

CSR Programme

G4-DMA

G4-27

G4-50

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

Environment

	Action plan	Status	Perimeter				Objectives & Achievements in 2014	Specific measures	
			I	M	S	B			
Implementation	Electricity	Cut standby consumption of office equipment (computers, printers, photocopiers, etc.) for corporate areas.	Not completed; postponed	✓				The goal for 2014, at corporate level, was to optimise and minimise standby consumption of office equipment (chargers, desk lamps, docking stations, etc.). Following a number of unforeseen technical issues, the target of reducing the power consumption of corporate spaces by 5% by the end of 2014 could not be achieved but was postponed to the end of 2015.	Befimmo hopes to reduce standby power consumption for its corporate areas by setting up a system, based on its alarm system, that automatically shuts off the power to all devices (except for some computer equipment) outside office hours. This measure, coupled with a slight increase in the operating temperature (by turning down the air conditioning) for the local servers, should achieve a 5% cut in power consumption in private areas, namely some 5,000 kWh by the end of 2015.
		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 Befimmo portfolio.	Continuous improvement				✓	Several meetings were organised 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.
	Water	Include the recovery of rainwater and/or groundwater in new projects (renovations or new builds).	Continuous improvement		✓	✓	✓	The bore for withdrawing ground water is complete for the Goemaere and Triomphe I buildings. The feasibility study is under way for the Medialaan building in the context of the renovation project. Several other rainwater harvesting projects were carried out, notably in the Fountain Plaza and Ikaros buildings.	For each new construction project, assess the advisability of recovering water (rainwater, ground water and grey water). In 2015, there will be two groundwater extraction projects. New quantitative target for recovering rainwater and/or ground water (m³): cover 2% of water needs, at constant floor area [LfL], of the Befimmo portfolio by the end of 2017, in relation to the reference period 2014.
		Monitoring of anomalous consumption by telemonitoring.	Continuous improvement	✓	✓	✓		Alarms for thresholds overrun have been fitted in all Befimmo buildings and have avoided significant over-consumption. During the last quarter of 2014, a Green Adviser was recruited to continue the analysis of the alarms, based on predictive consumption models.	Continue the management and analysis of the alarms and develop the implementation of predictive consumption models for each building.
	Gas Electricity Water	Improved management of consumption data by improving the quality of telemonitoring data and improving the cross-referencing and consolidation of electronic billing data from utility companies with data from telemonitoring.	Continuous improvement	✓	✓	✓	✓	We are in the process of obtaining 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.	Continue implementing systems for consolidating and monitoring energy consumption data. This work was partially automated during 2014 and will be completed in 2015. The objective is to collect, analyse and exploit the consumption data on a quarterly basis.
		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	✓	✓	✓		Alarms (gas and water) have all been implemented for the Befimmo portfolio. Operating hours have been set and have yet to be adjusted if necessary.	Follow up alarms and other measures through the work of the Green Adviser.
		Reduce the energy consumption of the Befimmo portfolio.	Continuous improvement	✓	✓	✓		The targets (set in 2014) for cutting specific normalised direct and indirect consumption in common areas of the Befimmo portfolio, -3% and -2.5% respectively, were exceeded; cuts of -5.3% for gas and -6.1% for electricity were achieved in fiscal year 2014. The target (set in 2014) of reducing the specific electricity consumption in private areas of Befimmo's portfolio, namely -1%, was comfortably exceeded, with a cut of -14.9% over fiscal year 2014.	Continue with the targets for reducing specific energy consumption of common areas set over 3 years (reference period 2013). New targets were set for reducing energy consumption of common areas in the Befimmo portfolio at constant floor area.
		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	✓	✓	✓		The multiannual energy investments are continuing. In 2014, the budget allocated to improving the energy performance of buildings in the Befimmo portfolio was €1.9 million.	The budget for energy-related work is €2.5 million in 2015, €2.1 million in 2016 and €1.9 million in 2017. Befimmo intends to continue with these initiatives and to maintain a recurrent budget for optimising existing technical systems as well as investing in new installations.
	Other	Recruit a Green Adviser to check energy investments. This is an operational position with responsibility for checking the effectiveness of energy measures on the ground.	Completed	✓	✓	✓	✓	The Green Adviser was recruited in late 2014.	One role of the Green Adviser is to enhance the monitoring in the field of the effectiveness of energy investments implemented.
	Impact	Indicators		GRI-G4	Impact			Targets	EPRA
Heating-related consumption of buildings: - total (kWh) - specific (kWh/m²)		G4-EN3 G4-EN4 G4-EN5 G4-EN6 G4-EN7	Reduce the total and specific normalised direct energy consumption (related to heating) of the buildings.			Target: reduce specific normalised consumption (kWh/m²) of gas in common areas of Befimmo's portfolio by 3% per year for three years, i.e. a total of 9% by the end of 2016 (reference period 2013).	DH&C-Abs Energy-Int	CRE1	
Heating-related consumption of buildings: - total (kWh) - specific (kWh/m²)		G4-EN3 G4-EN4 G4-EN5 G4-EN6 G4-EN7	Reduce the total and specific normalised direct energy consumption (related to heating) of the buildings at constant floor area [like-for-like].			Target: reduce normalised direct energy consumption (related to heating) of Befimmo's portfolio, at constant floor area, by 1% over the period 2014-2015.	DH&C-LfL	CRE1	
Electricity consumption in common and private areas of buildings: - total (kWh) - specific (kWh/m²)		G4-EN3 G4-EN4 G4-EN5 G4-EN6 G4-EN7	Reduce total and specific indirect energy consumption of buildings.			Target: reduce specific consumption (kWh/m²) of electricity in common areas of Befimmo's portfolio by 2.5% per year for three years, i.e. a total of 7.5% by the end of 2016 (reference period 2013). Target: reduce specific consumption (kWh/m²) of electricity in private areas of Befimmo's portfolio by 1% per year for three years, i.e. a total of 3% by the end of 2016 (reference period 2013).	Elec-Abs Energy-Int	CRE1	
Electricity consumption in common areas of buildings: - total (kWh) - specific (kWh/m²)		G4-EN3 G4-EN4 G4-EN5 G4-EN6 G4-EN7	Reduce total and specific indirect energy consumption of buildings at constant floor area [like-for-like].			Target: reduce consumption of electricity in common areas of the Befimmo portfolio, at constant floor area, by 1% a year over the period 2014-2015.	Elec-LfL	CRE1	
Water consumption of buildings: - total (m³) - specific (m³/m²) Water recovery in buildings: - total volume recovered by recovery type (m³)		G4-EN8 G4-EN10	Reduce total water consumption, from the water mains, of buildings at constant floor area [like-for-like].			A new policy has been introduced to ensure that an assessment is made as to whether it is worthwhile recovering water (rainwater, ground water, grey water) for each new construction project. New quantitative target for recovering rainwater and/or ground water (m³): cover 2% of water needs, at constant floor area [LfL], of the Befimmo portfolio by the end of 2017, in relation to the reference period 2014.	Water-Abs Water-LfL Water-Int	CRE2	
Befimmo corporate electricity consumption: - total (kWh)		G4-EN3 G4-EN5	Reduce total and specific consumption of corporate areas.			Target set in 2014; not achieved so postponed: 5% reduction in electricity consumption for all corporate areas by end of 2015.	Elec-Abs Energy-Int	CRE1	
Ratio between energy savings achieved and total amount invested: - profitability ratio (%)		G4-EN6 G4-EN31	Improve energy performance (gas and electricity) and check the relevance of the energy investments made.			Befimmo takes account of this indicator in its energy investments. No target has yet been set, however.	-	-	

