



DRIVING FORCE: INTERACTING WITH OUR STAKEHOLDERS

COMMITMENT 1: TRANSFORM CITIES

COMMITMENT 2: PROVIDE AND RETHINK WORKSPACES

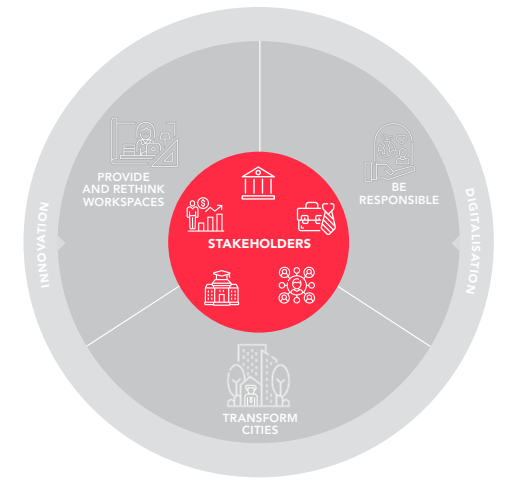
COMMITMENT 3: BE RESPONSIBLE

TRANSVERSE MEANS



Silversquare Zaventem - Brussels periphery

# Driving force: Interacting with our stakeholders





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COMMITMENT 1: TRANSFORM CITIES

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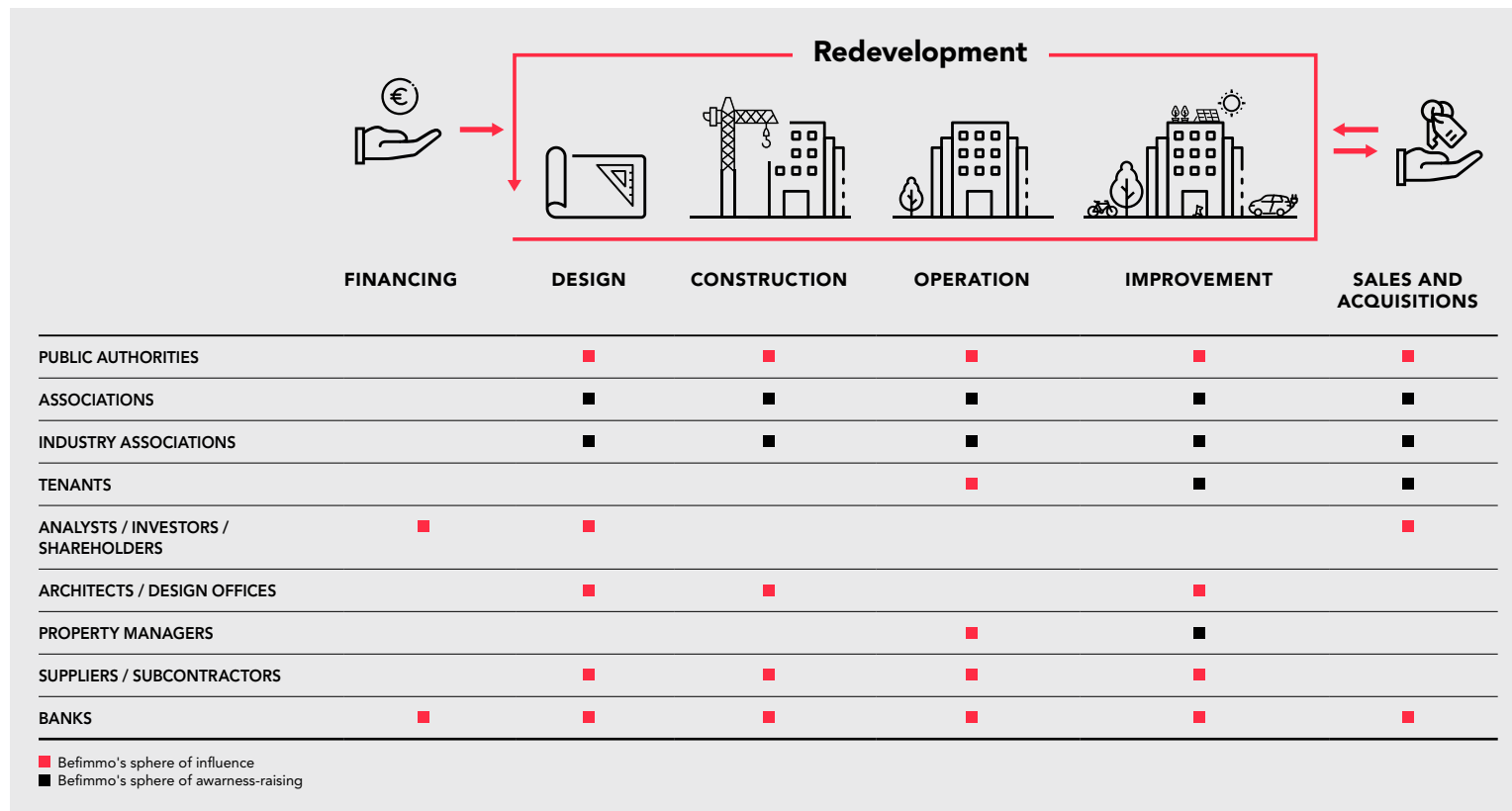
COMMITMENT 3: BE RESPONSIBLE

