

Appendix VI: Social Responsibility Programme

[G4-27]

THE ENVIRONMENT

I: Internal stakeholder (team) | External stakeholders (Tenants: **M** (multiple tenants) - **S** (single tenant) - **B** (Buildings Agency))





ENERGY

		Action plan	Status	
Implementation	Electricity	Cut consumption of office equipment on standby (computers, printers, photocopiers, etc.). for corporate premises.	New initiative	
		Sustain regular cooperation with the heads of the Buildings Agency to stay informed of their projects on energy and sustainable development with a view to improving the energy performance of the Fedimmo portfolio.	Continuous improvement	
	Water	Include the recovery of rainwater and/or groundwater in new projects (renovations or new constructions).	Continuous improvement	
		Monitoring of anomalous consumption by telemonitoring.	Continuous improvement	
	Gas Electricity Water	Improved management of consumer data, or improve the quality of telemonitoring data, and improve the cross-referencing and consolidation of electronic billing data from network providers with data from telemonitoring.	Partially completed	
		Continue to work on quick-wins, such as monitoring alarm management, control and standardisation of operating hours of technical installations, educating tenants and maintenance companies, etc., with a view to improving the energy performance of the Befimmo portfolio.	Continuous improvement	
		Multiannual five-year energy investment plan based notably on energy audits and check of the effectiveness of energy investments made (improved pay-back time).	Continuous improvement	
	Other	Recruit a Green Advisor to check energy investments. This is an operational position with responsibility for checking the effectiveness of energy measures on the ground.	New objective	
	Impacts	Indicators		GRI-G4
		Consumption related to heating of buildings: ▶ total [kWh] ▶ specific [kWh/m ²]		G4-EN3 to G4-EN7
Electricity consumption in common and private areas of buildings: ▶ total [kWh] ▶ specific [kWh/m ²]		G4-EN3 to G4-EN7		

Perimeter				Objectives & achievements in 2013	Specific measures	
I	M	S	B			
√				-	IT service to generalise management of office equipment standby systems.	
			√	Two meetings were organized at the initiative of Befimmo for dialogue and exchanging useful information on sustainable development and/or energy projects.	Sustain and step up cooperation on the exchange of CSR information with the Buildings Agency.	
	√	√	√	Drilling for withdrawing ground water is complete for the Goemaere building. The feasibility study is under way and the permit for the Triomphe I has been applied for as part of the renovation project.	For each new construction project, assess the advisability of collecting water (rainwater, ground water, grey water).	
√	√	√		Alarms for thresholds overrun have been fitted in all Befimmo buildings and have avoided significant over-consumption.	Recruit a Green Advisor to continue analysing the alarms and resolving the issues.	
√	√	√	√	Collection of the necessary permission to obtain private consumption data from tenants via network managers is under way.	Continue implementing systems for consolidating and monitoring energy consumption. This work will be partially automated during 2014.	
√	√	√	√	Alarms (gas and water) have all been implemented for the Befimmo portfolio. Operating hours have been provisionally set and have yet to be adjusted if necessary.	Monitor alarms and measure via the Green Advisor to be recruited.	
√	√	√		The multiannual energy investments are continuing. In 2013, the budget allocated to improving the energy performance of Befimmo buildings was €1.8 million.	The budget for energy-related work is €1.5 million in 2014, €1.9 million in 2015 and €1.8 million in 2016. The budget is down slightly in 2014 compared with the 2013. This is explained by Befimmo's intention to focus on and give priority to optimising existing technical installations rather than investing in new ones.	
√	√	√	√	-	Creation of the new position of Green Advisor in 2014. This measure is intended to achieve a cut in energy consumption (water-gas-electricity), ensure a proper level of tenant comfort and compliance with the environmental permit.	
Impacts				Objectives	EPRA	CRESS
Cut in total energy consumption of gas and specific average weighting of buildings.				New objective: 3% cut (reference period 2013) in total natural gas consumption for 2014	Absolute measures Intensity measures	CRE1
Cut in total energy consumption of electricity and specific average weighting of buildings.				New objective: 2.5% cut (reference period 2013) in electricity consumption in common areas for 2014. New objective: 1% cut (reference period 2013) in electricity consumption in private areas for 2014.	Absolute measures Intensity measures	CRE1

