricity consumption (kWh/m<sup>2</sup>) at constant perimeter [LfL] by -5% over one year in the individual private areas in Befimmo's portfolio of tenants who register and actively participate in the Environmental Cooperation agreement project, will also be maintained.

## SPECIFIC INDIRECT CONSUMPTION (kWh/m<sup>2</sup>) [BEFIMMO PORTFOLIO], EXCEPT NETWORK HEATING



Finally, the target of reducing total gross electricity consumption in the common areas of Befimmo's portfolio, at constant perimeter [LfL] by -1% over the period 2015-2016 was substantially exceeded, achieving a total reduction of -3%.

Full tables of indirect absolute and specific consumption of the Befimmo and Fedimmo portfolios are published on Befimmo's website.



[WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT](http://WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT)

## ◆ OBJECTIVES

Without renewing or extending the targets 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<sup>3</sup> scientists), thus making its contribution to limiting the global rise in average temperatures to below 2°C, in line with the decision of COP21.

## BEFIMMO CORPORATE ELECTRICITY CONSUMPTION (MWh AND kWh/PP<sup>4</sup>)

G4-EN3 G4-EN5

In 2016, when refurbishing the "corporate" premises as part of the SWOW<sup>5</sup> 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 practice that it is developing.

When carrying out this major work, which lasted several months, Befimmo temporarily moved its team into one of its buildings. Its energy consumptions in 2016 is therefore spread over two sites, one of which also includes the electrical power (2.6 MWh) needed for carrying out the work. Net of the latter, the reduction in total electricity consumption is -3.4% in 2016 (185.7 MWh) in relation to 2015 (192.3 MWh).

## ◆ OBJECTIVE FOR 2017

In 2017, Befimmo will monitor the electricity consumption of the private areas in its new space to check the effectiveness of some new measures (LED lighting, outsourcing part of IT infrastructure, etc.) taken when its corporate space was renovated.

1. Green energy: energy produced from renewable sources.  
2. The table of consumption data for Axento can be found on Befimmo's website ([www.befimmo.be/en/csr/priorities/environment](http://www.befimmo.be/en/csr/priorities/environment)).  
3. Intergovernmental Panel on Climate Change, established in 1988 by the World Meteorological Organization.  
4. PP: Per Person, or all FTEs (Full-Time Equivalent) and the members of the Management Committee.  
5. SWOW: Smart Ways Of Working.

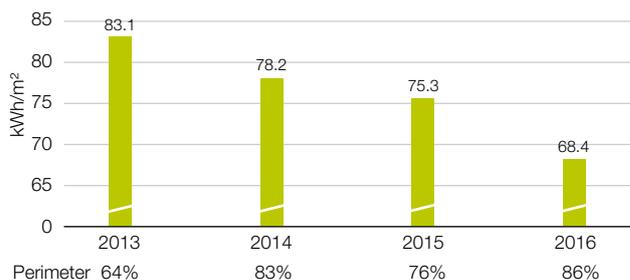
**DIRECT ENERGY CONSUMPTION (KWh/m<sup>2</sup>)** Fuels-Abs G4-EN3 G4-EN4 G4-EN5

The specific data given in the chart hereafter relate to consumption of natural gas, gross and normalised for all above-ground space in the Befimmo portfolio.

Consumption data for heating are normalised for the influence of the outdoor temperature using the 16.5/16.5 degree-day method. This method cancels out climate-related effects and so enables the consumption of different years to be compared. The degree-days for Belgium are calculated by the observatory in Uccle.

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.

**SPECIFIC DIRECT ENERGY CONSUMPTION (KWh/m<sup>2</sup>) [BEFIMMO PORTFOLIO]**



At constant perimeter [LfL], the gas consumption of Befimmo's portfolio also decreased by -10.7% over the period 2015-2016, i.e. 3.80 GWh, equivalent to the average annual consumption of 300 Brussels households<sup>6</sup>.

Full tables of indirect absolute and specific consumption of the Befimmo and Fedimmo portfolios are published on Befimmo's website.



[WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT](http://WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT)

**OBJECTIVES**

Without renewing or extending the targets 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<sup>3</sup> scientists), thus making its contribution to limiting the global rise in average temperatures to below 2°C, in line with the decision of COP21.

**TOTAL AND SPECIFIC ENERGY CONSUMPTION (GWh AND KWh/m<sup>2</sup>)** G4-EN3 G4-EN4 G4-EN5 CRESS-CR1 ENERGY-INT

The absolute and specific (normalised and non-normalised<sup>7</sup>) data presented in the tables below relate to the total energy purchased and/or generated for the use of the private and common areas of the buildings in the Befimmo portfolio.

Full tables of total absolute and specific consumptions of the Befimmo and Fedimmo portfolios are published on Befimmo's website.



[WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT](http://WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT)

BEFIMMO PORTFOLIO (EXCLUDING FEDIMMO)	UNITS	2014	2015	2016	2016		
					1 - 5 000 m <sup>2</sup>	5 001 - 10 000 m <sup>2</sup>	> 10 000 m <sup>2</sup>
Total portfolio area	m <sup>2</sup>	533 650	571 720	564 883	86 104	68 298	410 481
Total	GWh	88.1	91.0	87.6	13.5	9.1	65.0
<b>Total (non-normalised)</b>	<b>kWh/m<sup>2</sup></b>	<b>163.7</b>	<b>172.2</b>	<b>167.0</b>	<b>130.5</b>	<b>166.9</b>	<b>174.6</b>
<b>Total (normalised degree/day)</b>	<b>kWh/m<sup>2</sup></b>	<b>177.6</b>	<b>175.7</b>	<b>163.3</b>	<b>127.0</b>	<b>162.8</b>	<b>171.0</b>

6. [www.energuide.be/en/questions-answers/what-is-the-average-electrical-power-and-gas-consumption-in-the-brussels-region/273/](http://www.energuide.be/en/questions-answers/what-is-the-average-electrical-power-and-gas-consumption-in-the-brussels-region/273/)

7. Non-normalised data: data not adjusted to allow for the influence of the outdoor temperature using the degree-day method 16.5/16.5.

## FINANCIAL SAVINGS DUE TO REALISED ENERGY SAVINGS

### G4-EN6

The data given in the table below refer to the direct financial impact on Befimmo and its tenants of (i) measures taken to cut energy consumption (excluding potential benefits of green certificates from self-generation) and (ii) close management of

the technical installations in the portfolio for 2015 and 2016. These cost savings are calculated using the average cost per kWh depending on the energy supply contract<sup>1</sup>.

There were also reductions electricity consumption in private areas but they are not included in the financial savings set out hereafter.

BEFIMMO PORTFOLIO (EXCLUDING FEDIMMO)		PERIMETER	ENERGY (KWh)	FINANCIAL SAVINGS (€) (ANNUAL BASIS)
<b>Total savings</b>			<b>1 955 456</b>	<b>€134 828</b>
Like-for-Like [LfL]	of which common energy reduction	78%	311 594	€36 862
-	of which self-generation [solar panels and cogenerations]		324 983	€38 445
2014-2015	of which gas reduction (including heating network)	84%	1 318 879	€59 521
<b>Total savings</b>			<b>5 464 447</b>	<b>€263 686</b>
Like-for-Like [LfL]	of which common energy reduction	80%	617 835	€56 223
-	of which self-generation [solar panels and cogenerations]		439 459	€39 991
2015-2016	of which gas reduction (including heating network)	83%	4 407 153	€167 472

## WATER CONSUMPTION (litres/m<sup>2</sup>)

### Water-Abs Water-Int Water-LfL G4-EN8 G4-EN10 CRESS-CRE2

As a responsible landlord, Befimmo considers that it must be very attentive to the proper management and conservation of natural resources and to water consumption in its portfolio. It equips each of its buildings with low-consumption appliances, and fits leak detection and telemonitoring systems where appropriate. It also studies the feasibility of installing water-recovery systems in its projects.

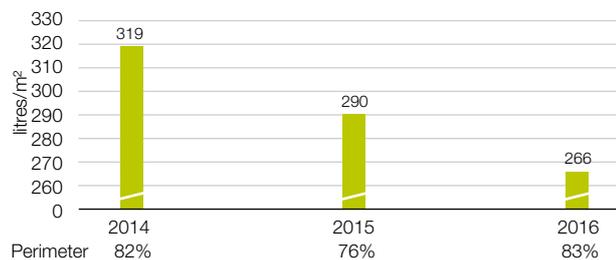


As a responsible landlord, Befimmo considers that it must be attentive to the proper management and conservation of natural resources and hence to water consumption in its portfolio. It therefore makes every effort to encourage and educate its tenants to make rational use of water by providing them with low-consumption appliances and considering the installation of water recovery systems (rainwater tanks, grey water recovery) in its renovation projects.

[www.un.org/sustainabledevelopment/sustainable-development-goals/](http://www.un.org/sustainabledevelopment/sustainable-development-goals/)

The data for the Befimmo buildings given in the chart below relate to the specific consumption of water (litres/m<sup>2</sup>) from the water mains, water recovery systems (rainwater cisterns and recovery of grey water) and abstraction of groundwater.

## SPECIFIC WATER CONSUMPTION (litres/m<sup>2</sup>) [PORTEFEUILLE BEFIMMO<sup>2</sup>]



Specific consumption (litres/m<sup>2</sup>) in 2016 was down -9% compared with 2015, from 290 l/m<sup>2</sup> to 266 l/m<sup>2</sup>. Moreover, at the end of 2016, half-way through the two-year period set for the objective to cover 2% of its total water requirements from recovery systems, Befimmo already achieved and exceeded the objective, covering 2.5% of its needs, at constant perimeter [LfL], in relation to 2014, i.e. approximately 17,000 m<sup>3</sup>, the equivalent of 5 olympic swimming pools.

Full tables of total absolute and specific water consumption of the Befimmo and Fedimmo portfolios are published on Befimmo's website.



[WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT](http://WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT)

## ◆ OBJECTIVE

Without renewing or extending the targets 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.

1. The average prices for calculating the cost savings, for 2014 to 2015, amount respectively to €118/MWh (including VAT) ✓ for electricity, €45/MWh (including VAT) ✓ for gas and €91/MWh (including VAT) ✓ for electricity and €38/MWh (including VAT) ✓ for gas for 2015-2016. These prices include transmission costs.

2. Excluding the data for a fitness centre located in one building of the portfolio.

# POLLUTION

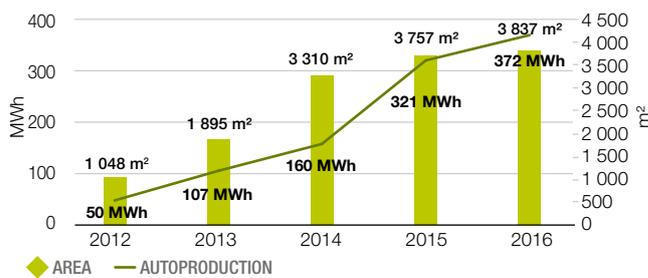
## GREENHOUSE GAS EMISSIONS (CARBON EQUIVALENT) AND WASTE MANAGEMENT.

### MAIN ACHIEVEMENTS AND OBJECTIVES

#### SELF-GENERATION OF RENEWABLE ENERGY (MWh) AND GENERATION AREA (m<sup>2</sup>) G4-EN3

##### Photovoltaic panels (m<sup>2</sup>)

The current total coverage of photovoltaic panels for the Befimmo and Fedimmo portfolios is 3,837 m<sup>2</sup>, as against 1,895 m<sup>2</sup> installed at the end of 2013.



Befimmo limits the use of fossil fuels and natural resources to supply the electricity needed to run its buildings by (i) investing in self-generated energy systems such as solar panels and cogeneration systems, and (ii) providing its tenants with access to a green electricity supply contract, with a guarantee of origin label.

[www.un.org/sustainabledevelopment/sustainable-development-goals/](http://www.un.org/sustainabledevelopment/sustainable-development-goals/)

#### ◆ OBJECTIVE

In view of ongoing and planned renovation and construction, the total area of solar panels will be further increased in line with progress on building sites.

#### Cogeneration

There are currently two cogeneration systems in the Befimmo portfolio, one in a building which has an indoor pool. Both buildings have a very high heating requirement, thereby justifying the installation of such a system.

In 2015, two feasibility studies were conducted for the installation of additional cogeneration units in other buildings in the Befimmo portfolio. These systems, however, not yet been implemented and are subject to further study.

#### ◆ OBJECTIVE

Based on the analysis of the portfolio's consumption data, there are currently no other profitable opportunities for investing in cogeneration systems in the portfolio. The situation will nevertheless be reassessed in all the buildings, including those of the portfolio of Fedimmo.

#### Self-generation of energy - electricity

The quantitative goal for self-generation of energy (photovoltaic panels and cogeneration), set up in 2016, which is to cover 2% of the electricity needs, at constant perimeter (LfL) of the common floor areas in the Befimmo portfolio (excluding Fedimmo), by the end of 2017, compared with the reference period of 2014, is almost reached (1.88% coverage). The electricity self-production is 372 MWh which corresponds with the average annual consumption of 106 households<sup>3</sup>.

### REPORTING

#### TOTAL WASTE BY TYPE (TONNES)

G4-EN23 Waste-Abs Waste-LfL

Befimmo takes great care to manage waste from its sites and usually exceeds the applicable regulations. Even before construction sites it systematically organises campaigns for dismantling building materials that could be reused for other projects.

Furthermore, its building contracts, and the level of BREEAM certification it aims to obtain, require its contractors to be very rigorous in the management and traceability of waste produced by its building sites. Manual workers and all stakeholders involved in the project are involved and educated in waste sorting. Waste management plans are drawn up by specialist consultancies while environmental coordinators are also appointed in addition to the BREEAM coordinator to ensure proper waste management. Accurate reporting is also put in place for each site.

3. [www.energuide.be/en/questions-answers/what-is-the-average-electrical-power-and-gas-consumption-in-the-brussels-region/273/](http://www.energuide.be/en/questions-answers/what-is-the-average-electrical-power-and-gas-consumption-in-the-brussels-region/273/)

The data given in the table hereafter relate to the quantities of hazardous<sup>1</sup> and non-hazardous waste, of all categories (paper and cardboard, plastic, glass, wood, earth, concrete, rubble, metals and other mixed waste).

Building waste includes all waste related to building and/or major renovation projects, all of which, or 100%, is reported. Information on the waste associated with such projects has been systematically collected since 2013.

In 2016, the percentage of recycled waste for the operational buildings which Befimmo collects itself was 59%.

Moreover, 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. More than 36 tonnes of materials were removed for reuse in various projects, bringing the total building components recov-

ered by Rotor to over 105 tonnes since the initiative began in 2013.

In the context of SWOW and 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.



## TOTAL WASTE BY TYPE (TONNES)

BEFIMMO PORTFOLIO (EXCLUDING FEDIMMO)	UNITS	2014	2015	2016	2016		
					1 - 5 000 m <sup>2</sup>	5 001 - 10 000 m <sup>2</sup>	>10 000 m <sup>2</sup>
Total portfolio area	m <sup>2</sup>	533 650	571 720	564 883	86 104	68 298	410 481
Reporting perimeter	%	100%	100%	100%	100%	100%	100%
<b>Total linked to works</b>	<b>tonnes</b>	<b>664</b>	<b>2 078</b>	<b>90</b>	<b>1</b>	<b>46</b>	<b>43</b>
of which non-hazardous	tonnes	658	2 078	89	1	46	43
of which hazardous	tonnes	6	0	0	0	0	0
Reporting perimeter	%	83%	70%	58%	18%	66%	66%
<b>Total linked to operational buildings</b>	<b>tonnes</b>	<b>1 994</b>	<b>1 992</b>	<b>1 370</b>	<b>251</b>	<b>297</b>	<b>821</b>
of which non-hazardous	tonnes	1 994	1 990	1 368	251	296	820
of which hazardous	tonnes	0	2	2	0	1	1
<b>Total</b>	<b>tonnes</b>	<b>2 658</b>	<b>4 070</b>	<b>1 460</b>	<b>252</b>	<b>343</b>	<b>864</b>

The important decrease of waste production in 2016 compared to 2015 is justified by a decrease of the reporting perimeter. The waste figures of 3 important buildings of the portfolio were not taken into account in 2016.

Full tables of waste by type of the Befimmo and Fedimmo portfolios are published on Befimmo's website.

