

Befimmo has identified all main actors of its value chain. In our upstream part of the value chain, suppliers and cocontractors are responsible for all construction aspects of (re)development and refurbishment projects. Within its own operations, Befimmo operates its standing investments and manages its tenant portfolio. Downstream, Befimmo has a very diversified and strong tenant base and occupants. This section describes how Befimmo engages with the different value chain actors.



<u>Policies and frameworks related to Social</u>	252
<u>Own workforce</u>	254
<u>Workers in the value chain</u>	276
<u>Consumers and end-users</u>	284

Policies and frameworks related to Social

- ▲ VSME C6
- ▲ CSRD S1-1
- ▲ CSRD S2-1
- ▲ CSRD S4-1



Social standards and internal policies



Own workforce

- Code of Ethics;
- ESG Policy;
- Anti-Corruption Policy;
- Diversity Policy, Inclusion and Zero Tolerance;
- Whistleblowing Policy (which is the official complaint-handling mechanism);
- Data Privacy Policy;
- Remuneration Policy;
- HR and Well-Being Policy;
- Labour regulations;
- Prevention procedures;
- UN Convention on the Rights of the Child.



Workers in the value chain

- Code of Ethics;
- ESG Policy;
- Supplier Code of Conduct;
- Data Privacy Policy;
- Minimum Technical Requirements for projects;
- Architect contracts;
- UN Convention on the Rights of the Child.



Consumers and end-users

- Code of Ethics;
- ESG Policy;
- Data Privacy Policy;
- Lease agreements, and internal regulations complementing the lease agreements;
- Frameworks for tenant works on an occupied site;
- Access control process;
- Internal crisis procedure;
- Legal controls and incident management;
- Physical security bundle.

- United Nations (UN) Universal Declaration of Human Rights (UDHR);
- Conventions of the International Labour Organization (ILO);
- OECD Guidelines for Multinational Enterprises;

- 10 principles of the UN Global Compact;
- Sustainable Development Goals.





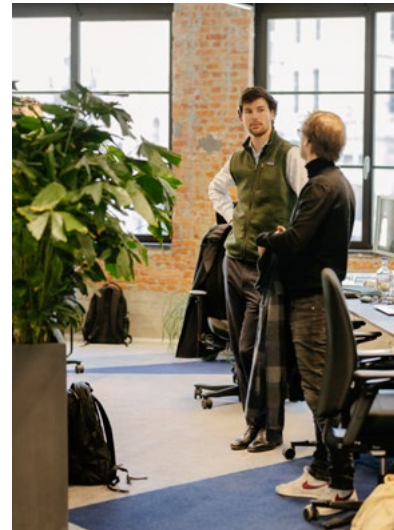
Own workforce

▲ CSRD S1



Befimmo's team members
are the backbone of the company.

↓ ↑ BEFIMMO CENTRAL HEAD OFFICE



They drive its success through their efforts, creativity, and commitment. They shape Befimmo's incredible positive and supportive company culture.



▲ VSME C6

▲ CSRD S1-1

Policies related to own workforce

Befimmo has set up a Code of Ethics - comprising a set of related policies - and complies with the rules set out in the Belgian labour law and other frameworks, such as stated at the beginning of this section.

These rules include, among others:

- Respect for Human Rights;
- Respect for freedom of association;
- The right to collective bargaining;
- The elimination of all forms of forced or compulsory labour;
- The effective abolition of child labour;
- No human trafficking;
- The elimination of discrimination in employment, remuneration and occupation;
- Clear conditions regarding minimum age for employment, minimum wage and working hours.

Internal documents such as the labour regulations, the prevention procedures and the prevention plan create a specific framework for the team, which includes all abovementioned points, as well as accident prevention.

Most of these Policies are thoroughly described in the section **Business conduct** on page 296 of this Sustainability Statement.



▲ VSME C6

▲ CSRD S1-2

▲ CSRD S1-4

Engagement with own workforce and workers' representatives, existence of channels for own workers to raise concerns or needs and approaches to remedy

FLORENCE WEEMAELS - HEAD OF HUMAN RESOURCES ↓



91%

of employees participated in the annual survey to measure overall team satisfaction

To be as transparent as possible towards the team, Befimmo pays special attention to internal communications, through the Intranet, information screens, and regular presentations of achievements to the entire team. The company also organises so-called speakers' corners approximately every month, where the Executive Committee and Managers answer all questions the team may have.

A "fresh eye" process is giving the opportunity to newcomers to give their all-round opinion a few weeks after they started working at Befimmo. This process captures the first impressions of new team members.

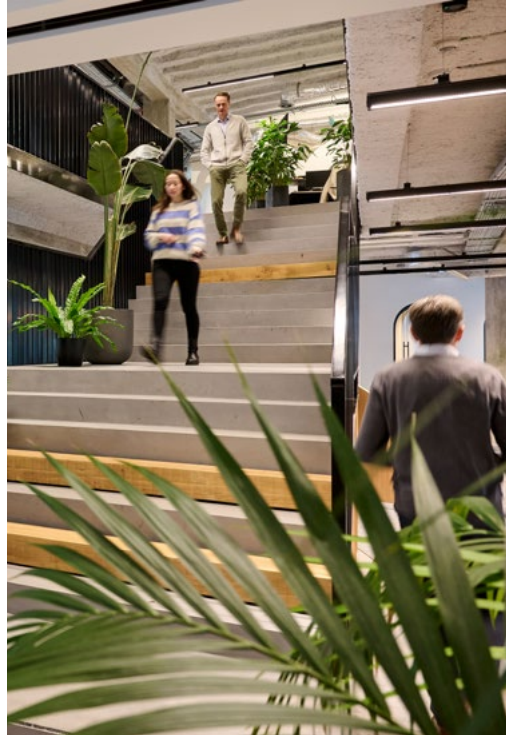
Befimmo sends out an annual survey to measure overall team satisfaction. This survey is a valuable tool to identify areas for improvement. This year, 91% of employees participated in the survey, providing feedback on diverse topics such as well-being support and improving ways of working. The survey results are analysed to identify trends and areas of concern, and to develop additional actions if needed.

In addition, one person within the HR department is officially certified as a person of trust. Team members can always approach the person of trust in case of problems with supervisors, psychosocial issues, discrimination or harassment. The CESI (an external service for prevention and protection at work) can also be contacted for issues related to the well-being of team members. The person of trust examines the requests, advises team members and is totally impartial. This person keeps an anonymous register of the team members' declarations.