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 ENERGY	Impacts	Water consumption of buildings: > total [m ³] > specific [m ³ /m ²]	G4-EN8 G4-EN10	
		Water recovery in buildings: > total volume recovered by recovery type [m ³]		
		Electricity consumption of the Befimmo headquarters: > specific [kWh/m ²]	G4-EN3 G4-EN5	
		Ratio between energy savings achieved and total amount invested: > profitability ratio [%]	G4-EN6 G4-EN31	
 POLLUTION	Implementation	Action plan	Status	
		Carbon	Produce carbon footprint for the entire portfolio.	New objective
			Continuous improvement of carbon reporting via the Carbon Disclosure Project questionnaire.	Continuous improvement
			Explore opportunities for implementing renewable energy for the Befimmo portfolio by installing photovoltaic panels.	Completed and renewed
			Consider opportunities for implementing renewable energy in the Fedimmo portfolio.	New objective
			Analyse the various projects where cogeneration could be implemented.	New objective
		Waste	Educate the team in good (corporate) waste management through various concrete measures including cutting paper consumption per employee.	Continuous improvement
			A Cleanliness Product Manager was appointed within the team in late 2013. This person is responsible in particular for dealing with waste in the Befimmo portfolio.	New objective
			Recovery of office equipment and building components (partitions, lighting, carpets, etc.) on building sites.	Completed and renewed
		Impacts	Indicators	GRI-G4
Greenhouse-gas emissions > total [tonnes CO ₂ e] > specific [tonnes CO ₂ e/m ²]	G4-EN15 to G4-EN19			
Area of photovoltaic panels: > total [m ²]	G4-EN19			
Reduce the carbon footprint of buildings by producing green energy: > cut GHG emissions [tonnes/CO ₂ e]				
Result of the Carbon Disclosure Project (CDP) and carbon footprint: > specific GHG emissions [tonnes CO ₂ e/m ²] > CDP performance score [# points] > CDP performance band [letter A to E]	G4-EN15 to G4-EN19			
Quantities of waste generated by buildings by type of waste: > total amount of waste [tonnes]	G4 -EN23			

Reduction in total and specific consumption of mains water.					No quantitative objective has been set to date. However, a new policy has been introduced to assess whether it is worth collecting water (rain water, groundwater, grey water) for each new construction project.	Absolute measures Intensity measures	CRE2
Reduction in average electricity consumption of corporate premises.					New objective: -5% in all corporate premises by the end of 2014.	Absolute measures Intensity measures	CRE1
Improving energy performance (gas and electricity) and checking the relevance of energy investments.					Befimmo takes account of this indicator in its energy investments. No objective has yet been set, however.	-	-
Perimeter				Objectives & achievements in 2013	Specific measures		
I	M	S	B				
√	√	√	√		Environment Manager to produce a carbon footprint of the Befimmo portfolio by the end of 2014. This footprint will be a reference tool for setting new qualitative and quantitative targets.		
				Befimmo responded to the CDP questionnaire as it does every year. Befimmo has significantly improved its reporting and has doubled its score to 81%.	Ensure a level of reporting at least equivalent to the current level for the 2014 questionnaire, which must be completed by June 2014.		
	√	√		The installation of photovoltaic panels for the planned buildings has been completed. In 2013, Befimmo installed 847 m ² of additional photovoltaic panels in relation to 2012. Current total coverage is almost 2,000 m ² . The target set in early 2013 of 15% more space was easily exceeded.	In view of the renovation and construction in progress and planned, the total area of solar panels will be further increased. The total coverage should increase from 1,895 m ² at the end of 2013 to 3,310 m ² by the end of 2014.		
			√	Befimmo does not have the necessary information in terms of renewable energy from the Buildings Agency.	Identify projects that have a pay-back time shorter than the duration of the lease by the end of 2014.		
	√	√		The study for installing a cogeneration plant in the View building has been completed.	Installing cogeneration in the View Building. New feasibility studies will be conducted during 2014 throughout the whole portfolio, including Fedimmo's.		
√				Befimmo has provided sorting bins and set printers to recto/verso by default. Average paper consumption was 71 kg/employee in 2012 and 53 kg in 2013, a decline of about 25%.	Continue to educate the team.		
	√	√			The Cleanliness Product Manager is responsible for centralising and consolidating the data on the amount of waste generated, producing statistics and cost comparisons, setting up framework contracts and, with the help of an external partner, running awareness campaigns for tenants and their respective cleaning companies, etc.		
	√	√	√	Befimmo has recovered materials on three current building sites. 750 light fittings and 37 tonnes of miscellaneous materials were recovered on building sites.	Steps to encourage a contractor/materials reclamation non-profit association, such as ROTOR, will continue on all sites. The next site planned is Brederode 9 which will open early in 2015.		
Impacts					Objectives	EPRA	CRESS
Cutting greenhouse gas emissions.					No target has as yet been set. The situation will be analysed as soon as the carbon footprint is produced.	Absolute measures Intensity measures	CRE3
Increase renewable energy and reduce the impact of buildings on the climate.					Increase the total area of solar panels by 75%, from 1,895 m ² in late 2013 to 3,310 m ² covered area in late 2014.	-	-
Transparency on air pollution.					Maintain a high score of > 80%.	Absolute measures Intensity measures	CRE3
Waste reduction.					On this day, no target has yet been set for waste of construction site and waste from tenants. Befimmo aims first to educate its tenants and suppliers. As for the team, Befimmo is committed to further cutting its paper consumption per employee.	Absolute measures Intensity measures	-