Action plan	Status	Perimeter				Objectives & Achievements in 2014	Specific measures
		I	M	S	B		
Feasibility study to produce a carbon footprint for all or part of the portfolio.	Not completed; postponed	✓	✓	✓		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 target.	Carry out a feasibility study during 2015 to determine how the carbon footprint could be produced.
Continuous improvement of carbon reporting via the Carbon Disclosure Project questionnaire.	Continuous improvement					Befimmo aims to respond to the CDP questionnaire, in particular to analyse the results, identify strengths and areas for improvement, and implement any necessary specific action. As it does every year, Befimmo responded to the CDP questionnaire and improved its reporting, maintaining a high score of 83 B. "Disclosure Score": (# 1-100) quality assessment, completeness and transparency of the published information. "Performance Band": (A to E) assessment of the adaptation by the Company and measures in place to mitigate climate change. The "Performance Band" is calculated only if the Disclosure Score is above 50).	Ensure a level of reporting at least equivalent to the current level for the 2015 survey, which must be completed by June 2015.
Explore opportunities for implementing renewable energy for the Befimmo and Fedimmo portfolios by installing photovoltaic panels.	Completed and renewed		✓	✓	✓	The installation of photovoltaic panels for the planned buildings has been completed. In 2014, Befimmo installed 1,415 m ² of additional photovoltaic panels in relation to 2013. Total coverage is currently more than 3,300 m ² . The target of a 15% increase in area was well 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 3,310 m ² at the end of 2014 to 3,790 m ² by the end of 2015, a 15% increase. For the first time, Befimmo has set a quantitative target for self-generation of renewable energy (photovoltaic panels and cogeneration), which is to cover 5% of the electricity needs, at constant floor area [LfL], of common areas in the Befimmo portfolio by the end of 2017, in relation to the reference period of 2014.
Conduct feasibility studies for installing cogeneration throughout the portfolio.	Continuous improvement		✓	✓	✓	The cogeneration installation in the View Building was completed in late 2014 and will be commissioned in early 2015. A feasibility study was conducted for a cogeneration installation in the Brederode 9 building.	A cogeneration plant will be installed in the Brederode 9 building during the renovation work planned in 2015. New feasibility studies will be conducted during 2015 throughout the whole portfolio, including Fedimmo's. For the first time, Befimmo has set a quantitative target for self-generation of renewable energy (photovoltaic panels and cogeneration), which is to cover 5% of the electricity needs, at constant floor area [LfL], of common areas in the Befimmo portfolio by the end of 2017, in relation to the reference period of 2014.
Educate the team in good (corporate) waste management through various concrete measures including cutting paper consumption per employee.	Continuous improvement	✓				Befimmo has provided sorting bins and set printers to recto/verso by default. It has also removed individual bins from offices. Average paper consumption was 53 kg/employee in 2013 and fell to 48 kg in 2014, a cut of 9.4%.	Continue to raise awareness in the team.
Educate Befimmo portfolio tenants in good waste management. A Waste Product Manager was appointed within the team in late 2013. He is responsible for centralising and consolidating the data on the amount of waste produced, producing statistics and cost comparisons and establishing framework contracts.	Continuous improvement		✓	✓		In 2014, in cooperation with an external partner, the Waste Product Manager launched an awareness campaign for tenants and their respective cleaning companies, etc. with a view to reducing the total amount of unsorted waste (= household waste) and thereby improve the recycling rate. During 2014, some 140 tenants in a total of 16 buildings were informed in this way, which helped to reduce unsorted waste by more than 50% and increased the volume of recycled paper/cardboard by around 40%.	Continue to educate tenants to achieve high recycling rates for each building.
Inventorise toxic products and waste, annual loss of ozone-depleting gases, etc.	Continuous improvement		✓	✓	✓	Information collected through audits of compliance with environmental permits.	This process is continuing in particular through the audits of the environmental permits.
Recovery of office equipment and building components (partitions, lighting, carpets, etc.) on building sites.	Completed and renewed		✓	✓	✓	Befimmo has recovered materials on many building sites in recent years and is finalising a recovery project as part of the Brederode 9 renovation.	Steps to encourage a materials-reclamation contractor/non-profit association, such as ROTOR, will continue on all sites where there is potential for recovery.

