

APPENDIX III: CSR ACTION PLAN 2016

G4-DMA G4-27 G4-50

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

ENVIRONMENT

ISSUES raised by stakeholders: Climate change, Use of natural resources, Energy consumption, Renovation/construction, Maintenance of portfolio.

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

PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
ELECTRICITY	Constantly seeking ways to reduce its environmental footprint and improve its performance, in 2014 Befimmo set itself a target of reducing standby electricity consumption (chargers, computers, printers, photocopiers, etc.) on its own premises by 5% in relation to 2013 (± 6,800 kWh). With the installation in the third quarter of 2015 of an intelligent system for automatically shutting down electricity consumption after office hours, in a few months it succeeded in achieving a reduction of 2.7% in 2015 in relation to 2013.	- 3,600 kWh in 2015 in comparison with 2013 -1.66 kWh/m ²		> OBJECTIVE FOR 2016 In 2016, when refurbishing the “corporate” premises as part of the SWOW project, special attention will be paid to the new electrical installations to keep consumption as low as possible.
	Maintain regular cooperation with the Buildings Agency and the occupant of the building, important external stakeholders, to discuss and exchange information relevant to sustainable development and/or energy projects to improve the energy performance of the Fedimmo portfolio.	2 meetings were held in 2015 at Befimmo's initiative		> ONGOING OBJECTIVE To maintain and intensify cooperation on the exchange of information on Social Responsibility with the Buildings Agency.
WATER	Include the recovery of rainwater and groundwater in new projects (renovations or new constructions) in the Befimmo portfolio (excluding Fedimmo). At the end of 2015, Befimmo achieved nearly two thirds of its objective, covering 1.3% of its water needs, at constant perimeter [LFL], in relation to the reference period of 2014.	± 800 m ³ of rainwater recovered ± 900 m ³ of groundwater used		> OBJECTIVE FOR 2017 Recovery of rainwater and/or groundwater [m ³]: cover 2% of water needs, at constant perimeter [LFL], of the Befimmo portfolio by the end of 2017, in relation to the reference period 2014.
	Monitoring of anomalous consumption by telemonitoring. Alarms for thresholds overrun have been fitted in all Befimmo buildings and prevent significant over-consumption.	n.a.		> ONGOING OBJECTIVE Continue to manage and analyse consumption using the monitoring tool and predictive consumption model for each building. In addition, the Green Adviser enhances monitoring of the efficiency of energy investments in the field while ensuring a good level of comfort for tenants.
GAS ELECTRICITY WATER	Better management of consumption data by improving the quality of telemonitoring data and improving the cross-referencing and consolidation of electronic billing data gathered (from utility companies, maintenance companies, etc.) with the data from remote monitoring. We have obtained and updated the necessary authorisations to gain access to private consumption data for existing tenants via the utility companies. For new tenants, these authorisations are now attached to the lease agreement. This work was automated over 2014 and 2015.	n.a.		> OBJECTIVE FOR 2016 Continue implementing systems for consolidating and monitoring energy consumption data. The objective is to collect, analyse and exploit the consumption data on a quarterly basis, by the end of 2016.
	Continue to work on quick-wins, such as monitoring alarm management and follow-up, 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.	n.a.		> ONGOING OBJECTIVE Monitor alarms and actions through the work of the Green Adviser and raising awareness of tenants and maintenance companies.
	Multiannual five-year energy investment plan based notably on energy audits and check of the effectiveness of energy investments made (improved pay-back time). The multiannual energy investments are continuing. In 2015, the budget allocated to improving the energy performance of buildings in the Befimmo portfolio was €1.5 million.	amount invested: €1.5 million		> OBJECTIVE 2016-2018 The budget for environmental and energy-related work is €2 million in 2016, €1.8 million in 2017 and €1.5 million in 2018. Befimmo intends to continue with these initiatives and also to maintain a recurrent budget for optimising existing technical systems.
INVESTMENT CRITERIA	In compliance with its Social Responsibility policy, Befimmo studies and analyses the energy efficiency of its acquisition projects.	n.a.		> ONGOING OBJECTIVE Investment criteria in line with the CSR policy.

PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
CUT ELECTRICITY CONSUMPTION	Specific electricity consumption of the common areas of Befimmo's portfolio fell from 50.2 kWh/m ² in 2013 to 43.7 kWh/m ² in 2015, exceeding the target of cutting -2.5% per year for 3 years from 2013 to 2016. Two thirds into the period, the actual reduction achieved is -13%, which exceeds the final objective.	-6.5 kWh/m ²	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE FOR 2016 Reduce specific consumption 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 in relation to the reference period of 2013.
	Specific electricity consumption of the private areas of Befimmo's portfolio fell from 69.1 kWh/m ² in 2013 to 51.6 kWh/m ² in 2015, exceeding the target of cutting 1% per year for 3 years from 2013 to 2016. Two thirds into the period, the actual reduction achieved is -25%, which exceeds the ultimate target.	-17.5 kWh/m ²	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVES Reduce specific consumption 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 in relation to the reference period of 2013. NEW: Reduce specific electricity consumption (kWh/m ²) in the private areas in Befimmo's portfolio of tenants who register and actively participate in the environmental cooperation agreement project, -5% over one year at constant perimeter [Lfl]. NEW: Increase, at constant floor area [Lfl], the overall percentage of green energy used in the Befimmo portfolio from 94% to 97%.
	The objective of reducing total absolute common electricity consumption in the common areas of Befimmo's portfolio, at constant perimeter [Lfl] by -1% over the period 2014-2015 has been substantially exceeded, achieving a total reduction of -5.8%.	-1,244,338 kWh	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE FOR 2016 NEW: To reduce absolute electricity consumption of the common areas in the Befimmo portfolio at constant perimeter [Lfl], by -1.5% over the period 2015-2016, i.e. -7% in relation to 2014.
CUTTING GAS CONSUMPTION	At the end of 2015, two thirds into the three-year period set as a target for reducing Befimmo's normalised specific direct consumption by 9%, consumption has already been cut by 8%. It fell from 83.6 kWh/m ² in 2013 to 76.8 kWh/m ² in 2014.	-6.8 kWh/m ²	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE FOR 2016 Reduce normalised specific consumption (kWh/m ²) of gas in Befimmo's portfolio by -3% per year for three years, i.e. a total of -9% by the end of 2016 in relation to the reference period of 2013.
	At constant perimeter [Lfl], the absolute gas consumption of Befimmo's portfolio also decreased, by -2.7% over the period 2014-2015, i.e. 1.7% beyond the fixed target of 1%.	-992,405 kWh	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE FOR 2016 NEW: Reduce the absolute normalised gas consumption of Befimmo's portfolio, at constant floor area [Lfl], by -2% over the period 2015-2016.

ISSUES raised by stakeholders: Environmental footprint, greenhouse gas emissions.

COMMITMENTS: Befimmo undertakes to (i) protect the environment, including pollution prevention, (ii) reduce CO₂e emissions for its «corporate» spaces, (iii) reduce «corporate» waste and educate its staff to improve recycling, (iv) implement a strategy for reducing CO₂e emissions and waste for the entire portfolio and raise awareness among its tenants and suppliers.

PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
CARBON	Feasibility study of producing a carbon footprint for all or part of the portfolio. Given the complexity of producing a carbon footprint for the whole portfolio (particularly in terms of defining the reporting perimeter), it was decided to postpone the objective.	n.a.	<input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE FOR 2016 Carry out a feasibility study to determine how the carbon footprint could be produced, beginning with a full Befimmo "corporate" carbon footprint.
	Reduce greenhouse gas emissions associated with direct energy of Befimmo's portfolio at constant perimeter [LfiL] for 2015 in relation to 2014.	-725 kg CO ₂	<input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE No targets have yet been set other than those related to reducing energy consumption.
SELF-GENERATED ENERGY	Implementing renewable energy systems for the Befimmo and Fedimmo portfolios by installing photovoltaic panels and cogeneration units.	3,760 m ² of photovoltaic panels 2 cogeneration units	<input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE FOR 2017 Cover 2% of electricity needs, at constant perimeter [LfiL], of the common areas of Befimmo's portfolio (excluding Fedimmo) by the end of 2017.
	The target for self-generated energy (photovoltaic panels and cogeneration), set in 2015, of covering 5% of electricity needs, at constant perimeter [LfiL], for the common areas of Befimmo's portfolio (excluding Fedimmo) by the end of 2017, compared with the reference period of 2014, will probably not be achieved, mainly because of the temporary suspension of the installation of a cogeneration project in a building of Befimmo's portfolio.	294,224 kWh of self-generation covering 1.39% of electricity needs	<input type="checkbox"/> <input type="checkbox"/>	
WASTE AND HAZARDOUS SUBSTANCES	Educate the team in good (corporate) waste management through various concrete measures including cutting paper consumption per employee. Average paper consumption was 53 kg/FTE in 2013 and fell to 47 kg/FTE in 2015, a cut of 11%.	47 kg/FTE		> ONGOING OBJECTIVE Continue educating the team.
	In 2014 Befimmo, in cooperation with an external partner, 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. In 2014 and 2015, the percentage of recycled waste for the operational buildings in which Befimmo handles disposal itself was 63%.	63% of waste recycled		> OBJECTIVE FOR 2016 NEW : Increase the recycling rate of the operational buildings in which Befimmo handles disposal itself from 63% to 65%, at constant perimeter [LfiL], by the end of 2016, educating tenants and cleaning companies of the common and private areas.
	Make an inventory of hazardous substances and waste (heating oil, greenhouse gases, chemicals used in maintenance) and lay down conditions for storage and use.	n.a.		> ONGOING OBJECTIVE This process is continuing in particular through the audits of the environmental permits.
	In 2015, Befimmo continued to take part in the circular economy project with Rotor ASBL on some of its building sites that had a potential for recovery and reuse (partitions, lighting, carpets, etc.).	17 tons of materials reused		> ONGOING OBJECTIVE This approach of using a materials-reclamation contractor/non-profit association will continue to be used on all building sites where there is potential for recovery.
INVESTMENT CRITERIA	In line with its CSR policy, Befimmo is studying and analysing the energy performance of its acquisition projects.	n.a.		> ONGOING OBJECTIVE Investment criteria in line with the CSR policy.