Appendices



MOBILITY

		Action plan	Status
Implementation	Befimmo team	Cut CO ₂ e emissions in the Befimmo car park.	Continuous improvement
		Development of a mobility plan to encourage sustainable mobility.	Not completed and postponed
Impacts		Analyse the feasibility and possibly test the usefulness of an electric vehicle for a short period for short trips by the team, such as: Zencar, Athlon, etc.	Completed
	Indicators		GRI-G4
	Vehicle emissions in the vehicle fleet: ▶ Average CO ₂ e rate of the fleet [gCO ₂ e/km]		G4-EN15 G4-EN30



CERTIFICATION

		Action plan	Status
Implementation	ISO 14001	Process of improving and simplifying the procedures of the Environmental Management System (EMS), including the integration of the property management business.	Continuous improvement
		Review of "impacts aspect": update the register and introduce new criteria (e.g. BREEAM score, water and energy consumption/m ² , EPB certification level, K and E coefficients, etc.). Also include positive impacts on the environment (e.g. solar panels).	Continuous improvement
	BREEAM	BREEAM IN-USE Asset: (i) carry out certification for new acquisitions, (ii) continue the programme of upgrading certification for buildings already certified by improving the score (Pass to Good) and (iii) update the certificates of the buildings that have undergone major renovations.	Partially complete
		BREEAM IN-USE Management: assess whether it is worth considering an upgrade of this certification for the Befimmo portfolio.	Not completed and postponed
	Other	Study of whether it is worthwhile implementing ISO 9001 certification (integrated management throughout the Company).	Partially complete
At corporate level, apply for an eco-dynamic label (IBGE).		Not completed and postponed	
Impacts	Indicators		GRI-G4
	BREEAM level of buildings: ▶ BREEAM In-Use Asset score [level on the BREEAM scale] ▶ BREEAM In-Use Management score [level on the BREEAM scale] ▶ BREEAM Design score [level on the BREEAM scale] ▶ ISO 14001 certification obtained		G4-PR3
		Correspondence of levels in GRI, CDP and GRESB standards: ▶ GRI Materiality Matters Check ▶ CDP performance score [# points] ▶ CDP performance band [letter A to E] ▶ GRESB Overall score [%] ▶ GRESB Benchmark position [Green position]	G4-PR7

Perimeter				Objectives & achievements in 2013	Specific measures	
I	M	S	B			
√				The objective for 2013 of reducing CO ₂ e emissions by 3% in the Befimmo vehicle fleet was achieved and even exceeded. This cut in the overall average emission rate per vehicle by 8.5% in 2013 in relation to 2012 is the result of applying the 2012 car policy to new and replacement vehicles.	Befimmo intends to pursue its policy of awareness-raising in the team and introducing the 2012 car policy.	
√				This goal has not yet been achieved but is reported as an objective for 2014.	By mid-2014, Befimmo will carry out a general analysis of mobility opportunities, with the help of external consultants.	
√				With regard to the integration of an electric vehicle in the pooling fleet, many studies were conducted (electric, hybrid, etc.) in 2013 and Befimmo chose an electric two-seater.	Befimmo signed a one-year contract to test the usefulness of such a vehicle. The renewal of this contract will be reviewed in one year's time, in early 2015.	
Impacts				Objectives	EPRA	CRESS
Cut CO ₂ e emissions related to staff transport.				Before setting specific goals, Befimmo plans to review the calculation of overall emissions of its fleet by adding new parameters such as mileage, Ecoscore, etc.	-	-
Perimeter				Objectives & achievements in 2013	Specific measures	
I	M	S	B			
	√	√	√	Review and simplify current procedures.	Pursue this goal. The review and simplification should be completed by the end of April 2014.	
	√	√	√	Analysis and inventory work in progress.	Pursue this goal. This analysis work should be completed by the end of April 2014. Then validation and review of the register by management.	
	√	√	√	Attention was focused on Ikaros Park with a view to raising the score of all the remaining buildings at once. The quantitative target (set in 2012) to upgrade 7-8 buildings per year for five years was not achieved. In 2013, only three buildings were upgraded.	The aim is to continue along this path of improving the rating (Pass => Good) for 20 new buildings over 2014. The improvement in the rating of the remaining 15 buildings is planned by the end of 2015. The rating of the buildings undergoing renovation is reviewed as appropriate in each case after completion of the work.	
	√	√		This objective has been suspended temporarily pending the integration of the property management business.	After the property management business has been fully integrated in 2014, Befimmo will assess the added value of improving the BREEAM Management rating of its portfolio. New objectives will be set if appropriate.	
	√	√	√	An opinion on incorporating ISO 9001 certification has been requested from an external consultant in the context of the project to review and simplify ISO 14001 procedures. There is nothing against continuing to improve these procedures as proposed by Befimmo. It is quite possible to implement ISO 9001 from the existing ISO 14001.	In 2014, Befimmo will give priority to developing and improving the ISO 14001 certification but with a vision broad enough to encompass ISO 9001.	
				This objective has been left temporarily suspended due to the integration of property management. However, it is carried over as an objective for 2014.	At corporate level, apply for an eco-dynamic label (IBGE) by the end of 2014.	
Impacts				Objectives	EPRA	CRESS
Recognition of environmental measures.				Over the coming years, Befimmo will continue to develop and improve its ISO 14001 certification and the BREEAM certifications level of its buildings.	-	-
Align CSR measures with standards.				Over the coming years, Befimmo will continue to subscribe to the GRI guidelines and respond to questionnaires (GRESB, CDP, etc.) published by investors. The continuous improvement objective relates to both the reporting level and the results presented.	-	-