▲ CSRD S1-3

▲ CSRD S1-4

Processes to remediate negative impacts, channels for own workers to raise concerns and actions taken on material impacts



↑ BEFIMMO CENTRAL HEAD OFFICE

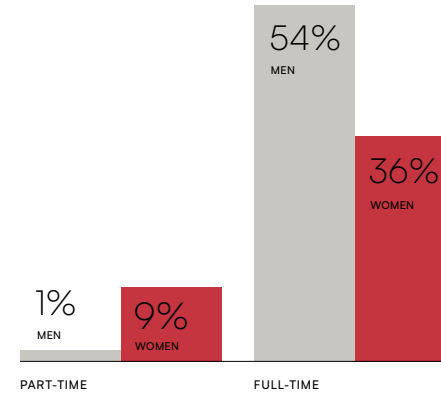
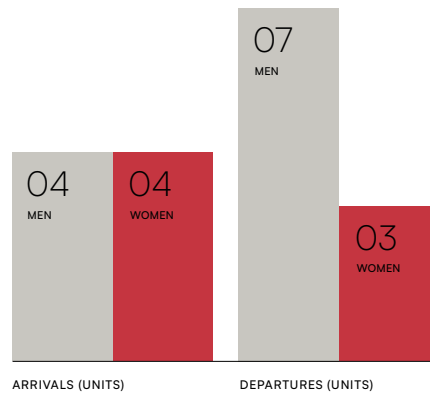
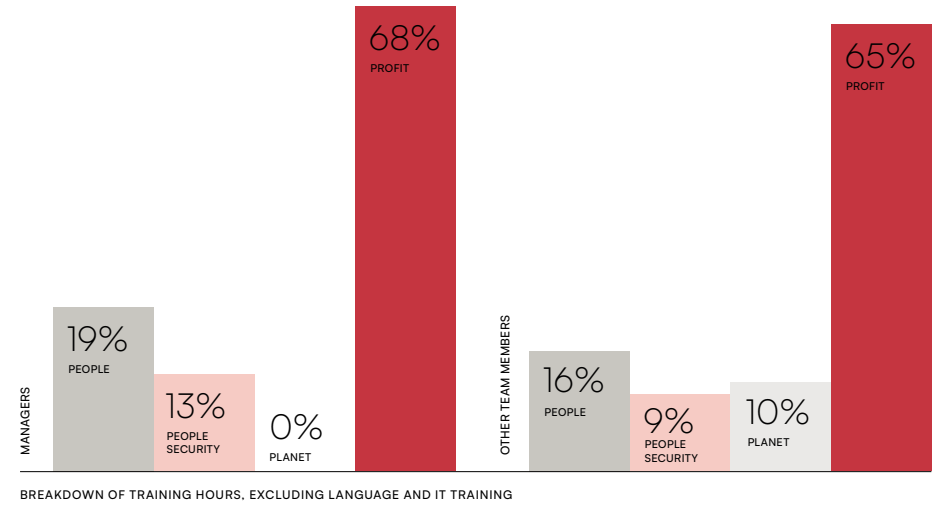
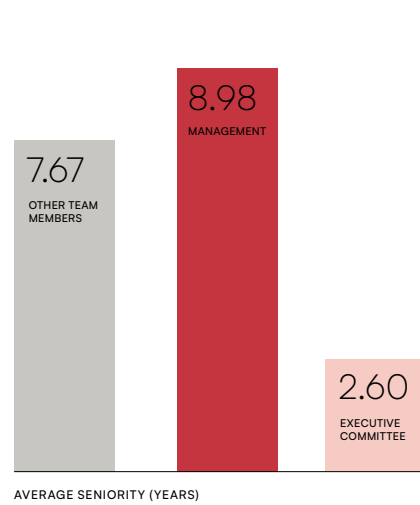
To raise concerns, the Whistleblowing Policy provides a system aimed at giving each team member the necessary means to report breaches to a central contact point within Befimmo, in complete confidentiality and without fear of any consequences. This Policy is described in the **Business conduct** section of the Sustainability Statement and is accessible on the corporate website. All employees are aware of the existence and process of the Whistleblowing Policy as a mandatory training is provided every year.

▲ VSME B8 ▲ VSME C5 ▲ CSRD S1-6

Characteristics of the company's employees

All metrics on the company's employees and the methodology used can be found in the section **Social metrics** of the **ESG Data Report 2025**.

Key figures





↑ NABS TEAM

▲ VSME B10

▲ CSRD S1-8

Collective bargaining coverage and social dialogue

Befimmo follows collective bargaining agreement No. 25, concluded on 15 October 1975. The text of this agreement is appended to the company's work regulations.

Befimmo always keeps a human-centred approach and open dialogue with its entire team on all subjects, while protecting and respecting the employee's privacy. The privacy statement established in this regard sets out the basis on which any personal data collected from or provided to the company will be processed.

Finally, the right to freedom of association and collective bargaining is provided through mandatory social elections, which take place every four years. The last elections were held in 2024, but the process was interrupted due to lack of candidates. During these social elections, the HR department informs all team members of their right to free association and collective bargaining.

During the reporting year, no cases of non-compliance with social and economic legislation and regulations were reported.

The full metrics regarding collective bargaining and social dialogue can be consulted in the section **Social metrics** of the **ESG Data Report 2025**.

▲ CSR D S1-9

Diversity and inclusion

12%

of the team members is younger than 30

23%

of the team members is over 50

Diversity is seen as a source of knowledge sharing for Befimmo. Our recruitment policy is open to diversity and without selection criteria relating directly or indirectly to gender, age, disability, origin, belief or sexual orientation. It aims to deliver an inclusive workplace for all. The company has adopted a Diversity Policy, Inclusion & Zero Tolerance which complements the international, European and Belgian legal and regulatory provisions applicable.

Befimmo supports equal treatment for men and women in terms of access to employment, training, promotion and working conditions. The remuneration policy guarantees fair treatment of men and women, based solely on non-gender criteria, such as internal consistency and sector benchmarks. Befimmo has a very diversified age breakdown. 12% of the team members is younger than 30, while 23% is over 50 (i.e. managers and other team members). Befimmo is committed to keep attracting young talent as well as to keep older team members in employment and assisting them with their transition to retirement.

Befimmo promotes the integration of young workers through its Real Estate Starters Programme.

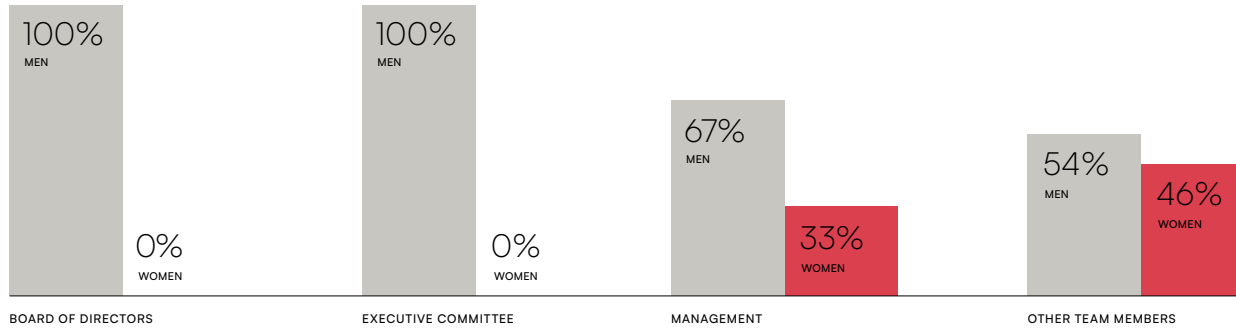
All metrics on diversity can be found in the section **Social metrics** of the **ESG Data Report 2025**.

↓ Detailed diversity and inclusion metrics can be found hereafter.