Indicators	GRI-G4	Impact	Targets	EPRA	GRESS
Greenhouse-gas emissions: - total (tonnes CO ₂ e) - specific (tonnes CO ₂ e/m ²)	G4-EN15 G4-EN16 G4-EN17 G4-EN18 G4-EN19	Cutting greenhouse gas emissions.	No targets have yet been set other than those related to reducing energy consumption. The situation will be analysed as soon as the carbon footprint is produced.	GHG-Dir-Abs GHG-Indir-Abs GHG-Dir-LfL GHG-Indir-LfL GHG-Int	CRE3
Area of photovoltaic panels: - total (m ²) Reduce the carbon footprint of buildings by producing green energy: - cut GHG emissions (tonnes/CO ₂ e)	G4-EN19	Increase renewable energy and reduce the impact of buildings on the climate.	New quantitative target for self-generation of renewable energy (photovoltaic panels and cogeneration): cover 5% of the electricity needs, at constant floor area [LfL], of common areas in the Befimmo portfolio by the end of 2017, in relation to the reference period of 2014.	-	-
Result of the Carbon Disclosure Project (CDP) and carbon footprint: - specific GHG emissions (tonnes CO ₂ e/m ²) - CDP "Disclosure Score" (# 1 to 100) - CDP "Performance Band" (A to E)	G4-EN15 G4-EN16 G4-EN17 G4-EN18 G4-EN19	Transparency on air pollution.	Maintain a high "Disclosure Score" (>80) and "Performance Band" (>B).	GHG-Dir-Abs GHG-Indir-Abs GHG-Dir-LfL GHG-Indir-LfL GHG-Int	CRE3
Amounts of waste by building and by type of waste: - Total amount of waste (tonnes)	G4-EN23	Waste reduction.	No target has yet been set for building site waste 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.	Waste-Abs Waste-LfL	-

Mobility	Implementation	Action plan		Status	Perimeter				Objectives & Achievements in 2014	Specific measures
					I	M	S	B		
			Cut CO ₂ emissions of the Befimmo vehicle fleet.	Continuous improvement	✓				Befimmo reduced the rate of average emissions (CO ₂ e/km) of its fleet by 2.4% in 2014 in relation to 2013. This decrease is the result of applying the updated car policy to vehicles purchased new or replaced during the fiscal year.	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.).
		Befimmo team	Devise a mobility plan to encourage sustainable mobility.	Not completed; postponed	✓				This target has not yet been achieved but is carried forward as a target for 2015.	By the end of 2015, Befimmo will carry out a general analysis of mobility opportunities, with the help of external consultants.
			Analyse the feasibility and possibly test the usefulness of an electric vehicle for a short period for short trips by the team, such as: Zen Car, Athlon, etc.).	Completed and renewed	✓				With regard to the inclusion of an electric pooling vehicle in the fleet, many studies were conducted (electric, hybrid, etc.) in 2013 and Befimmo opted for a two-seater electric vehicle. During fiscal year 2014, the vehicle was regularly used by the team.	The contract for the use of the vehicle has been renewed for another year.
Impact	Indicators		GRI-G4	Impact				Targets	EPRA	CRESS
	Emissions from vehicles in the fleet: - average CO ₂ e rate of the fleet (g CO ₂ e/km)		G4-EN15 G4-EN30	Reduce CO ₂ e emissions related to staff transport.				Before setting specific targets, Befimmo plans to review the calculation of overall emissions of its fleet by adding new parameters such as mileage, Ecoscore, etc.	GHG-Dir-Abs GHG-Dir-LfL	-