Appendices

THE TEAM



WELL-BEING

		Action plan	Status
Implementation	Survey of the team	Continue implementing the recommendations from the well-being and efficiency at work survey, conducted in 2012.	Completed and renewed
		Respond to the Business & Society questionnaire via their new tool for assessing companies in terms of CSR, developed in collaboration with CAP Conseil. The tool was developed according to ISO 26000 and has links to the GRI indicators; it will be available in the second quarter of 2014.	New objective
	Procedures	Introduce a "seminars and training" procedure and systematic notification of any entry to the HR department. Create a feedback form to be completed after each seminar. Introduce a procedure for managing absenteeism.	Completed
	New ways of working	Consider New Ways of Working topics, follow best practices.	New objective
	Values	Further develop the values identified to put them into practice within Befimmo and have them recognised outside through our activities.	New objective
	Training & career development	Access to information on available training.	New objective
		Training in sustainable development for the team.	Completed and renewed
Review of the appraisal process and introduction of a development plan.		New objective	
Impacts	Indicators		GRI-G4
	Staff satisfaction survey: ▶ participation rate [%] ▶ how far do you agree with the statement "The Befimmo management cares for the well-being of its employees" [results]		G4-LA1 G4-LA2 G4-LA6
	Absenteeism: ▶ absenteeism rate [# average hours absent/# theoretical working hours]		
	Retention: ▶ staff turnover [(# recruitments - # departures)/total staff at start of period] ▶ distribution and benefits of part-time and full-time working		
	Comparison with third parties: ▶ "Employer of the Year" award		G4-LA9 to G4-LA11
Staff satisfaction survey: ▶ participation rate [%] ▶ responses to the section on business culture and team spirit [results]			
Internal mobility: ▶ promotion rate [# promotions/total workforce] ▶ internal recruitment rate [# internal transfers/total workforce]			
Training: ▶ time in training [# training hours/year] ▶ training expenditure per employee [Training expenditure/total workforce]			
Staff satisfaction survey: ▶ participation rate [%] ▶ responses to the "Training & development" section [results]			

Perimeter	Objectives & achievements in 2013	Specific measures
Team		
√	All points approved by the management have been implemented. Moreover, 1 January 2013 saw the start of out-patient care insurance, Vision Care and the new cover against incapacity for work. A new satisfaction survey was conducted at the end of 2013.	Follow-up of the specific measures implemented as a result of the satisfaction survey and a new satisfaction survey to be conducted at least every two years.
√		To take stock of the state of integration of CSR within Befimmo and raise staff awareness of CSR topics. The tool will be used as an internal management tool for CSR and allow benchmarking between member companies of B&S. Once the assessment is complete (by the end of 2014), Befimmo will receive a report on its strengths and weaknesses, together with recommendations.
√	Both procedures have been completed and posted on the intranet.	The HR department is responsible for checking that these procedures are relevant and effective.
√		During 2014, the CSR Manager will be responsible - in cooperation with HR - for monitoring best practices, analysing its relevance and making proposals to management.
√		Following the satisfaction survey, three values were identified and communicated within Befimmo. These values will be further developed during 2014 through various activities, discussions, etc.
√		During 2014, the HR Department will centralise information on training, improve communication with managers on existing training courses and inform the team of the procedure in place.
√	Presentation on sustainable construction to the whole Befimmo team.	Further training on environmental topics, within the framework of ISO 14001, will be given to the team during 2014.
√		Skills development boosts the staff's motivation to progress, empowering them to take responsibility and to display their versatility. The objective is to review the appraisal process in order to focus less on employees' achievements, difficulties encountered over the past year and their performance, and more on their development and how to enable them to attain each stage in their development. This review should be completed by end of 2014.
Impacts	Objectives	
Enhance the team's well-being and satisfaction.		The involvement of the Befimmo team is crucial to the success of its global strategy. Befimmo therefore plans to conduct further satisfaction surveys to measure at least every two years any changes in the mindset of managers and employees regarding CSR and check their level of knowledge and commitment. The objective is to maintain a high rate of participation (> 85%) in each survey.
Integration of the Befimmo culture the values are actually experienced within the team.		
Career development opportunities within the company.		The objective is to review the appraisal process in order to focus more on employee development.

