

5. D'Ieteren Immo

5.1. ABOUT D'IETEREN IMMO

D'Ieteren Immo SA/NV is one of the four subsidiaries of D'Ieteren Group. The company was founded in mid-2016 to look after D'Ieteren Group's Belgian property interests, which are mainly used for the activities of D'Ieteren Auto. 2019 was the third full year in which various investment projects were completed. Our team pursues investment projects and carries out studies into possible site renovations, while undergoing constant training that enables it to identify and develop potential sources of sustainability, innovation and creativity. D'Ieteren Immo's team includes 44 permanent employees and 10 freelancers. The company supports dealers of the brands of the Volkswagen Group in Belgium by implementing and following the branding and architectural guidelines of the various brands.

5.2. GENERAL SUSTAINABILITY-BASED APPROACH

5.2.1. Principles

As a real estate company, D'Ieteren Immo wants to lead the way in the transition to a sustainable society. With this aim, in 2019, the company embarked on an intensive, ongoing process of developing a sustainability strategy, with the support of an external sustainability expert, Futureproofed.

Together with internal and external stakeholders, D'Ieteren Immo has defined the key trends and impact areas that determine its sustainability strategy. This intensive exercise has resulted in a materiality matrix.

A sustainability working group has been set up to provide an internal support. Together with this working group, made up of employees from various departments within D'Ieteren Immo, priority themes and goals have been defined based on interactive sessions and our vision.

This intensive process has resulted in the following comprehensive and ambitious strategy:



D'Ieteren Immo has identified eight themes for which it has formulated specific goals. Together, these form the building blocks for D'Ieteren Immo's twofold sustainability strategy:

- **D'Ieteren Immo wants to be a top employer and a partner for change**
 - As an employer, D'Ieteren Immo aims to create an inspiring and safe working environment in which employees are encouraged to develop, personally and professionally.
 - D'Ieteren Immo is also convinced that partnerships and relationships with various stakeholders are essential for achieving its goals.

- **D'Ieteren Immo wants to design, build and maintain for the future (portfolio management)**
 - D'Ieteren Immo aims for forward-looking and sustainable management of the existing buildings in its portfolio.
 - The company also wants to lead the way for renovations and the development of new projects by designing and building sustainable and resilient infrastructure that creates the greatest possible value on the long term.

The journey to this sustainability strategy is well underway. The goals set in 2019 will be re-evaluated on a regular basis and refined in the light of the insights gained.

The sustainability working group is developing an action plan for 2020, in which the goals will be translated into specific actions and indicators to enable systematic monitoring of performance.

To measure the social and environmental impact of its activities, D'Ieteren Immo works with an external sustainability expert, Futureproofed, and will develop an evaluation tool. Based on the insights gained, actions will be taken to minimise negative impact and optimise positive impact.

In 2020, D'Ieteren Immo will work with the same partner to develop guidelines, based on the Sustainable Development Goals, for the design and realisation of new, futureproof infrastructure.

5.2.2. Materiality matrix

D'Ieteren Immo is conscious of the impact of its activities on both society and the environment. In order to identify sustainability issues and prioritise the most important ones for its business and stakeholders, the company drew up a materiality matrix in 2019. This involved interviewing various stakeholders, selected based on their relevance (authorities, clients, suppliers, industry associations, etc.). This resulted in subjects which are the most material for D'Ieteren Immo and served as a springboard in formulating a sustainability strategy.

D'Ieteren Immo will review and refine this matrix on a regular basis, in dialogue with its stakeholders.

D'Ieteren Immo materiality matrix 2019



5.3. MATERIAL ECOLOGICAL AND SOCIAL ASPECTS

- Climate-positive buildings
- Natural environment
- Efficient material management
- Smart water management
- Futureproof infrastructure
- Sustainable mobility
- Improved quality of life
- Strong relationships & partnerships

> Climate-Positive Buildings

WHY IS THIS OF MATERIAL IMPORTANCE

Buildings and infrastructure are responsible for high energy consumption and are therefore a major source of greenhouse gas emissions. Infrastructure is responsible for around 40% of energy consumption and 36% of CO₂ emissions in the EU. Along with increasing climate awareness, energy requirements for new buildings are becoming stricter and this trend is expected to continue in the coming years. Ultimately, this benefits all parties as energy efficient buildings are more comfortable for users and have a smaller ecological footprint. The higher construction costs of these modern buildings are eventually offset by lower running costs.

FUTURE

- The company will continue its studies around geothermal energy, sewer thermal energy and surface water heat pumps under the Mobilis project and other future projects.
- Each building will be given an energy ID and equipped with sensors to improve the energy efficiency.
- We will opt to switch to green energy suppliers or to generate our own power where possible.
- In future, D'leteren Immo will also closely monitor the performance of its buildings in the area of sustainability using the evaluation tool developed in partnership with Futureproofed.

MANAGEMENT APPROACH

To reduce the impact of its buildings on the environment, D'leteren Immo works towards the following goals:

- Improving the energy-efficiency of its buildings by raising awareness and implementing smart solutions
- Maximum commitment to producing and storing its own renewable energy
- Promoting a sharp reduction in CO₂ emissions in the design and implementation of projects

Case study - Installation of 500 kW battery storage system on the Kortenberg site

The Kortenberg site uses solar panels to supply power for a large proportion of its consumption. During working hours, the site can use the energy generated there. However, at weekends, all power goes into the grid. To use this electricity more efficiently, the company is considering a solution for storing this energy in a battery container, in partnership with two universities. Thanks to an energy management system, the batteries constantly communicate with the solar panels, the cogeneration unit and the heating system in order to optimise energy performance.

ACHIEVEMENTS IN 2019

- The H2O Project, in partnership with two universities, which studied how energy generated by solar panels could be stored in a battery container (see case study).
- Installation of 6,695 m² of solar panels on various buildings: Erps-Kwerps, Kronos Porsche in Mont-Saint-Guibert and Wilrijk sites.
- Completion of the new Kronos Porsche Centre in Mont-Saint-Guibert, which is a high-performing building in terms of energy and ergonomics. The building is equipped with the latest technology and makes maximum use of renewable energy, with the ultimate goal of meeting 80% of the site's energy requirements with self-generated renewable energy. The building has smart lighting, part of the roof is made of glass for maximum infiltration of daylight, there are solar panels on the roof and solar cells are also integrated into the structure of the building itself.
- Installation of smart meters for electricity, water and gas for better monitoring, for example in the Porsche Centre in Mont-Saint-Guibert and in the buildings on the sites of Porsche Center Antwerpen in Wommelgem, Auto Center Zaventem (below ACZ) and Auto Center Mechelen (below ACM).
- Insulation of the roof of the Volkswagen garage in Kontich.
- Installation of LED lighting and motion sensors instead of light switches in new projects and renovations of office spaces, including in D'leteren Immo's offices on its Erps-Kwerps site.

KEY PERFORMANCE INDICATORS (KPI)

At the time of publication of this report, D'leteren Immo is defining the performance indicators for 2020. