



Stakeholder engagement.

Since its creation in 1995, Befimmo has continuously been investing in sustainable and quality buildings, with the target of offering its tenants attractive working spaces.

As from 2008, the focus on sustainability started being more formally operationalised with the creation of its first environmental policy. This policy was further developed into a CSR policy in 2013, focusing on the environment, the tenants, the team and governance. In 2018, social responsibility was integrated for the first time into the Company's overall strategy and thus extended to Befimmo's vision.

For the upcoming years, Befimmo has set up ambitious targets to accelerate its sustainability focus, not only for the Company, but also for its property portfolio and its stakeholders. This acceleration is the perfect illustration of Befimmo's ambition to further shape its vision, mission and purpose to create higher value for all its stakeholders.

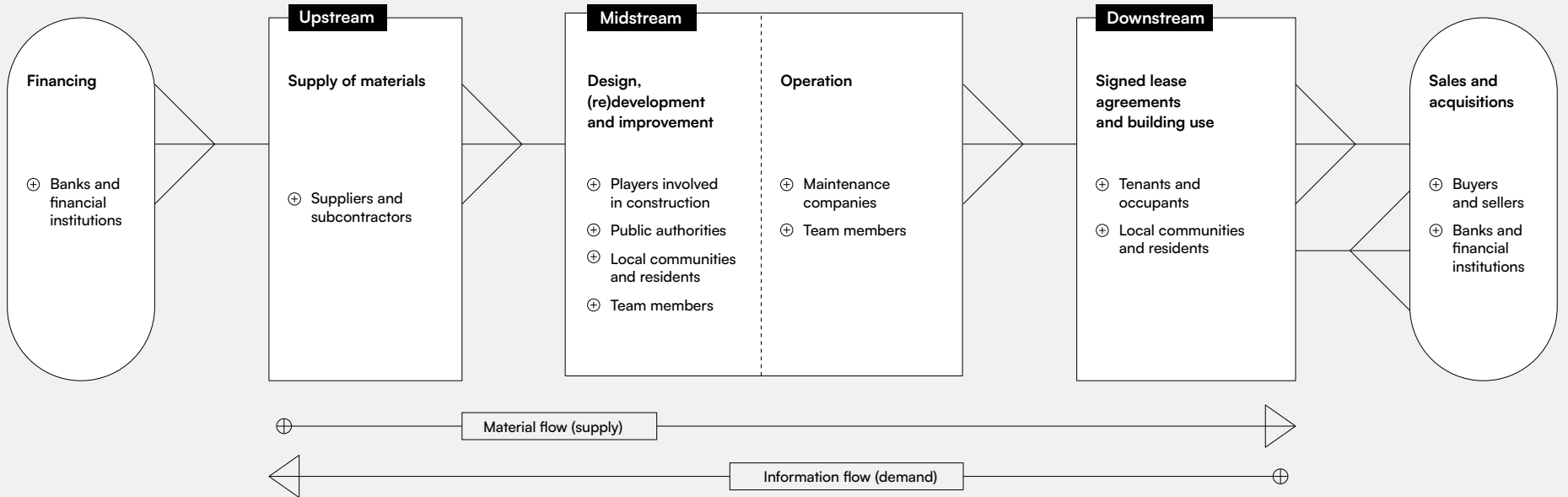
Stakeholder overview

Befimmo brings together many players at the different stages of its buildings' life cycle.

In order to best meet individual expectations and concerns of its stakeholders, Befimmo strives to offer a tailor-made communication for each stakeholder group. Each stakeholder is therefore approached differently, by a specific team member with the best knowledge of the subject matter, and using the most appropriate communication method.

Conducting a constant and proactive dialogue with its stakeholders ensures that the Company keeps in step with their expectations and a constantly changing society. A close connection and a trust-based relationship are the best ways for Befimmo to move forward in a positive societal direction.