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ETHICS

Implementation		Action plan	Status
Other	Diversity	Discussion of diversity within Befimmo (age, gender, origin, language, etc.).	New objective
	Other	To ensure fair treatment of the team, Befimmo uses market research as a benchmark.	Continuous improvement
		Integration of CSR into the team through annual targets during year-end appraisals.	Completed and renewed
Impacts		Indicators	GRI-G4
		Gender diversity: ▶ male/female ratio in the team [%]	G4-LA12 G4-LA16
		Generational diversity: ▶ breakdown of workforce by age group [%]	
		Cultural diversity: ▶ breakdown of workforce by region of origin [%] ▶ breakdown of workforce by mother tongue [%]	
		Number of complaints filed	



DIALOGUE

Implementation		Action plan	Status
Communication		Consideration and improvement of intranet content.	New objective
		In-house presentations and information to be more varied and more frequent on all relevant topics.	New objective
		Enhance dialogue between departments, promote teamwork and improve the dissemination of information.	New objective
		Post a special "did you know" on the Environmental Management System once a month on the intranet.	Not completed and postponed
		Appeal to the creativity of the team on specific topics.	New objective
Impacts		Indicators	GRI-G4
		Staff satisfaction survey: ▶ participation rate [%] ▶ responses to the section on internal and external communication [results] ▶ answers to questions on the subjects on which the communication needs to be improved [results]	-
		Staff satisfaction survey: ▶ participation rate [%] ▶ responses to the section on internal and external communication [results]	-
		Staff satisfaction survey: ▶ participation rate [%] ▶ responses to the section on "My role in the organisation" [results]	-
		Entrepreneurship: ▶ ideas from team members that have been developed [#]	-

Perimeter	Objectives & achievements in 2013	Specific measures
Team		
√		In 2014, Befimmo intends to commit to a diversity plan under the diversity label of the Brussels Capital Region.
√		Continue to employ benchmarks and ensure fair treatment of the team.
√		Continued integration of annual CSR objective into future appraisals.
Impacts		Objectives
	Increasing diversity within the team.	In 2014, Befimmo intends to commit to a diversity plan under the diversity label of the Brussels Capital Region.
Perimeter	Objectives & achievements in 2013	Specific measures
Team		
√		The intranet is highly appreciated by the team and is in everyday use for internal communication. In 2014 Befimmo aims to facilitate access and improve its content to increase its appeal and boost traffic.
√		Improve the team's knowledge of the activities of each department, the content of certain specific functions, etc. by organising "breakfast presentations" facilitated by the staff concerned.
√		Organise regular inter-departmental meetings to enhance communication and facilitate relations and transmission of information between departments.
√	This objective has been temporarily suspended since the review and simplification of EMS procedures has yet to happen.	Achieve integration during 2014.
√		Consult the team more regularly via the intranet to appeal for ideas, thereby enabling staff to make suggestions on specific topics.
Impacts		Objectives
	Improve internal communication.	Improve internal communication and make it more efficient.
	Facilitate in-house relationships and transmission of information.	Better information flow.
	Improve staff creativity and participation.	Stimulate the team's creativity.

Appendices

THE TENANTS



DIALOGUE

		Action plan	Status	
Implementation	Dialogue/ communication	Bring Buildings Agency and Fedimmo Social Responsibility activities into line. The Buildings Agency is implementing the guidelines laid down in the federal sustainable development plan.	Continuous improvement	
		Meeting with existing tenants: meeting with commercial department every 6 months. Include environmental issues in regular talks. Meeting with new tenants: meeting with commercial staff and the Property Manager.	Completed and renewed	
		Set up an extranet to publish notices from the Manager, environmental documents, access to monitoring by building, the Building User Guide (BUG), Environmental Cooperation Agreement, etc.	New objective	
	Awareness-raising	Provide tenants with the Building User Guide (BUG) for their building.	Partially completed	
		Encourage tenants to use green energy.	Continuous improvement	
		New tenants and also existing tenants are being offered an Environmental Cooperation Agreement (formerly known as a Green Lease) associated with each lease. This agreement encourages the landlord and tenant to strive to improve the environmental performance of the building and let spaces (reducing consumption of resources, waste production, carbon emissions, etc.). The agreement is intended for new tenants but will also gradually be brought in for all existing tenants.	New objective	
		Raise tenants' awareness on the compliance with the Environmental Permit.	Continuous improvement	
	Help desk	Following the integration of the property management business, Befimmo set up a help desk and a quality Customer Relationship Management (CRM) system, which will subsequently be linked to the extranet.	New objective	
	Impacts	Indicators		GRI-G4
		Retaining tenants: ▶ occupancy rate of the lettable area [%] ▶ renewal of leases [# renegotiated contracts] ▶ weighted average term of leases [# years]		-
Departures: ▶ vacated areas [m ²] ▶ leases ending [# leases not renewed]		-		
Attractiveness: ▶ occupancy rate of the lettable area [%] ▶ new tenants [# new leases]		-		
Satisfaction survey: ▶ participation rate [%] ▶ responses to the section on the perception of Befimmo [results]		G4-PR5 G4-EN27		
Report of dialogues with tenants as a result of the stakeholders consultation process: ▶ analysis of reports on tenants' perception of Befimmo [results]				
Management of complaints and requests: ▶ complaints recorded via the help desk [# non-safety-related complaints]				