MOBILITY	ISSUES raised by stakeholders: Changing working methods, location, mobility, parking.				
	COMMITMENTS: Befimmo undertakes to (i) take account of location and accessibility when considering new real-estate investment opportunities; (ii) educate and inform its tenants; (iii) educate its team and encourage sustainable mobility.				
	PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
	SUSTAINABLE MOBILITY	Cut CO ₂ e emissions of the Befimmo vehicle fleet. Befimmo reduced the overall rate of average emissions per vehicle (CO ₂ e/km) of its fleet by 2.94% in 2015 in relation to 2014. This decrease is the result of applying the updated car policy to vehicles purchased new or replaced during the fiscal year.	-3.6 g CO ₂ e/km compared with the average rate in 2014		> ONGOING OBJECTIVE Befimmo intends to pursue its policy of awareness-raising in the team.
		Encourage sustainable mobility. In 2015 analyses and some specific measures were undertaken, a staff survey was conducted but no sustainable mobility plan has yet been developed.	n.a.		> OBJECTIVE FOR 2016 Conduct a general analysis of opportunities for mobility and develop a sustainable mobility plan.
Use a pooled electric vehicle in the fleet of vehicles for intra-urban travel. It is in regular use by the team.		n.a.		> ONGOING OBJECTIVE Keep using and promote the use of the electric car.	
INVESTMENT CRITERIA	In line with its CSR policy, Befimmo considers aspects related to mobility, such as location, accessibility, proximity to public transport, etc. of its acquisition projects.	n.a.		> ONGOING OBJECTIVE Investment criteria in line with CSR policy.	

CERTIFICATION	ISSUES raised by stakeholders: Improve certifications obtained, relevance of other certifications.				
	COMMITMENTS: Befimmo undertakes to (i) further improve Befimmo's Environmental Management System (EMS) (ISO 14001) and adapt to developments of this standard; (ii) consider the relevance of other potential certifications (ISO 9001, ISO 50001, etc.); (iii) improve the portfolio's BREEAM Asset & Management rating.				
	PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
	ISO 14001	Befimmo will continue to improve its ISO 14001 Environmental Management System (EMS) in particular by simplifying procedures with a broader vision of ISO 9001.	ISO 14001 certification		> OBJECTIVE FOR 2016 In 2016, Befimmo undertakes to further improve its EMS in line with the evolution of the standard and to consider the relevance of other potential certifications (ISO 9001, ISO 50001, etc.).
	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.	26 PASS 37 GOOD 3 VERY GOOD		> OBJECTIVE FOR 2016-2017 In 2016, Befimmo will continue this process of improving the ratings of its portfolio (PASS to GOOD) to complete it by the end of 2016. Following a cost/benefit assessment, the Pass rating of three buildings will not be upgraded. NEW: By the end of 2017, Befimmo will re-assess the upgrade of the BREEAM In-Use Asset certification of all the certified buildings, following a portfolio-oriented approach.
In 2015, Befimmo embarked on the necessary steps to obtain BREEAM Management certification for one of its new buildings.		50 PASS 2 GOOD 2 VERY GOOD		> OBJECTIVE FOR 2016-2017 In 2016 and 2017, Befimmo will continue its work of improving BREEAM In-Use Management certification following a comprehensive approach.	
LABELLING	At corporate level, introduce an eco-dynamic label. The Charter for the label has been approved and signed. The application will be submitted to the IBGE during 2016.	Eco-dynamic Charter signed		> OBJECTIVE FOR 2017 Obtain the eco-dynamic label by the end of 2017.	