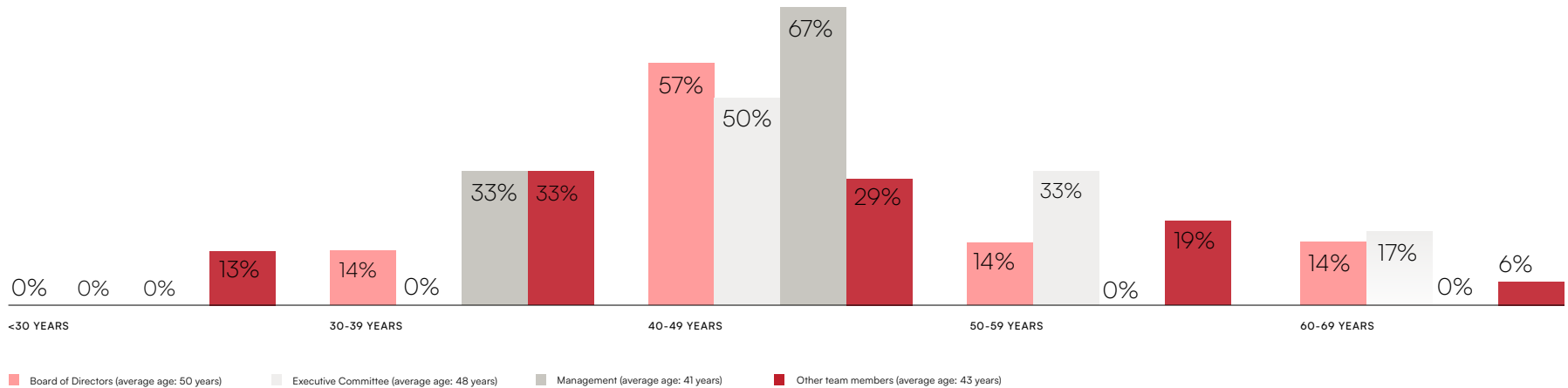


↑ BEFIMMO CENTRAL HEAD OFFICE

Breakdown by gender (%)



Breakdown by age (%)





Case study

Real Estate Starters Programme

In 2025, Ward joined the team as part of the Real Estate Starters Programme. Since 2023, this initiative has been offering young talents the opportunity to discover our sector through a professional development programme.



Q: Why did you choose Befimmo? What attracted you?

Ward: I chose Befimmo because of its commitment to creating sustainable environments, both ecologically and socially. I was particularly attracted to the ZIN project because of its focus on circularity. The Real Estate Starters Programme immediately appealed to me because it offers the opportunity to discover the diversity of real-estate projects through different roles and responsibilities. This ensures that you learn a great deal.

Q: What motivates you to get up in the morning and come to work?

W: Befimmo has a great dynamic. Every day offers a new opportunity to learn. I am fortunate to be able to count on colleagues from different departments who are truly committed to my learning process and take the time to guide me.

Q: What projects will you be working on at Befimmo?

W: I started in the Project department, where I will be working on ZEN. On the agenda: Monitoring the installation of technical pipes and ducts throughout the various floors, as well as the general finishing of the building, which will start soon.

Q: What moments or initiatives help you to better understand the sector and find your place?

W: As part of the ZEN project, I regularly visit the site. This allows me to see how a project evolves during the implementation phase, what adjustments are needed and why. As a recent graduate, I still have little experience, but fortunately I can count on the Project team, who guides me and teaches me the basics of project management in real estate.



Befimmo is committed to keep attracting young talent as well as to keep older team members in employment and assisting them with their transition to retirement.

▲ VSME B10

▲ CSRD S1-10

▲ CSRD S1-16

Adequate wages and remuneration

Befimmo has an aligned, open, and diversified pay policy, without any difference made based on gender, origin, belief, or sexual orientation and fully in line with the applicable benchmark. The salary package includes:

- A base salary related to the Joint Committee 200;
- A non-recurring bonus plan (Collective Bargaining Agreement 90);
- A set of non-statutory benefits and social protection systems such as a comprehensive retirement provision, life insurance, broad health care coverage, disability and invalidity coverage and parental leave;
- Lunch allowances and eco vouchers;
- The necessary equipment for the perfect job execution such as the latest laptops and mobile phones;
- Mobility solutions such as company cars, electric bikes, pooled vehicles, and mobility packs (mobility@BEFIMMO) allowing team members to choose the mobility solution that best meets their needs;

- Fruit baskets, healthy breakfasts or lunches, and access to sport and well-being classes for a healthy body and spirit;
- A monthly premium of €100 for all team members due to increased homeworking;
- A system of exchanging part of the annual bonus for extra-legal benefits such as additional days off, reimbursement of private pension insurance, bicycle leasing, a mobility card, etc. (mychoice@BEFIMMO).

This package counts for all fixed team members, who are all working from the head office in Brussels (i.e. significant location of operation). All employees are paid adequate wage, in line with applicable benchmarks, markets and legislations.

Befimmo's gender pay gap is currently 24.7%. This percentage represents the average difference between the salaries of female and male team members. This disparity is mainly attributable to the underrepresentation of women at Management and Senior Management levels. The gender pay gap is calculated and assessed on an annual basis.

All metrics on compensation can be found in the section **Social metrics** of the **ESG Data Report 2025**.



ESG DATA REPORT 2025,
SOCIAL METRICS, P.41 AND 45

▲ CSRD S1-11

Social protection

Befimmo's recruitment policy is based as much on shared values as on soft skills and technical capabilities. During the entire recruitment process, from the publication of the job vacancies to the selection interviews, the company does not express any judgement which might be considered discriminatory. Befimmo publishes its job vacancies on the corporate website and on LinkedIn.

Regardless of the type and duration of the employment relationship, the team members benefit from fair and equal treatment regarding working conditions, access to social protection and training. In accordance with national and European legislation and collective agreements, the necessary flexibility for employers to adapt swiftly to changes in the economic context is ensured.

To monitor employee motivation, each team member receives an annual appraisal, oriented towards communication and staff development. The annual appraisal process includes two discussions between the employee and its Manager each year. The appraisals are planned in June and December. In terms of internal mobility, whenever a vacancy occurs, the job description is published on the Intranet. This gives the opportunity to team members to change position without leaving the company.

Opportunities for internal mobility and talent management ensure staff turnover is limited and motivation remains high.



↑ BEFIMMO CENTRAL HEAD OFFICE



Case study

Social inclusion through associative partnerships

↓ TWO BLOOD DONATION DAYS AT THE HEAD OFFICE



Team members participated in the summer course project to help job seekers learn French, Dutch or English.



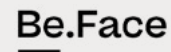
↑ INTERNAL SPORT CHALLENGE RAISED €5,800

Since 2016, Befimmo has been an active member of the Be.Face steering committee. Be.Face helps certain groups of people to integrate the Belgian work world through specific programmes:

- Bright Future: Programme oriented on students;
- Job Academy: Programme oriented on job seekers from diverse backgrounds.

For these two programmes, some team members offered their time to become a mentor and help students or job seekers within the real-estate sector to integrate the work world by transmitting their experience and knowledge. It allows Befimmo to help promoting inclusiveness in the world of work by creating opportunities for all.