Certification	Implementation	Action plan		Status	Perimeter				Objectives & Achievements in 2014	Specific measures
					I	M	S	B		
			Process of improving and simplifying the procedures of the Environmental Management System (EMS), including the integration of the Property Management business.	Continuous improvement		✓	✓	✓	Review and simplify current procedures.	Continue to improve ISO 14001 procedures based on broadening the vision to embrace standard ISO 9001.
		ISO 14001	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		✓	✓	✓	In 2014, studies for improving the ratings (Pass to Good) of 18 buildings in Parc Ikaros were completed and the scores of two other buildings in the portfolio were raised. The target for 2014 of improving the ratings of 20 new buildings was only partially achieved and therefore postponed to 2015.	Measures to improve the ratings (from Pass to Good) of the 18 buildings in Parc Ikaros will be implemented in 2015. Befimmo will continue on this path of improving the rating of its portfolio, and will complete it by the end of 2016. For strategic reasons, the rating (Pass) of 5 buildings will not be raised.
			BREEAM In-Use Management : assess whether it is worth considering an upgrade of this certification for the Befimmo portfolio.	Not completed; postponed		✓	✓		This objective was temporarily suspended pending the integration of the Property Management business.	In 2015, Befimmo will conduct a specific study of two buildings to assess the added value of improving the BREEAM In-Use Management rating of its portfolio. New targets will be set if appropriate.
		Other	Study of whether it is worthwhile implementing ISO 9001 certification (integrated management throughout the Company).	Not completed; postponed		✓	✓	✓	An opinion on incorporating ISO 9001 certification has been requested from an external consultant in the context of the project to review and simplify the 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.	During 2015, Befimmo will give priority to developing, simplifying and improving its ISO 14001 - certified Environmental Management System with a vision expanded to embrace ISO 9001.
			At corporate level, apply for an eco-dynamic label (IBGE).	Not completed; postponed					This target was temporarily suspended. It is carried over as an objective for 2015, however.	At corporate level, apply for an eco-dynamic label (IBGE) by the end of 2015.
Impact	Indicators		GRI-G4	Impact				Targets	EPRA	CRESS
	BREEAM level of buildings: - BREEAM In-Use Asset rating (level on BREEAM scale) - BREEAM In-Use Management rating (level on BREEAM scale) - BREEAM Design rating (level on BREEAM scale) ISO 14001 certification obtained.		G4-PR3	Recognition of environmental measures.				Over the coming years, Befimmo will continue to develop and improve its ISO 14001 certification and the BREEAM certification level of its buildings.	Cert-Tot	CRE8
	Correspondence of levels in GRI, CDP and GRESB standards: - GRI - G4 Materiality Disclosures Services - CDP "Disclosure Score" (# 1 to 100) - CDP "Performance Band" (A to E) - GRESB Overall score (%) - GRESB Benchmark position (Green position)		G4-PR7	Align CSR measures with standards.				Over the coming years, Befimmo will continue to subscribe to the GRI-G4 guidelines and respond to questionnaires (GRESB, CDP, etc.) published by investors. The goal of continuous improvement relates to both the reporting level and the results presented.	-	-