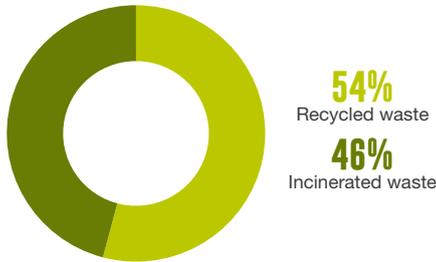
## TREATMENT OF WASTE FROM OPERATIONAL BUILDINGS (%)

G4-EN23

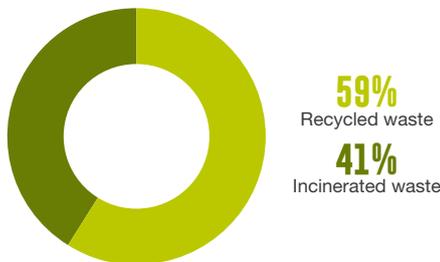
In 2014, Befimmo awarded a management contract to an external consultant for waste produced by its operational buildings and of which it handles the operational management itself. Under this contract, the service provider has undertaken to optimise waste treatment costs, notably by facilitating the transfer 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.

The data in the charts hereafter give the breakdown of total waste by type of disposal. The percentage for each type of disposal is quantified by collector, type and category of the waste.

**WASTE DISPOSAL (%) [BEFIMMO PORTFOLIO]**



**WASTE DISPOSAL (%) [BEFIMMO PORTFOLIO WHICH IT COLLECTS ITSELF]**



Full tables of waste treatment for the Befimmo and Fedimmo portfolios are published on Befimmo's website.

[WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT](http://WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT)

**◆ OBJECTIVE FOR 2017**

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 six buildings with semi-underground waste management systems in which the recycling rate should be improved, Befimmo will expand the scope 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.

**NON-NORMALISED SPECIFIC ENERGY-RELATED GREENHOUSE GAS (GHG) EMISSIONS (Kg CO<sub>2</sub>e/m<sup>2</sup>)**

CRESS-CRE3	GHG-Dir-Abs	GHG-Dir-LfL	GHG-Int
GHG-Indir-Abs	GHG-Indir-LfL	G4-EN15	G4-EN16
G4-EN17	G4-EN18	G4-EN19	

The non-normalised specific greenhouse gas emissions data (kg CO<sub>2</sub>e/m<sup>2</sup>) relate to greenhouse gas emissions associated with energy consumption in Befimmo buildings (electricity, gas, heating network and heating oil).

The reductions in energy-related CO<sub>2</sub>e emissions (-65%) between 2008 and 2016 at constant perimeter [LfL] in the Befimmo portfolio are explained mainly by (i) energy-saving measures between 2008 and 2016, (ii) an increase in the supply of green energy, related to private electricity contracts of tenants, and (iii) close management of technical systems (Green Adviser, telemonitoring, etc.).

Despite a colder 2016, direct non-normalised specific emissions at constant perimeter are decreasing.

Full tables of greenhouse-gas (GHG) emissions for the Befimmo and Fedimmo portfolios are published on Befimmo's website.

[WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT](http://WWW.BEFIMMO.BE/EN/CSR/PRIORITIES/ENVIRONMENT)

**CO<sub>2</sub>e EMISSIONS FROM BEFIMMO'S OWN CORPORATE ACTIVITIES**

G4-EN15	G4-EN17
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Emissions of CO<sub>2</sub>e linked to Befimmo's corporate business, i.e. the office activities of its staff, were evaluated according to the "Carbon Balance Method<sup>2</sup>". The operational scope covers travel in company cars, business travel by air and rail, the use of paper and the use of the Company's headquarters building (heating and electricity).

2. Methodology developed by ADEME (the French environment and energy management agency).

## CO<sub>2</sub>e EMISSIONS LINKED TO BEFIMMO'S OWN ACTIVITIES (TONNES CO<sub>2</sub>e, Kg CO<sub>2</sub>e/m<sup>2</sup> AND TONNES CO<sub>2</sub>e/PP)

	UNITS	2014	2015	2016	
Befimmo "corporate" area	m <sup>2</sup>	2 150	2 150	2 150	V
# persons (PP)	#	68	69	72	V
<b>Total emissions linked to direct energy</b>	<b>t CO<sub>2</sub>e</b>	<b>241</b>	<b>264</b>	<b>265</b>	<b>V</b>
Of which total heating emissions	t CO <sub>2</sub> e	15	18	34	V
Emissions PP (heating)	t CO <sub>2</sub> e	0.2	0.3	0.5	V
Emissions per m <sup>2</sup> (heating)	kg CO <sub>2</sub> e/m <sup>2</sup>	6.9	8.6	n.a. <sup>1</sup>	V
Total heating [Lfl.]	%	n.a. <sup>1</sup>	n.a. <sup>1</sup>	n.a. <sup>1</sup>	V
Of which diesel car emissions <sup>2</sup>	t CO <sub>2</sub> e	215	228	225	V
Of which petrol car emissions <sup>2</sup>	t CO <sub>2</sub> e	11	18	6	V
<b>Total emissions linked to indirect energy</b>	<b>t CO<sub>2</sub>e</b>	<b>36</b>	<b>38</b>	<b>42</b>	<b>V</b>
Emissions PP	t CO <sub>2</sub> e	36	38	22	V
Emissions per m <sup>2</sup>	kg CO <sub>2</sub> e/m <sup>2</sup>	16.7	17.5	n.a. <sup>1</sup>	V
Total electricity [Lfl.]	%	n.a. <sup>1</sup>	n.a. <sup>1</sup>	n.a. <sup>1</sup>	V
<b>Total emissions linked to travel, paper consumption</b>	<b>t CO<sub>2</sub>e</b>	<b>8</b>	<b>14</b>	<b>73</b>	<b>V</b>
Plane short-haul travel	t CO <sub>2</sub> e	0.6	6.9	2.6	V
Plane long-haul travel	t CO <sub>2</sub> e	3.7	3.9	67.3	V
High-speed train	t CO <sub>2</sub> e	0.5	0.2	0.3	V
Paper consumption	t CO <sub>2</sub> e	3.0	3.0	2.8	V
Of which cars other than Befimmo	t CO <sub>2</sub> e	0.0	0.0	0.5	V

For some years now, Befimmo has been raising awareness in its team of good (corporate) waste management through various specific measures including cutting paper consumption per employee. Average paper consumption was 53 kg/employee in 2013 and fell to 47 kg/employee in 2015 and to 42 kg/employee in 2016, i.e. a cut of -20.7% in 2016 in relation to 2013<sup>3</sup>.

BLUE TOWER  
BRUSSELS  
LOUISE DISTRICT



1. As the Company temporarily moved into the Triomphe building during the Goemaere renovation, data are not applicable in 2016.

2. The table showing emission factors linked to means of transport can be found under Methodology on pages 97 and 98.

3. The conversion factor used to calculate CO<sub>2</sub>e emissions related to paper consumption is 0.919 kg CO<sub>2</sub>e/kg of paper (source Bilan Carbone V7.6).



## MOBILITY

ACCESSIBILITY OF BUILDINGS AND BUSINESS AND PRIVATE TRAVEL POLICY.

### MAIN ACHIEVEMENTS AND OBJECTIVES

#### CO<sub>2</sub>e EMISSIONS RELATED TO BEFIMMO CORPORATE TRANSPORT (TONNES CO<sub>2</sub>e) G4-EN15 G4-EN30 GHG-Dir-Abs

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.

The absolute reduction in vehicle-related CO<sub>2</sub>e emissions from 246 tonnes in 2015 to 231 tonnes in 2016 (-6%) was due mainly to a decrease in emissions from fleet vehicles.

#### Electric vehicle

After various analyses, in 2014 Befimmo opted to include a pooled electric vehicle in its fleet of vehicles for intra-urban travel. It is in regular use by the team.

#### ◆ OBJECTIVE

Befimmo intends to pursue its policy of awareness-raising in the team. It aims to develop a mobility plan to encourage sustainable mobility (use of carpooling, public transport or, for the more energetic, cycling, etc.).



## CERTIFICATION

AUDIT OF THE MANAGEMENT OF THE BUSINESS'S ENVIRONMENTAL IMPACT  
(METHODOLOGY, COMMUNICATION, TRANSPARENCY) BY AN EXTERNAL CERTIFICATION BODY.



### MAIN ACHIEVEMENTS AND OBJECTIVES

#### ENVIRONMENTAL MANAGEMENT SYSTEM, ISO 14001 CERTIFIED G4-PR3

In 2010, Befimmo introduced an Environmental Management System (EMS) based on ISO 14001. It ensures a systematic approach to the environmental aspects of its activities and also contributes to the sustainable ongoing implementation and monitoring of its commitments.

During 2016, Befimmo worked to finalise the development, simplification and improvement of its Environmental Management System and confirmed its commitment by successfully renewing its certification under the new stricter version of ISO14001 (2015).

#### ◆ OBJECTIVE

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. From 2017, it will adapt and develop its existing procedures in accordance with the structure of ISO 50001.

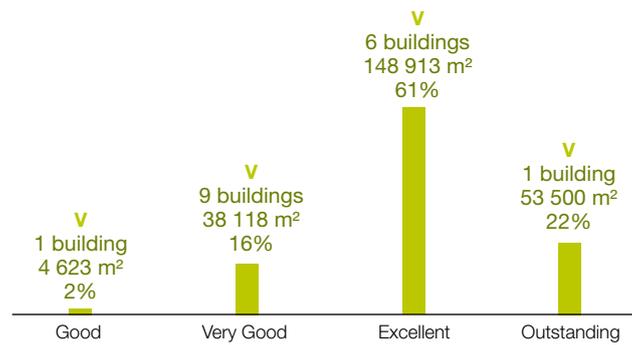
#### BREEAM DESIGN AND POST CONSTRUCTION

G4-PR3 Cert-Tot CRESS-CRE8

Since 2010, Befimmo has been following and applying the world's top assessment method of environmental performance and sustainability of buildings developed by BREEAM (BRE Environmental Assessment Method) for all of its portfolio, whether operational or under construction/renovation. It also pays special attention during the design phase of its projects to the future satisfaction of the occupants and users of its buildings and aims to secure their loyalty by providing quality spaces in good locations and that are flexible, efficient in terms of environmental management, use of space, etc. The high level of certification BREEAM and quality criteria that it strives for in its developments take full account of the considerations and requirements regarding people's health and well-being. Finally, before, during and after construction and throughout the operational phase of its buildings (BREEAM In-Use), it ensures that these criteria are maintained and/or exceeded.

The chart hereafter illustrates the BREEAM Design certifications obtained since 2010 for all buildings being renovated and/or built in the Befimmo and Fedimmo portfolios. These projects together relate to 17 buildings<sup>1</sup> with a total space of 245,088 m<sup>2</sup>.

### BREEAM DESIGN AND POST CONSTRUCTION

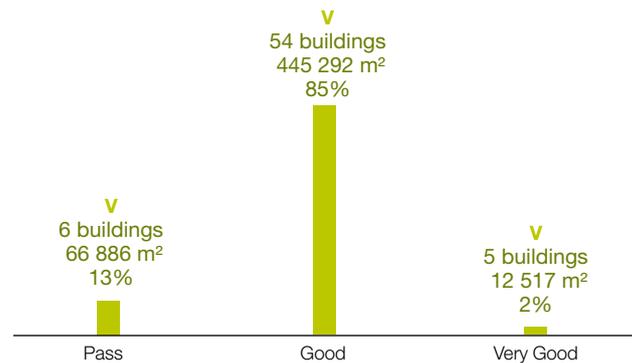


BREEAM IN-USE G4-PR3 Cert-Tot CRESS-CRE8

### BREEAM In-Use Asset (# of assets)

The chart hereafter shows the BREEAM In-Use (Asset) certifications for operational buildings in the Befimmo and Fedimmo portfolios<sup>2</sup>. This relates to a total of 65 buildings with a total space of 524,695 m<sup>2</sup> (59% of Befimmo's consolidated portfolio).

### BREEAM IN-USE ASSET



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 certification.

### Befimmo BREEAM In-Use certificates (# of assets)

The chart hereafter shows the BREEAM In-Use (Management) certifications obtained for operational buildings in the Befimmo and Fedimmo portfolios<sup>3</sup>. This relates to a total of 62 buildings with a total space of 446,592 m<sup>2</sup> (50% of the consolidated portfolio).

1. Including the WTC IV and Quatuor (awaiting certificate) projects.  
 2. Only two buildings in the Fedimmo portfolio are certified.  
 3. Only one building in the Fedimmo portfolio is certified.

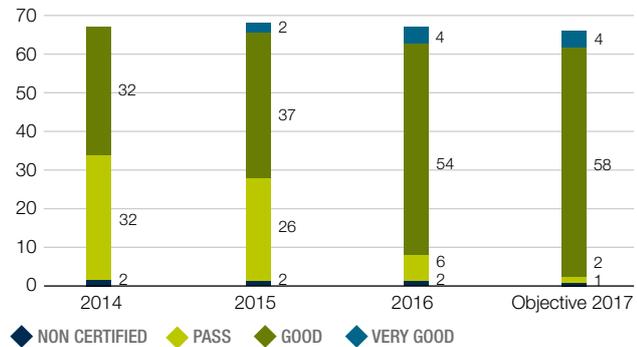
### OBJECTIVE

In 2017 Befimmo achieved 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.

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.

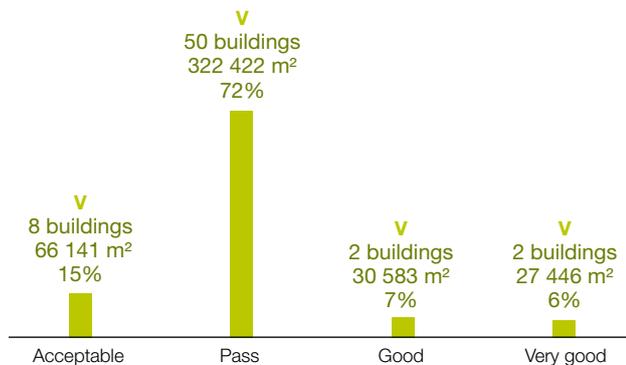
The rating of renovated buildings is reviewed as appropriate in each case after completion of the works.

### BEFIMMO BREEAM IN-USE CERTIFICATES (# ASSETS)



Since 2015, Befimmo has opened talks with the BRE (Building Research Establishment) 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.

### BREEAM IN-USE MANAGEMENT



### OBJECTIVE

In 2017, Befimmo will continue its work of improving the BREEAM In-Use Management certification following a comprehensive approach.

# METHODOLOGY G4-22

DIRECT ENERGY (GAS AND OIL), INDIRECT ENERGY (ELECTRICITY AND HEATING NETWORK), WATER, GREENHOUSE GAS EMISSIONS.

The reporting methodology used in 2016 has not changed in relation to 2015.

## GENERAL REMARKS

Some additional historical data, complete or partial, obtained after the publication of the last Annual Financial Report were verified and then integrated with previously published data. This could explain any differences with previous publications.

Other minor adjustments were also made to the data with a view to improving the quality and accuracy of the consolidated non-financial reporting data, notably:

- ◆ the conversion factors needed to calculate the CO<sub>2</sub>e emissions were verified and updated and the 2014 conversion factors used in reporting associated with waste were adjusted;
- ◆ the tariff data for the energy supply contracts used to calculate the financial savings from energy saving were checked to ensure that they were accurate and up to date;
- ◆ the possible alteration or adaptation of certain spaces following work and/or resurveying.

## INTERPRETATION OF DATA IN THE ENVIRONMENTAL REPORTING TABLES

In most cases the available information was processed separately for the Befimmo and Fedimmo portfolios. These two entities were also subdivided by the size of the buildings in the portfolio.

BEFIMMO PORTFOLIO	TOTAL ABOVE-GROUND AREAS		
	2014	2015	2016
Building 1 - 5 000 m <sup>2</sup>	84 644	84 644	86 104
Building 5 001 - 10 000 m <sup>2</sup>	75 012	75 012	68 298
Building >10 000 m <sup>2</sup>	373 994	412 064	410 481
<b>Total (m<sup>2</sup>)</b>	<b>533 650</b>	<b>571 720</b>	<b>564 883</b>

FEDIMMO PORTFOLIO	TOTAL ABOVE-GROUND AREAS		
	2014	2015	2016
Building 1 - 5 000 m <sup>2</sup>	103 151	91 949	91 949
Building 5 001 - 10 000 m <sup>2</sup>	70 367	70 367	70 367
Building >10 000 m <sup>2</sup>	205 800	205 800	163 343
<b>Total (m<sup>2</sup>)</b>	<b>379 318</b>	<b>368 116</b>	<b>325 659</b>

## REPORTING PERIMETER

The reporting perimeter is expressed as a percentage and is determined on the basis of the ratio between the area covered by the data obtained and the total floor area of the portfolio for the period. It is directly affected by any sales and/or acquisitions.

The areas mentioned above each table correspond to the figures as at 31 December 2016.