TEAM

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

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

PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
SURVEY OF THE TEAM	In late 2015, Befimmo repeated the satisfaction survey of its team that it has undertaken to conduct every two years. It was about general topics, such as communication, working environment, training, corporate culture and entrepreneurship, human resources, mobility and CSR. As in 2013, all the important points emerging from the survey will be analysed by management, and specific measures will be taken to best meet the needs of the team. These measures are set out in this Action Plan.	Participation rate: 94% Agreed with the statement: "The Befimmo management cares for the well-being of its employees": 89% Absenteeism rate: 2.5%		> ONGOING OBJECTIVE The involvement of the Befimmo team is crucial to the success of its overall strategy. Befimmo therefore plans to conduct further satisfaction surveys to measure at least every two years any changes in the mindset of employees and check their level of knowledge and commitment. The objective is to maintain a high rate of participation (> 85%) in each survey.
PROCEDURES	Improve internal HR procedures for better organisation and communication. In particular, in 2015 Befimmo defined a new procedure for the organisation of language courses, to facilitate their organisation, define the main principles for taking part and encourage staff to abide by their commitments.	n.a.		> ONGOING OBJECTIVE Befimmo intends to continue along this path by responding to organisational issues by creating procedures when necessary.
SMART WAYS OF WORKING	In response to the structural changes in the working methods, and more specifically in the use of offices, in 2015 Befimmo developed a project to implement "Smart Ways of Working" for its employees, which will come into effect during 2016. The vision that Befimmo wishes to embrace is to offer a workplace that is flexible and suited to modern technology, that stimulates exchange and creativity between its employees. In particular, the satisfaction survey was a way of consulting the team members about the criteria that they believe would ensure the success of Befimmo's SWOW project. The focus will be on opening up workspaces, collaboration, ergonomics, acoustics, computing and ease of movement and connection.	Agreed with the statement: "My physical working conditions are adequate": 81% Agreed with the statement: "I am satisfied with the ergonomics of my workstation": 66% Agree with the statement "I am proud to work for the Society": 100%		> OBJECTIVE FOR 2016 The Chief Commercial Officer and the 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. These values were further developed during 2015, notably in workshops related to the preparation of the B-MOVIE, a team project to celebrate Befimmo's 20 th anniversary.	3 core values: - Professionalism - Commitment - Team spirit		> ONGOING OBJECTIVE Integrate the Befimmo culture and continue to put the values into practice within the team through various activities, projects, etc.
TRAINING AND DEVELOPMENT	Befimmo is convinced that the development of its employees enhances their desire to advance their careers and deploy their skills, and so continued its policy in this area in 2015.	# training hours: 27 h/ year per employee Training expenditure: €1,680/year per employee Agreed with the statement: "I am satisfied overall with the training opportunities available at Befimmo": 74% Agreed with the statement: "In my work, I easily manage to put my training into practice": 71%		> ONGOING OBJECTIVE The objective is to continuously improve the appraisal process and to place greater emphasis on staff development.
	In 2015, the CSR department and the Environmental Technical team organised an awareness policy on employees' energy consumption, both in the office and at home, by launching the Befimmo Energy Challenge. Other training and awareness sessions on environmental issues, relating to ISO 14001, will be offered to the team during 2016 and in particular on Social Responsibility policy to new employees.	Participation rate in the awareness campaign: ±40%		> ONGOING OBJECTIVE Continue training in sustainable development for the team.
	In 2015, in the context of the prevention of psychosocial risks, it held a training session on Mindfulness, open to all staff. By allowing everyone to focus their attention on the present moment, this discipline is designed to reduce stress or help to manage it, and prevent burnout.	Agreed with the statement: "I manage to maintain a reasonable balance between my working life and my private life": 78%		> ONGOING OBJECTIVE Continue to pay special attention to employees' well-being.
	In 2015, Befimmo made use of the new "development" topic in its appraisal process to inventory training needs from the beginning of the year, which helps to organise training courses more consistently and efficiently.	n.a.		> ONGOING OBJECTIVE Continue to improve its training policy and its organisation.

ETHICS

ISSUES raised by stakeholders: Discrimination (origin, M/F, disabled), integration, youth training, pay.
COMMITMENTS: Befimmo undertakes to (i) be open to the diversity of team members (gender, age, language, origin, etc.); (ii) ensure fair treatment of its employees.

PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
DIVERSITY	Discussion of diversity within Befimmo (age, gender, origin, language, etc.). Befimmo regards itself as a company open to diversity, respecting everyone's identity, and will continue to operate and work in that direction.	Male/female balance M: 57% and F: 43% Agreed with the statement: "Origin, gender, age, religion and sexual orientation have no impact on how employees are treated within the team": 98% # of complaints received: 0		> ONGOING OBJECTIVE Be open to the diversity of team members (gender, age, language, origin, etc.).
	To ensure fair treatment of the team, Befimmo refers to market research as a benchmark.	n.a.		> ONGOING OBJECTIVE Continue to use benchmarks and ensure fair treatment of the team.
OTHER	Integrate Social Responsibility into the team through annual targets during year-end appraisals.	# of employees with annual objectives related to CSR: 100%		> ONGOING OBJECTIVE Incorporate further annual objectives related to Social Responsibility in future appraisals.

DIALOGUE

ISSUES raised by stakeholders: Inter-Departmental relationships, sharing and feedback, uniting around a project and generating enthusiasm.
COMMITMENTS: Befimmo undertakes to (i) listen to the team and maintain a regular dialogue with it; (ii) leave room for team initiatives and creativity; (iii) enhance dialogue between departments and promote more teamwork.

PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
COMMUNICATION	The intranet has continued to be a key facilitator of communication. Mainly in response to recommendations from the survey, it will be a slightly recast in 2016, in particular to allow more interactivity.	Agreed with the statement: "The intranet is a useful tool in the Company": 89%	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE FOR 2016 Automate direct access to the intranet and continually improve the information published on it to maintain the momentum of this communication platform. > ONGOING OBJECTIVE Improve internal communication tools and their effectiveness.
	Improve the team's knowledge of the activities of each department, the content of certain specific functions, etc. by organising "breakfast presentations" facilitated by the staff concerned. In 2015, a number of presentations were given on various topics such as finance, energy, etc. and were very well attended.	Agreed with the statement: "Befimmo communicates enough internally": 73% Agreed with the statement: "Befimmo's internal communication is quite detailed": 62%		> ONGOING OBJECTIVE Improve internal communication by continuing more varied and more frequent in-house presentations and information on all relevant topics.
	Enhance dialogue between departments, promote teamwork and improve the dissemination of information. Organise regular inter-departmental meetings to enhance communication and facilitate relations and transmission of information between departments. The SWOW project, to be implemented in 2016, aims to improve the current functioning of the teams and to stimulate the exchange, communication and relationships between employees.	n.a.		> ONGOING OBJECTIVE Facilitate internal relations and improve information flow.
	In 2015, the team was consulted on several occasions, notably in a survey to assess the group training courses provided and the organisation of team building. Team members are invited to make suggestions each time. In 2015, the team had the opportunity to take part in a number of workshops on the preparation of the B-MOVIE, a team project for Befimmo's 20 th anniversary. One objective of the SWOW project that will be implemented in 2016 is to stimulate exchange and creativity among employees.	Agreed with the statement: "I am motivated": 94% Agreed with the statement: "I have the opportunity to make suggestions at Befimmo": 83%		> ONGOING OBJECTIVE Call upon the team's creativity on specific topics and improve the team's participation in the various activities and workshops offered. Consult the team more regularly via the intranet to appeal for ideas, thereby enabling staff to make suggestions on specific topics.

TENANTS

WORKING ENVIRONMENT	ISSUES raised by stakeholders: Changing working methods, aspects of the Smart Ways of Working, reducing office space.				
	COMMITMENTS: Befimmo undertakes to (i) adapt to the changing corporate working method; (ii) strengthen its tenant-oriented approach; (iii) be flexible when taking account of the changing demands of the tenants in the development of its property portfolio; (iv) facilitate the everyday lives of its tenants.				
	PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
	CHANGING WORKING METHODS	The working method is changing, and more specifically office use is evolving over time towards spaces for meeting and exchange between various team members. In response to this trend, Befimmo endeavours to provide its tenants with a comprehensive personalised service to facilitate their everyday lives by strengthening and enhancing its existing activities [Property Management, Space planning & Project Management, Environmental Support] and developing new activities [Facility Management & Equipment].	n.a.		> ONGOING OBJECTIVE Continue to innovate, strengthen and pursue the tenant-oriented approach while working on the indirect impact through the services and facilities that Befimmo offers and will offer in future.
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DIALOGUE	ISSUES raised by stakeholders: Educate and raise awareness among tenants - "green lease", joint project with tenants and their community, satisfaction survey, loyalty, place the manager and the maintenance company as a link between the owner and the tenant, 24-hour helpdesk.				
	COMMITMENTS: Befimmo undertakes to (i) educate its tenants on aspects of Social Responsibility; (ii) improve dialogue with tenants and follow up their requests and implement specific measures.				
	PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
	DIALOGUE	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. 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.	# of meetings held at Befimmo's initiative: 1		> ONGOING OBJECTIVE Continue the regular dialogue with the Buildings Agency, exchange information and obtain the Agency's planned work programme for improving the energy and environmental performance of the buildings.
		Hold meetings with existing and new tenants to develop good relations, for a dialogue and to understand their expectations: meeting with the commercial team, the Property Manager and the Technical Environmental Team. This dialogue enables us to develop a good relationship with new tenants, better understand existing tenants, and learn about any expectations they may have, etc.	# of meetings held: 5 Portfolio occupancy rate: 94% New leases agreed (25 transactions) and renewals (23 transactions): > 28,100 m ²		> ONGOING OBJECTIVE Improve Befimmo's reputation and tenants' perception of its positioning. Retain existing tenants and attract new ones.
	COMMUNICATION TOOL	Befimmo intends to improve the dialogue with tenants by providing them with an extranet-type communication platform, so that it can publish documents from Property Management, environmental documents, the BUG, the environmental cooperation agreement, etc., and also for exchanging private information.	n.a.		> OBJECTIVE FOR 2016 This platform is under development and will gradually be made available to tenants at the end of the first half of 2016.