Additionally, team members participated in the summer course project to help job seekers learn French, Dutch or English.



In terms of philanthropy and voluntary actions, the team stepped up the pace:

- Two blood donation days at its head office in collaboration with the Belgian Red Cross;
- The 20 km of Brussels, raising funds for Live in Color;
- Sport challenge for La Source Vive through United Fund for Belgium and for Een Fiets voor Iedereen by using the TeamFit app;
- Clean-up of the head office surroundings within the framework of World Environment Day;
- A fund raising for Opération Thermos through the sale of delicious products;
- Bags of chocolate (ordered at Make-A-Wish) offered to the children of the Maison d'Enfants Reine Marie-Henriette ASBL;
- An entire month of volunteering every lunchtime at the Finistère church where meals are prepared for the homeless.

↓ TRIOMPHE



▲ CSRD S1-12

Persons with disabilities

Since 2024, the HR department has been working with DiversiCom for all its recruitment. DiversiCom's mission is to promote diversity in the workplace and to facilitate the employment of disabled people based on their skills.

In practice, HR sends all job offers to recruitment agencies, but also to DiversiCom. DiversiCom then analyses the vacancies and puts forward the CVs of people with disabilities. Once the recruitment process is complete, DiversiCom is also responsible for supporting the disabled job seeker and advising the employer.

This initiative is in line with Befimmo's Diversity Policy, Inclusion and Zero Tolerance according to which all people, whether disabled or not, can participate fully in society.

In terms of accessibility to the headquarter building, Befimmo installed a ramp for disabled people at the main entrance following an audit conducted in 2023.

All related metrics can be found in the section **Social metrics** of the **ESG Data Report 2025**.





▲ VSME B10

▲ CSRD S1-13

Training and skills development

Aiming for lifelong learning, the company provides its team with access to high-quality training courses and development opportunities to increase their effectiveness in their work. Training can be:

- Business-focused: Specific training related to real estate or innovative subjects. For the past three years, we have been allowing certain employees to take Masters evening classes and we support them in this learning process;
- Soft skills-based: Language or IT courses;
- Focused on personal development: Time management or mindfulness courses;
- Organised in-house training: IT courses, cybersecurity training, sustainable development or environmental training.



ESG DATA REPORT 2025,
SOCIAL METRICS, P.43

In accordance with the legislation, each full-time employee now has at least three training days per year. For part-time workers and employees who have not worked for a full calendar year, a pro-rata basis applies. Any member of the team or department can propose a training course at any time to their Manager and the Human Resources department. All new arrivals receive additional training to familiarise them with the way Befimmo works:

- The HR department welcomes new team members and introduces them to all the communication tools used by Befimmo to keep staff up-to-date;
- The IT department provides all the necessary information on computer equipment, and the prevention advisor explains all the implemented security procedures;
- New team members receive compulsory awareness-raising on official governance policies.

All metrics on training and skills development can be found in the section **Social metrics** of the **ESG Data Report 2025**.

Health, safety and well-being

Occupational health and safety

As a specialist in creating working environments, Befimmo's head office must be an example for the exterior world. Its head office illustrates 100% the vision that Befimmo defends every day with its customers. Additionally, well-being is key for the general motivation and productivity of the team. The office space is designed to offer a modern and sustainable environment, with a mix of quiet spaces and collaboration areas.

The company's offices are in the same building as Silversquare and Sparks, allowing its team to experience its hybrid model on a daily basis. But most of all, it enables the team members to balance between office time, nomadism in Silversquare centres and homeworking, creating the necessary flexibility for everyone.

All workstations are well-equipped, including the necessary IT material and the ergonomic aspects such as professional office chairs to meet the comfort needs of all team members.

In terms of occupational health and safety, the company counts three first-aiders among its team who are given annual refresher training. Befimmo also organises fire evacuation exercises at its head office for all team members and has six evacuation stewards for these types of exercises. The headquarter is equipped with several defibrillators.

In addition, Befimmo pays close attention to mental well-being and stress signals within the team. Violence, bullying or sexual harassment are considered psychosocial risks and must be monitored, prevented and condemned at all costs.

Team members struggling with psychosocial issues can contact professionals from Pulso through the Employee Assistance Programme. This support programme offers confidential advice or support with professional or personal questions. It aims to avoid mental illnesses and keep absenteeism rate as low as possible. Information on this programme is given to each newcomer.

Befimmo applies the Belgian law on the welfare of workers during the performance of their work as well as other initiatives to increase well-being at work, which are explained hereafter.



The company's offices are in the same building as Silversquare and Sparks, allowing its team to experience its hybrid model on a daily basis.

↓ SILVERSSQUARE CENTRAL





LEADING BY EXAMPLE



A workplace reflecting Befimmo's vision

As a specialist in creating working environments, Befimmo's head office sets the standard. It fully embodies the vision the company promotes to its clients every day.

Designed for health, safety and performance

Well-being is essential to team motivation and productivity. The office offers a modern and sustainable environment, combining quiet areas with collaborative spaces.



↓ BEFIMMO TEAM



Strengthening bonds and experiencing great things as a team

Befimmo has an extremely solid team spirit. The bonds between team members cultivate the motivation and productivity among the different departments. This culture is nurtured by different projects and activities for the team members.

Befimmo has its own annual team event which gathers all team members and cultural activities have also been put into place every two months for the team under the name "Culture Club". Furthermore, Befimmo has its own activity committee, Comité B+. Set up in 2011 at the initiative of the staff and with the support of the Executive Committee, this committee organises sporting, cultural, festive, charity and family activities on a regular basis throughout the year.

Measures against violence and harassment in the workplace

The company practices explicit opposition to any form of discrimination through a Code of Ethics and the internal work regulations that demonstrate its commitment to transparent dialogue and non-discrimination.

If the Code is violated, team members can confidentially report any case of (suspected) harassment or discrimination to the HR department or the Legal Corporate department. Every occurrence is investigated thoroughly and will be followed by a disciplinary sanction, as stated in the internal work regulations. During the 2025 fiscal year, no cases of discrimination were reported.

Befimmo also appointed a person of trust. This person has a special legal status and a very strict code of conduct and confidentiality. He or she is at the service of employees to help them if they are victims or witnesses of harassment.

Grounds and sanctions regarding discrimination are thoroughly described in the employment contract of each team member.

All metrics on health and safety can be found section **Social metrics** of the **ESG Data Report 2025**.





▲ CSRD S1-15

Work-life balance

Befimmo has determined a full-time week for all its team members at 37.5 hours, calculated on an annual basis. Befimmo also offers extra-legal days off to all its employees. What is more, through a system set up by the Belgian government, it is possible to buy up to five extra days of holiday a year.

Within the working hours and the business organisation, the company offers solutions to its team members to optimise their work-life balance. Befimmo created a Homeworking Policy that allows everyone to find their balance in time and space. By introducing structural homeworking, the company wants to ensure that the teams can continue to work together smoothly while improving the comfort of its team members in terms of mobility and their work-life balance.

Team members are also able to work in a Silversquare coworking centre that might be closer to their home. Remote working came with a training on cybersecurity, enabling team members to be more aware of digital dangers, and on the use of Microsoft Teams.