TRANSVERSE MEANS

BEFIMMO BRINGS TOGETHER MANY PLAYERS AT THE DIFFERENT STAGES OF ITS BUILDINGS' LIFE CYCLE.

CONDUCTING A CONSTANT AND PROACTIVE DIALOGUE WITH THEM ENSURES THAT THE COMPANY KEEPS IN STEP WITH THE EXPECTATIONS OF ITS STAKEHOLDERS AND A CONSTANTLY CHANGING SOCIETY. ALONGSIDE ELECTRONIC CHANNELS, WE GIVE PREFERENCE TO DIRECT FACE-TO-FACE CONTACTS THAT STRENGTHEN HUMAN BONDS AND ALLOW QUALITATIVE EXCHANGES THAT TRANSCEND FIGURES AND SURVEYS.

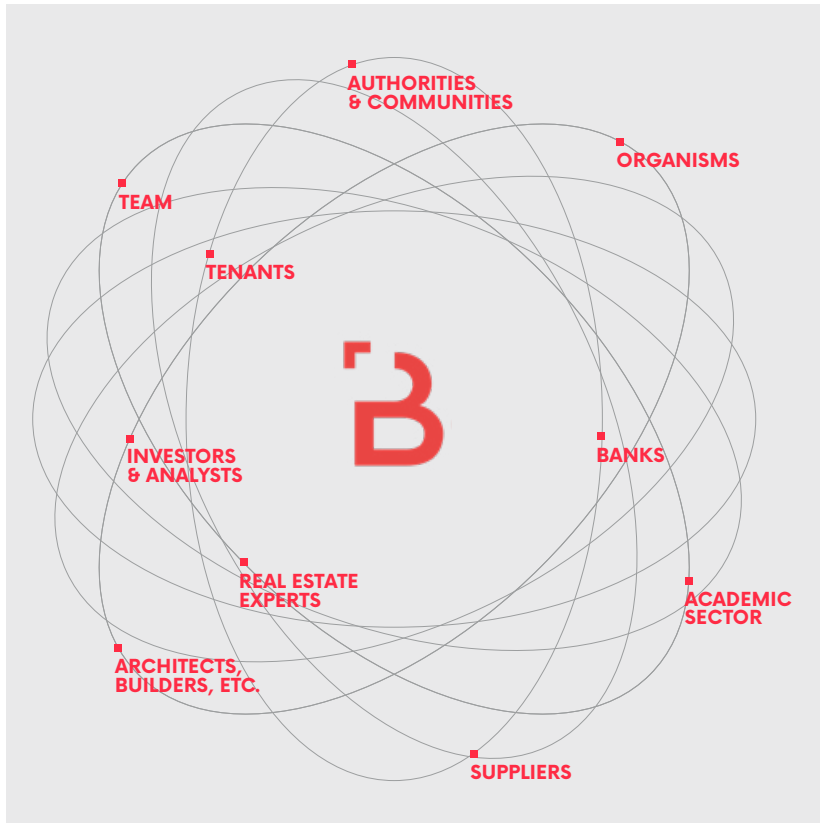
DIALOGUE AND LISTENING ARE THE BEST WAYS FOR BEFIMMO TO MOVE FORWARD IN A POSITIVE SOCIETAL DIRECTION. THIS APPROACH IS USED IN A TRANSVERSE WAY TO INNOVATE ON OUR THREE COMMITMENTS.