DIALOGUE

PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
AWARENESS-RAISING	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, the BUG has been drafted for and distributed to 12 buildings. A list of priority buildings has been drawn up for further BUGs to be drafted and distributed to tenants. All BUGs should be updated to include requirements for storing hazardous goods and substances.	# of BUGs drafted and distributed: 12	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE FOR 2016-2017 The objective is to finalise and distribute BUGs for all 49 Befimmo buildings managed by the Property Manager. 24 BUGs will be drafted and circulated in 2016 and 13 in 2017. Property Management will send this document to new and existing tenants alike.
	Educate tenants to use green energy (i.e. produced from renewable energy sources). 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.	Green electricity in the Befimmo portfolio (excluding Fedimmo): 94%		> OBJECTIVE FOR 2016 Continue the reassessment of tenants' energy supply contracts.
	Befimmo offers its tenants an environmental cooperation agreement related to each lease. After visiting private spaces, the Environmental Technical Team (ETT) suggests measures to the occupants for improving environmental performance in line with the BREEAM standards followed by Befimmo. On the basis of a detailed analysis of private consumption and internal benchmarking, the ETT also suggests measures for cutting energy consumption and waste production. It also offers support, telemonitoring and detailed reporting of environmental data associated with the rented space.	# of agreements distributed: 5	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE FOR 2016-2017 Meet, dialogue with and educate many tenants through the environmental cooperation agreement. The objective is to measure the positive impact of the process by inventorying savings and improvements brought about through close cooperation with tenants. Befimmo will continue to approach a number of existing tenants with the highest private power consumption and offer to help them reduce it. Meanwhile it will offer its collaboration and services to all new tenants in 2016.
	Raise awareness and have the Property Manager check that the tenant's activities comply with the environmental 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.	% of permits audited in the Befimmo portfolio: 65%		> OBJECTIVE FOR 2016 Continue and finish bringing audited permits into compliance. Audit the remaining environmental permits held by Befimmo.
HELPSITE	The Helpsite is a powerful tool to help the Property Manager to optimise management and allow tenants to monitor their requests effectively. It is an automated system that covers the entire operational management of the buildings and allows the Property Manager to plan, implement and monitor services.	n.a.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE FOR 2016 This collaborative online application will provide secure external access to tenants (and suppliers) and will be operational for all tenants in the Befimmo portfolio during the first half of 2016.

HEALTH & SAFETY

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

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

PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
BUILDING SITES	Monitoring of safety compliance on building sites. 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.).	# of major accidents on building sites: 0		> ONGOING OBJECTIVE Reduce as far as possible the number of accidents in the portfolio. Continue with this safety compliance monitoring approach.
OTHER	The Property Manager works part-time as Risk Coordinator. His responsibilities include regular monitoring of quality and risks related to the operational, technical and administrative management of the buildings and any renovation and upgrade projects carried out.	# of major incidents with tenants reported: 1		> ONGOING OBJECTIVE Provision of healthy buildings, offering impeccable safety. Reduce as far as possible the number of safety-related complaints.
	Property Management checks that all statutory controls are properly implemented and that any observations and/or infringements arising from reports by inspectors are remedied. A complete inventory of risks associated with the operation of the buildings was drawn up and control reports are systematically included in a database with validity dates and comments.	# of certifications and reports of statutory controls treated in 2015: 1,742		> ONGOING OBJECTIVE This process is ongoing.