Perimeter			Objectives & achievements in 2013	Specific measures
M	S	B		
		√	Several meetings were held with the Buildings Agency in late 2013. 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.	Continue the regular dialogue with the Buildings Agency, exchange information and have the Agency's work programme implemented to improve the energy and environmental performance of the buildings.
√	√	√	The objective has been achieved, 42 appointments made since December 2013. These talks allow us to develop a good relationship with the new tenant, better understand existing tenants, learn about any concerns they may have, etc.	Achieve the same goal in 2014, paying special attention to (i) the preparation of this dialogue in advance with the Property Manager and (ii) reporting on these dialogues by commercial staff to the Property Manager to ensure effective follow-up and implementation of specific measures.
√	√	√		Improve transparency and dialogue with rental customers and provide them with a platform where they can find general information about their building. Since the extranet will also be linked to the help desk, it will also serve as a platform for exchanging confidential information.
√	√	√	The code of conduct mentioned in the previous report has evolved into a document called the BUG. It is a guide for occupants of the building to the proper operation of the installations and for limiting the environmental footprint. Currently, the BUG has been prepared for one building.	The objective for 2014 is to produce and implement new BUGs for a prioritised list of buildings. Property management will transmit this document to new and existing tenants alike.
√	√	√	In 2013, Befimmo already identified some major tenants who have signed contracts for green energy for their private electricity consumption. These tenants represent 13 million kWh more green energy than in 2012.	Tenants' energy supply contracts are currently being re-assessed.
√	√	√		The objective for 2014 is to identify these 10 largest consumers of private electricity and to have these tenants sign this agreement, offer them solutions to reduce consumption, and review them next year to check the impact of these measures taken. This objective is therefore linked to the one for cutting electricity consumption in private areas by 1% a year for three years. The document, drafted in cooperation with the Environmental Technical Team, will be transmitted by property management to new tenants and existing tenants alike.
√	√	√	Raise awareness and check compliance via the property manager of the tenant's activities with the Environment Permit. 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.	This process is ongoing.
√	√	√		Provide an efficient 24/7 help desk for tenants of the Befimmo and Fedimmo portfolios by June 2014, linked to an extranet. This tool will enable tenants easily to track their requests.
Impacts			Objectives	
Tenant retention.			Maintain a high occupancy rate. Maintain a high weighted average duration of leases.	
Attracting new tenants.				
Reputation (perceived positioning).			Improve current and prospective tenants' perception of Befimmo.	

Appendices



HEALTH & SAFETY

		Action plan	Status
Implementation	Construction site	Monitoring of safety compliance on building sites.	Continuous improvement
	Other	Recruitment of a Risk & Quality Manager, whose main responsibilities will include quality control of maintenance and tenant comfort in occupied premises.	Continuous improvement
		Property management checks that all statutory controls are properly implemented and that any observations and/or infringements arising from reports by inspectors are remedied.	Continuous improvement
Impacts	Indicators		GRI-G4
	Accidents for which Befimmo is directly or indirectly responsible [# accidents]		G4-PR2 G4-PR9
	Management of complaints and requests: > complaints recorded via the help desk [# safety-related complaints]		-

Perimeter			Objectives & achievements in 2013	Specific measures
M	S	B		
√	√	√	Specific safety measures – compliant with regulations – are included in the specifications. Compliance with these measures is monitored while the works are in progress (notably by external safety coordinators, site audits, BREEAM assessors, etc.).	This process is ongoing.
√	√			Befimmo has taken the decision to release the necessary resources to recruit a Risk & Quality Manager in 2014.
√	√			This process is ongoing.
Impacts			Objectives	
Number of accidents.			Reduce as far as possible the number of accidents in the portfolio.	
Provision of healthy buildings, offering impeccable safety. Number of complaints from tenants.			Reduce as far as possible the number of safety-related complaints.	