# Stakeholder identification

Befimmo maintains regular, individualised dialogue with all of its internal and external stakeholders, seeking to balance their expectations against the issues it regularly faces.



STAKEHOLDERS	STAKEHOLDER EXPECTATIONS	COMMUNICATION MODE
<b>Financial community (investors, analysts, shareholders and banks)</b>	<ul style="list-style-type: none"> <li>— Financial and strategic transparency</li> <li>— In line with corporate governance principles</li> <li>— Ethics</li> <li>— Business longevity</li> <li>— Financial performance</li> </ul>	<ul style="list-style-type: none"> <li>— Letter to the shareholders</li> <li>— General meetings</li> <li>— Press releases and financial reports</li> <li>— Roadshows, fairs and investor days</li> <li>— Information on the website and on social media (LinkedIn)</li> <li>— Regular contact with the IR &amp; Communication team</li> </ul>
<b>Public authorities and politics</b>	<ul style="list-style-type: none"> <li>— Monitoring legislation</li> <li>— Good relationship and open dialogue with various bodies</li> </ul>	<ul style="list-style-type: none"> <li>— Transparent and regular contact during projects</li> </ul>
<b>Associations, partnerships and multi-stakeholder forums</b>	<ul style="list-style-type: none"> <li>— Awareness of challenges</li> <li>— Information sharing, collaboration</li> </ul>	<ul style="list-style-type: none"> <li>— Engagement with projects</li> <li>— Meetings, workshops and seminars</li> </ul>
<b>Tenants and occupants</b>	<ul style="list-style-type: none"> <li>— Comfort, well-being, security</li> <li>— Innovative solutions</li> <li>— Good relationship with the Property Manager</li> <li>— Alternative mobility offer</li> </ul>	<ul style="list-style-type: none"> <li>— Helpline, contact service</li> <li>— Punctual satisfaction surveys</li> <li>— Dedicated Extranet for tenants</li> <li>— Newsletters</li> <li>— Regular contact with the Commercial team and Property Management</li> </ul>
<b>Suppliers and subcontractors</b>	<ul style="list-style-type: none"> <li>— Fair working practices</li> <li>— Security and well-being</li> <li>— Good relationship with the main Befimmo contact</li> <li>— Compliance</li> </ul>	<ul style="list-style-type: none"> <li>— Charter of responsible procurement</li> <li>— Encounters</li> <li>— Regular communication</li> <li>— Construction site visits</li> </ul>
<b>Local communities and residents</b>	<ul style="list-style-type: none"> <li>— Transparent communication relative to (re)development projects</li> </ul>	<ul style="list-style-type: none"> <li>— Events and information sessions</li> <li>— Regular communication</li> </ul>
<b>Players involved in construction: architects, design offices, contractors, trades</b>	<ul style="list-style-type: none"> <li>— Clear and frequent communication relative to building sites</li> <li>— Security on-site</li> </ul>	<ul style="list-style-type: none"> <li>— Construction site meetings</li> <li>— Regular communication</li> <li>— Specification</li> </ul>
<b>Academic sector</b>	<ul style="list-style-type: none"> <li>— Partnerships in project development</li> </ul>	<ul style="list-style-type: none"> <li>— Partnership</li> <li>— Participation in research</li> </ul>
<b>Team members</b>	<ul style="list-style-type: none"> <li>— Good working conditions</li> <li>— Professional development</li> <li>— Global and personal performance</li> <li>— Training</li> <li>— Comfort, well-being, security</li> <li>— Motivating compensation</li> </ul>	<ul style="list-style-type: none"> <li>— Permanent communication ( through the Intranet, innovation walls, screens, etc.)</li> <li>— Team events, Comité B+, transverse groups</li> <li>— Annual assessments and satisfaction surveys, Vox Collector</li> <li>— LynX programme (agile method, collective intelligence, etc.)</li> <li>— Employee Assistance Programme</li> <li>— Training (language courses, mindfulness, etc.)</li> </ul>

# Dialogue with external stakeholders

## Financial community (investors, analysts, shareholders, banks)

- The IR & Communication department is responsible for communicating transparently about the Company's activities and their follow-up, and is therefore also in close contact with media. The information is published in the form of (annual and half-yearly) reports and press releases. The department organises events such as road-shows and investors days for investors, conference calls and presentations for analysts, and general meetings for shareholders. Befimmo also participates in financial fairs. Within this framework, the media are therefore also considered important stakeholders because of their role in relaying information to the population and to our other key stakeholders.
- To improve its dialogue with the financial community, the IR & Communication department aims to identify new roadshow cities where Befimmo can meet (potential) investors.
- Assessments of its responses to investor questionnaires allow Befimmo to see how it is evolving over time and to compare itself with its peers. The results of past assessments are available on page 63 of this Report.