CSR Programme

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Team

	Action plan		Status	Perimeter Team	Objectives & Achievements in 2014	Specific measures
	Implementation	Survey of the team	Continue to implement the recommendations emerging from the satisfaction survey issued to the team in late 2013.	Continuous improvement	✓	During 2014, all the important points emerging from the survey were analysed by management and specific measures were implemented to best meet the needs of the team. These measures are being implemented in this Social Responsibility programme.
Respond to the Business & Society questionnaire via their new tool for assessing companies in terms of CSR. This tool, tailored to each sector, was developed in accordance with ISO 26000 and GRI guidelines.			Completed and renewed	✓	The CSR Manager, in consultation with the heads of department, completed the questionnaire in late 2014. After analysing the completed questionnaire, in early 2015 B&S presented the results to the Befimmo Social Responsibility team and the whole management team. B&S delivered a full report, identifying strengths and weaknesses and making recommendations. The report is published on the Company's website.	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 in future years.
Procedures		Improve internal HR procedures to improve organisation and communication.	Continuous improvement	✓	Befimmo has continued its efforts to improve existing HR procedures and create new procedures where necessary. In particular it has defined procedures for registering for training and seminars and for managing absences.	Befimmo intends to continue along this path by responding to organisational issues by creating procedures where necessary. It particular it plans to implement a new procedure for the organisation of language courses in 2015, to facilitate their organisation, define the main principles for participation and encourage staff to abide by their commitments.
New ways of working		Consider the New Ways of Working topics, follow best practice.	Continuous improvement	✓	During 2014, the CSR Manager monitored existing best practice, analysing its relevance and making proposals to management.	A mission was launched to analyse the current working environment with a view to improving it and identifying the team's needs. This analysis is part of a comprehensive debate on the changing world of work. The Chief Commercial Officer and CSR Manager, in cooperation with an external consultant, the Human Resources department and management, will be responsible for carrying out this mission.
Values		Further develop the values identified to put them into practice within Befimmo and have them recognised outside through our activities.	Continuous improvement	✓	Following the satisfaction survey, three values were identified and communicated within Befimmo. To raise awareness of the team and to put these values into practice, they must be linked as far as possible with the day-to-day business. This took shape in particular through the integration of skills related to the values in the context of the 2014 appraisal.	These values will be further developed during 2015, notably in workshops related to the preparation of a team project to celebrate Befimmo's 20th anniversary.
Training & career development		Access to information on available training courses.	Not completed; postponed	✓	The sharing of information on future training is generally addressed during the appraisal process that was reviewed and completed in 2014. During that exercise, the Human Resources department conducted a specific analysis of the "development" section of each employee's appraisals.	Early in 2015, the Human Resources Department will hold a debriefing of the "development" section of the appraisal with all managers with a view to communicating needs to management in a centralised way, streamlining training provision throughout the Company and more effectively identifying the specific training needs of employees.
		Training in sustainable development for the team.	Completed and renewed	✓	Presentation on sustainable construction to the whole Befimmo team. In-house training for new employees on the Company's Social Responsibility policy and ISO14001 certification also continued. Finally, the CSR department and environment team organised an awareness policy on employees' energy consumption, both in the office and at home, by launching the Befimmo Energy Challenge.	Further training on environmental topics, within the framework of ISO 14001, will be given to the team during 2015.
		Well-being training.	Completed and renewed	✓	A seminar open to everyone on the theme of "work-life balance" was held at the end of 2014. Indeed, "work-life balance" was a topic that emerged from the satisfaction survey conducted in late 2013. The trainers highlighted the importance of a balanced life and provided effective and practical tools for retaining control over one's life, notably through a personal action plan to achieve balance and personal fulfilment.	In 2015, a new training cycle will be organised on "mindfulness", specifically designed for managing stress and preventing burnout.
		Review of the appraisal process and introduction of a development plan.	Completed	✓	Befimmo also reviewed its annual appraisal process during 2014. Generic skills were identified for all Befimmo employees, and linked to the Company's three values, thereby reinforcing everyone's connection with the corporate culture. A more substantial and more detailed part of the appraisal is now devoted to the staff development plan, with the objective of maintaining their motivation and well-being, and a particular focus on each staff member's areas of development and training needs to attain their goals.	A debriefing of the "development" part of the appraisal is being organised in early 2015 with all the managers to put in place the necessary training on personal and group development for all staff.
Impact		Indicators		GRI-G4	Impact	Targets
	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) Absenteeism: - absenteeism rate (# average hours absent/# theoretical working hours) Retention: - staff turnover ((# recruitments - # departures)/total workforce at start of period) - distribution and advantages of part-time and full-time working Comparison with third parties: - "Employer of the year" award Staff satisfaction survey: - participation rate (%) - responses to the section on the corporate culture and spirit (results)		G4-LA1 G4-LA2 G4-LA6	Enhance the team's well-being and satisfaction. Integration of the Befimmo culture. The values are truly experienced within the team.	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.	
	Internal mobility: - promotion rate (# promotions/total workforce) - internal recruitment rate (# internal transfers/total workforce) Training: - training time (# of training hours/year) - training expenditure per employee (training expenditure/total workforce) Staff satisfaction survey: - participation rate (%) - responses to the "Training & development" section (results)		G4-LA9 G4-LA10 G4-LA11	Career development opportunities within the company.	The objective is to continuously improve the appraisal process and to place greater emphasis on staff development.	

Ethics	Implementation	Action plan		Status	Perimeter Team	Objectives & Achievements in 2014	Specific measures
		Diversity	Discussion of diversity within Befimmo (age, gender, origin, language, etc.).	Continuous improvement	✓		
Other	To ensure fair treatment of the team, Befimmo refers to market research as a benchmark.	Continuous improvement	✓		Continue to use benchmarks and ensure fair treatment of the team.		
	Integrate Social Responsibility into the team through annual targets during year-end appraisals.	Continuous improvement	✓		Incorporate further annual objectives related to corporate social responsibility in future appraisals.		
Impact	Indicators		GRI-G4	Impact	Targets		
	Gender diversity: - male/female ratio of the team (%) 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 lodged.		G4-LA12 G4-LA16	Increase diversity within the team.	Befimmo regards itself as a company open to diversity, respecting everyone's identity, and will continue to operate and work in that direction.		

Dialogue	Implementation	Action plan		Status	Perimeter Team	Objectives & Achievements in 2014	Specific measures
		Communication	Consideration and improvement of intranet content	Not completed; postponed	✓		
More varied and more frequent in-house presentations and information on all relevant topics	Completed and renewed		✓	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. In 2014, a number of presentations were given on various topics such as finance, energy, etc. and were very well attended.	Continuous improvement.		
Enhance dialogue between departments, promote teamwork and improve the dissemination of information	Continuous improvement		✓	Organise regular inter-departmental meetings to enhance communication and facilitate relations and transmission of information between departments.	Continuous improvement.		
Post a special monthly "did you know" on the environmental management system on the intranet	Not completed; postponed		✓	This objective was suspended for the time being since the Environmental Management System is still being revised and simplified.	Incorporate this feature during 2015.		
Appeal to the creativity of the team on specific topics	Continuous improvement		✓	Consult the team more regularly via the intranet to appeal for ideas, thereby enabling staff to make suggestions on specific topics. In 2014, the team was consulted on several occasions, including through a survey to assess the group training courses provided and the organisation of team building. Team members are invited to make suggestions in each case.	Continuous improvement. In 2015, we will appeal to the team's creativity as part of a project related to the Company's 20th anniversary.		
Impact	Indicators		GRI-G4	Impact	Targets		
	Staff satisfaction survey: - participation rate (%) - responses to the section on internal and external communication (results) - responses to the question on topics for which communication should be improved (results)		-	Improve internal communication.	Improve internal communication and make it more efficient.		
	Staff satisfaction survey: - participation rate (%) - responses to the section on internal and external communication (results)		-	Facilitate in-house relations and transmission of information.	Better information flow.		
	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 (#)		-	Improve staff creativity and participation.	Stimulate the team's creativity.		