Team members are also able to organise their working hours in a somewhat more flexible way. The need to adapt their working hours or schedule can be discussed with their direct Manager.

An internal campaign has been launched regarding the right to disconnect. A charter has been set up and presented to all team members. This charter stipulates the fact that no one should feel pressured to respond to emails before or after working hours. Tips were also given by the IT department on how to switch off certain notifications on team members' phones.

All metrics on work-life balance can be found in the section **Social metrics** of the **ESG Data Report 2025**.



Mobility solutions for the team

The relocation of Befimmo's head office to the centre of Brussels in its Central building in 2021 is a perfect illustration of its strategy and the importance attached to multimodal accessibility of its workspaces, for building users and its own team members.

This move was also an opportunity for Befimmo to propose new ideas and solutions to its team to change their habits and improve their mobility.

FINANCIAL MEANS:

- Introduction of the federal mobility budget since 2021;
- Integration of mobility solutions through its cafeteria plan (mychoice@BEFIMMO);
- Refund of all costs related the use of public transport.

ORGANISATIONAL MEANS:

- Introduction of a Mobility Policy;
- Use of parking management system to optimise the use of car parking spaces;
- Possibility to use 33 shared bikes and 15 shared e-steps available in eight different assets;
- Availability of electric vehicles only for the company cars.

IN PRACTICE:

- Ongoing awareness regarding the federal mobility budget;
- Virtual coaching on eco-driving;
- Increasing number of team members with a leased bicycle in the cafeteria plan;
- Organisation of some activities during the European mobility week.

Besides the fact that Befimmo encourages its team members to give up the use of the car, the company continues the "greening" of its fleet. For the team members who are eligible for a company car, a striking 95% have chosen a more sustainable option for their mobility:

- 33% opted for a mobility budget without company car,
- 10% a mobility budget with a company car,
- 25% an electric vehicle, and
- 27% a hybrid vehicle.





The relocation of Befimmo’s head office to the centre of Brussels is a perfect illustration of its strategy and the importance attached to multimodal accessibility of its workspaces.

↓ SHARED BIKES SOLUTIONS AT BEFIMMO CENTRAL HEAD OFFICE



95%

of team members have chosen a more sustainable option for their mobility

33%

of team members choose a mobility budget without company car

It is important to note that almost one team member out of two has chosen to exchange his or her company car budget with the mobility budget. Even more striking is the fact that from the team members who chose the mobility budget, three out of four fully left out the company car. It is a real success story within Befimmo, thanks to some key factors: The head office situation, the promotion of the mobility budget, the collaboration with a good supplier to manage this mobility budget and finally, positive spiral among team members who benefit from and promote it.

For the company cars, average emissions per vehicle (CO₂/km) across the fleet was of only 28 gr in 2025 and were 76% lower than in 2016 - the result of applying an updated car policy to new vehicles. Vehicle-related CO₂ emissions fell by 27%, from 145 tonnes in 2019 to 109 tonnes in 2025 (Silversquare and Sparks included). Based on the new Mobility Policy, the thermic cars are no longer available since July 2023. The new company cars delivered in 2025 are for 80% electric vehicles and 20% plug-in hybrid.

To continue reducing the footprint of car trips, Befimmo introduced an awareness and coaching campaign through the monitoring of car journeys using an eco-driving app from spring 2024 until the end of 2025. Without geolocation, this app enables each driver to find out the impact of his or her journeys and, above all, offers advice on how to drive more sustainably. Each participating driver receives a report on their driving every fortnight, so they can improve themselves to reduce their ecological impact. All participants got caught up in the game, trying to reduce their impact, climb the eco-driver rankings and comparing themselves to each other to reduce their carbon footprint, fuel consumption, stress levels and accident risks.

↓ BEFIMMO TEAM



▲ VSME C7

▲ CSRD S1-17

Incidents of discrimination and other human rights incidents

Befimmo follows its Code of Ethics and complies with the rules set out in the Belgian labour law and other frameworks which have been cited at the beginning of this chapter.

The rules stipulated in these laws and frameworks include, among others, respect for Human Rights, the elimination of all forms of forced or compulsory labour, the effective abolition of child labour, no human trafficking and zero discrimination.

Regarding privacy, Befimmo follows its Data Privacy Policy and makes every effort to protect the confidentiality, integrity and availability of such data, as the data are likely to be sensitive by their nature and are subject to strict data protection laws in the countries in which Befimmo is active.

No incidents on Human Rights have occurred in 2025.



ESG DATA REPORT 2025,
SOCIAL METRICS, P.46

All metrics on Human Rights can be found in the section **Social metrics** of the **ESG Data Report 2025**.



Targets related to own workforce

▲ CSRD S1-5

87.5%

Overall team satisfaction rate

TARGET → 85% OR ANNUAL IMPROVEMENT

0

Cases of harassment reported during the year

TARGET → 0

3.1

DAYS

Minimal days of training per employee per year

TARGET → 3¹

97%

Overall team retention rate

TARGET → 95%

The HR department determines and tracks the targets regarding own workforce for the years to come. These targets are inspired by the concerns raised during the annual team satisfaction survey, as well as the material trends of today. Following the results of the survey, the HR department sets up improvement actions for the team.

25%

Pay gap

TARGET → 20%

100%

Inclusive approach during hiring process

TARGET → 100%

88%

Part of the team who changed their mobility habits

TARGET → 80%



1. In 2025, every company with more than 20 employees is entitled to provide its workers with three days of training per employee per year.

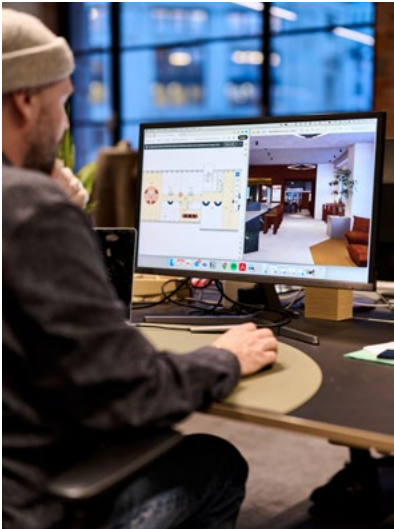
Workers in the value chain

▲ CSRD S2



In the upstream part of our value chain, i.e. our supply chain, Befimmo works hand in hand with players involved in construction (architects, design offices and contractors).

NABS TEAM ↓



Together with the suppliers of materials, the supply chain is responsible for a key element of Befimmo's business, (re)development and refurbishment of projects.



LOOM ↑



PLXL ↓ // LOOM ↗



▲ CSRD S2-1

Policies related to value chain workers

Befimmo has set up a Code of Ethics (which is also applicable to suppliers) and complies with the rules set out in the Belgian labour law and other frameworks, such as stated at the beginning of this section.