## Public authorities and politics

- **European Union:** monitoring developments in new legislation.
- **Brussels: Leefmilieu Brussel | Bruxelles Environnement:** Befimmo endeavours to maintain good relations and synergies with [Bruxelles Environnement](#). This ensures follow-up of regional legislation and facilitates

interactions during the design phase of (re)development projects.

## Associations, partnerships and multi-stakeholder forums

In order to maintain a broad dialogue with multiple parties, Befimmo needs to foster connections with companies, associations, and multi-stakeholder forums.

- In mid-2020, Befimmo became the privileged real-estate partner of [Co.Station](#), the unique innovation and entrepreneurship platform. It is also co-founder of the 'Co. Building' innovation ecosystem that will support more than 20 companies in designing intelligent and sustainable buildings together, placing environmental quality at the heart of housing and the workplace. By taking a stake in Co.Station Belgium SA/NV, Befimmo is joining a solid shareholding structure made up of leading companies in their field.

This partnership will bring many opportunities with it for Befimmo, as a cutting-edge ecosystem open to societal themes, such as mobility, integration in the city, and use of resources, that have been built into our strategy for many years.

- Befimmo remains committed to its relationship with the **Professional Union of the Real-Estate Sector (UPS)**. UPSI and Befimmo actively cooperated again in 2020 via working groups to incorporate federal and regional real-estate requirements. During the 2020 fiscal year, the topics dealt with included: the impact of the COVID crisis on the sector, P.L.A.G.E., the reform of property taxation, prevention of fire and explosion in car parks,



Silversquare Delta - Brussels decentralised



ventilation of workplaces, public car parks, reduction of VAT on demolition and reconstruction, and urban planning charges (Wallonia). The CEO is a member of the UPSI board of directors, and the CFO participates in the UPSI Taxation Committee.

- The **Royal Institution of Chartered Surveyors (RICS)** is a British professional body whose mission is to regulate and promote the real-estate profession, maintain a level of excellence and professionalism among its members through continuous training, and protect customers and consumers through a strict code of ethics. It is an independent not-for-profit body with more than 134,000 qualified members in some 140 countries. RICS assists its members in fine-tuning their sustainable development strategy. The CEO of Befimmo is a fellow member of RICS.
- Befimmo is an active member of the Belgian network **The Shift** which brings together more than 480 organisations committed to sustainable development. In 2017, Befimmo took an active part in the debate on integrating the Sustainable Development Goals into the GRI guidelines. In 2018, the Company also participated in multiple events organised by The Shift, notably on the SDGs. Through The Shift, Befimmo also became leader for the **'Sign for my Future'** campaign early 2019. This campaign aimed to encourage governments to take measures to save our climate. Finally, in 2020, Befimmo joined the **Belgian Alliance for Climate Action (BACA)** in 2020 through The Shift. This alliance is a community of Belgian organisations that take their climate ambitions seriously and choose the path of Science Based Targets.
- Befimmo participates actively in meetings organised by the **Scientific and Technical Construction Centre (CSTC)** on more technical questions, notably on the BIM, circularity, and environmental subjects. In 2019, Befimmo joined

the research project **'Smart Building in Use'**, which is a cluster that supports companies in the computerisation of maintenance and management of buildings. In 2020, Befimmo also participated in a panel discussion on City & Buildings Transformation.

- The **European Public Real Estate Association (EPRA)** is a professional organisation that defends the real-estate sector's interests across Europe. In 2020, the General Counsel & Secretary General ('GC') and the CFO again sat on the Tax & Regulatory Committee, a working group on European regulatory issues. The CFO participates in the Reporting & Accounting Committee, a working party handling the standardisation of financial performance indicators and accountancy topics. The Head of IR & Communication takes part in the IR Committee, on communication with investors.
- At the end of 2020, Befimmo won the 'EPRA Gold Award Financial Reporting' and 'EPRA Gold Award Sustainability Reporting' prizes for the Annual Financial Report 2019.
- The members of the Management Committee belong to professional associations in their fields of expertise. For example, the General Counsel & Secretary General is a director of the **Belgian Association of Listed Companies** which is part of the **Federation of Enterprises in Belgium (FEB)**, member of the Advisory Council of the **European Issuers** association (analysis and exchange on topics of common interest for listed companies, monitoring of financial regulations, governance issues, etc.) and member of the **Institut Des Juristes d'Entreprise** (institute of company lawyers).
  - The CFO and the General Counsel & Secretary General are members of the **BE-REIT Association**, founded in December 2015 to discuss accounting, legal and tax regulations impacting the sector. The CFO is the