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

Tenants

	Action plan	Status	Perimeter			Objectives & Achievements in 2014	Specific measures	
			M	S	B			
Dialogue	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			√	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.	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, hold a dialogue and understand their expectations: meeting with the commercial department and the Property Manager.	Continuous improvement	√	√	√	These talks allow us to develop a good relationship with the new tenant, better understand existing tenants, learn about any expectations they may have, etc. These meetings continued to be held in 2014.	Continue with these dialogues, 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.
		Set up an extranet to publish documents from the Manager, environmental documents, access to monitoring by building, the Building User Guide (BUG), environmental cooperation agreement, etc.	Not completed; postponed	√	√	√	The creation of the extranet was analysed during 2014. It will be developed at a later stage, after the implementation of the FMIS, also designed for tenants and scheduled for late 2015.	Improve transparency and dialogue with tenants and provide them with a platform where they can find the necessary 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 private information.
	Awareness-raising	Provide tenants with a Building User Guide (BUG) for their building.	Not completed; postponed	√	√	√	The BUG is a guide for the tenants of the building to the proper operation of the installations and for limiting its environmental footprint. So far, a BUG has been drafted for 15 buildings in one of the two national languages. A translation is scheduled for June 2015. A list of priority buildings was drawn up for new BUGs to be drafted and distributed to tenants.	The target for 2017 is to finalise and distribute BUGs for all Befimmo buildings managed by the Property Manager. There are 53 buildings in total. Property Management will send this document to new and existing tenants alike.
		Encourage tenants to use green energy.	Continuous improvement	√	√	√	In the past two years, Befimmo has identified many important tenants with a green energy contract for their private electricity consumption. The tenants identified account for nearly 18 million kWh more green energy than in 2012. Therefore, 94% of total electricity consumption by the Befimmo portfolio currently comes from green energy, i.e. produced from renewable energy sources.	The reassessment of tenants' energy supply contracts is still in progress.
		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.	Not completed; postponed	√	√	√	In 2014, five visits were made to interested tenants but none of them has yet signed the agreement. A list was made of the 10 largest private electricity consumers.	The objective for 2015 and 2016 is to encourage tenants to sign this agreement so that we can educate, support and advise them as part of a joint search for solutions to cut their consumption, and provide annual monitoring to check the impact of measures taken. This objective is therefore linked to the one for cutting energy consumption in private areas by 1% for three years. This document, drafted in cooperation with Property Management, will gradually be sent by the Environment Technical Team (CTE) to new tenants and existing tenants alike. A list was made of the buildings with the highest private electricity consumption and the objective is to meet the involved tenants of six buildings (with a single tenant) in 2015 and those of eight buildings (with multiple tenants) by the end of 2016.
		Raise tenants' awareness on compliance with the Environmental Permit.	Continuous improvement	√	√	√	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.
	Help desk	Set up a quality help desk, which will later be accessible also via the extranet.	Not completed; postponed	√	√	√	The study for setting up a help desk was completed in 2014. An agreement was signed in early 2015 with an external company to implement a powerful Facility Management Information System (FMIS). Once the FMIS has been implemented, an extranet communication platform will be developed at a second stage.	Make available to tenants in the Befimmo portfolio by the end of 2015. This tool will help the Property Manager to optimise management and allow rental customers to monitor their requests effectively. It is an automated system that covers the entire operational management of the buildings and allows Property Management to plan, implement and monitor services. This collaborative online FMIS platform will provide secure round-the-clock external access to tenants (and suppliers) and should be made available to them by the end of 2015.
	Impact	Indicators	GRI-G4	Impact			Targets	
		Retaining: - occupancy rate of lettable area (%) - renewal of leases (# of renegotiated agreements) - weighted average duration of leases (# years) Departures: - vacated space (m²) - end of leases (# of agreements not renewed)	-	Tenant retention.			Maintain the occupancy rate at a high level. Maintaining the weighted average lease duration at a high level.	
Attractiveness: - occupancy rate of lettable area (%) - new tenants (# of new lease agreements)		-	Attract new tenants.					
	Satisfaction survey - participation rate (%) - responses to the section on the perception of Befimmo (results) Minutes of meetings with tenants from the stakeholder consultation process: - analysis of the minutes on tenants' perception of Befimmo (results) Management of complaints and requests: - complaints recorded via the help desk (# non-security-related complaints)	G4-PR5 G4-EN27	Reputation (perception of positioning).			Improve current and prospective tenants' perception of Befimmo.		

Action plan	Status	Perimeter			Objectives & Achievements in 2014	Specific measures
		M	S	B		
Sites Monitoring of safety compliance on building sites.	Continuous improvement	✓	✓	✓	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.
Other Recruitment of a Risk & Quality Manager, whose main responsibilities will include quality control of maintenance and tenant comfort in occupied premises.	Completed	✓	✓		A Property Manager was recently recruited and works part-time as "Risk Coordinator".	The Property Manager is responsible, among other things, for regular monitoring of quality and risks related to the operational, technical and administrative management of the buildings and any renovation projects and improvements carried out by Property Management.
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	✓	✓		In 2014, a complete inventory of risks associated with the operation of the buildings was drawn up and monitoring reports are systematically included in a database with validity dates and comments.	This process is ongoing.
Indicators	GRI-G4	Impact			Targets	
Accidents for which Befimmo is directly or indirectly responsible (# accidents)	G4-PR2 G4-PR9	Number of accidents.			Reduce as far as possible the number of accidents in the portfolio.	
Management of complaints and requests: - complaints recorded via the help desk (# safety-related complaints)	-	Provision of healthy buildings, offering impeccable safety. Number of complaints by tenants.			Reduce as far as possible the number of safety-related complaints.	