Appendices

GOVERNANCE



DIALOGUE AND COMMUNICATION

		Action plan	Status
Implementation	Transparent communication	Respond to CDP, GRESB and other questionnaires published by institutional investors.	Continuous improvement
		Enhance dialogue with stakeholders (tenants and investors) and devise a means of communication best suited to each stakeholder.	New objective
		Audit non-financial information every two years.	Completed and renewed
		Consider Befimmo's joining the Ethibel stock index.	Completed and renewed
	Analysis	CSR benchmark (national and international references).	Continuous improvement
	Other	Creating the new position of CSR Manager.	Continuous improvement
Impacts	Indicators		GRI-G4
	Development of expectations by topic Materiality matrix.		-
	Review of programme.		-
	Stakeholder satisfaction survey.		G4-PR5
	Feedback from dialogues with stakeholders.		-
	Level of support from Board of Directors Results of staff satisfaction survey.		-
Corporate reputation estimated on the basis of stakeholder consultations.		G4-PR7	
		Action plan	Status
Implementation	Sustainable procurement	Improve and update existing conditions of sustainable procurement. Notify them to suppliers as soon as possible and ensure monitoring and compliance. As a second step, draft a sustainable procurement charter and identify suppliers.	New objective
		At corporate level, analyse 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 (e.g. for gifts, etc.).	Continuous improvement
	Compliance	Educate the team in compliance with ethical values in its relations with its customers, partners and shareholders. Befimmo abides by in-house rules designed to limit the risks associated with money laundering and funding of terrorism.	Continuous improvement



ETHICS

Perimeter				Objectives & achievements in 2013	Specific measures
I	M	S	B		
				The objective is to respond to these questionnaires and then analyse the results and implement any necessary specific measures.	This process is ongoing
	√	√	√	In 2013, a broad consultation of around 30 internal and external stakeholders was conducted.	Continuous improvement through regular dialogue and enhanced communication tools, such as the website, intranet dedicated to the team, presentations, reports, etc. Set up an extranet for rental customers
				The limited assurance of non-financial data in the Annual Financial Report 2012 was carried out.	Since this limited assurance was conducted on 2012 data, the next exercise should relate to 2014 data. However, since Befimmo has complied for the first time with GRI-G4, it called upon an external consultant to assist with the preparation of its reporting and had a "Materiality Matters Check" carried out by the GRI.
				An analysis was performed. VIGEO, the company responsible for integration into the Ethibel index, analyses only companies that are already in the DJ Stoxx 1800 and the MSCI World index. Since Befimmo's market capitalisation is too low to belong to those indexes, VIGEO did not analyse the Company for inclusion in the Ethibel index. The next analysis will take place in June 2015.	VIGEO will be contacted when the next analysis takes place, i.e. by June 2015.
				This objective was achieved through studies, reports published by GRESB and CDP, discussions with Business & Society, the industry, etc.	This approach is to continue and a CSR benchmark will be completed by December 2014.
√	√	√	√	In September 2013, Befimmo created the new position of CSR Manager.	Continue to strengthen Social Responsibility. The CSR Manager has a role that is both strategic (developing CSR strategy, managing relations with stakeholders) and operational (coordinating CSR projects, acting as in-house consultant for other departments).
Impacts				Objectives	
Visibility of stakeholder expectations.				Continue a regular dialogue with stakeholders encountered. Broaden the range of stakeholders encountered.	
Challenge CSR policy and programme (continuous improvement).				Annual review of CSR programme.	
Enhance reputation.					
Improve communication with stakeholders.					
Support from all internal stakeholders (Board of Directors, executive officers and team) for the CSR policy and programme.				Continue a regular dialogue with stakeholders. Broaden the range of stakeholders encountered.	
All external stakeholders acknowledge Befimmo's position as a responsible landlord and business.					
Perimeter				Objectives & achievements in 2013	Specific measures
I	M	S	B		
	√	√	√		The improvement and update will be completed by the end of 2014. However, the charter should be prepared during 2015. The objective is to continue the general discussion of the introduction of electronic invoicing across the board by adding a supplier assessment component including from the perspective of respect for the environment, human rights, impact on the Company.
√				This objective has been achieved notably for refillable ink cartridges, office supplies, etc.	This process is ongoing.
√				The code of ethics, dealing code and governance charter will be updated during the first half of 2014. This update will be followed by a briefing session for the team about the content of these documents. They must then be approved and signed by each employee.	The updates and information sessions will be carried out by December 2014 by the General Counsel.