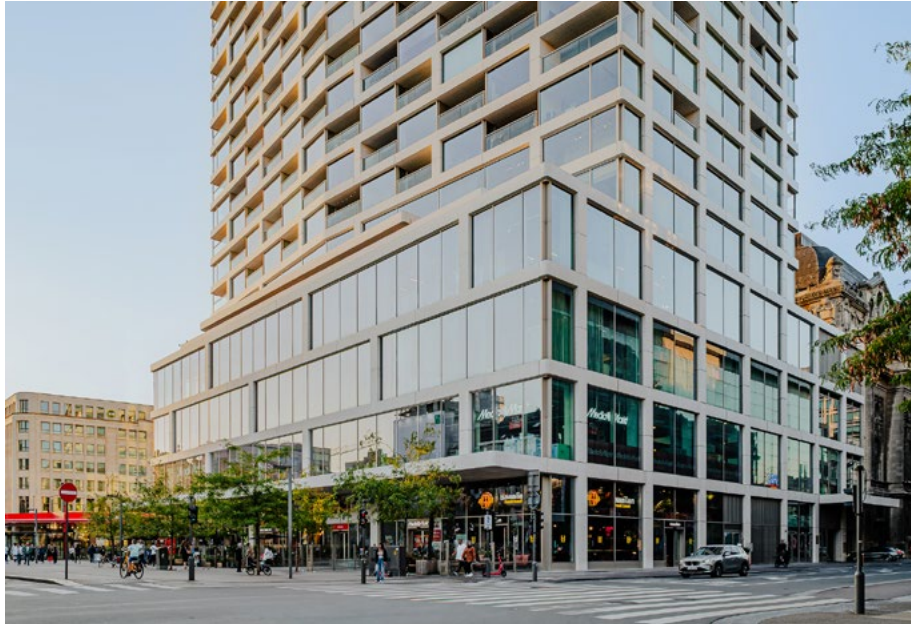
These rules include, among others, respect for Human Rights, respect for freedom of association, the right to collective bargaining, the elimination of all forms of forced or compulsory labour, the effective abolition of child labour, the elimination of discrimination in employment, remuneration and occupation, and state clear conditions regarding minimum age for employment, minimum wage and working hours.

The internal Policies are thoroughly described in the section **Business conduct** on page 296 of this Sustainability Statement.

▲ CSRD S2-2

▲ CSRD S2-3

Engagement with value chain workers, existence of channels for value chain workers to raise concerns or needs and approaches to remedy



ANTWERP TOWER ↑

Befimmo team members reach out to suppliers and contractors as soon as there is need for it. Befimmo does not have a centralised procurement department, but the engagement process with suppliers is known and well-anchored within the team and amongst the suppliers.

After determining the nature of the work, the offer is executed by the selected supplier. Befimmo engages with its suppliers and contractors by sending them the Supplier Code of Conduct for approval together with the order form. The Supplier Code of Conduct is fully in line with the principles of the UN Global Compact. This commitment from the supplier confirms Befimmo is working with suppliers that care for ESG aspects. The entire construction team and the suppliers involved must all follow the Supplier Code of Conduct established by Befimmo.

Each team member (under the supervision of its Manager) is the contact point for addressing concerns. Our approach to addressing concerns and grievances within our value chain is built on the principles of transparency, trust, and effective remediation that is proportionate to the grievance that has occurred.

In a second phase, suppliers that have the most meaningful ESG impact or risks are additionally asked to participate in the EcoVadis assessment. The sustainability issues against which suppliers are assessed are defined by a materiality assessment conducted by EcoVadis, greatly inspired by the ten principles of the UN Global Compact. Each invited supplier who participates in the assessment obtains a rating according to their ESG performance. This assessment gives us a clear view of the ESG performance of our impactful suppliers.

According to these initiatives, team members who need to engage with suppliers will be able to see which suppliers are in line with Befimmo's ESG requirements, giving them a clear advantage for collaboration.

The primary aim of this exercise is to generate an overall positive ESG impact within the entire value chain.

In 2025, no violations of Human Rights were recorded across our organisation.



↑ LOOM

▲ CSRD S2-4

Actions and resources related to value chain workers

Contractors and site workers

(Re)development is one of Befimmo’s core businesses. The company must pay close attention to health, safety and security of the personnel present on the building sites, protecting them from all risks, as construction is often hazardous.

Befimmo supports and respects Human Rights and ensures that it is not complicit in Human Rights violations throughout its entire value chain. The risk profile of the company’s upstream supply chain is structurally low since Befimmo is a local player, acting in Belgium, which directly sets its suppliers under Belgian law. Although Belgium has well-developed social regulations that protect Human Rights, Befimmo’s activities can still carry a risk of violations such as unworthy working conditions at construction sites.

Our commitment to upholding Human Rights is outlined in our Code of Ethics and our Supplier Code of Conduct. Befimmo is also signatory of the United Nations Global Compact since 2016 and follows the OECD Guidelines. These commitments and frameworks define Befimmo’s position to firmly condemn trafficking in human beings, forced or compulsory labour and child labour.

The contracts governing the work include clauses requiring contractors to take all legal or regulatory health and safety measures regarding working conditions. Contractors must ensure that they are strictly observed by their personnel, their subcontractors or other third parties present on the building site. The contractor must subscribe to an "All Construction Site Risks" insurance policy for the worksite insuring the construction team members and all other parties involved.

The law of 4 August 1996 on the welfare of workers during the performance of their work imposes specific measures concerning temporary or mobile construction sites and in particular the appointment of a health and safety coordinator prior to the opening of the worksite. The health and safety coordinator is responsible for drawing up a General Health and Safety Plan (GHSP) which contains an analysis of the risks to which workers are likely to be exposed to during the construction and operation of the building, and the measures to be taken by the various participants to prevent and avoid these risks. Befimmo carefully follows all legislations related to welfare within the value chain.

The safety and health coordinator also prepares a general plan for safety and hygiene on site, and he carries out random checks to verify that the prevention measures in the safety plans and regulations in this area are effectively respected. These visits are subject of written reports distributed to all concerned parties.

Our strong relationship with our contractors serves as base to lead by example as an informed and responsible construction client.



Befimmo must pay close attention to health, safety and security of the personnel present on the building sites, protecting them from all risks.

Geographical location of suppliers

Main industry type

74.8%

4.1%

- Architects, design offices, contractors;
- Utility companies;
- Real-estate agents;
- Business consultants.

Active suppliers located in Belgium

Active suppliers located outside Europe and Great Britain

▲ VSME C1

▲ CSRD G1-2

Suppliers

Befimmo relies on a large supplier network to drive its development pipeline and efficiently manage our properties. All suppliers are chosen with great care, based on reputation, experience and financial solidity.

In 2025, the company counted 970 active suppliers, including 63 significant suppliers covering 92% of our total spend.

Our significant suppliers have been selected based on the following criteria:

RELATED INDUSTRY	GEOGRAPHICAL LOCATION	AMOUNT INVOICED
High-risk industry is being prioritised, for example: <ul style="list-style-type: none"> - Automotive - Construction and technical services - Logistics and transportation - Manufacturing 	High-, medium- and low-risk locations are determined based on two criteria: <ul style="list-style-type: none"> - Distance from the head office (carbon footprint) - The Human Rights regulations and laws applied in the different supplier countries 	<ul style="list-style-type: none"> - In order to prioritise our supplier analysis, priority has been given to our active suppliers who invoiced more than €50.000 per year - Smaller suppliers will gradually be added to the scope
Medium- and low-risk industries: <ul style="list-style-type: none"> - Media, marketing and events - IT, telecom software - Security and guarding - Finance, insurance and accounting - Non-Profit and associations - Professional services (consulting) 		

The company respects the supplier needs and practice good business ethics across its own operations and its supply chain. This ranges from treating stakeholders with respect, prioritising safety and paying them fairly and on time. In return, we expect our suppliers to abide by our ESG standards and communicate these requirements within their own supply chains.