chairman and the General Counsel & Secretary General is the head of the Legal & Regulatory Committee.

## Tenants and occupants

Befimmo aims to keep in regular contact with its tenants. They are informed about works in their building, but dedicated communication takes place whenever a new service is implemented in their working environment.

## Targeted communication

Befimmo's IR & Communication team supports the Property Managers to provide clear and cohesive communication using channels such as newsletters, screens in entrance halls, surveys, events, and information sessions.

## Welcome Pack

To guarantee the best welcome for a building's occupant, Befimmo initiated a Welcome Pack in 2018 that introduces new tenants to their contact person at Befimmo, but also to the infrastructure, services, and facilities of their building.

## Building User Guide

The Building User Guide is a tenant's guide to using the buildings facilities and limiting its environmental footprint. The Property Manager sends this document to new tenants.

The Property Management department has finalised a template for the Guide, based on the needs of the users. The objective is to digitalise this document at a later stage for the various Befimmo buildings. All of these projects follow a user-oriented approach.



Silversquare Zaventem - Brussels periphery

## Helpsite

This powerful system helps the Property Manager plan, implement and monitor incidents and requests for intervention. It is an online collaborative application offering secure external access for tenants (and suppliers).

The Helpsite enables the Property Management to optimise incident management and to offer tenants effective follow-up of their submitted requests.

## Extranet

In 2017, Befimmo set up an Extranet that provides occupants with information about their buildings: a photo gallery, news and documents specific to their building, general news and documents, and documents relating to their lease(s). Each tenant has secure access to the site and their information.



## Suppliers and subcontractors

In an effort to integrate the sustainability approach even more in its supply chain, Befimmo developed a [responsible procurement charter](#) to communicate its expectations clearly during supplier engagement.

Since early 2018, every supplier who signs a purchase order commits – through the general conditions – to follow the recommendations of the charter. Given the importance of sustainability at Befimmo, suppliers who do not respect the charter are likely to be replaced.

In 2020, Befimmo analysed 200 of its main suppliers with the help of specialised external company. The suppliers were screened on their efforts on the ESG criteria. The main objective is to set up specific actions to raise awareness among these suppliers regarding the ESG criteria. These actions will be implemented in 2021. Further information can be found on page 51 of this Report.

Silversquare Europe - Brussels Leopold district



## Local communities and residents

Every building is part of a community or an environment. Befimmo aims to ensure that every building in its portfolio integrates harmoniously into the neighbourhood where it is located, in terms of its architecture, the pooled services it offers, and the activities taking place inside.

Befimmo reaffirms its commitment to meeting the expectations of the external community by designing buildings that are open to the city. A practical example is the construction of the Quatuor. On top of the information sessions organised for the residents, more playful initiatives are contributing to the revival of the Brussels North area like art works and interactive workshops. More information on how Befimmo opens up its buildings towards communities can be found on page 26 of this Report.

## Players involved in construction: architects, design offices, contractors, trades

- The **Project** department coordinates the various players in the planning and design stages for its (re)development projects. One of the key projects of the last year is ZIN, located in the North area of Brussels. In 2018, Befimmo applied for a permit for this project, which centres on the redevelopment of the site of the present WTC Towers 1 and 2. ZIN is a multifunctional project of about 110,000 m<sup>2</sup>. Thanks to its various integrated functions, the project is bringing a new dynamic to the North area; the Up4North association is already providing the impetus for it to evolve towards a lively city district, seven days a week. ZIN will be fully integrated into its urban ecosystem and will be open to the city.
- The **Property** department coordinates the players involved in improvement works in the buildings.
- The **Building Information Management (BIM)** system is a set of processes designed to guide the implementation of construction processes and to facilitate the communication, exchange, and management of data for real-estate projects. The BIM involves all players involved in construction and several Befimmo departments. It is not restricted to the building process, but concerns a property's entire life cycle. Since it was introduced in early 2017, it has been used to manage seven projects.