Stakeholders in the value chain



Befimmo has identified and mapped its external and internal stakeholders as follow:

| STAKEHOLDERS | VALUE CHAIN | EXPECTATIONS | RESPONSES AND COMMUNICATION MODE | FREQUENCY |
|--|-------------|--|--|-----------------------|
| Financial community | Upstream | <ul style="list-style-type: none"> › Financial and strategic transparency | <ul style="list-style-type: none"> › Annual General Meetings | → Annually |
| | Midstream | <ul style="list-style-type: none"> › In line with corporate governance principles | <ul style="list-style-type: none"> › Reports and press releases | |
| | Downstream | <ul style="list-style-type: none"> › Ethics › Business longevity › Financial performance › Leading ESG performance | <ul style="list-style-type: none"> › Site visits › Information on the website and on social media | → Occasionally |
| Suppliers and subcontractors | Upstream | <ul style="list-style-type: none"> › Fair working practices › Security and well-being › Trusted relationship with the main contact › Compliance › Collaboration opportunities | <ul style="list-style-type: none"> › Supplier Code of Conduct › Encounters › Regular communication | → Frequently |
| | | | | |
| Players involved in construction: architects, design offices, contractors, trades | Midstream | <ul style="list-style-type: none"> › Clear and frequent communication relative to building sites › Security on-site › Respect of human rights on-site | <ul style="list-style-type: none"> › Construction site meetings › Regular communication › Specification › Construction site visits | → Frequently |
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| Public authorities and politics | Upstream | <ul style="list-style-type: none"> › Compliance with legislation | <ul style="list-style-type: none"> › Transparent and regular contact, mainly during (re)development projects | → Frequently |
| | Midstream | <ul style="list-style-type: none"> › Good relationship and open dialogue with various bodies | | |
| | Downstream | | | |
| Local communities and residents | Midstream | <ul style="list-style-type: none"> › Transparent communication relative to (re)development projects | <ul style="list-style-type: none"> › Accurate and timely communication on (future) projects in the neighbourhood | → Occasionally |
| | Downstream | <ul style="list-style-type: none"> › Events and information sessions › Improvement of community life › Inclusive projects, open to city communities › Hotline to get in touch with Befimmo | | |

| STAKEHOLDERS | VALUE CHAIN | EXPECTATIONS | RESPONSES AND COMMUNICATION MODE | FREQUENCY |
|--|-------------|--|---|-----------------------|
| Associations, partnerships and multi-stakeholder forums | Midstream | <ul style="list-style-type: none"> › Awareness of challenges › Information sharing | <ul style="list-style-type: none"> › Engagement with projects › Meetings, workshops and seminars | → Occasionally |
| Followers of social media, media | Midstream | <ul style="list-style-type: none"> › Information sharing › Regular spot information | <ul style="list-style-type: none"> › Posts and stories on LinkedIn and Instagram › Press releases | → Frequently |
| Team members | Midstream | <ul style="list-style-type: none"> › Good and fair working conditions › Professional development opportunities › Global and personal performance › Training › Comfort, well-being, security at work › Motivating and fair compensation › Flexible working practices | <ul style="list-style-type: none"> › Permanent communication (through the Intranet, speakers' corners, screens and Teams channels) › Team events › Transverse working groups › Annual and half-yearly appraisal process › Annual satisfaction surveys › Employee Assistance Programme › Permanent training opportunities | → Daily |
| Tenants and occupants | Downstream | <ul style="list-style-type: none"> › Comfort, well-being, security › Innovative solutions › Adaptable spaces and flexibility › Good contact with the Property Manager › Interesting service offer, including alternative mobility solutions › Fair and suitable lease terms | <ul style="list-style-type: none"> › Helpsite, contact service › Annual satisfaction surveys › Regular contact with the Commercial and Property Management teams › Regular contact with the Hospitality team of Silversquare | → Frequently |

Befimmo is also member of various associations and multi-stakeholder forums, with the main aim of sharing information. These associations have no political purpose whatsoever and are not considered as a lobbying activity.

| MEMBERSHIPS | | |
|---|---|---|
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Double materiality assessment