CSR Programme

G4-DMA

G4-27

G4-50

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

Governance

	Action plan	Status	Perimeter				Objectives & Achievements in 2014	Specific measures
			I	M	S	B		
Implementation	Respond to CDP, GRESB and other questionnaires published by institutional investors.	Continuous improvement					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. As it does every year, in 2014, Befimmo answered the CDP questionnaire and maintained its high score of 83 B. It also responded to the GRESB questionnaire, improving its "Overall Score" to 70% - Green Star.	This process is ongoing.
	Enhance dialogue with stakeholders and consider how to adapt communication for each of them. Broaden the range of stakeholders encountered.	Continuous improvement	✓	✓	✓	✓	In 2013, a broad consultation of around 30 internal and external stakeholders was conducted. In 2014, this regular dialogue continued through number of events. The objective is to continue with this dialogue, seeking to achieve a balance between the various stakeholders and the challenges Befimmo regularly faces.	Continuous improvement through regular dialogue and enhanced communication tools, such as the website, intranet dedicated to the team, presentations, reports, etc. Challenges for Befimmo in 2015: analysis of its value chain and improvement of its existing sustainable procurement conditions in cooperation with its suppliers; development of an effective help desk and extranet to improve and facilitate communication with its rental customers; analysis of the working environment with a view to improving it and better responding to the needs of its team. This analysis is part of a comprehensive debate on the changing world of work.
	Audit the non-financial information every year.	Completed and renewed					The limited assurance of non-financial data was originally scheduled every two years, but given the importance of the audit, it was decided in-house to have it carried out more regularly, i.e. annually.	The non-financial data for 2014, published in the Annual Financial Report 2014, were audited (limited assurance) by an external consultant. In line with GRI-G4, the non-financial data for 2014 were also checked by the GRI Materiality Disclosures Service.
	Consider Befimmo's joining the Ethibel stock index.	Completed and renewed					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.
	Analysis	CSR benchmark (national and international references).	Continuous improvement					This objective was achieved through studies, reports published by GRESB and CDP, discussions with Business & Society, the industry, etc.
Impact	Indicators	GRI-G4	Impact				Targets	
	Development of expectations by topic Materiality matrix.	-	Visibility of stakeholder expectations.				Hold a regular dialogue in meetings with stakeholders. Broaden the range of stakeholders encountered.	
	Review Corporate Social Responsibility Programme.	-	Reconsider CSR policy and programme (continuous improvement).				Annual review of Social Responsibility programme.	
	Stakeholder satisfaction survey.	G4-PR5	Enhance reputation.				Continue to hold a regular dialogue in meetings with stakeholders. Broaden the range of stakeholders encountered.	
	Feedback from dialogues with stakeholders.	-	Improve communication with stakeholders.					
	Level of support from Board of Directors Results of staff satisfaction survey.	-	Support from all in-house stakeholders (Board of Directors, Executive Officers and team) for the CSR policy and programme.					
	Corporate reputation assessed on the basis of stakeholder consultations.	G4-PR7	All external stakeholders acknowledge Befimmo's position as a responsible landlord and business.					

Supply chain	Implementation	Action plan		Status	Perimeter				Objectives & Achievements in 2014	Specific measures
					I	M	S	B		
Sustainable procurement		Improve and update existing conditions of sustainable procurement. Notify them to suppliers as soon as possible and ensure monitoring and compliance.	Not completed; postponed	✓	✓	✓	✓	Befimmo aims to be a responsible company, which goes beyond its own activities, by educating and inspiring all its stakeholders as far as possible to achieve its qualitative and quantitative objectives.	Befimmo aims to undertake a comprehensive review of its supply chain by producing, as a first step, an analysis and assessment of its existing "core" and "corporate" suppliers, taking account of the main economic, societal and environmental aspects. This study is expected to start in the first half of 2015.	
		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).	Continuous improvement	✓				This objective has been achieved notably for refillable ink cartridges, office supplies, etc.	This approach will be pursued and improved following the analysis of the Company's supply chain and the assessment of its "corporate" suppliers.	
Awareness-raising		Raise awareness among suppliers through the sustainable procurement conditions.	Not completed; postponed	✓	✓	✓	✓	Befimmo aims to be a responsible company, which goes beyond its own activities, by educating and inspiring all its stakeholders as far as possible to achieve its qualitative and quantitative objectives.	Befimmo aims to undertake a comprehensive review of its supply chain by producing, as a first step, an analysis and assessment of its existing "core" and "corporate" suppliers, taking account of the main economic, societal and environmental aspects. This study is expected to start in the first half of 2015.	
		Draft and provide suppliers with a Building Supplier Guide (BSG) for each building in the Befimmo portfolio managed by the Property Manager.	New objective	✓	✓	✓		The BSG is a guide for suppliers, describing the proper operation of the technical installations, accesses, waste management, etc. of the buildings. BSGs has so far been drafted for six buildings but they have not yet been sent to suppliers.	Continue implementing the BSG for all Befimmo buildings managed by the Property Manager and distribute it to service providers/suppliers.	
Impact		Indicators	GRI-G4	Impact				Targets		
		Number of suppliers audited.	G4-EN32 G4-EN33 G4-LA14 G4-LA15 G4-HR10 G4-HR11 G4-SO9 G4-SO10	Irreproachable ethics towards suppliers. Number of suppliers audited.				No target has yet been set as the inventory of all suppliers has not yet been completed, but is planned for 2015. Accordingly, the situation will be reviewed in 2016.		