## CALCULATION AT CONSTANT PERIMETER

The calculation at constant perimeter (Like-for-Like [LfL]), expressed as a year-on-year percentage difference, helps to assess how an indicator changes over time. Indeed, by excluding variations due to changes in perimeter (as a result of major renovations, acquisitions or sales), it is possible to analyse, compare and explain the results achieved in relation to the stated objectives. Note, however, that the calculation at constant perimeter does not take account of changes in the occupancy of the buildings.

SCIENCE-  
MONTROYER  
BRUSSELS  
LEOPOLD DISTRICT



### CALCULATION OF SPECIFIC CONSUMPTION (KWh/m<sup>2</sup> AND litres/m<sup>2</sup>)

To ensure consistency in specific consumption and to ensure that it is properly representative, some buildings are excluded from the scope solely for the calculation of specific consumption. This applies to:

- ◆ buildings under construction and/or renovation;
- ◆ buildings for uses other than offices (for 2016, this concerns only part of one building, which houses an indoor pool/fitness centre);
- ◆ buildings with incomplete consumption data;
- ◆ buildings with an average annual occupancy rate below 50%<sup>1</sup> (calculated on the basis of the monthly occupancy history).

Regarding the calculation of the greenhouse gas emissions intensity **G4-EN18**, the following are excluded from the reporting scope:

- ◆ all buildings with ongoing works and/or that were bought or sold during the year;
- ◆ buildings with an occupancy rate of less than 50%;
- ◆ buildings for which consumption data are incomplete and/or missing.

The resulting emission values form the numerator which is divided by the total area of buildings within the perimeter.

### EMISSION FACTORS

Furthermore, calculations of CO<sub>2</sub>e emissions are reviewed and adjusted, including for historical data, based on any new information provided by the tenants regarding their private energy supply contracts.

As regards the calculation of the CO<sub>2</sub>e emissions related to private consumption of non-green electricity by its tenants, for convenience until 2014 Befimmo had to use by default the average emission factor for non-green electricity, provided by its own energy supplier.

Now, since it follows the GHG protocol and its recommendations, for calculating electricity-related emissions it will use the factor provided by the International Energy Agency (IEA).

### CO<sub>2</sub>e EMISSION FACTORS (g CO<sub>2</sub>e/MWh)

TYPE	2013	2014	2015	2016
Gas <sup>2</sup>	188	188	188	188
Non-green electricity Belgium <sup>3</sup>	196	196	196	199
Non-green electricity Luxembourg <sup>3</sup>	387	387	387	306
Green electricity	0	0	0	0
Heating network <sup>4</sup>	43	43	43	43

### CO<sub>2</sub> EMISSION FACTOR (Kg CO<sub>2</sub>e/litre) (Kg CO<sub>2</sub>e/Km)

TYPE	2013	2014	2015	2016	UNITS
Diesel	2.662	2.662	2.662	2.511	kg CO <sub>2</sub> e/litre
Petrol	2.425	2.425	2.425	2.264	kg CO <sub>2</sub> e/litre
Plane (short-haul flight) economy	0.233	0.233	0.233	0.233	kg CO <sub>2</sub> e/km
Plane (long-haul flight) economy	0.202	0.202	0.202	0.202	kg CO <sub>2</sub> e/km
Plane (short-haul flight) business	n.a.	n.a.	n.a.	0.468	kg CO <sub>2</sub> e/km
Plane (long-haul flight) business	n.a.	n.a.	n.a.	0.477	kg CO <sub>2</sub> e/km
Train	0.048	0.048	0.048	0.048	kg CO <sub>2</sub> e/km

### NOT APPLICABLE

The expression "n.a." used several times in the data analysis tables means "not applicable".

This applies:

- ◆ where a building was not in the portfolio at the reporting date;
- ◆ where data are not available;
- ◆ for the scope relating to renewable energy production, which is not measured.

Generally speaking,

- ◆ in the few cases where consumption of common and private areas could not be obtained separately, a distribution of 40/60 between common areas and private areas assumed in 2012 is confirmed and retained for 2013 to 2016;
- ◆ the electricity consumption data for private areas obtained directly from information received from tenants with a utility-company meter and unspecified own supply contracts are counted as "non-green energy". Where the type of supply contract is known, only contracts specified as "100% green" are considered renewable, and a zero CO<sub>2</sub>e emission rate is applied.

1. On the basis of the long-term lease agreements with the Buildings Agency, the occupancy rate of Fedimmo's buildings is considered to be 100%. It may nevertheless happen that, in certain special circumstances, that rate does not reflect the actual occupancy of the building and that the figures reported in these few cases are not representative.

2. Source: Engie Electrabel.

3. Source: IEA (International Energy Agency).

4. Source: City of Luxembourg.



The involvement of the Befimmo team in Social Responsibility is crucial to the success of its global strategy. As well as the staff's day-to-day contribution, their awareness of and participation in conceptual work are essential elements for achieving the objectives set.

By providing a pleasant working environment, Befimmo helps to stimulate creativity and motivation among the staff and enhances their commitment to the Company.

One person in the human resources department is responsible, in cooperation with the CSR Manager, for raising awareness of CSR

topics throughout the team, dealing with the follow-up of initiatives introduced and continuing to develop the strong corporate culture that exists within Befimmo.

Three core values have been identified through various surveys of Befimmo's team and Board of Directors. These values, that are an integral part of Befimmo's identity, are Commitment, Team Spirit and Professionalism.

The main priorities identified in consultation with stakeholders related to this topic are well-being, ethics and dialogue.

**1.9%**  
ABSENTEEISM RATE, BELOW  
THE BENCHMARK OF 2.6%

**34.5 H**  
TRAINING/  
EMPLOYEE/YEAR

**2016**  
MOVING THE TEAM INTO ITS  
NEW WORKING ENVIRONMENT

**SOCIAL INDICATORS**

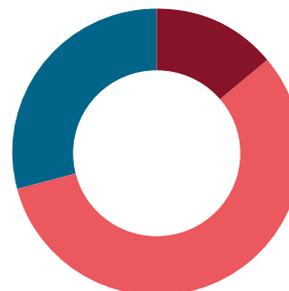
G4-LA1 | G4-LA2 | G4-LA6 | G4-9 | G4-10 | G4-11

As at 31 December 2016, there were 70 staff on the team (57% men and 43% women). All staff<sup>6</sup> have the status of employees. All, with one exception, are on a permanent contract.

Befimmo has also occasionally taken on temporary staff.

On the same date, 87% of Befimmo employees worked full-time and 13% part-time (including time credits) within its team. All staff working part-time have the same fringe benefits. As at 31 December 2016, all of these 13% were women.

**DISTRIBUTION OF FULL- AND PART-TIME WORKING**



**13%**  
Part-time | Woman

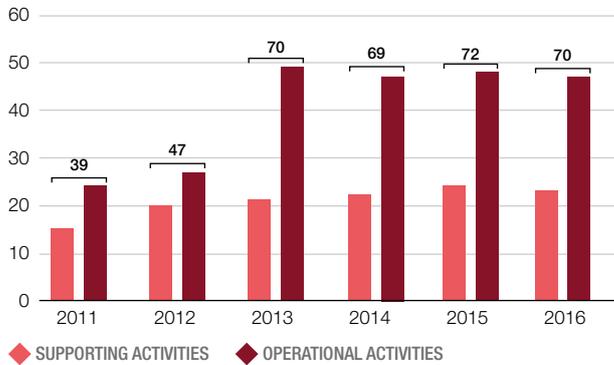
**30%**  
Full-time | Woman

**57%**  
Full-time | Man

5. The detailed Action Plan 2017, notably the Team section, is published on Befimmo's website ([www.befimmo.be/en/investors/publications/csr-action-plans](http://www.befimmo.be/en/investors/publications/csr-action-plans)).

6. In 2016, a Management Committee has been set up, of which its members exercise their mandate as self-employed persons, and are therefore not included in the figures.

## EVOLUTION OF THE TEAM / DISTRIBUTION OF EMPLOYEES BY ACTIVITY (# PEOPLE)



Within the team, 56% have a university degree and 31% of those graduates also have a post-graduate diploma.

The average age of the Befimmo team (not including the Board of Directors and the Management Committee) is 41 years. In the 2016 fiscal year, Befimmo recruited six new employees, three women and three men, while four people left, two women and two men.

	#	AVERAGE AGE
<b>Arrivals</b>		
Man	3	29
Woman	3	
<b>Departures<sup>1</sup></b>		
Man	2	43
Woman	2	

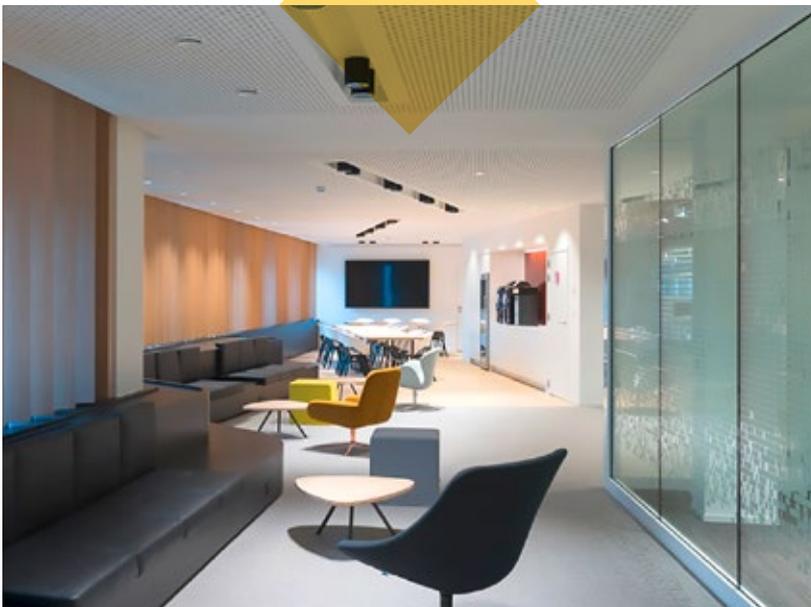
Absenteeism<sup>2</sup> rate amounted to 1.9% of the total number of hours worked, which is below the average rate of 2.6%<sup>3</sup> recorded for all Belgian companies across all sectors.

Befimmo is subject to the Joint National Auxiliary Committee for White-Collar Workers, also known as Joint Committee 200, which covers all team members.

Company pay is in line with market rates and substantially higher than the applicable minimum scales. In their salary package, Befimmo's employees have a "Defined Contributions" type non-statutory pension scheme<sup>4</sup>. Employees also receive full health-care coverage.

In 2016, Befimmo held social elections for the first time, but no candidates were forthcoming.

### GOEMAERE BRUSSELS DECENTRALISED



1. Of which 1 dismissal, 2 resignations and 1 retirement.  
 2. Absenteeism rate: ratio of the number of hours of short-term sickness (< 30 days) to the total hours worked.  
 3. Source: "Absentéisme 2016", SDWorx.  
 4. More detailed information is published in the note "Employee benefits", on page 178.



## WELL-BEING G4-56

WORK/LIFE BALANCE, STAFF HEALTH AND SAFETY,  
WORKING ENVIRONMENT AND ATMOSPHERE.

### MAIN ACHIEVEMENTS AND OBJECTIVES

Befimmo attaches particular importance to the well-being of its staff, ensuring that they are involved in the life of the Company. It will persevere in its efforts to make continual improvements on these topics.

#### WORKING ENVIRONMENT - SWOW

In response to the structural changes in the way we work, and more specifically in the use of offices, which are increasingly becoming a space for meeting and exchange between various team members, in 2015 Befimmo developed a project to implement "Smart Ways of Working" for its employees, which came into effect during 2016. It now offers the team a new state-of-the-art working environment to best meet their needs. An open, bright, flexible working environment equipped with modern technology that stimulates exchange and creativity among them. From the beginning, Befimmo wanted to involve its employees in this change, questioning the team about the criteria that they believe would ensure the success of the Befimmo SWOW project. As a result, the focus has been placed on opening up workspaces, collaboration, ergonomics, acoustics, computing and ease of movement and connection.

Apart from the physical transformation of the working environment, Smart Ways of Working also involve a change of mindset in the organisation of work. A series of workshops was therefore organised to support the team leaders in managing this change: flexible working, accountability, rules for living in shared workspaces were all discussed to enable everyone to support this change within their team, to ensure a smooth and constructive transition and to make the most of the opportunities for exchange and communication provided as part of the SWOW.

#### WELL-BEING AND PREVENTION OF PSYCHOSOCIAL RISKS

In 2016, in the context of the prevention of psychosocial risks, Befimmo continued to hold 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.

Befimmo has also continued to incorporate the lessons learned from the staff satisfaction survey carried out in 2015. This survey is conducted every other year, so the next one is due at the end of 2017. The feedback from the team on the working environment was particularly useful in the discussions on the development of the new Befimmo offices (including ergonomics, sound insulation and IT equipment).



Befimmo strives to be a responsible employer, attentive to the welfare of its employees, guaranteeing them quality employment that boosts the economy without adverse effects on the environment, while respecting and promoting the Company's three fundamental values: professionalism, commitment and team spirit.

[www.un.org/sustainabledevelopment/sustainable-development-goals/](http://www.un.org/sustainabledevelopment/sustainable-development-goals/)

#### HEALTH AND SAFETY

The Befimmo team includes a level-1 prevention advisor, who conducts a risk assessment related to office activities each year.

Befimmo also has a trusted person in-house for the prevention of psychosocial risks. During the 2016 fiscal year, there were no complaints about employment.

The team also includes three people trained in first aid, and Befimmo sends them on a refresher course every year.

Over the year, there were two occupational accidents at Befimmo and no cases of occupational disease. One was an accident on the way to work and the other was an accident in a Befimmo building.



## COMITÉ B+ AND SOCIAL ACTIONS

Comité B+, set up in 2011 at the initiative of the staff and with the support of the Management Committee, has continued its efforts to organise sporting, cultural, festive, charity and family activities. In 2016, Comité B+ continued its voluntary work on the partnership begun in 2011 with the Red Cross (Auderghem local section).

Building on the success of previous years, the Committee once again organised blood donations at its premises in the Goemaere building, and other tenants in the building had a chance to take part. It plans to continue organising blood donations in future years. Several staff members also took part in the Red Cross Fortnight and helped to sell sticking plasters and stickers for the Auderghem local section; the funds collected will be allocated to setting up a social food bank.

Similarly, clothing was also collected twice during the year for the "Vestiboutique" set up by the Red Cross in Auderghem, the profits from which are also donated to their social food bank.

The more athletic members took part in the 20 km of Brussels on the "Run for Parkinson" team. Finally, just before the Christmas period, staff were again asked to constitute food parcels which were distributed to the homeless in Auderghem.

In addition to the social action of the Comité B+, Befimmo decided to become a Be.face partner. Be.face is a movement of responsible businesses which aims to build bridges between the needs of associations and resources of the business world, in terms of time, activities and equipment. Through Be.face, in 2016 Befimmo once again reallocated its budget usually assigned to the team for end-of-year treats to end-of-year presents for disadvantaged children and older people in the municipality, organised by the municipal public social welfare centre (CPAS).

## ◆ OBJECTIVE

Comité B+ intends to continue its social outreach in 2017. The participants are keen to repeat most of the above operations. For its part, the Company will continue to support Comité B+ initiatives by proposing philanthropic activities to the team.

## APPRAISAL AND TRAINING G4-LA9 G4-LA10 G4-LA11

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.

In addition to language training and individual training sessions, Befimmo again held Mindfulness sessions open to all staff.

New employees were trained on ISO 14001 certification modules to raise awareness of the Company's environmental policy. Furthermore, refresher courses on the document management system of the Environmental Management System (EMS) were given to the departments concerned. Refresher courses on the energy performance of buildings (EPB) and BREEAM certification were also given to the operational departments.

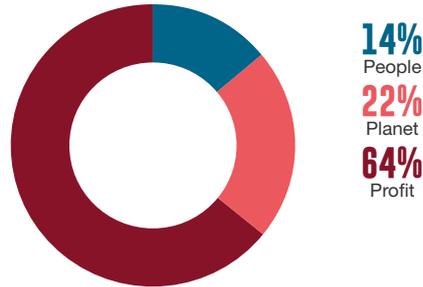
Befimmo once again made use of the new "development" topic in its appraisal process to inventory training needs from the beginning of the year, which helps to organise training courses more coherently and efficiently.

Over the past financial year, Befimmo recorded an average of **34.5 hours a year of training**. The average training budget per employee was €1,540 in 2016, nearby one half of it is spent on language courses.