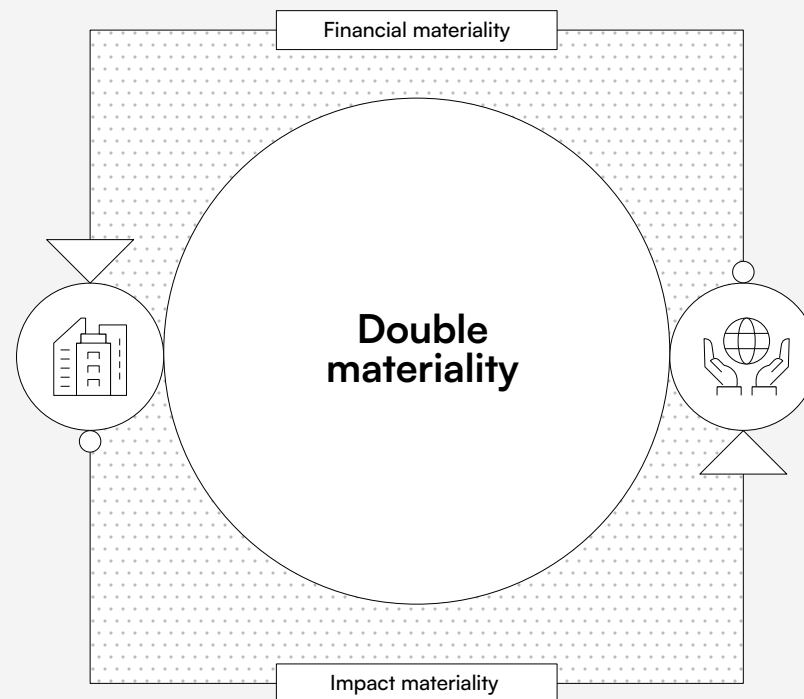
In 2023, the European Sustainability Reporting Standards (ESRS), developed by EFRAG, were adopted for use by all companies subject to the Corporate Sustainability Reporting Directive (CSRD). The standards cover the full range of environmental, social and governance issues.

Befimmo will have to report according to this Directive for its 2025 data, but is already preparing for future reporting standards as of now. The Company has undertaken a double materiality assessment to identify the environmental, social and governance issues that are most relevant to the Company and its stakeholders. The analysis was conducted taking into account:

- The impact that Befimmo's activity has on the environment and society (**inside-out perspective or impact materiality**); and
- The material financial effects of certain sustainability issues on the Company (**outside-in perspective or financial materiality**).

The Company has undertaken a **double materiality assessment to identify the environmental, social and governance issues that are most relevant** to the Company and its stakeholders.

DOUBLE MATERIALITY



Step 01

Identification of material issues

Befimmo has based the choice of its material topics on the European Sustainability Reporting Standards developed by the EFRAG and covers all three ESG dimensions. Some additional subjects, which are more specific to Befimmo's business, have been added to the list.



ENVIRONMENT

- > Climate change mitigation
- > Climate change adaptation
- > Pollution of air
- > Pollution of soil
- > Pollution of water
- > Water consumption
- > Biodiversity and ecosystems
- > Circular economy
- > Responsible materials
- > Mobility, accessibility and connectivity

SOCIAL

- > Own workforce: Working conditions
- > Own workforce: Equal treatment and opportunities for all
- > Tenants: Comfort, health, safety and security
- > Tenants: Data protection, freedom of expression and non-discrimination
- > Inclusive communities
- > Building certification

GOVERNANCE

- > Business ethics and compliance
- > Responsible supply chain management
- > Transparent reporting and disclosure

Step 02

Identification of the right stakeholders

Befimmo has identified internal and external stakeholders who are closely involved with the Company and its sector. The identified stakeholders cover Befimmo's entire value chain.

Two main groups of stakeholders can be identified, namely:

- **Affected stakeholders:** Stakeholders who may be positively or negatively impacted by the undertaking's activities and through its value chain (team and Board members, real-estate actors, tenants and users, suppliers);
- **Users:** Stakeholders with an interest in the undertaking's sustainability reporting (public authorities, civil society organisations, banks).

The identified stakeholders cover Befimmo's entire value chain.

Step 03

Defining the impact materiality

How Befimmo assessed its stakeholders varied based on reach and proximity; most of the stakeholders were assessed through an online survey, while some were interviewed.