In 2025, the ESG team worked hard to analyse its upstream value chain. Since 1st November 2025, our Supplier Code of Conduct was automatically attached to all the purchase orders sent to our active suppliers. Additionally, the ESG team invited all its significant suppliers to participate in the EcoVadis assessment.

↘ Case study

EcoVadis assessment

To walk the talk, Befimmo also participates in the EcoVadis assessment on a yearly basis.

For the third time in a row, Befimmo received the EcoVadis Platinum medal, the highest recognition awarded by the rating agency only to the top 1% companies in the same sector, and the phenomenal score of 87% (+6% vs 2024).

The rating methodology is based on international sustainability standards, including the Global Reporting Initiative, the UN Global Compact and the ISO 26000 standard, which apply to more than 250 categories of procurement and in more than 185 countries.

Performance is assessed based on 21 indicators covering four themes: Environment, Labour and Human Rights, Ethics and Sustainable Procurement.



EcoVadis score

87%

Year-on-year improvement

+6%

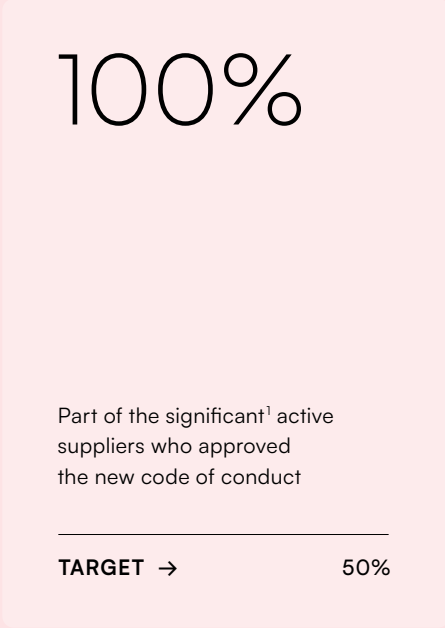
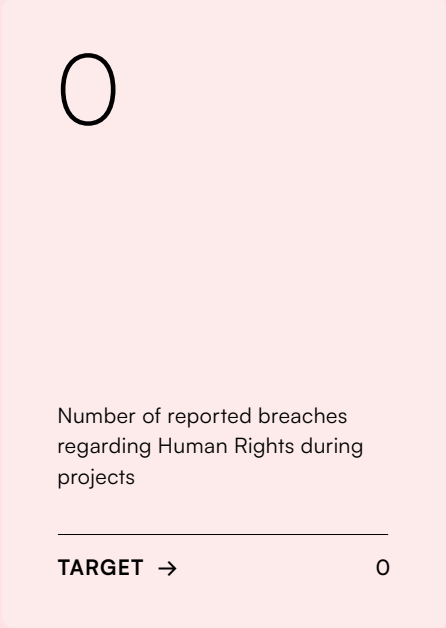
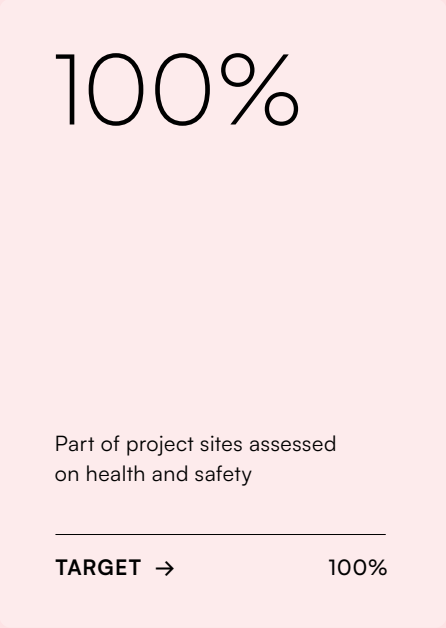


Targets related to value chain workers

▲ CSRD S2-5

The Project department is responsible for tracking the targets for the supply chain. Suppliers and contractors are aware of the targets set on site, as they are linked to health and safety measures cited in the initial contracts.

As health and safety is of prominent importance for all parties concerned, all risks are being monitored and mitigated at all costs through the different approaches cited earlier in this chapter.



1. Significant suppliers are suppliers having a potential risk on ESG aspects (both from a geological and industry-related point of view) and who invoiced a significant amount on an annual basis.



▲ CSR D S4

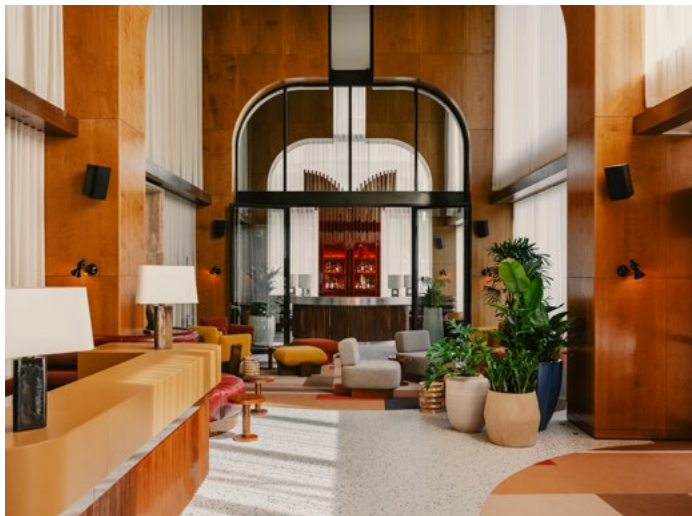
Consumers and end-users

Befimmo has a very diversified and strong tenant base.



NIZ ↑

↓ THE STANDARD. BRUSSELS / ZIN



To keep a high occupancy rate and a prestigious occupant portfolio, Befimmo offers a modern working space with integrated services in a sustainable environment.



↓ SILVER SQUARE ANTWERP TOWER



▲ CSRD S4-1

Policies related to consumers and end-users

Befimmo has set up a Code of Ethics (which is also applicable to tenants and occupants) and complies with the rules set out in the Belgian labour law and other frameworks, such as stated at the beginning of this section.

These rules include, among others, respect for Human Rights, respect for freedom of association, the right to collective bargaining, the elimination of all forms of forced or compulsory labour, the effective abolition of child labour, the elimination of discrimination in employment, remuneration and occupation, and state clear conditions regarding minimum age for employment, minimum wage and working hours.

The internal Policies are thoroughly described in the section **Business conduct** on page 296 of this Sustainability Statement.



← SILVER SQUARE LOUISE // SILVER SQUARE LOUVAIN-LA-NEUVE ↑



NIZ ↑

▲ CSRD S4-2

▲ CSRD S4-3

Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy

Tenant communication

The Asset and Property teams offer a tailor-made onboarding process for each new tenant. During this onboarding process, the tenants are informed on all technical and security aspects of the building, such as the incident management process, access control and the emergency plan. Depending on the building, the tenants have access to specific services such as restaurants or sport facilities.