GOVERNANCE

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

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

PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
TRANSPARENT COMMUNICATION	Respond to CDP, GRESB, Vigeo etc., published by institutional investors. Befimmo aims to respond to these questionnaires, in particular to analyse the results, identify strengths and areas for improvement, and implement any necessary specific action.	2014 reporting results: - GRESB: 83% - Green Star - CDP: 96 (disclosure) C (performance) - Vigeo: Responsive Agreed with the statement: "The Company's results are communicated regularly": 95%		> ONGOING OBJECTIVE In the coming years, Befimmo will continue to respond to the questionnaires (GRESB, CDP, VIGEO, etc.) published by investors and ensure reporting at least equivalent to the current level. The goal of continuous improvement relates to both the reporting level and the results presented.
	Throughout its report, Befimmo has followed the trend towards standardisation of financial reporting and also reporting on Social Responsibility by subscribing to the indicators published by EPRA, the GRI-G4 guidelines and those for the real-estate sector, GRI-CRESS.	Awards: - "EPRA Gold Award Financial Reporting" for its Annual Financial Report 2014 - "EPRA Gold Award Sustainability Reporting" for its Social Responsibility Report 2014 Reporting standards: - EPRA BPR (version 2 - September 2014) - GRI-G4: "Compliance" - Essential criteria		> ONGOING OBJECTIVE Continue and constantly improve communication in line with the current reference standards, including GRI-G4 guidelines and the indicators published by EPRA.
	Enhance dialogue with stakeholders and consider how to adapt communication for each of them to broaden the range of stakeholders served. Befimmo carried out a materiality study in 2013 and began a process of continuous dialogue with all its internal and external stakeholders. Continuous improvement through regular dialogue and enhanced communication tools, such as the website for investors and tenants, intranet dedicated to the team, presentations, reports, extranet for tenants and the Helpsite for tenants and suppliers, etc.	Evolution of the materiality Matrix: 2 new priorities have been added in line with stakeholders' expectations (Value chain & Working environment). Annual review of the Action Plan. Review of CSR policy: new version of March 2016. Agreed with the statement: "Befimmo communicates enough with the outside": 73% Agreed with the statement: "Befimmo's external communication is detailed enough": 71%		> ONGOING OBJECTIVE The objective is to continue its ongoing dialogue process with stakeholders it meets, seeking to achieve the best possible balance between the expectations of its stakeholders and the challenges it regularly faces.
AUDIT	Audit the non-financial information every year. The non-financial data 2015, published in the AFR 2015, were audited (limited assurance) by an external consultant.	n.a.		> ONGOING OBJECTIVE Continue this process.
ANALYSIS	CSR benchmark (national and international benchmarks). This objective was achieved through studies, reports published by GRESB and CDP, discussions with Business & Society, the sector, etc.	n.a.		> ONGOING OBJECTIVE This approach is renewed each year.



ISSUES raised by stakeholders: Go beyond its own activities, dialogue with stakeholders. COMMITMENTS: Befimmo undertakes to (i) dialogue with its suppliers and subcontractors so that more account is taken of sustainable development in its "core" and "corporate" procurement; (ii) analyse the value chain to enhance its sustainable performance; (iii) improve its procurement terms by incorporating sustainable aspects.				
PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
VALUE CHAIN 	ANALYSIS Befimmo is aware that a significant part of its environmental and also societal impact lies upstream in its value chain, with its suppliers. Its responsibility therefore extends beyond its own business and it must educate and inspire all of its stakeholders to achieve its qualitative and quantitative objectives as far as possible. Accordingly, in the second half of 2015 Befimmo embarked on a comprehensive analysis of its value chain in order to make its procurement system more structured and professional, to assess its suppliers and integrate environmental and social criteria in its "core" and "corporate" procurement.	n.a.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE FOR 2016 Continue this analysis process begun in 2015 and complete it by the end of 2016. The next major steps to be taken in collaboration with the teams involved in 2016 are: (i) to hold meetings with selected key suppliers; (ii) to devise a new sustainable procurement policy and charter; (iii) to devise, select and implement new sustainable purchasing criteria; and (iv) to communicate internally (with buyers) and externally (with suppliers) to ensure that the new policy is implemented properly.
	COMMUNICATION TOOL Development and provision to suppliers of a Building Supplier Guide (BSG) for each building in the portfolio for which the Property Manager is responsible for organising construction or maintenance work. The BSG is a guide for the suppliers, describing the operation of technical installations, access, schedules, safety standards, contact details of persons responsible, waste management, cleanliness requirements, etc. in the buildings.	# of BSGs drafted: 6 buildings	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE Continue implementing the BSG for all Befimmo buildings managed by the Property Management and distribute it to service providers/suppliers.
	ELECTRONIC INVOICING In line with its CSR policy, Befimmo has implemented the "Go for Zero" project, which will ultimately propose electronic invoicing to all its suppliers. Befimmo chose to make available a new IT-tool which will provide all its invoices in PDF format. The objectives of this project are multiple, notably the concern for environmental protection, the decrease of direct costs linked to paper consumption and the processing rapidity.	n.a.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> OBJECTIVE Launch of project towards suppliers (in several phases) during 2016.