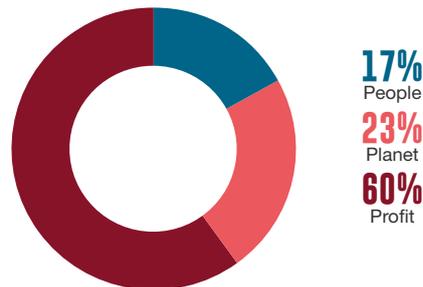
In terms of development, and keen to keep in tune with the expectations of its team, Befimmo is also setting up in-house communication channels to inform employees of job openings within the company. In 2016, seven people who applied for vacant in-house positions were selected and went on to take up new challenges on their career path within Befimmo.

## TRAINING HOURS (EXCLUDING LANGUAGE COURSES) BROKEN DOWN ACCORDING TO THE 3 PILLARS AND BY CATEGORY (2016)

### MANAGERS



### OTHER EMPLOYEES





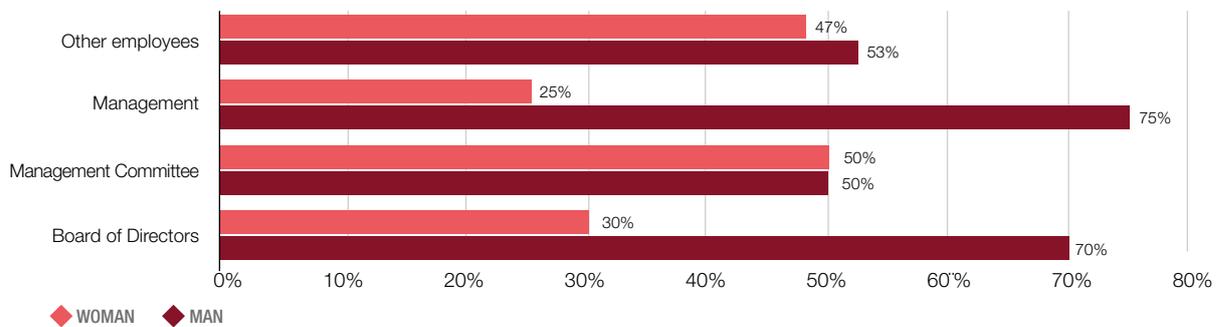
# ETHICS G4-LA16

## ETHICAL PRACTICES IN HUMAN RESOURCE MANAGEMENT AND RECRUITMENT.

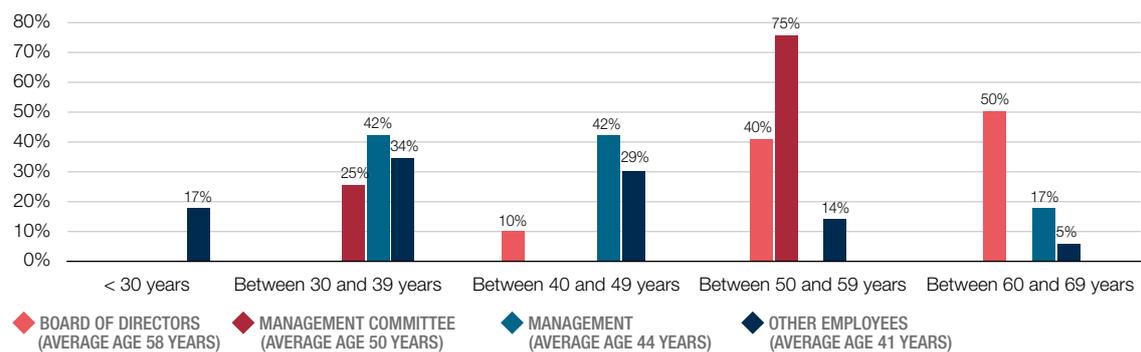
Befimmo describes itself as a Company open to diversity, respecting everyone's identity. During the 2016 fiscal year, there were no complaints about employment.

### SOCIAL INDICATORS G4-10

#### COMPOSITION OF GOVERNANCE BODIES AND BREAKDOWN OF EMPLOYEES BY GENDER (31 DECEMBER 2016) G4-LA12



#### COMPOSITION OF GOVERNANCE BODIES AND BREAKDOWN OF EMPLOYEES BY AGE (31 DECEMBER 2016) G4-LA12



## DIALOGUE

MAINTAINING A REGULAR DIALOGUE WITH THE TEAM.

Befimmo continued its efforts to improve and diversify the communication flows within the team.

### MAIN ACHIEVEMENTS AND OBJECTIVES

#### AWARENESS-RAISING IN THE TEAM

“Commitment” at Befimmo manifests itself in particular by the team’s constant interest in the Company, its strategy and activities.

To better meet the team’s communication needs, the intranet was set up 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. The new version of the intranet offers more search facilities, is more user-friendly and offers more opportunities for interaction.

Befimmo pursued the organisation of “breakfast presentations”, realised by members of the team or of the departments, on several subjects, in order to highlight certain panels of the activity of the Company.

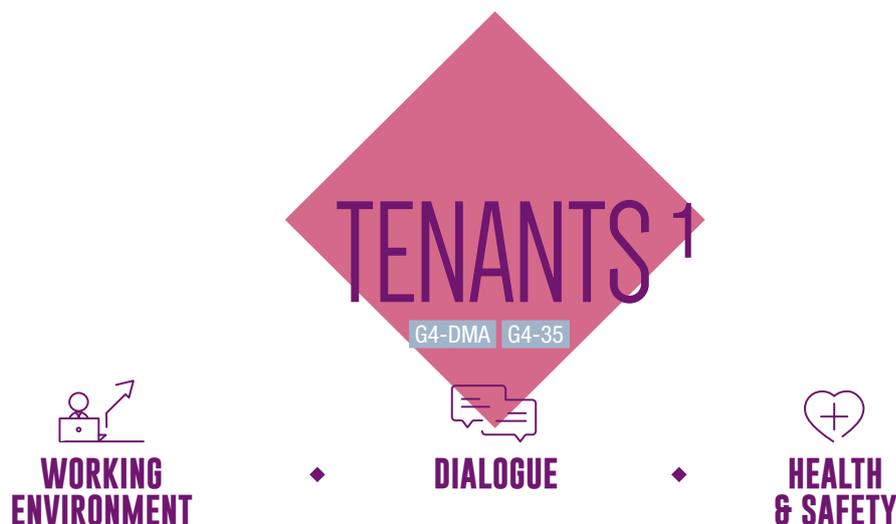
Recognising the potential of its team members, Befimmo is continuing its efforts to put their creativity to good use on specific topics, elicit suggestions, invite dialogue and listen to their opinions.



MEDIA  
BRUSSELS  
PERIPHERY



POELAERT  
BRUSSELS CENTRE



In 20 years working methods have evolved. Today, more than ever before, Befimmo pays particular attention to satisfying the occupants and users of its property portfolio.

It endeavours to retain its tenants by providing quality spaces in good locations, that are flexible, and perform well in terms of environmental management, use of space, security, costs and accessibility. It endeavours to retain its tenants by providing quality spaces in good locations, that are flexible and perform well in terms of environmental management, use of space, security, costs and accessibility. Befimmo now needs to take its relationship with its tenants to a new level by offering them a broader range of integrated services that give them a better user experience, developing a comprehensive and proactive approach that it will deliver through the multidisciplinary skills of its team.

Befimmo proactively manages the relationship with its tenants; the commercial team builds a relationship of trust with them through regular dialogue. By building this relationship of trust, Befimmo endeavours to secure the loyalty of its tenants and maintain a high occupancy rate in its portfolio.

It has a team of motivated and multidisciplinary professionals (sales-people, technicians, specialist engineers, managers, etc.), reporting to the Chief Operating Officer (COO), whose objective is to further strengthen the tenant-oriented approach.

**Tenants' satisfaction, working environment, dialogue between the landlord and tenant and their security and health are priorities for Befimmo and are essential in the eyes of all its stakeholders. Accordingly, Befimmo has put specific measures in place which it plans to further develop and improve over the months and years ahead.**

**SERVICES**  
FOR TENANTS, BOTH COMPREHENSIVE AND PERSONALISED

**94.8%**  
OCCUPANCY RATE

**HELPSITE AND EXTRANET**  
NEW COMMUNICATION TOOLS IN 2016-2017

1. The detailed Action Plan 2017, notably the Tenants section, is published on Befimmo's website ([www.befimmo.be/en/investors/publications/csr-action-plans](http://www.befimmo.be/en/investors/publications/csr-action-plans)).



## WORKING ENVIRONMENT

OFFER TENANTS QUALITY BUILDINGS THAT ARE FLEXIBLE AND SUITED TO THEIR WAY OF WORKING, AND THUS MEET THEIR EXPECTATIONS.

The ways of working are changing, and more specifically office use is evolving over time towards spaces for meeting and exchange between various team members. This results in less demand for office space and makes tenants more selective in terms of the quality and flexibility of the spaces they are seeking.

### SERVICES

In response to this trend, Befimmo strives to offer its tenants a comprehensive personalised service to facilitate their everyday lives, while strengthening and enhancing its existing activities and developing new ones.

- 1. Property Management:** The team of property managers is responsible for the building operations and the technical maintenance of the buildings of the portfolio. It manages the buildings while improving tenants' satisfaction and comfort and developing a regular and transparent relationship with them with a view to better meeting their expectations.
- 2. Space planning & Project Management:** The team provides turnkey solutions by assisting current and prospective tenants with the design and construction of their real-estate projects.
- 3. Environmental Support:** The environmental team specialises in energy management and environment. Its main role is to improve the performance of the portfolio and to support and educate tenants, in particular to reduce their energy consumption and waste production.
- 4. Facility Management:** Befimmo is studying and plans to develop a new facility-management service, offering occupants a range of services, notably caretaking, security, cleaning, technical maintenance of private areas and ordering of various supplies, to make their everyday lives easier.

### FACILITIES

Again, with a view to retaining its tenants, Befimmo strives to equip its buildings appropriately. Accordingly, depending on the characteristics of the buildings (rental situation, location, etc.), tenants are gradually being offered well-equipped shared meeting rooms, co-working spaces, restaurants and/or a catering service, a nursery, a fitness centre, bicycle parking areas equipped with lockers and terminals for electric vehicles.

In response to these new ways of working, Befimmo, as a proactive landlord, has already implemented several projects, notably at its Ikaros Business Park site<sup>1</sup>, located in the Brussels periphery, which is equipped with the most advanced tools in efficiency and working comfort, and offers all tenants a nursery, restaurant, fitness centre, etc. Another example is the provision of shared meeting rooms on the ground floor of the Blue Tower building and in the Triomphe building. At an ideal location, these meeting rooms are equipped with the latest audio-visual technologies and are offered to tenants of the portfolio at attractive prices, and also to any other companies wishing to rent a room for one or more meetings.



By integrating Social Responsibility into its overall strategy, Befimmo aims to create value for all its stakeholders (tenants, cities and residents, the various communities living close to its buildings, etc.). It strives to be a responsible owner, managing its portfolio proactively, preserving its quality while working to improve the accessibility of its buildings. One of its goals is to better integrate environmental concerns, mobility and services to best meet the expectations of its tenants.

[www.un.org/sustainabledevelopment/sustainable-development-goals/](http://www.un.org/sustainabledevelopment/sustainable-development-goals/)



[WWW.BEFIMMO.BE/EN/TENANT-CENTER](http://WWW.BEFIMMO.BE/EN/TENANT-CENTER)



1. Dedicated website: [www.ikarospark.be](http://www.ikarospark.be)

FROISSART  
BRUSSELS  
LEOPOLD DISTRICT



FOUNTAIN PLAZA  
BRUSSELS PERIPHERY



## DIALOGUE

MAINTAIN A REGULAR DIALOGUE WITH (EXISTING AND PROSPECTIVE) TENANTS.

### MAIN ACHIEVEMENTS AND OBJECTIVES

#### PROVISION OF AN ENVIRONMENTAL COOPERATION AGREEMENT G4-EN27

Befimmo offers its tenants an environmental cooperation agreement linked to each lease. After visiting private areas, the Environmental Technical Team (CTE) suggests measures to the occupants for improving environmental performance of their private installations 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.

The environmental cooperation agreement is offered to new tenants and to all existing tenants on a gradual basis.

#### ◆ ONGOING OBJECTIVE

**Befimmo plans to meet, dialogue with and educate all its tenants through the environmental cooperation agreement. It also plans to measure the positive impact of the process by inventorising savings and improvements brought about through close cooperation with tenants.**

**It will continue to approach a number of existing tenants with the highest private electricity consumption and offer to help them reduce it. Meanwhile it will offer its cooperation and services to new tenants.**

**PROVISION OF A BUILDING USER GUIDE** G4-EN27

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 currently been drafted and distributed for some 10 buildings. A list of priority buildings has been drawn up for further Building User Guides to be drafted and distributed to tenants.

**◆ OBJECTIVE FOR 2017-2019**

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.

This document will be handed over by the property management to new tenants as well as to the existing tenants.

**HELPSITE** G4-EN27

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 – available for all tenants in the Befimmo portfolio since the first half of 2016 – provides secure external access to tenants (and suppliers).

The Helpsite is a powerful tool to help property management to optimise management and allow tenants to monitor their requests effectively.

**SETTING-UP AND PROVISION OF A COMMUNICATION PLATFORM**

G4-EN27

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, the Building User Guide, the environmental cooperation agreement, etc., and also for exchanging private information.

**◆ OBJECTIVE FOR 2017**

This platform is under development and will gradually be made available to tenants by the end of the first half of 2017.



## HEALTH & SAFETY

ACCOUNTABILITY FOR THE HEALTH AND SAFETY OF TENANTS.

### MAIN ACHIEVEMENTS AND OBJECTIVES

Befimmo is naturally retaining its targets for monitoring compliance with safety regulations on building sites, and providing healthy and perfectly safe buildings. Befimmo also checks that all statutory controls are properly implemented and that any observations and/or infringements arising from reports by inspectors on its portfolio are remedied.

One property management 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 carried out by the property management.

**INCIDENTS** G4-PR2 G4-PR9

No major incidents were reported during the 2016 fiscal year.

# GOVERNANCE<sup>1</sup>

G4-DMA G4-35 G4-46 G4-57



Befimmo abides by the applicable legal requirements on governance and has devised a code of ethics setting out the values that are to govern relations with its stakeholders.

In terms of governance, Befimmo applies the Belgian Corporate Governance Code, which is its reference code, and pays particular attention to developments in this area.

For the prevention of conflicts of interest and market abuse, Befimmo is governed by the legal provisions applicable as a listed company and BE-REIT, 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.

The General Counsel & Secretary General (member of the Management Committee) is responsible for updating and compliance with the code of ethics and the corporate governance charter.

She is also the Compliance Officer and, in that capacity, ensures the compliance with internal rules and procedures to prevent the risk of market abuse.

→ “Statement of corporate governance, on page 117”

Befimmo also pays particular attention to the reliability of the reporting process and rigorous, accurate and transparent financial and non-financial communications.

Befimmo is aware that a significant part of its environmental and also societal impact is upstream in its value chain, and it wants to go beyond responsibility for its own activities by educating its suppliers through responsible management of its value chain.

The main priorities related to this topic are dialogue and communication with stakeholders, ethics, compliance and the value chain.



LEADERSHIP A-



GREEN STAR 82%



EPRA GOLD AWARD

1. The Action Plan 2017, notably the Governance section, is published on Befimmo's website ([www.befimmo.be/en/investors/publications/csr-action-plans](http://www.befimmo.be/en/investors/publications/csr-action-plans)).



## DIALOGUE & COMMUNICATION

MAINTAIN A DIALOGUE WITH THE INDIVIDUALS AND ENTITIES AFFECTED BY THE COMPANY'S BUSINESS, AND COMMUNICATE TRANSPARENTLY ON INITIATIVES TAKEN, AND FOLLOW THEM UP.

### MAIN ACHIEVEMENTS AND OBJECTIVES

#### DIALOGUE G4-26

With the aim of continuously improving its position as a responsible business and landlord, Befimmo conducts a regular dialogue with all its internal and external stakeholders.

#### ◆ OBJECTIVE

Befimmo's objective is to continually improve the regular dialogue with all its stakeholders, enhancing the communication tools, adapting them to each stakeholder (website for investors and tenants, intranet for the team, presentations, reports, Helpsite and extranet available to tenants, etc.) and also to continue responding to the CDP, GRESB and other questionnaires published by institutional investors.

◆ ? "CDP, GRESB"

#### TRANSPARENT COMMUNICATION G4-32 G4-PR7

Befimmo also pays particular attention to the reliability of the reporting process and rigorous, accurate and transparent financial and non-financial communications.

For some years now, throughout its Report, Befimmo has been following the trend towards standardisation not only of financial reporting but also of reporting on Social Responsibility, by subscribing to the indicators published by EPRA, the GRI-G4 ("Compliance" - Essential criteria) guidelines and those for the real-estate sector, GRI-CRESS.