Tenants are regularly informed of punctual works or new service implementation through newsletters. If, on the other hand, tenants need to report any anomalies, an incident management platform has been put into place, which is closely monitored by the Property Management team. Tenants have also access to a 24/7 telephone help desk for urgent matters.

Tenant satisfaction

Befimmo holds an annual satisfaction survey for its tenants in the form of an NPS. In 2025, we registered a total participation rate of 23%.

The survey revealed a score of 22, which corresponds to GOOD according to the NPS respond scale. The Head of Technology & Data Solutions and the Head of Property Management are the two sponsors of this annual project. All feedback was sent to the Property Management team to act wherever necessary.

Health and safety

Everyone wants to feel comfortable and safe in its working environment. Ultimately, the environment people spend time in plays a huge role in how we feel and how we perform. Ensuring that Befimmo’s tenants, occupiers and visitors are safe and healthy is therefore critical. Our Property Management team maintains our buildings using best practices to ensure our buildings are being operated safely and with minimal risk.

Befimmo conducts external analyses to map the themes related to prevention at work and the H&S programme within the framework of its asset management. The themes included are, among other things, basic requirements for workplaces, fire prevention, management of legal controls, risk management and prevention strategy and chemical agents.

Risk rating

A risk rating system for all recorded incidents within the buildings is linked to the incident management platform. A risk level (low, medium or high) is assigned to each incoming incident, based on its probability and severity.

Each incident is then processed differently depending on the level of risk. The aim of this system is to prioritise incidents more effectively and mitigate risks as much as possible by taking the necessary corrective and preventive actions.

The dashboard containing all the reported incidents provides a clear overview of the incidents, their level of risk and the measures taken, in just one glance.

In 2025, four incidents were registered.



NIZ ↑



ARTS 56 ↑



The Asset and Property teams offer a tailor-made onboarding process for each new tenant. During this onboarding process, the tenants are informed on all technical and security aspects of the building.

▲ CSRD S4-4

Actions and resources related to consumers and end-users

↓ EMPEREUR



First-aid

In terms of first-aid, 100% of the landlord-controlled buildings within the portfolio are equipped with defibrillators. All reception staff received a first aid training.

Comfort

The comfort of occupants is another priority for Befimmo. According to the BREEAM requirements, Befimmo takes systematically into account the following health and safety topics for all its buildings:

- Visual comfort;
- Internal air quality;
- Thermal comfort;
- Acoustic performance;
- Safe access and accessibility.

Therefore, the Project and Design teams pay attention to lighting, giving priority to natural light, to limiting noise pollution through quieter equipment, reinforced insulation and absorbent materials, and to control hygrothermal comfort and air quality by ensuring that technical installations such as heating, ventilation and airconditioned systems are well designed, properly sized, and well regulated.

Legal controls

Since 2018, Befimmo installs software in some of its buildings to collect and analyse data from the building management systems for heating, cooling, and ventilation. This tool is useful for controlling energy performance and improving occupant comfort.

Befimmo continuously checks that the appropriate mandatory regulatory controls are in place and that any observations logged by its qualified personnel are dealt with. Based on the reports received by 31 December 2025, 90% of the multi-tenant portfolio was inspected during the year in four areas: Fire prevention, lift, electricity, and heating.

Maintenance audits

Befimmo organises periodic maintenance audits within its buildings (every three to six months, depending on the type of building), to assess the quality of the technical installations and its service providers. In addition, Befimmo uses a specialised tool to perform virtual audits. This tool detects anomalies and indicates

what needs to be investigated. These types of audits allow the company to react quickly in the event of a problem.

Air quality

In terms of air quality, Befimmo uses a measurement system in some buildings that generates warnings if any anomalies are detected. This allows certain problems to be identified quickly and a maintenance company to be called in if necessary.

Moreover, the pilot project with TakeAir in our Fountain Plaza building is still running. The TakeAir experience consists of the combination of Sea-Aeration and BioRemediation units to guarantee the best indoor air quality.

Accessibility

Befimmo is integrating accessibility as much as possible within all its (re)development projects. Within the operational portfolio, various audits have been carried out into strategic buildings to assess and improve accessibility as well. Improvements are being made gradually, according to BREEAM recommendations. By opening the projects to the city communities, residents can also benefit from the safe and healthy environments within the buildings.



Case study



(1/2)

ZIN PUBLIC OUTDOOR GARDEN ↑

Communities and residents as users of our buildings

Befimmo wants every building to be integrated harmoniously into the neighbourhood where it is located in terms of architecture, sustainability and its community.

One way of integrating buildings into cities is by opening them for all surrounding communities. This means that a building offers shared services such as a restaurant, a fitness centre or a terrace to everyone. The company therefore provides mixed-use spaces that create movement and communities within and around the building to maximise community interaction.

Befimmo maintains stable and lasting relationships with the local communities around its assets based on the creation of positive impacts and two-way communications using different channels. This enables the company to identify their needs and expectations.

On the one hand, the Project and Communication departments create an adequate communication plan for each (re)development project.

This plan may include information sessions, workshops or presentations regarding the project, where the residents are briefed in advance on the nature of the project, the duration of the construction and the site working hours, or communication campaigns via dedicated websites, newsletters and social media.



Case study

On the other hand, local communities are informed on how they can get in touch with the company for suggestions or questions. For the ongoing redevelopment projects LOOM and PLXL, the necessary contact details are made available to communities in case of issues as well as a complaint handling mechanism. Feedback from local communities is massively important for Befimmo to develop the best possible projects for everyone.

Any new project is considered in this light, in cooperation with administrations and architects. This is a collaborative effort between the various operational teams of Befimmo, which are coached and trained to that end through training courses, lectures, trips and visits to other sites and inspiring examples.

The fundamental rights of all residents are always taken into consideration.



LOOM // PLXL



Each (re)development project is supported by a tailored communication plan to inform residents about scope, timeline and construction impact, through meetings and dedicated communication channels.



Targets related to consumers and end-users

▲ CSRD S4-5

Targets for tenants and occupants are determined and monitored by the Project, Property, Asset and ESG departments of Befimmo. Through an annual satisfaction survey, tenants provide valuable feedback to the company to improve certain processes. The Property and Asset teams keep in touch with tenants to establish a course of action.

As health and safety is of prominent importance for all parties concerned, all risks are being monitored and mitigated at all costs through the different approaches cited earlier in this chapter.



22 (GOOD)

Part of team members trained on governance policies

TARGET → AT LEAST GREAT

04

Number of incidents involving people

TARGET → 0

90%

Percentage of inspections on fire prevention, lifts, electricity and heating carried out

TARGET → 100%

100%

Part of the projects¹ open to the city and its community

TARGET → 100%

100%

Part of the projects¹ carried out with a community engagement programme

TARGET → 100%

12

Number of philanthropic activities per year

TARGET → AT LEAST 5 PER YEAR

65%

Participation rate to philanthropic activities

TARGET → AT LEAST 50%

1. Projects: Committed ongoing (re)development projects (LOOM, PLXL).