ISSUES raised by stakeholders: Corporate culture, values, code of ethics. COMMITMENTS: Befimmo undertakes to (i) establish procedures and take measures to guarantee ethical standards at all levels of Befimmo; (ii) prevent the risks of corruption, anti-competitive behaviour, conflicts of interest, etc.				
PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PROGRESS	> OBJECTIVES
ETHICS 	COMPLIANCE Educate the team in compliance with ethical values in its relations with its tenants, partners and shareholders. Befimmo abides by in-house rules designed to limit the risks associated with money laundering and funding of terrorism. An updated dealing code (which aims to prevent the risk of illegal insider trading and market abuse) for the whole team has been posted on the Company's intranet. This update was followed by a briefing session organised by the General Counsel to inform the team about the content of this document and remember the contents of the code of ethics. The new version of the dealing code must then be approved and signed by each employee. Moreover, each new employee receives and signs the dealing code for acceptance when he begins his career at Befimmo, on the occasion of an individual training organized by the General Counsel.	The team's compliance with expectations in terms of conduct and ethics: Infringements identified: 0		> ONGOING OBJECTIVE The dealing code and the code of ethics, published on the Company's website, are also being reviewed on an ongoing basis to determine whether it should be updated. Number of infringements. The objective is to prevent and minimise the number of infringements and to uphold exemplary internal ethical standards.
	CONFLICTS OF INTEREST For the prevention of conflicts of interest and market abuse, Befimmo is governed by the legal provisions applicable as a listed company and a BE-REIT (SIR/GVV), and by the additional rules it has laid down in its corporate governance charter. Befimmo therefore imposes stricter requirements than the law where it deems appropriate.	n.a.		> ONGOING OBJECTIVE Continue with this process.
	AWARENESS-RAISING Befimmo is aware that improving the environmental and energy quality and performance of its buildings also calls for continuous dialogue with the maintenance teams working on the maintenance and operation of the technical installations of its buildings.	n.a.		> ONGOING OBJECTIVE Train and educate all maintenance companies in CSR. Add a "Sustainable development and energy performances" addendum to existing contracts and devise new environmental performance terms for new contracts.

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

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

PRIORITIES	SPECIFIC MEASURES 2015	PERFORMANCE INDICATORS	PRO-GRESS	> OBJECTIVES
ENVIRONMENTAL PERMIT	In 2013, Befimmo began its own audits of compliance with the requirements of the operational environmental permits it holds. The objective of this approach is to ensure proper compliance with its obligations and also to anticipate the action it needs to take in response to new requirements (applicable in the most recent permits) in the context of the renewal and/or extension of certain expiring permits.	% of audited environmental permits in Befimmo's portfolio (excluding Fedimmo): 65%		> OBJECTIVE FOR 2016-2017 Continue and finish bringing audited permits into compliance. Audit the remaining environmental permits held by Befimmo.
EPB	Befimmo has "Offices and services" energy performance certificates for all its buildings in Brussels. "Public building" certificates, which are mandatory for occupying some administrative buildings in Brussels are applied for by the administrations concerned and displayed in most of the buildings concerned. In Flanders, most of the "Public building" certificates are available and on display while in Wallonia, the display obligation is foreseen as from 2019. The Axento building located in Luxembourg also has a certificate.	n.a.		> ONGOING OBJECTIVE When major works are carried out, Befimmo ensures that the certificates are updated, as was previously the case following renovations in various buildings. In 2016, on the basis of all the measures for improving energy performance implemented since 2011 (when the certificates were issued) in the operational portfolio in Brussels, Befimmo will also consider whether to update the energy performance certificates of certain strategic buildings.
LEGAL	Update of register of legislation and a "checklist" tool. Befimmo took the decision to release the necessary resources to recruit, during 2016, a new member of the legal department to take partial responsibility for updating the legislation register/watch.	# Infringements for non-compliance with laws and regulations: 0 Amount of fines paid for infringements: €0		> ONGOING OBJECTIVE Anticipate future regulatory measures and minimise the number of infringements.
OTHER	Take part in working groups and where necessary team up with other companies in the same sector to discuss, defend a project, etc. The approach was implemented.	n.a.		> ONGOING OBJECTIVE This process is ongoing.