#### AWARDS G4-15

For reporting, Befimmo won the following prizes during the 2016 fiscal year:

- ◆ Befimmo was awarded the "EPRA Gold Award Financial Reporting" for its Annual Financial Report 2015 and for the second time the "EPRA Gold Award Sustainability Reporting" for its Social Responsibility Report;
- ◆ Befimmo achieved a score of 82%, equivalent to GRESB "Green Star" status;
- ◆ Befimmo further improved its CDP score, being awarded the status of "Leadership A-" for the 2016 CDP questionnaire.

#### ◆ OBJECTIVE

To pursue and continually improve communication in line with the current reference standards.



## RESPONSIBLE VALUE CHAIN

G4-S010 G4-LA14 G4-LA15 G4-EN32 G4-EN33 G4-HR10 G4-HR11

RESPONSIBLE MANAGEMENT OF THE VALUE CHAIN, SUSTAINABLE PROCUREMENT POLICY AND DIALOGUE WITH SUPPLIERS.

### MAIN ACHIEVEMENTS AND OBJECTIVES

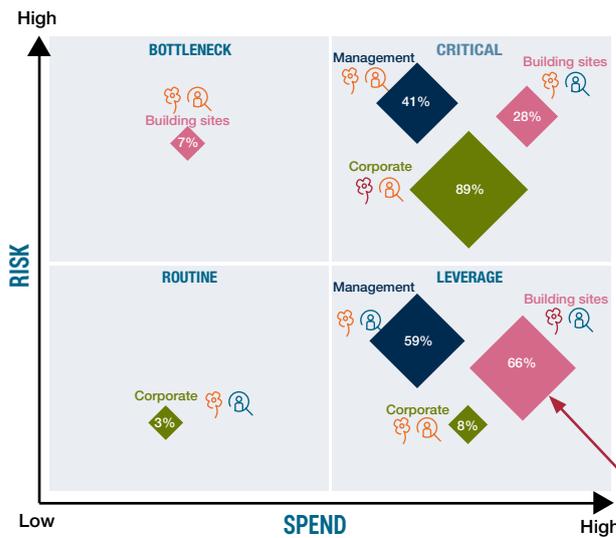
For some years now, Befimmo has been committed to a responsible corporate approach that it aims to extend beyond its own activities. To achieve this objective, Befimmo has begun a process of improving the environmental performance of its supply chain, with the objectives of:

- 1. Improve and update existing conditions of sustainable procurement.** Notifying them to project managers and external stakeholders as soon as possible and ensuring follow-up and compliance.
- 2. At corporate level, analysing the sustainability of office supplies** ("eco-labelled brands") other than paper, orientate procurement policy in that direction and generally adopt a "sustainable" corporate procurement policy.

To achieve this goal, in 2016 Befimmo carried out a thorough analysis of the value chain, which enabled it to establish a Kraljic matrix<sup>1</sup> for each main procurement family: "Corporate", "Management" and "Sites" (see diagram hereafter).

1. The Kraljic matrix was designed to plot each procurement category along two axes: (i) the risk assessed according to the position of the buyer in relation to its suppliers and the criticality of the product/service and (ii) the level of expenditure for the product/service.

### PRELIMINARY RESULTS OF THIS INITIAL ANALYSIS INCLUDING ALL PRODUCTS AND SERVICES (“CORE” AND “CORPORATE”) RELATED TO BEFIMMO’S BUSINESS



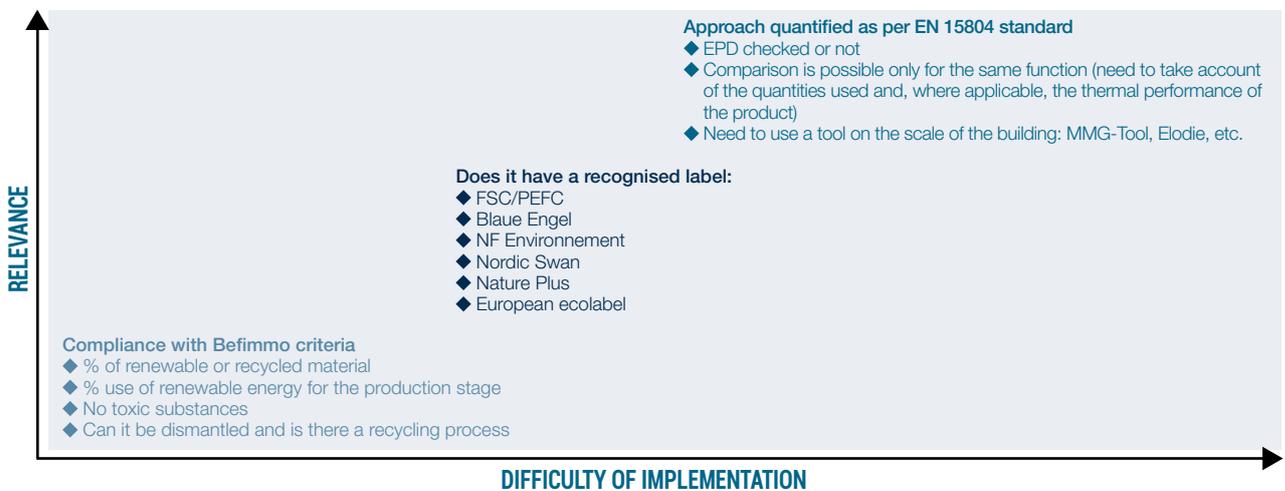
In late 2016, an initial workshop attended by about 10 internal and external stakeholders (consultancy firms, architects, general contractors, certification bodies) was organised to exchange ideas on the advantages and disadvantages of the systems for assessing the environmental performance of a building or renovation project, by distinguishing two stages:

1. During the design of the project when the project manager and architect have to be given the means to assess the **construction system** in terms of its environmental performance;
2. During the construction of the project when the project manager has to be given the means to select the **materials suppliers** in terms of their environmental performance;

**PRIORITY**

	Environmental Impact	Social Impact	% of spending of the segment
High	🔴	🔴	🔴
Medium	🟡	🟡	🟡
Low	🟢	🟢	🟢

### ASSESSMENT SYSTEMS IDENTIFIED



This initial workshop highlighted two approaches that will be studied and tested in 2017 on specific new construction and renovation projects.

- ◆ **In the choice of construction systems**, Befimmo will consider the possibility of introducing the Life Cycle Analysis method alongside BREEAM to quantify the environmental impact of the construction systems planned at the design stage, building on the work of the three Belgian regions (MMG tool) and following EN 15804 standards.
- ◆ **In the choice of the materials**, Befimmo will consider the possibility of using the existing labels (NF Environnement, Blaue Engel Ecolabel, etc.) or developing specific criteria or excluding certain materials on account of their environmental performance.

### ◆ OBJECTIVES

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. 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.



## ETHICS

G4-56 | G4-57

PREVENTION OF THE RISKS OF CORRUPTION, ANTI-COMPETITIVE BEHAVIOUR, CONFLICTS OF INTERESTS, RISK TO REPUTATION AND RAISING AWARENESS OF ETHICS AND COMPLIANCE WITH THE LAW.

### MAIN ACHIEVEMENTS AND OBJECTIVES

#### CODE OF ETHICS, DEALING CODE AND GOVERNANCE CHARTER G4-S04

The dealing code, which aims to prevent the risk of insider trading and market abuse, was updated in 2016, in accordance with the new European regulation on market abuse ("Market Abuse Regulation")<sup>1</sup> and was 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.

#### ◆ OBJECTIVE

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.

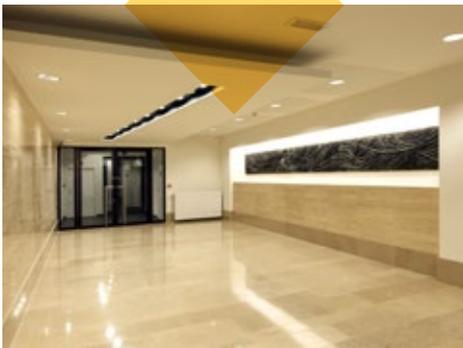
#### RAISING AWARENESS IN MAINTENANCE COMPANIES G4-EN27

Befimmo is aware that improving the quality and environmental and energy performance of its buildings also involves an ongoing dialogue with the maintenance teams responsible for maintaining and operating the technical installations of its buildings.

#### ◆ OBJECTIVE

Train and educate all maintenance companies in CSR. Add a "Sustainable development/energy performance" addendum to existing contracts and devise new environmental performance terms for new contracts.

CENTRAL GATE  
BRUSSELS CENTRE



BREDERODE 13  
BRUSSELS CENTRE



1. Regulation (EU) No 596/2014 of the European Parliament and of the Council of 16 April 2014 on market abuse, which entered into force on 3 July 2016.

# COMPLIANCE

COMPLIANCE WITH LEGISLATION IN FORCE AND A PROACTIVE ATTITUDE TOWARDS THE AUTHORITIES.

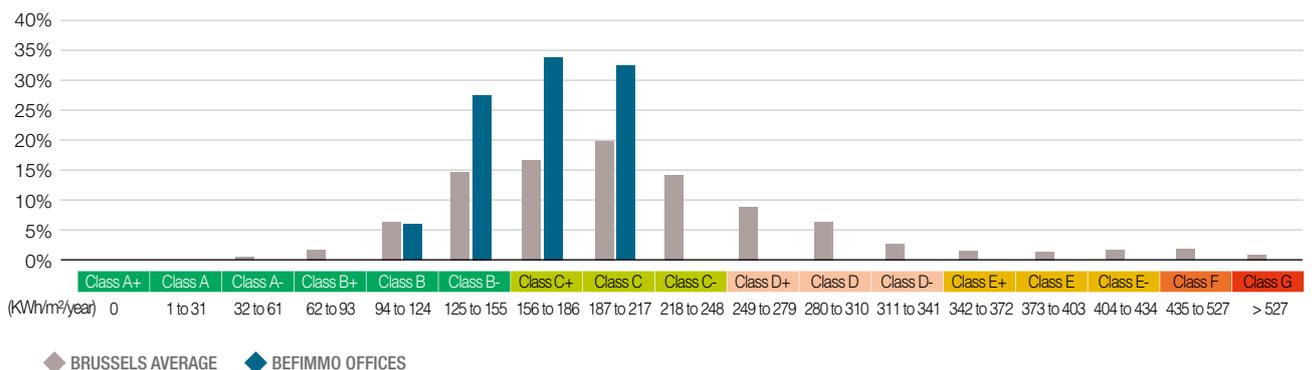
## MAIN ACHIEVEMENTS AND OBJECTIVES

### ENERGY PERFORMANCE (EPB) CERTIFICATES AND EPB CERTIFICATION FOR HEATING AND AIR CONDITIONING G4-EN29

The chart hereafter illustrates the situation of the “Offices and services” energy performance certificates of the buildings in the Befimmo portfolio in Brussels compared with the data

provided by Bruxelles Environnement to 5 million square metres of certified “Offices and services” buildings. The buildings in the Befimmo portfolio account for 5% of the total area of certified buildings and are divided between classes B (62-155 kWh/m<sup>2</sup>/year) and C (156-248 kWh/m<sup>2</sup>/year).

### DISTRIBUTION OF BEFIMMO OFFICE BUILDINGS IN RELATION TO THE BRUSSELS AVERAGE (#M<sup>2</sup>)



In Flanders, most “Public building” certificates are available and displayed, while mandatory display is planned as from 2019 in Wallonia. The Axento building in Luxembourg also has a certificate.

#### ◆ OBJECTIVE FOR 2017

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 certain strategic buildings.

Although theoretical, the data of the certificates are also compared with the actual specific consumption figures.

### INTERNAL AUDITS AND ANALYSIS OF COMPLIANCE WITH THE OPERATING CONDITIONS OF ENVIRONMENTAL PERMITS

In 2013 Befimmo began its own audits of compliance by the operational buildings with the requirements of the 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.

At the end of 2016, the audits conducted covered 65% of the environmental permits for Befimmo's portfolio (excluding Fedimmo).

#### ◆ OBJECTIVES FOR 2017

Continue and finish bringing audited permits into compliance. Audit the remaining environmental permits held by Befimmo.

# GENERAL INFORMATION G4-32

## Contact person and further information

G4-31

Emilie Delacroix - CSR Manager  
e.delacroix@befimmo.be - +32 2 679 38 63

### Social Responsibility FAQ

Many external stakeholders are interested in our Social Responsibility approach. In order to give answers that are as clear as possible and to provide this information to all stakeholders at the same time, Befimmo has posted frequently asked questions (FAQ) on Social Responsibility. This document is available on the Befimmo website: [www.befimmo.be](http://www.befimmo.be), together with important new data and the main issues raised by stakeholders.

## Reference to external standards



Since several years, Befimmo has followed the trend towards standardisation of financial reporting and also reporting on Social Responsibility by adopting the indicators published by **EPRA**, the **GRI-G4** guidelines ("Compliance" – Essential criteria) and those for the real-estate sector, **GRI-CRESS**.

The summary table of all the EPRA indicators can be found on page 87 of this Report, while the index of GRI content is published on the Company's website [www.befimmo.be/sites/default/files/imce/publications/2016/gri\\_uk\\_2016.pdf](http://www.befimmo.be/sites/default/files/imce/publications/2016/gri_uk_2016.pdf)

## Reporting period

G4-28 G4-29 G4-30

This Report covers activities over the 2016 fiscal year. It follows the Annual Financial Report 2016. The perimeter is as at 31 December 2016.

## Reporting perimeter and changes since 1 January 2016

G4-13 G4-22 G4-23

The floor area of the Company's portfolio was changed during fiscal year 2016 by the following events:

- ◆ disposals of the Chênée and Jean Dubrucq buildings in Brussels;
- ◆ the incorporation into the portfolio, as work progresses, of the Gateway building.

The reporting perimeter for sustainable development activities covers the activities of Befimmo SA and its subsidiaries, Fedimmo SA, Meirfree SA, Vitalfree SA, Axento SA and Beway SA. Befimmo's commitments to sustainable development apply to its whole portfolio. We would point out, however, that the policy implemented by Befimmo at operational level cannot be applied in the same way to the Fedimmo portfolio.

The Environmental Management System (EMS) covers the activities under Befimmo's direct control. Initially, the operational aspects of the EMS are being deployed for the common areas of the buildings. This does not preclude the implementation of activities for aspects over which Befimmo has less direct influence, notably tenants' management of private areas.

## External assurance

G4-33

Befimmo commissioned Deloitte to carry out a limited assurance review. Data marked with the **V** symbol have been audited by Deloitte as part of this limited assurance review. The Deloitte report can be found in this chapter on page 115.

## Content Index Service

GRI-G4

As part of its GRI-G4 reporting, Befimmo made use of the GRI Content Index Service to help improve accuracy in the GRI content index and ensure that it is in line with GRI-G4-32. This service is designed to improve the transparency of GRI reporting.

## Methodology

The reporting methodology is described on pages 97 to 98 of this Report.

# FURTHER INFORMATION

Befimmo's website [www.befimmo.be](http://www.befimmo.be) provides additional information that may be a helpful supplement to the Social Responsibility chapter of this Annual Financial Report. This includes:

- ◆ index table of GRI content;
- ◆ interaction with stakeholders;
- ◆ analysis of stakeholder expectations;
- ◆ Corporate Social Responsibility policy (March 2016);
- ◆ the Social Responsibility chapter from previous Annual Financial Reports, as well as this one;
- ◆ previous Annual Financial Reports;
- ◆ ISO 14001 certificate;
- ◆ BREEAM certificates;
- ◆ Social Responsibility Action Plans;
- ◆ external stakeholders' answers to questionnaires;
- ◆ questionnaire for external stakeholders.

? To facilitate the reading of this chapter, a glossary is provided on page 202 of this Report.

# LIMITED ASSURANCE REPORT

## STATUTORY AUDITOR'S REPORT ON THE LIMITED REVIEW PERFORMED ON SELECTED ENVIRONMENTAL PERFORMANCE INDICATORS PUBLISHED IN THE ANNUAL FINANCIAL REPORT OF BEFIMMO SA OF 31 DECEMBER 2016

To the Board of directors

As statutory auditor we have been engaged to perform limited review procedures to express a limited assurance on selected environmental performance indicators ("the Data") published in the Annual Financial Report of Befimmo SA for the year ended the 31 December 2016 ("the Annual Financial Report"). The environmental performance indicators have been defined following the guidelines of the "Global Reporting Initiative" GRI G4, EPRA Best Practice Recommendations (BPR) (2<sup>nd</sup> version September 2014) and GHG protocol guidelines scope I, II, III. The Data have been selected by Befimmo SA and are identified with the symbol ▼ in the tables as mentioned on pages 87 and 96 of the Annual Financial Report.