Befimmo organises round tables on an annual basis with its operating partners and the Property Managers of Belgian buildings to share experiences and to identify collaboration opportunities.

- The **BRE Environmental Assessment Method (BREEAM)** is a global standard and rating system for buildings. Befimmo has been following up and applying BREEAM certification since 2010 for all its portfolio, both operational buildings and those under construction or renovation. An overview of all BREEAM certifications is set out on page 34 of this Report.
- The **Up4North** association brings together about ten real-estate partners of the North area, and has continued its work notably under Befimmo's leadership. The main objective of this non-profit association is to transform the monofunctional district of Brussels North into a lively and inclusive district of Brussels. The ecosystem created in WTC Tower 1 has been re-installed in the CCN building for a temporary duration thanks to the generosity of several building owners. The space has been used by a university, architects, start-ups, a library, artists, and a conference centre (among others), bringing added value to the neighbourhood, and helping to convince stakeholders, including the regional and city public authorities, that the North area is a tremendous asset, close to the historic city centre of the city, and served by the largest public-transport hub in the country. After the temporary occupation in the CCN building closes, the Up4North ecosystem will find a new space in the North area to continue its revitalisation mission. More information can be found on page 27 of this Report.

## Academic sector

Befimmo is collaborating with the VUB and other stakeholders to organise a [Smart Cities Chair](#).



# Dialogue with internal stakeholders

The best way to ensure good relations with our internal stakeholders is by maintaining regular dialogue. We do this on a regular basis through meeting or contact, 'fresh eyes' processes, satisfaction surveys, etc. Within the framework of its permanent improvement strategy, Befimmo's objective is to continually improve dialogue with its team, enhancing communication tools by adapting them to each person or situation while emphasising human contact.

## The team

In addition to the day-to-day support work of the HR department, Befimmo has set up a number of internal communication channels:

- The **Intranet** is the main communication channel for formal and informal information.
- Team members give **breakfast and lunch presentations** that highlight aspects of the Company's business.
- In late 2019, all Befimmo staff were invited to rate their **satisfaction** with the Company's internal workings. This **survey** is conducted every other year, and gives the HR department feedback on office layout, working conditions, and so on. The results of this survey were published early 2020. Befimmo also installed a Vox Collector. This machine asks staff a new question every day, and they can answer by pressing 'I agree' or 'I disagree'. This survey method is quick and gives the opportunity to gather more information throughout the whole year. In addition, Befimmo has also organised a survey in 2020, specifically focusing on the well-being and comfort of team members during the health crisis.

- To improve communication between departments and to facilitate transverse projects, **collaborative IT tools** were introduced (Teams, SharePoint, and other programs under consideration and/or in development).
- Creating links means offering an inspiring experience within an ecosystem that creates opportunities through a network of digital spaces and an efficient internal organisation. With this goal in mind, Befimmo grouped a series of digital transformation projects under the name '**LynX programme**'. The management method of the programme is agile. The project leaders work in short iterations, which pushes them to test the relevance of their solutions rapidly. All these projects also follow a user-oriented approach. The programme is transverse, inviting team members to participate in some of the projects and become testers for new solutions.



- Befimmo also offered **team events, training**, and an **Employee Assistance Programme (EAP)**, which are all explained in the chapter 'Take care of our team and the communities in which we operate' on page 54.

## The Board of Directors

The Directors of Befimmo take part in defining and approving budgets and taking major decisions on sustainability, especially at strategy meetings and at the quarterly meetings when the results are published.

## The Executive Committee

Within the framework of the strategy and the general policy defined by the Board of Directors, the Executive Committee ensures the effective leadership and management of the operational activities of the Company.

## The Social Responsibility Team (SRT)

At strategic level, the Social Responsibility Team consists of five people including three members of the Executive Committee: the Chief Executive Officer (CEO), the Chief Financial Officer (CFO), the Chief Operating Officer (COO), the Head of Environmental Management (HEM) and the Head of Transformation & Impact (HT&I). This Team meets every half-year and is responsible for developing and monitoring the Action Plan 2030, and releasing adequate resources, and takes an active part in the annual Management Review of the ISO 14001 Environmental Management System. Sustainability topics are also discussed every month during Executive Committee meetings.

———— Axento - Luxembourg city ————