Appendices

	Action plan		Status	
ETHICS	Implementation	Conflicts of interest	For the prevention of conflicts of interest, Befimmo is governed by statutory rules and the additional rules of its corporate governance charter.	Continuous improvement
		Awareness	Raising awareness in maintenance companies.	Not completed and postponed
			Raise awareness among suppliers through the sustainable procurement conditions.	Not completed and postponed
	Impacts	Indicators		GRI-G4
		Respect the team's expectations in terms of conduct and ethics ➤ Infringements identified [# infringements]		G4-HR3 G4-SO5 G4-SO4 G4-SO7 G4-PR7
		Number of suppliers audited.		G4-EN32 G4-EN33 G4-LA14 G4-LA15 G4-HR10 G4-HR11 G4-SO9 G4-SO10
COMPLIANCE	Specific measures		Status	
	Implementation	Environmental permit	Monitoring of environmental permit for Fedimmo portfolio.	Partially completed
			Monitoring of environmental permit for Befimmo portfolio.	Partially completed
			Inventory of toxic products and waste, annual loss of gases that deplete the ozone layer, etc.	Continuous improvement
	EPB	Inventory of the energy performance of buildings conducted in late 2011 and compliance measures taken in 2012.	Completed	
	Legal	Update of register of legislation and implementation of a "checklist" tool.	Continuous improvement	
	Other	Take part in working groups and where necessary team up with other companies in the same sector to discuss, defend a project, etc.	Continuous improvement	
		Recruit a Risk & Quality Manager who will be responsible for regular monitoring of quality and risks related to the operational, technical, administrative and budgetary management of the buildings and any renovation projects and improvements carried out.	New objective	
	Impacts	Indicators		GRI-G4
		BREEAM level of buildings: ➤ BREEAM IN-USE Asset score [level on the BREEAM scale] ➤ BREEAM IN-USE Management score [level on the BREEAM scale] ➤ BREEAM Design score [level on the BREEAM scale]		-
EPB level of buildings ➤ EPB certificates obtained and their levels [# certificates by level]				
Respect of the legislations and regulations into force: ➤ Infringements per type of infringement [# infringements] ➤ The amount of compensation paid following infringements [€]		G4-EN29 G4-SO7 G4-SO8		



Perimeter				Objectives & achievements in 2013	Objectives
I	M	S	B		
√				Under the additional rules of its corporate governance charter, Befimmo goes above and beyond the legal requirements where it deems appropriate.	The prevention of conflicts of interest is managed by the General Counsel.
	√	√		This objective has been left temporarily suspended due to the integration of the property management business. However, it is carried over as an objective for 2014.	Offer training to all maintenance companies working for Befimmo and add a sustainable development addendum to their contracts.
	√	√	√	This objective has been left temporarily suspended due to the integration of the property management business. However, it is carried over as an objective for 2014.	During 2014 and 2015, continue the general discussion of the introduction of electronic invoicing across the board by adding a supplier assessment component including from the perspective of respect for the environment.
Impacts				Objectives	
Irreproachable in-house ethics. Number of infringements.				Prevent and reduce the number of infringements as far as possible.	
Irreproachable ethics towards suppliers. Number of audited suppliers.				To date, no objective has been set since the full inventory of providers is not currently identified as a priority. The situation will be reviewed in 2015.	
Perimeter				Objectives & achievements in 2013	Objectives
I	M	S	B		
			√	Some data are still missing (notably for emergency generators) and must be added in the source file.	This process is ongoing. The objective is to obtain the missing data by the end of 2014.
	√	√		A campaign of audits and checks of environmental permits was carried out for certain buildings. All the data on environmental permits are now complete in a centralised source file.	Consider and respond to any comments from the audits conducted in 2013 and conduct a new audit programme.
	√	√	√	Information collected through audits of compliance with environmental permits.	This process is ongoing.
	√	√	√	Befimmo portfolio brought into compliance except for buildings on leaseholds (Wiertz, Pavilion) and postponement for regularisation of the Noordbuilding (demolition/reconstruction project).	When major works are carried out, Befimmo ensures that the certificates are updated, as was previously the case following renovations in various buildings. Although theoretical, the data on the certificates are also compared with the actual specific consumption figures.
	√	√	√	The recasting is complete.	Extend the existing register to incorporate aspects linked to the property management business.
	√	√	√	The approach has been implemented.	This approach is continuing and is managed by the Legal Manager and the General Counsel.
	√	√	√		The new position of Risk & Quality Manager should be created in 2014.
Impacts				Objectives	
Overall improvement in average EPB / BREEAM of the portfolio. BREEAM level - EPB.				For BREEAM certification, the aim is to continue along this path of improving the rating (Pass => Good) for 20 new buildings over 2014. The improvement in the rating of the remaining 15 buildings is planned for 2015. The rating of the buildings undergoing renovation is reviewed as appropriate in each case after completion of the work.	
Anticipation of future regulatory measures. Number of infringements.				Reduce the number of infringements as far as possible.	