The scope of our work has been limited to the Data covering the year 2016 and including the selected environmental performance indicators of the buildings of Befimmo SA, Fedimmo SA, Axento SA and Beway SA. The limited review was performed on the data gathered by Befimmo SA and retained in the reporting scope of the Annual Financial Report. Our conclusion as formulated below covers therefore only these Data and not all indicators presented or any other information included in the chapter "Corporate Social Responsibility" of the Annual Financial Report.

### RESPONSIBILITY OF THE BOARD OF DIRECTORS

The Board of directors of Befimmo SA is responsible for the Data and the references made to it presented in the Annual Financial Report as well as for the declaration that its reporting meets the requirements of the "Global Reporting Initiative" (GRI) G4, the EPRA Best Practice Recommendations (BPR) (2<sup>nd</sup> version, September 2014) and GHG protocol guidelines scope I, II, III, as described in chapter "Corporate Social Responsibility" of the Annual Financial Report.

This responsibility includes the selection and application of appropriate methods for the preparation of the Data, for ensuring the reliability of the underlying information and for the use of assumptions and reasonable estimations. Furthermore, the Board of directors is also responsible for the design, implementation and maintenance of systems and procedures relevant for the preparation of the Data.

The choices made by the Board of directors, the scope of the chapter "Corporate Social Responsibility" of the Annual Financial Report and the reporting policies, including any inherent limitations that could affect the reliability of the information are set out on pages 97 to 98 of the Annual Financial Report.

### NATURE AND SCOPE OF WORKS

Our responsibility is to express an independent conclusion on the Data based on our limited review. Our assurance report has been made in accordance with the terms of our engagement letter.

We conducted our work in accordance with the International Standard on Assurance Engagements (ISAE) 3000 "Assurance Engagements other than Audits or Reviews of Historical Information".

We planned and performed the procedures deemed necessary for expressing a limited assurance on the fact that the Data are not materially misstated. A limited assurance engagement provides less assurance than an audit.

The scope of our work included, amongst others the following procedures:

- ◆ Assessing and testing the design and operating effectiveness of the systems and procedures used for data-gathering, classification, consolidation and validation, and that for the methods used for calculating and estimating the 2016 environmental performance indicators identified with the symbol ▼ in the tables as mentioned on 87 to 96 of the Annual Financial Report;
- ◆ Conducting interviews with responsible officers;
- ◆ Examining, on a sample basis, internal and external supporting evidence and performing consistency checks on the consolidation of these data.

### CONCLUSION

Based on our limited review, as described in this report, nothing has come to our attention that causes us to believe that the Data related to Befimmo SA identified with the symbol ▼ in the tables<sup>1</sup> as mentioned on pages 87 to 96 of the Annual Financial Report have not been prepared, in all material respects, in accordance with (GRI) G4 guidelines, the EPRA BPR (2<sup>nd</sup> version, September 2014) and GHG protocol guidelines scope I, II, III.

Zaventem, 20 March 2017

The Statutory Auditor

DELOITTE  
Bedrijfsrevisoren / Reviseurs d'Entreprises  
BV o.v.v.e. CVBA / SC s.f.d. SCRL  
Represented by  
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1. The complete and detailed tables are published on the website of Befimmo ([www.befimmo.be](http://www.befimmo.be)).

# ANALYSIS OF STAKEHOLDERS' EXPECTATIONS

G4-20 | G4-21 | G4-27

		SUBCONTRACTORS, SUPPLIERS	SHAREHOLDERS, INVESTORS, ANALYSTS	PROFESSIONAL ASSOCIATIONS	PUBLIC AUTHORITIES	CERTIFICATION AND INSPECTION BODIES	TEMANTS G4-PR5	PROPERTY MANAGERS	BEFIMMO'S TEAM	POTENTIAL CANDIDATES	ALL STAKEHOLDERS
		<ul style="list-style-type: none"> <li>● IMPORTANT ON THE SHORT TERM</li> <li>◐ IMPORTANT ON THE MID-LONG TERM</li> <li>○ IMPORTANT ON THE LONG TERM</li> </ul>									
<b>PRIORITIES</b>											
Environment	Certifications	●	●	●	●	●	●	○	●	●	●
	Waste	●	●	●	●	●	●	○	●	●	●
	Energy	●	●	●	●	●	●	●	●	●	●
	Raw materials	●	○	●	●	●	●	○	●	●	●
	Water	○	●	●	●	●	●	○	●	○	●
	Air pollution	○	○	●	●	●	●	●	○	●	●
	Mobility	●	○	●	●	●	●	○	●	○	●
	CO <sub>2</sub> e emissions   Climat changes	●	●	●	●	●	●	●	●	○	●
	Life cycle	●	○	●	○	●	●	●	○	○	●
	Biodiversity	○	○	○	○	○	○	○	○	○	○
Team	Ethics (HR management, recruitment, etc.)	●	●	●	○	●	●	○	○	●	●
	Well-being   Balance work/private life	●	○	●	●	●	●	○	●	●	●
	Mobility (CSR Conciousness)	●	○	●	●	●	●	○	●	○	●
	Training   Appraisal	○	○	●	○	●	●	○	○	●	○
	Social commitment	○	○	○	○	○	○	●	○	●	○
	Dialogue employee/employer	●	○	○	○	●	●	●	●	●	●
Responsible purchases	Choice of products/services/materials	●	●	●	●	●	●	○	●	●	●
	Choice of suppliers	●	●	●	●	●	●	●	●	●	●
Governance	Legislation/Compliance	●	●	●	●	●	●	●	●	○	●
	Reporting/Communication	●	●	●	●	●	●	●	○	○	●
	Real-estate disinvestments	○	○	○	○	○	○	○	○	○	○
	Relations   Dialogue with stakeholders	●	●	●	●	●	●	●	●	●	●
Responsibility towards clients	Selection/Choice	●	○	○	○	●	○	●	○	○	○
	Safety & Health	●	○	●	○	●	●	○	○	●	●
	Privacy	○	○	○	○	●	○	○	○	●	○
	Dialogue	●	●	●	●	●	●	●	●	○	●
	Client-oriented service	○	○	○	○	●	●	●	●	○	○
	Education & Awareness	●	○	●	●	●	●	●	●	○	●
Ethics	Ethics	●	●	●	●	●	●	○	●	●	●

# COMMUNICATION WITH EXTERNAL AND INTERNAL STAKEHOLDERS

G4-16 | G4-18 | G4-24 | G4-26

## EXTERNAL STAKEHOLDERS

LEVEL	EXTERNAL STAKEHOLDERS	ACTIVITIES
PUBLIC AUTHORITIES	European Union	> Monitoring developments in new legislation.
	<b>Brussels: BIM/IBGE</b> Leefmilieu Brussel   Bruxelles Environnement <b>Wallonia:</b> Operational Directorate-General for Agriculture, Natural Resources and the Environment (DGARNE) <sup>1</sup> <b>Flanders:</b> Department of the Environment, Nature and Energy (LNE) <sup>2</sup>	Befimmo endeavours to maintain good relations and synergies with IBGE. > Monitoring of regional legislation. > Interaction during the design phase of major renovations. > Participation in exemplary buildings competitions.  During 2016, Befimmo added a new member to its legal team who is (partly) responsible for updating the legislation register/watch.
ASSOCIATIONS, NOT-FOR-PROFIT BODIES, ETC.	<b>BRE</b> Building Research Establishment	<b>BRE</b> has developed the "BREEAM" (BRE Environmental Assessment Method), a global standard and environmental rating system for buildings, launched in 1990. Overall, there are over 500,000 BREEAM-certified buildings under development and more than 2 million BREEAM assessments have been conducted since 1990. Befimmo has been following up and applying BREEAM certification since 2010 for all of its portfolio, both operational and under construction/renovation. At the end of 2016, 65 buildings were certified, with a total space of 524,695 m <sup>2</sup> (59% of the consolidated portfolio).
	<b>The Shift</b> a Belgian sustainable development network. The Shift was founded in June 2015 by the former sustainable development networks KAURI and Business & Society Belgium	As an active member, Befimmo regularly attends information meetings and working groups organised by <b>The Shift</b> .
	<b>ROTOR asbl</b>	In 2016, Befimmo continued to take part in the circular economy project with <b>ROTOR asbl</b> on some of the Company's sites that had a potential for recovery and reuse. In this way, more than 36 tonnes of materials were removed and reused in various projects.
	<b>Be.face</b>	<b>Be.face</b> is a movement of responsible businesses which aims to build bridges between the needs of associations and resources of the business world, in terms of time, activities and equipment. Through Be.face, Befimmo contacted the municipal public social welfare centre (CPAS) and decided to reallocate its budget, usually assigned to the team for end-of-year treats to end-of-year presents, for disadvantaged children and older people in the municipality, organised by the municipal public social welfare centre (CPAS).
	<b>Hu.Bu</b>	Befimmo has also started a circular-economy cooperation project on some of its premises where there is potential for recovering and reusing equipment left behind by its tenants when they depart. This consists mainly of office furniture, chairs, IT equipment, etc. <b>Hu.Bu</b> then sells it on for a symbolic price to non-profit associations and needy schools. In the context of SWOW and the redevelopment of its corporate space, Befimmo also worked with Hu.Bu for the recycling of its old office equipment. This enabled more than 4 tonnes of extra equipment to be reclaimed.

1. <http://environnement.wallonie.be/administration/orgdgarne.htm>  
 2. [www.lne.be](http://www.lne.be)

LEVEL	EXTERNAL STAKEHOLDERS	ACTIVITIES
<b>TRADE ASSOCIATIONS</b>	<b>UPSI</b> Professional Union of the Real-Estate Sector <sup>1</sup>	Befimmo maintains a strong commitment to its relationship with UPSI. UPSI and Befimmo actively cooperated again in 2016 via working groups to incorporate federal and regional real-estate requirements. During the 2016 fiscal year, the following main topics were dealt with: Cobat, CoBRACE, PLAGÉ, RRU, management of polluted soil, the reform of property taxation, BE-REITs, prevention of fire and explosion in car parks, the measurement code, etc. The CEO is a member of the UPSI board of directors. The CFO also participates in the UPSI Taxation Committee: exchange within the real-estate sector on the impact of (new) taxation regulations, adopting the sector's stance on these matters. Since early 2017, the COO and the CFO have been co-chairing the UPSI Investors Committee which deals with issues of specific interest to investor members.
	<b>RICS</b> Royal Institution of Chartered Surveyors <sup>2</sup>	RICS is an independent not-for-profit body with nearly 100,000 qualified members in some 140 countries. RICS establishes high standards of competence and integrity, organises training and specific studies, and helps its members to fine-tune their sustainable-development strategies. The CEO is a fellow member of RICS.
	<b>EPRA</b> European Public Real-Estate Association <sup>3</sup>	With over 200 active members, EPRA is the voice of European listed real-estate companies and represents €250 billion of real-estate assets. EPRA establishes good practice in accounting, information and corporate governance. It provides quality information to investors and publishes financial and environmental reporting standards which Befimmo meets every year. The Secretary-General and the CFO are members of the Tax & Regulatory Committee, a working party on regulatory issues. It discusses European regulations in preparation, and defends the sector's position in relation to draft regulations. In early 2017, the CFO joined the Reporting & Accounting Committee, a working group that handles particular aspects of the standardisation of financial performance indicators and accounting issues. In late 2016, Befimmo received the "EPRA Gold Award Financial Reporting" and the "EPRA Gold Award Sustainability Reporting" for its Annual Financial Report 2015.
<b>TENANTS</b>	<b>Private-sector tenants</b> G4-PR5	Befimmo intends to invite its tenants to take part in its approach to achieve more sustainable development, and to that end proposes to organise biannual meetings between tenants, Property Management and Befimmo's commercial department in order to inform tenants about the building they occupy, its technical operation, and the influence and role of each party in relation to environmental protection. An Environmental Cooperation Agreement and a Building User Guide are systematically offered to new tenants as well as to existing ones. Befimmo also plans to organise "afterworks" within its portfolio, to bring together all the tenants of a particular building in a pleasant atmosphere. The aim of such events is to foster relationships and exchanges between tenants. A first "afterwork" is scheduled for early 2017 in the Goemaere building.
	<b>Public-sector tenants</b> <b>Buildings Agency</b> G4-PR5	The Buildings Agency is the main tenant in Befimmo's consolidated portfolio. In 2016 several contacts were made with the Buildings Agency, particularly in the context of reporting and obtaining data of energy consumption and waste production for properties in the Fedimmo portfolio.
<b>ANALYSTS, INVESTORS AND SHAREHOLDERS</b>		Befimmo answers specific questionnaires on Social Responsibility from stakeholders. The answers to these questionnaires are made available to other stakeholders via the Company website <a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a> . Furthermore, Befimmo regularly presents its approach at roadshows and lectures on this topic. <b>General feedback from analysts/investors</b> Overall, the company's strengths have been assessed as: strategy and analysis; reporting and disclosure and external communication; environmental aspects; monitoring; certification. The main aspect to be addressed is relations with rental customers. <b>Assessment questionnaire</b> In line with Befimmo's desire to come into more direct contact with external stakeholders, they can also assess Befimmo's sustainable development approach and make comments and suggestions for improvement by filling in an "External Stakeholders Questionnaire" which is available on the corporate website at: <a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a> . In 2016, no comments were made on the feedback form provided on the website.
	<b>Carbon Disclosure Project<sup>4</sup></b>	In the past fiscal year, Befimmo answered the CDP questionnaire. Befimmo took part in reporting carbon emissions linked to its activities by responding to the questionnaire of the Carbon Disclosure Project, which aims to set up a global database of corporate greenhouse-gas emissions. This organisation acts on behalf of many investors representing more than US\$ 100 trillions in assets. In December 2016, Befimmo received its score for the CDP 2016 questionnaire, which further improved in relation to the scores of previous years. It obtained the Leadership A- status. This substantial improvement in Befimmo's score in recent years reflects the quality of its reporting for investors.
	<b>GRESB</b> Global Real Estate Sustainability Benchmark <sup>5</sup>	The 200 members of GRESB are institutional investors, 58 of which are pension funds. In the past fiscal year, Befimmo answered the GRESB questionnaire. Thanks to the action taken in recent years, Befimmo improved its score and made progress on the shortcomings identified at the beginning, namely the involvement of management in the CSR strategy and social factors. It also achieved the status of "Green Star" (70%) in 2012, which it has maintained in subsequent years, achieving a score of 82% in 2016, well in excess of the average for the real-estate sector. While Befimmo has achieved a higher level than its competitors, it still has matters requiring attention, such as analysing the value chain, performance indicators and stakeholder commitment. Befimmo is an official member of GRESB, which will allow it to access more information, attend training events and be eligible to serve on committees and take part in working groups.
 <b>GRI</b> Global Reporting Initiative	Befimmo has been a member of the GRI Gold Community since 1 January 2015. "Working separately and on isolated efforts is not an option; by working together, we can build on our common goal - a more sustainable, secure and stable economy and world. The GRI GOLD Community is a programme offering organisations around the world a unique opportunity to join a collaborative, global multi-stakeholder network to do exactly this." ( <a href="http://www.globalreporting.org">www.globalreporting.org</a> ). For some years now, throughout its report, Befimmo has been following the trend towards standardisation not only of financial reporting but also of reporting on corporate social responsibility, by subscribing to the indicators published by EPRA, the GRI-G4 ("In accordance" - Essential criteria) guidelines and those for the real-estate sector, GRI-CRESS. In 2017, Befimmo plans to go even further in terms of its Corporate Social Responsibility Policy and reporting, by switching from GRI-G4 to GRI standards, which notably involves updating its materiality matrix and a thorough review of its CSR Policy.	
<b>ARCHITECTS   CONSULTANCY FIRMS</b>	Various firms involved in the major renovations	Consultation from the design stage to identify the impacts and opportunities of major renovations.
<b>PROPERTY MANAGERS</b>	BNP Paribas Fortis, Single tenants	Regular meetings to assess opportunities for improvement, at both strategic and operational levels.