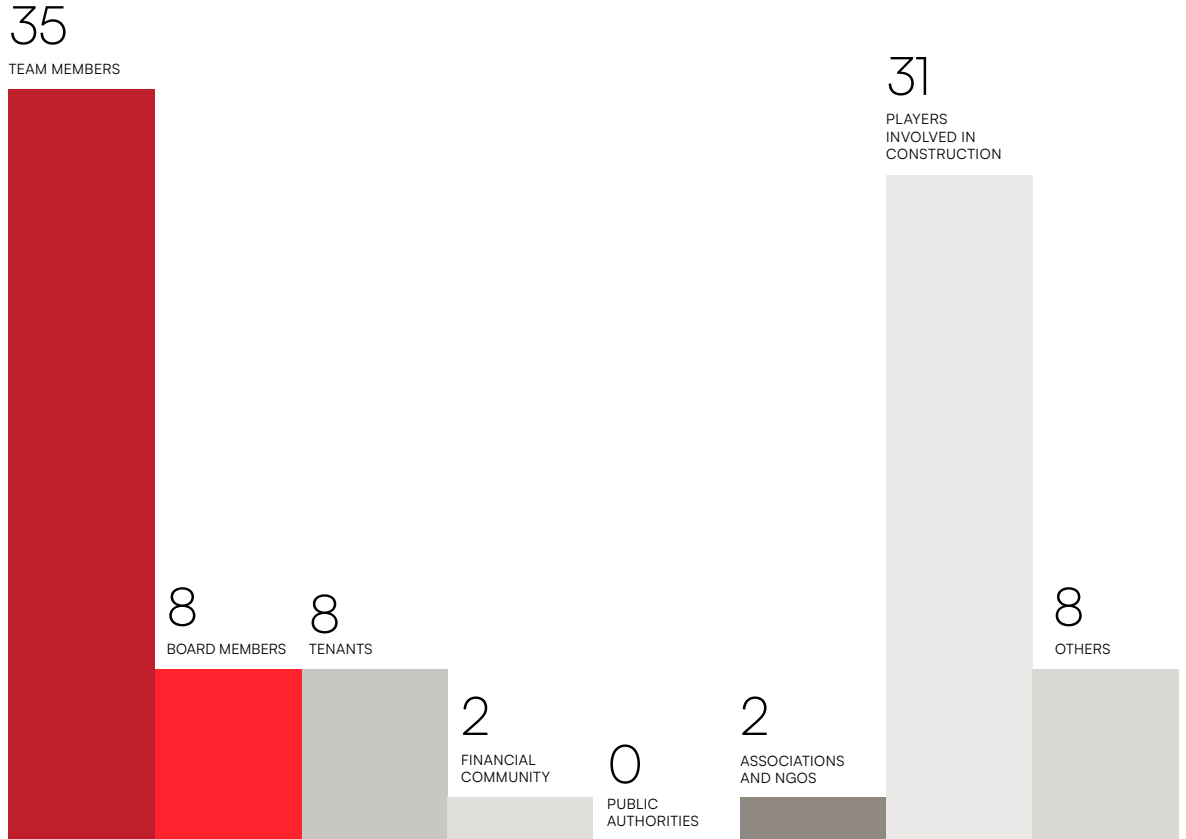
Whereas previously stakeholders were asked which topics they considered important, now they were challenged to identify the Company's most significant impact on the environment and society, as well as the most significant sustainability risks and opportunities for Befimmo.

In total, 94 stakeholders participated in the assessment:

- **Number of interviews: 4**
(including peers, associations and subsidiaries); and
- **Number of online survey participations: 94**
(internal and external stakeholders).

94 stakeholders participated in the assessment

STAKEHOLDERS INVOLVED IN THE DOUBLE MATERIALITY EXERCISE





Step 04

Defining the financial materiality

The financial impact of the external environment on Befimmo was determined internally through a workshop with the Executive Committee and the Leaders. To determine if a topic is financially material or not, specific thresholds have been established in terms of rental income and fair value.