Ethics	Implementation	Action plan		Status	Perimeter				Objectives & Achievements in 2014	Specific measures
					I	M	S	B		
Compliance		Educate the team on compliance with ethical values in its relations with its rental 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	✓				The dealing code was updated during financial year 2014. It was then posted on the Company's intranet for the whole team. This update will be followed by a briefing session for the team about the content of this document. It must then be approved and signed by each employee. The dealing code is now sent to each new employee.	The information sessions will be held by the end of December 2015 by the General Counsel. The content of the Code of Ethics, published on the Company's website, will also be reviewed to determine whether it should be updated.	
		For the prevention of conflicts of interest, Befimmo is governed by statutory rules and the additional rules of its corporate governance charter.	Continuous improvement	✓				Under the additional rules of its corporate governance charter, Befimmo goes above and beyond the statutory requirements where it deems appropriate.	The prevention of conflicts of interest is managed by the General Counsel.	
		Raising awareness in maintenance companies.	Not completed; postponed		✓	✓		This objective has been temporarily suspended owing to the integration of the Property Management business. It is carried over as an objective for 2015, however.	To offer training to all maintenance companies working for Befimmo, to add a sustainable development/energy performance addendum to existing contracts and devise new environmental performance terms for new contracts.	
Impact		Indicators	GRI-G4	Impact				Targets		
		Respect the team's expectations in terms of conduct and ethics. Infringements identified (# infringements)	G4-HR3 G4-SO5 G4-SO4 G4-SO7 G4-PR7	Irreproachable in-house ethics Number of infringements				Prevent and reduce the number of infringements as far as possible.		

Compliance	Implementation	Action plan		Status	Perimeter				Objectives & Achievements in 2014	Specific measures
					I	M	S	B		
Environmental permit		Monitoring of environmental permits for the Fedimmo portfolio.	Partially complete				✓	Some data are still missing (notably for emergency generators) and have yet to be completed.	This process is ongoing. The goal is to obtain the missing data during 2015 and send them to the Buildings Agency.	
		Monitoring of environmental permits for the Befimmo portfolio.	Partially complete		✓	✓		An external consultant carried out a campaign of audits and checks of the environmental permits of certain buildings. The information found was centralised and standardised in a follow-up file.	Follow up any comments from the audits carried out in 2013/2014 by raising awareness among property managers and tenants. Continue and complete the audit programme.	
EPB		Inventory of the Energy Performance of Buildings (EPB).	Continuous improvement		✓	✓	✓	Befimmo portfolio brought into compliance except for buildings on leaseholds (Wiertz and Pavilion) and the Noordbuilding (demolition/reconstruction project) which is awaiting regularisation.	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.	
Legal		Update of register of legislation and a "checklist" tool.	Continuous improvement		✓	✓	✓	The recasting was completed.	Extend the existing register to incorporate aspects linked to the Property Management business. Befimmo took the decision to release the necessary resources to recruit, during 2015, a new member of the legal department to take partial responsibility for updating the register/legislation watch.	
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		✓	✓	✓	The approach was implemented.	This approach is continuing and is managed by the Legal Manager and the General Counsel.	
		Recruit a Risk & Quality Manager to be responsible for regular monitoring of quality and risks related to the operational, technical, administrative and budgetary management of the buildings and any renovation and improvement projects carried out.	Completed		✓	✓	✓	A Property Manager was recently recruited and works part-time as "Risk Coordinator".	The Property Manager is responsible, among other things, for regular monitoring of quality and risks related to the operational, technical and administrative management of the buildings and any renovation projects and improvements carried out by Property Management.	
Impact		Indicators	GRI-G4	Impact				Targets		
		BREEAM level of buildings: - BREEAM In-Use Asset rating (level on BREEAM scale) - BREEAM In-Use Management rating (level on BREEAM scale) - BREEAM Design rating (level on BREEAM scale) EPB level of buildings: - EPB certificates obtained and their levels (# of certificates per level)	CRE8	Overall improvement in average EPB / BREEAM level of the portfolio. BREEAM / EPB level.				For BREEAM certifications, the goal is to continue to improve the rating (Pass to Good) of the portfolio and complete the process by the end of 2016. The rating of the buildings undergoing renovation is reviewed as appropriate in each case after completion of the work.		
		Compliance with current laws and regulations: - infringements by type (# infringements) - amount of compensation paid for infringements (€)	G4-EN29 G4-SO7 G4-SO8	Anticipation of future regulatory measures. Number of infringements.				Reduce the number of infringements as far as possible.		