1. [www.ups-bvs.be](http://www.ups-bvs.be)  
2. [www.rics.org](http://www.rics.org)  
3. [www.epra.com](http://www.epra.com)  
4. <https://www.cdp.net/en>  
5. [www.gresb.com](http://www.gresb.com)

LEVEL	EXTERNAL STAKEHOLDERS	ACTIVITIES
<b>SUBCONTRACTORS &amp; SUPPLIERS</b>	Property Management / maintenance companies	Regular consultation at strategic and operational levels with Property Management helps to identify priorities to be addressed for reducing environmental impact. Property Management, as the main point of contact with maintenance companies, is responsible for raising awareness among them. Property Management also plays an important role in raising awareness among tenants and is audited annually by and at the initiative of Befimmo.
	Suppliers	<p>For some years now, Befimmo has been committed to a responsible corporate approach that it aims to extend beyond its own activities. To achieve this objective, Befimmo has begun a process of improving the environmental performance of its value chain, with the objectives of:</p> <ol style="list-style-type: none"> <li>1. Improving and updating existing conditions of sustainable procurement. Notifying them to project managers and external stakeholders as soon as possible and ensuring follow-up and compliance.</li> <li>2. At corporate level, analysing the sustainability of office supplies ("eco-labelled brands") other than paper, orientating procurement policy in that direction and generally adopting a "sustainable" corporate purchase policy.</li> </ol> <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> <p>In late 2016, as part of its drive to improve the environmental performance of its value chain, Befimmo organised an initial workshop attended by about 10 internal and external stakeholders (consultancy bureaux, architects, general contractors, certification bodies) to exchange ideas on the advantages and disadvantages of the systems for assessing the environmental performance of a building or renovation project.</p>

## INTERNAL STAKEHOLDERS G4-43

LEVEL	INTERNAL STAKEHOLDERS	ACTIVITIES
<b>BOARD OF DIRECTORS</b>	Directors	The Directors of Befimmo also take part in defining and approving budgets and taking major decisions on Social Responsibility, especially at strategy meetings and at the meetings scheduled every quarter when the results are published.
<b>MANAGEMENT</b>	Management staff	<p>The members of the Management Committee are members of professional associations in their fields of expertise. For instance, the Secretary-General takes part in the Federation of Enterprises in Belgium (FEB) (governance issues and financial regulations) and the Institut Des Juristes d'Entreprise (Institute of company lawyers).</p> <p>Moreover, the CFO and the Secretary-General are also members of the BE-REIT Association, founded in December 2015 (discussion of various aspects of accounting and tax regulations impacting the sector). The CFO is the Chairman and the Secretary-General is the Head of the Legal &amp; Regulatory Committee.</p> <p>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 CSR Manager. 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.</p>
<b>THE BEFIMMO TEAM</b>	All staff	Befimmo's Social Responsibility is now fully integrated into its day-to-day management. Befimmo staff are increasingly involved in this strategy, 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. Each year, various presentations are organised to inform and involve the team in various CSR-related topics, such as mobility, cutting energy consumption, etc.
<b>POTENTIAL CANDIDATES</b>	Students	In recent years, Befimmo has given a positive response to several calls for projects and other requests from students and universities.



# INDEX OF GRI CONTENT

## GENERAL STANDARD DISCLOSURES G4-32

GENERAL STANDARD DISCLOSURES	ANNUAL FINANCIAL REPORT 2016 (PAGES)   WWW.BEFIMMO.BE (LINKS)	EXTERNAL ASSURANCE <sup>1</sup>
<b>STRATEGY AND ANALYSIS</b>		
G4 - 1	12: Letter to the shareholders 77: Social Responsibility - Benoît De Blicq, CEO, on Befimmo's position 78: Social Responsibility - Introduction	No external assurance
G4 - 2	2: Main risks related to the property portfolio 8: Main risks related to regulation 9: Main operational risks 20: Identity and strategy	No external assurance
<b>ORGANISATION PROFILE</b>		
G4 - 3	143: Structure and organisation 194: Identification	No external assurance
G4 - 4	20: Identity and strategy 29: Property portfolio	No external assurance
G4 - 5	194: Identification	No external assurance
G4 - 6	20: Identity and strategy 35: Geographical situation of the Befimmo portfolio: Belgium & Luxembourg	No external assurance
G4 - 7	193: General information	No external assurance
G4 - 8	20: Identity and strategy 32: Tenants 35: Geographical situation of the Befimmo portfolio: Belgium & Luxembourg 36: Buildings of Befimmo's consolidated portfolio	No external assurance
G4 - 9	33: Acquisition price and insured value on properties of Befimmo's consolidated portfolio 36: Buildings of Befimmo's consolidated portfolio 99: CSR – Team – Social Indicators 147: Consolidated statement of financial position	No external assurance, except "Consolidated statement of financial position" External assurance (AFR 2016 - Statutory Auditor's report - page 186)
G4 - 10	99: CSR – Team – Social Indicators 103: CSR – Team – Ethics – Social Indicators	No external assurance
G4 - 11	99: CSR – Team – Social Indicators	No external assurance
G4 - 12	82: CSR – Stakeholders and Materiality matrix <a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a>   CSR   Communication with external and internal stakeholders <a href="http://www.befimmo.be/en/csr">www.befimmo.be/en/csr</a>   CSR   Materiality matrix	No external assurance

1. External assurance: In the context of the GRI reporting of its sustainable development indicators, Befimmo calls upon an external consultant to carry out a limited assurance review of the non-financial data. The report can be found on page 115 of the Annual Financial Report 2016.

GENERAL STANDARD DISCLOSURES	ANNUAL FINANCIAL REPORT 2016 (PAGES)   WWW.BEFIMMO.BE (LINKS)	EXTERNAL ASSURANCE <sup>1</sup>
G4 - 13	23: Key events of the 2016 fiscal year 114: CSR – General information – Reporting perimeter and changes since 1 January 2016	No external assurance
G4 - 14	78: CSR – Introduction – 4 pillars   14 priorities <a href="http://www.befimmo.be/en/csr">www.befimmo.be/en/csr</a>   CSR   A “Social Responsibility” policy (March 2016)	No external assurance
G4 - 15	110: CSR – Awards 118: Corporate governance statement – Principles	No external assurance
G4 - 16	<a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a>   CSR   Communication with external and internal stakeholders	No external assurance
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>		
G4 - 17	83: CSR – Internal organisation 143: Structure and organisation	No external assurance
G4 - 18	78: CSR – Introduction – 4 pillars   14 priorities 82: CSR – Stakeholders and Materiality matrix <a href="http://www.befimmo.be/en/csr">www.befimmo.be/en/csr</a>   CSR   A “Social Responsibility” policy (March 2016) <a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a>   CSR   Communication with external and internal stakeholders <a href="http://www.befimmo.be/en/csr">www.befimmo.be/en/csr</a>   CSR   Materiality matrix	No external assurance
G4 - 19	78: CSR – Introduction – 4 pillars   14 priorities	No external assurance
G4 - 20	78: CSR – 4 pillars   14 priorities <a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a>   CSR   Analysis of stakeholders' expectations	No external assurance
G4 - 21	78: CSR – 4 pillars   14 priorities <a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a>   CSR   Analysis of stakeholders' expectations	No external assurance
G4 - 22	97: CSR – Methodology 114: CSR – General information – Reporting perimeter and changes since 1 January 2016	No external assurance
G4 - 23	78: CSR – Introduction – 4 pillars   14 priorities 82: CSR – Stakeholders and Materiality matrix <a href="http://www.befimmo.be/en/csr">www.befimmo.be/en/csr</a> – A “Social Responsibility” policy (March 2016) <a href="http://www.befimmo.be/en/csr">www.befimmo.be/en/csr</a>   CSR   Materiality matrix 114: CSR – General information – Reporting perimeter and changes since 1 January 2016	No external assurance
<b>STAKEHOLDER ENGAGEMENT</b>		
G4 - 24	82: CSR – Stakeholders and Materiality matrix <a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a>   CSR   Communication with external and internal stakeholders <a href="http://www.befimmo.be/en/csr">www.befimmo.be/en/csr</a>   CSR   Materiality matrix	No external assurance
G4 - 25	82: CSR – Stakeholders and Materiality matrix	No external assurance
G4 - 26	82: CSR – Stakeholders and Materiality matrix <a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a>   CSR   Communication with external and internal stakeholders <a href="http://www.befimmo.be/en/csr">www.befimmo.be/en/csr</a>   CSR   Materiality matrix	No external assurance
G4 - 27	110: CSR – Governance – Dialogue <a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a>   CSR   Analysis of stakeholders' expectations <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017	No external assurance
<b>REPORT PROFILE</b>		
G4 - 28	114: CSR – General information – Reporting period	No external assurance
G4 - 29	114: CSR – General information – Reporting period	No external assurance
G4 - 30	114: CSR – General information – Reporting period	No external assurance
G4 - 31	114: CSR – General Information – Contact person & Further information 223: Contact	No external assurance
G4 - 32	<a href="http://www.befimmo.be/en/investors/publications/gri-reporting">www.befimmo.be/en/investors/publications/gri-reporting</a>   CSR   Index of GRI content 2016 110: CSR – Governance – Transparent communication 114: CSR – General information	No external assurance
G4 - 33	114: CSR – General information – External assurance	No external assurance

1. External assurance: In the context of the GRI reporting of its sustainable development indicators, Befimmo calls upon an external consultant to carry out a limited assurance review of the non-financial data. The report can be found on page 115 of the Annual Financial Report 2016.

GENERAL STANDARD DISCLOSURES	ANNUAL FINANCIAL REPORT 2016 (PAGES)   WWW.BEFIMMO.BE (LINKS)	EXTERNAL ASSURANCE <sup>1</sup>
<b>GOVERNANCE</b>		
G4 - 34	83: CSR – Internal organisation 118: Management structure	No external assurance
G4 - 35	83: CSR – Internal organisation 78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance 125: Activities of the Board of Directors during the 2016 fiscal year	No external assurance
G4 - 36	83: CSR – Internal organisation	No external assurance
G4 - 37	82: CSR – Stakeholders and Materiality matrix	No external assurance
G4 - 38	117: Corporate governance statement	No external assurance
G4 - 39	117: Corporate governance statement 124: Election and role of the Chairman of the Board of Directors	No external assurance
G4 - 40	124: Procedure for the appointment of Directors and renewal of their directorships	No external assurance
G4 - 41	137: Rules for preventing conflicts of interest 138: Additional rules provided for in Befimmo's corporate governance charter	No external assurance
G4 - 42	83 : CSR – Internal organisation 125: Activities of the Board of Directors during the 2016 fiscal year	No external assurance
G4 - 43	82: CSR – Stakeholders and materiality matrix <a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a>   CSR   Communication with internal and external stakeholders – Board of Directors and Management	No external assurance
G4 - 44	83 : CSR – Internal organisation 125: Self-assessment	No external assurance
G4 - 45	82: CSR – Stakeholders and Materiality matrix 127: Audit Committee – Operation and activities during the 2016 fiscal year 135: Report on internal control and risk-management systems	No external assurance
G4 - 46	109: CSR – Governance – Introduction 127: Audit Committee – Operation and activities during the 2016 fiscal year 135: Report on internal control and risk-management systems	No external assurance
G4 - 47	135: Report on internal control and risk-management systems	No external assurance
G4 - 48	83: CSR – Internal organisation	No external assurance
G4 - 49	83: CSR – Internal organisation	No external assurance
G4 - 50	<a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017	No external assurance
G4 - 51	127: Appointment and Remuneration Committee 130: Remuneration report	No external assurance
G4 - 52	127: Appointment and Remuneration Committee 130: Remuneration report	No external assurance
G4 - 53	127: Appointment and Remuneration Committee	No external assurance
<b>ETHICS AND INTEGRITY</b>		
G4 - 56	21: Our values 135: Ethics 101: CSR – Team – Well-being 112: CSR – Governance – Ethics	No external assurance
G4 - 57	109: CSR – Governance – Introduction 112: CSR – Governance – Ethics 137: Rules for preventing conflicts of interest 140: Role of the Compliance Officer	No external assurance
G4 - 58	9: Operational risk 137: Rules for preventing conflicts of interest 140: Role of the Compliance Officer	No external assurance

1. External assurance: In the context of the GRI reporting of its sustainable development indicators, Befimmo calls upon an external consultant to carry out a limited assurance review of the non-financial data. The report can be found on page 115 of the Annual Financial Report 2016.

# SPECIFIC STANDARD DISCLOSURES

DMA AND INDICATORS <sup>1</sup>	ANNUAL FINANCIAL REPORT 2016 (PAGES)   WWW.BEFIMMO.BE (LINKS)	OMISSIONS [A] MISSING INFORMATION	OMISSIONS [B] REASONS	OMISSIONS [C] EXPLANATION	EXTERNAL ASSURANCE <sup>2</sup>	MAJOR PILLARS   PRIORITIES OF BEFIMMO
<b>CATEGORY: ECONOMIC</b>						
<b>ECONOMIC PERFORMANCE</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - EC1	52: Financial results 146: Consolidated statements of comprehensive income				External assurance (AFR 2016 - Statutory Auditor’s report - page 186)	Value creation
G4 - EC2	178: Employee benefits				External assurance (AFR 2016 - Statutory Auditor’s report - page 186)	Value creation
G4 - EC3	178: Employee benefits				External assurance (AFR 2016 - Statutory Auditor’s report - page 186)	Team
<b>CATEGORY: ENVIRONMENT</b>						
<b>ENERGY</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - EN3	88: Indirect energy consumption (GWh and kWh/m <sup>2</sup> ) <sup>3</sup> 88: Befimmo’s corporate electricity consumption (MWh and kWh/PP) <sup>3</sup> 89: Direct energy consumption (GWh and kWh/m <sup>2</sup> ) <sup>3</sup> 89: Total and specific energy consumption (GWh and kWh/m <sup>2</sup> ) <sup>3</sup> 91: Self generation of renewable energy (MWh) and generation area (m <sup>2</sup> ) <sup>3</sup>				External assurance (page 115)	Environment   Energy Environment   Pollution
G4 - EN4	88: Indirect energy consumption (GWh and kWh/m <sup>2</sup> ) <sup>3</sup> 89: Direct energy consumption (GWh and kWh/m <sup>2</sup> ) <sup>3</sup> 89: Total and specific electricity consumption (GWh and kWh/m <sup>2</sup> ) <sup>3</sup>				External assurance (page 115)	Environment   Energy
G4 - EN5	88: Indirect energy consumption (GWh and kWh/m <sup>2</sup> ) <sup>3</sup> 88: Befimmo’s corporate electricity consumption (MWh and kWh/PP) <sup>3</sup> 89: Direct energy consumption (GWh and kWh/m <sup>2</sup> ) <sup>3</sup> 89: Total and specific energy consumption (GWh and kWh/m <sup>2</sup> ) <sup>3</sup>				External assurance (page 115)	Environment   Energy
G4 - EN6	88: Indirect energy consumption (GWh and kWh/m <sup>2</sup> ) <sup>3</sup> 90: Financial savings due to energy savings				External assurance (page 115)	Environment   Energy
G4 - EN7	88: Indirect energy consumption (GWh and kWh/m <sup>2</sup> ) <sup>3</sup>				External assurance (page 115)	Environment   Energy

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2. External assurance: In the context of the GRI reporting of its sustainable development indicators, Befimmo calls upon an external consultant to carry out a limited assurance review of the non-financial data. The report can be found on page 115 of the Annual Financial Report 2016.

3. The detailed and complete tables, which include 4 years of reporting (2008 and 2014 to 2016) are published on the Company’s website: [www.befimmo.be/en/csr/priorities/environment](http://www.befimmo.be/en/csr/priorities/environment).

DMA AND INDICATORS <sup>1</sup>	ANNUAL FINANCIAL REPORT 2016 (PAGES)   WWW.BEFIMMO.BE (LINKS)	OMISSIONS [A] MISSING INFORMATION	OMISSIONS [B] REASONS	OMISSIONS [C] EXPLANATION	EXTERNAL ASSURANCE <sup>2</sup>	MAJOR PILLARS   PRIORITIES OF BEFIMMO
<b>WATER</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - EN8	90: Water consumption (liter/m <sup>2</sup> ) <sup>3</sup>				External assurance (page 115)	Environment   Energy
G4 - EN10	90: Water consumption (liter/m <sup>2</sup> ) <sup>3</sup>				External assurance (page 115)	Environment   Energy
<b>EMISSIONS</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - EN15	80: Reduction in CO <sub>2</sub> e emissions achieved since 2008 and outlook up to 2018 93: Non-normalised specific energy-related greenhouse gas (GHG) emissions (kg CO <sub>2</sub> e/m <sup>2</sup> ) <sup>3</sup> 93: CO <sub>2</sub> e emissions from Befimmo’s own corporate activities (tonnes CO <sub>2</sub> e, kg CO <sub>2</sub> e/m <sup>2</sup> and tonnes CO <sub>2</sub> e/PP) 95: CO <sub>2</sub> e emissions related to Befimmo corporate transport (tonnes CO <sub>2</sub> e)				External assurance (page 115)	Environment   Pollution Environment   Mobility
G4 - EN16	80: Reduction in CO <sub>2</sub> e emissions achieved since 2008 and outlook up to 2018 93: Non-normalised specific energy-related greenhouse gas (GHG) emissions (kg CO <sub>2</sub> e/m <sup>2</sup> ) <sup>3</sup>				External assurance (page 115)	Environment   Pollution
G4 - EN17	80: Reduction in CO <sub>2</sub> e emissions achieved since 2008 and outlook up to 2018 93: Non-normalised specific energy-related greenhouse gas (GHG) emissions (kg CO <sub>2</sub> e/m <sup>2</sup> ) <sup>3</sup> 93: CO <sub>2</sub> e emissions from Befimmo’s own corporate activities (tonnes CO <sub>2</sub> e, kg CO <sub>2</sub> e/m <sup>2</sup> and tonnes CO <sub>2</sub> e/PP)				External assurance (page 115)	Environment   Pollution
G4 - EN18	80: Reduction in CO <sub>2</sub> e emissions achieved since 2008 and outlook up to 2018 93: Non-normalised specific energy-related greenhouse gas (GHG) emissions (kg CO <sub>2</sub> e/m <sup>2</sup> ) <sup>3</sup> 98: Methodology - Calculation of specific consumption (kWh/m <sup>2</sup> and litres/m <sup>2</sup> )				External assurance (page 115)	Environment   Pollution
G4 - EN19	80: Reduction in CO <sub>2</sub> e emissions achieved since 2008 and outlook up to 2018 93: Non-normalised specific energy-related greenhouse gas (GHG) emissions (kg CO <sub>2</sub> e/m <sup>2</sup> ) <sup>3</sup>				External assurance (page 115)	Environment   Pollution

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3. The detailed and complete tables, which include 4 years of reporting (2008 and 2014 to 2016) are published on the Company’s website: [www.befimmo.be/en/csr/priorities/environment](http://www.befimmo.be/en/csr/priorities/environment).