Step 05

Creation of the double materiality matrix

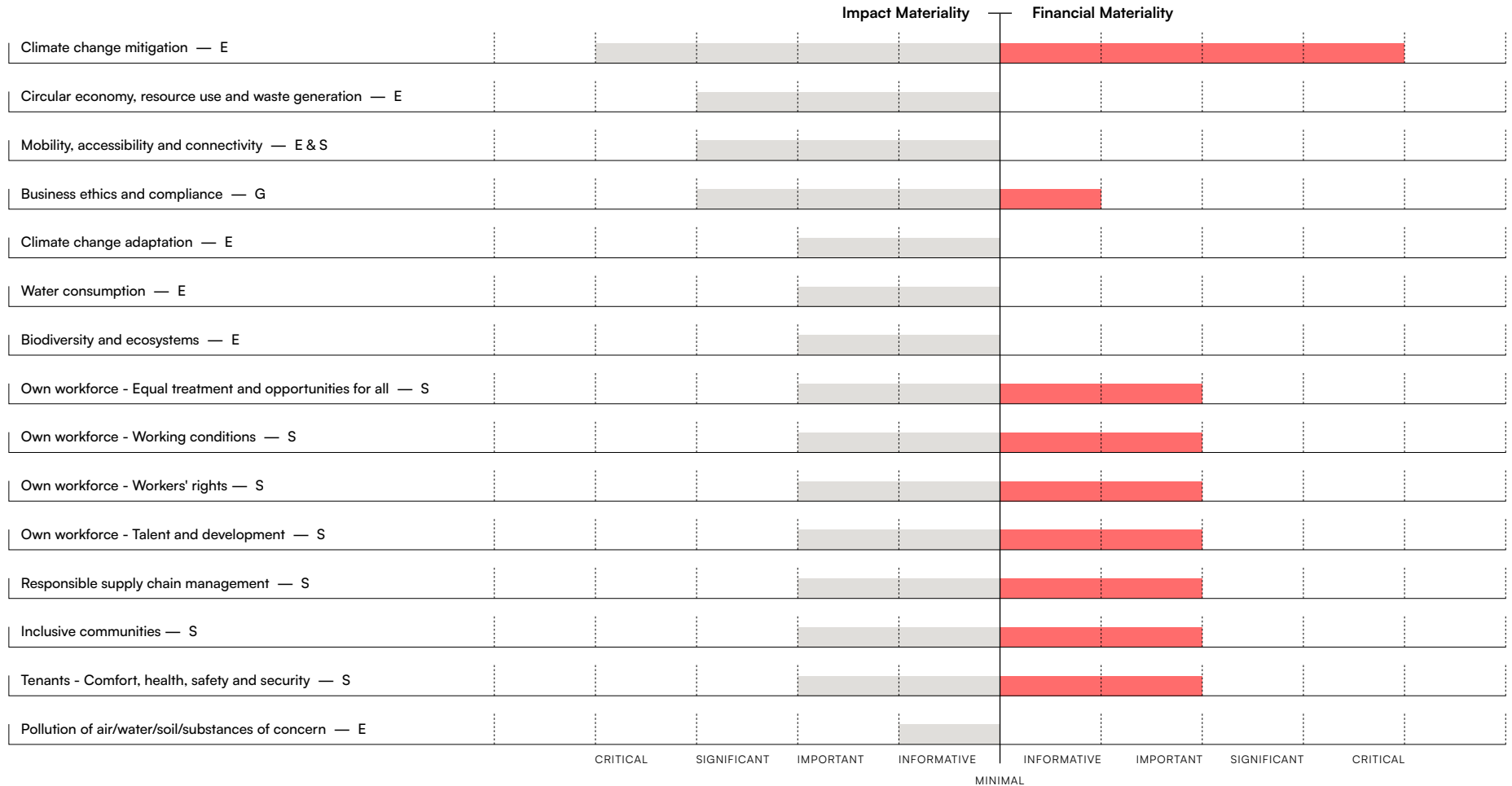
The impact and financial materiality exercises were combined into a double materiality matrix.

This matrix is based on a one to five scale (reaching from “minimal” to “critical”), giving any level of impact (material and financial) in a blink of an eye.

This matrix
is based
on a one to
five scale.



Double materiality matrix





Step 06

Impact of the double materiality exercise for the future

After this thorough double materiality exercise, Befimmo was able to mostly confirm its current strategy and targets as its outcome did not result in any significant changes in the material topics identified.

The results of our materiality assessment have been reviewed and approved by the Executive Committee and the Leaders, and will be used to prepare for the upcoming ESG challenges.

Moreover, during the stakeholder questioning, some new actions were suggested and additional concerns were raised. This feedback was included in Befimmo's updated 2030 Action Plan, i.e. the list of ESG KPIs and targets the Company has set to achieve, making it even more ambitious and measurable. This Action Plan has been established with the primary purpose of delivering positive impacts and mitigate negative impacts on all three ESG dimensions.

Based on this double materiality exercise, the following chapters have been established as follows:

- Risks and impacts on all three ESG dimensions;
- The description of how effectiveness of actions and initiatives is tracked and assessed through concrete targets;
- Future actions in the pipeline to minimise risk and maximise positive impact.

✎ IMPACT, RISK AND OPPORTUNITY MANAGEMENT, P.32

✎ 2030 ACTION PLAN, P.168