DMA AND INDICATORS <sup>1</sup>	ANNUAL FINANCIAL REPORT 2016 (PAGES)   WWW.BEFIMMO.BE (LINKS)	OMISSIONS [A] MISSING INFORMATION	OMISSIONS [B] REASONS	OMISSIONS [C] EXPLANATION	EXTERNAL ASSURANCE <sup>2</sup>	MAJOR PILLARS   PRIORITIES OF BEFIMMO
<b>EFFLUENTS AND WASTE</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - EN23	91: Total waste by type (tonnes) <sup>3</sup> 92: Treatment of waste from operational buildings (%) <sup>3</sup>				External assurance (page 115)	Environment   Pollution
G4 - EN26	Waste water is discharged into public sewers.				External assurance (page 115)	Environment   Pollution
<b>PRODUCTS AND SERVICES</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - EN27	107: Tenants - Provision of an environmental cooperation agreement 108: Tenants - Provision of a Building User Guide 108: Tenants - Helpsite 108: Tenants - Setting-up and provision of a communication platform 112: Governance – Raising awareness in maintenance companies				No assurance	Tenants   Dialogue Governance   Ethics
<b>COMPLIANCE</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - EN29	113: Energy performance (EPB) certificates and EPB certification for heating and air conditioning				No assurance	Governance   Compliance
<b>TRANSPORT</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - EN30	95: CO <sub>2</sub> e emissions related to Befimmo corporate transport (tonnes CO <sub>2</sub> e)	Significant environmental impacts of product transportation, or transport of other merchandises and fabrics used by the organisation within the framework of its activity.	The information is currently unavailable.	The decision has been made to undertake a faisability study to create a carbon footprint of a part of or the complete portfolio and publish the conclusions in the next Annual Financial Report, in the CSR part.	No assurance	Environment   Mobility

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DMA AND INDICATORS <sup>1</sup>	ANNUAL FINANCIAL REPORT 2016 (PAGES)   WWW.BEFIMMO.BE (LINKS)	OMISSIONS [A] MISSING INFORMATION	OMISSIONS [B] REASONS	OMISSIONS [C] EXPLANATION	EXTERNAL ASSURANCE <sup>2</sup>	MAJOR PILLARS   PRIORITIES OF BEFIMMO
<b>OVERALL</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - EN31	80: Investments carried out since 2008 within the operating portfolio and renovation projects 86: Multi-annual investment plan				No assurance	Environment   Energy
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - EN32	110: Responsible value chain	Percentage of new suppliers controlled with the help of environmental criteria.	The information is currently unavailable.	Befimmo has initiated in the second half of 2015, and continued during 2016 a thorough analysis of its value chain to set up the Krajlic matrix for each family of “Corporate”, “Management” and “Sites” purchases. In 2017, Befimmo wants to define its operational criteria of sustainable purchases of materials/suppliers for the sub-categories of the “Building site” group, classed as “Leverage” in the Krajlic matrix. This objective should be achieved gradually over a period of 3 to 5 years, in a participatory manner with all stakeholders, i.e.: the internal Befimmo teams, the architects and consulting firms, as well as the contractors/suppliers.	No assurance	Governance   Responsible value chain
G4 - EN33	110: Responsible value chain	Real and potential substantial negative impacts on the environment in the value chain and measures taken.	The information is currently unavailable.	Befimmo has initiated in the second half of 2015, and continued during 2016 a thorough analysis of its value chain to set up the Krajlic matrix for each family of “Corporate”, “Management” and “Sites” purchases. In 2017, Befimmo wants to define its operational criteria of sustainable purchases of materials/suppliers for the sub-categories of the “Building site” group, classed as “Leverage” in the Krajlic matrix. This objective should be achieved gradually over a period of 3 to 5 years, in a participatory manner with all stakeholders, i.e.: the internal Befimmo teams, the architects and consulting firms, as well as the contractors/suppliers.	No assurance	Governance   Responsible value chain

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<b>CATEGORY: SOCIAL</b>						
<b>SUB-CATEGORY: LABOUR PRACTICES AND DECENT WORK</b>						
<b>EMPLOYMENT</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - LA1	99: Team – Social Indicators	Staff rotation rate.	The information is currently unavailable.	Befimmo publishes its absenteeism rate as well as its number of annual departures from and arrivals into the Company. Nevertheless, Befimmo decided to calculate the rotation rate and publish it in its next Annual Financial Report 2017.	No assurance	Team
G4 - LA2	99: Team – Social Indicators				No assurance	Team
<b>OCCUPATIONAL HEALTH AND SAFETY</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - LA6	99: Team – Social Indicators				No assurance	Team   Well-being
<b>TRAINING AND EDUCATION</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - LA9	102: Team   Appraisal and training				No assurance	Team   Appraisal and training
G4 - LA10	102: Team   Appraisal and training				No assurance	Team   Appraisal and training
G4 - LA11	102: Team   Appraisal and training				No assurance	Team   Appraisal and training
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - LA12	103: Composition of governance bodies and breakdown of employees by gender and age (as at 31 December 2016)				No assurance	Team   Ethics

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<b>SUPPLIER ASSESSMENT FOR LABOUR PRACTICES</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - LA14	110: Responsible value chain	Percentage of new suppliers controlled with the help of labour criteria.	The information is currently unavailable.	Befimmo has initiated in the second half of 2015, and continued during 2016 a thorough analysis of its value chain to to set up the Krajlic matrix for each family of “Corporate”, “Management” and “Sites” purchases. In 2017, Befimmo wants to define its operational criteria of sustainable purchases of materials/suppliers for the sub-categories of the “Building site” group, classed as “Leverage” in the Krajlic matrix. This objective should be achieved gradually over a period of 3 to 5 years, in a participatory manner with all stakeholders, i.e.: the internal Befimmo teams, the architects and consulting firms, as well as the contractors/suppliers.	No assurance	Governance   Responsible value chain
G4 - LA15	110: Responsible value chain	Significant real and potential negative impacts on labour in the value chain and measures taken.	The information is currently unavailable.	Befimmo has initiated in the second half of 2015, and continued during 2016 a thorough analysis of its value chain to to set up the Krajlic matrix for each family of “Corporate”, “Management” and “Sites” purchases. In 2017, Befimmo wants to define its operational criteria of sustainable purchases of materials/suppliers for the sub-categories of the “Building site” group, classed as “Leverage” in the Krajlic matrix. This objective should be achieved gradually over a period of 3 to 5 years, in a participatory manner with all stakeholders, i.e.: the internal Befimmo teams, the architects and consulting firms, as well as the contractors/suppliers.	No assurance	Governance   Responsible value chain
<b>LABOUR PRACTICES GRIEVANCE MECHANISMS</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - LA16	103: Team – Ethics				No assurance	Team   Ethics
<b>SUB-CATEGORY: HUMAN RIGHTS</b>						
<b>NON-DISCRIMINATION</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - HR3	There were no cases of discrimination over the past fiscal year.				No assurance	Governance   Ethics

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<b>SUPPLIERS HUMAN RIGHTS ASSESSMENT</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - HR10	110: Responsible value chain	Percentage of new suppliers controlled by using criteria related to human rights.	The information is currently unavailable.	Befimmo has initiated in the second half of 2015, and continued during 2016 a thorough analysis of its value chain to to set up the Krajlic matrix for each family of "Corporate", "Management" and "Sites" purchases. In 2017, Befimmo wants to define its operational criteria of sustainable purchases of materials/suppliers for the sub-categories of the "Building site" group, classed as "Leverage" in the Krajlic matrix. This objective should be achieved gradually over a period of 3 to 5 years, in a participatory manner with all stakeholders, i.e.: the internal Befimmo teams, the architects and consulting firms, as well as the contractors/suppliers.	No assurance	Governance   Responsible value chain
G4 - HR11	110: Responsible value chain	Significant, real and potential negative impacts on human rights within the value chain and measures taken.	The information is currently unavailable.	Befimmo has initiated in the second half of 2015, and continued during 2016 a thorough analysis of its value chain to to set up the Krajlic matrix for each family of "Corporate", "Management" and "Sites" purchases. In 2017, Befimmo wants to define its operational criteria of sustainable purchases of materials/suppliers for the sub-categories of the "Building site" group, classed as "Leverage" in the Krajlic matrix. This objective should be achieved gradually over a period of 3 to 5 years, in a participatory manner with all stakeholders, i.e.: the internal Befimmo teams, the architects and consulting firms, as well as the contractors/suppliers.	No assurance	Governance   Responsible value chain
<b>SUB-CATEGORY: SOCIETY</b>						
<b>ANTI-CORRUPTION</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - SO4	112: Code of ethics, dealing code and governance charter				No assurance	Governance   Ethics
G4 - SO5	There were no incidents of corruption over the past fiscal year.				No assurance	Governance   Ethics
<b>ANTI-COMPETITIVE BEHAVIOUR</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - SO7	There were no legal actions for anti-competitive behaviour, anti-trust or monopoly practices during the fiscal year.				No assurance	Governance   Ethics

1. For more information concerning the GRI indicators, please visit the official GRI website: [www.globalreporting.org](http://www.globalreporting.org).

2. External assurance: In the context of the GRI reporting of its sustainable development indicators, Befimmo calls upon an external consultant to carry out a limited assurance review of the non-financial data. The report can be found on page 115 of the Annual Financial Report 2016.

DMA AND INDICATORS <sup>1</sup>	ANNUAL FINANCIAL REPORT 2016 (PAGES)   WWW.BEFIMMO.BE (LINKS)	OMISSIONS [A] MISSING INFORMATION	OMISSIONS [B] REASONS	OMISSIONS [C] EXPLANATION	EXTERNAL ASSURANCE <sup>2</sup>	MAJOR PILLARS   PRIORITIES OF BEFIMMO
<b>COMPLIANCE</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - SO8	There were no sanctions over the past fiscal year.				No assurance	Governance   Compliance
<b>SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - SO10	110: Responsible value chain	Significant, real and potential negative impacts on society within the value chain and measures taken.	The information is currently unavailable.	Befimmo has initiated in the second half of 2015, and continued during 2016 a thorough analysis of its value chain to set up the Krajlic matrix for each family of “Corporate”, “Management” and “Sites” purchases. In 2017, Befimmo wants to define its operational criteria of sustainable purchases of materials/suppliers for the sub-categories of the “Building site” group, classed as “Leverage” in the Krajlic matrix. This objective should be achieved gradually over a period of 3 to 5 years, in a participatory manner with all stakeholders, i.e.: the internal Befimmo teams, the architects and consulting firms, as well as the contractors/suppliers.	No assurance	Governance   Responsible value chain
<b>GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - SO11	There was no legal action related to impact on society during the past fiscal year.				No assurance	Governance   Ethics
<b>SUB-CATEGORY: PRODUCT RESPONSIBILITY</b>						
<b>CUSTOMER HEALTH AND SAFETY</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo’s commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - PR2	108: Health and Safety – Incidents				No assurance	Tenants   Health & Safety

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2. External assurance: In the context of the GRI reporting of its sustainable development indicators, Befimmo calls upon an external consultant to carry out a limited assurance review of the non-financial data. The report can be found on page 115 of the Annual Financial Report 2016.

DMA AND INDICATORS <sup>1</sup>	ANNUAL FINANCIAL REPORT 2016 (PAGES)   WWW.BEFIMMO.BE (LINKS)	OMISSIONS [A] MISSING INFORMATION	OMISSIONS [B] REASONS	OMISSIONS [C] EXPLANATION	EXTERNAL ASSURANCE <sup>2</sup>	MAJOR PILLARS   PRIORITIES OF BEFIMMO
<b>PRODUCT AND SERVICE LABELLING</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - PR3	95: Environmental Management System, ISO 14001 certified 95: BREEAM Design and Post Construction 96: BREEAM In-Use				No assurance	Environment   Certification
G4 - PR5	<a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a>   CSR   Communication with external and internal stakeholders <a href="http://www.befimmo.be/en/csr/stakeholders">www.befimmo.be/en/csr/stakeholders</a>   CSR   Analysis of stakeholders' expectations	Results of the client satisfaction surveys.	The information is currently unavailable.	One-to-one consultations with a limited number of tenants are carried out each year. The satisfaction surveys will be carried out once the extranet, destined to the tenants, is finalised (2017).	No assurance	Tenants   Dialogue Governance   Dialogue & Communication
<b>MARKETING COMMUNICATIONS</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - PR7	110: Transparent communication There were no incidents of non-compliance with regulations concerning marketing communications during the past fiscal year.				No assurance	Governance   Dialogue & Communication Environment   Certification
<b>COMPLIANCE</b>						
G4 - DMA	78, 82, 84, 99, 105, 109: CSR – Introduction to the four main pillars: Environment, Team, Tenants and Governance: Approach, stakeholder expectations, Befimmo's commitments 86: Investment criteria <a href="http://www.befimmo.be/en/investors/publications/csr-action-plans">www.befimmo.be/en/investors/publications/csr-action-plans</a>   CSR   Action Plan 2017: implementation, impacts, objectives				External assurance (page 115)	
G4 - PR9	108: Health & Safety – Incidents				No assurance	Tenants   Health & Safety
<b>SPECIFIC SECTOR</b>						
<b>CONSTRUCTION &amp; REAL ESTATE SECTOR SUPPLEMENT (CRESS)</b>						
CRE1	89: Total and specific energy consumption (GWh and kWh/m <sup>2</sup> ) <sup>3</sup>				External assurance (page 115)	Environment   Energy
CRE2	90: Water consumption (liter/m <sup>2</sup> ) <sup>3</sup>				External assurance (page 115)	Environment   Energy
CRE3	93: Energy-related greenhouse gas (GHG) emissions (kg CO <sub>2</sub> e/m <sup>2</sup> ) <sup>3</sup>				External assurance (page 115)	Environment   Pollution
CRE8	95: BREEAM Design and Post Construction 96: BREEAM In-Use				External assurance (page 115)	Environment   Certification

1. For more information concerning the GRI indicators, please visit the official GRI website: [www.globalreporting.org](http://www.globalreporting.org).

2. External assurance: In the context of the GRI reporting of its sustainable development indicators, Befimmo calls upon an external consultant to carry out a limited assurance review of the non-financial data. The report can be found on page 115 of the Annual Financial Report 2016.

3. The detailed and complete tables, which include 4 years of reporting (2008 and 2014 to 2016) are published on the Company's website: [www.befimmo.be/en/csr/priorities/environment](http://www.befimmo.be/en/csr/priorities/environment).

# 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>□□ □□ □□ □□</p>	<p>&gt; <b>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>&gt; <b>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 m<sup>3</sup> of rainwater recovered +732 m<sup>3</sup> of grey water recycled</p>	<p>□□ □□ □□ □□</p>	<p>&gt; <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.</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>&gt; <b>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></p>	<p>&gt; <b>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>&gt; <b>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>&gt; <b>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

## 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.

## POLLUTION

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.

## 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.

CERTIFICATION



**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.

## DIALOGUE

**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



PRIORITIES	SPECIFIC MEASURES 2016	PERFORMANCE INDICATORS	PRO-GRESS	> 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	PRO-GRESS	> 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>TRANSPAR- ENT COMMU- NICATION</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.
	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.
	<b>AUDIT</b>	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>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>&gt; 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>&gt; 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>&gt; 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>&gt; ONGOING OBJECTIVE</b> This process is ongoing.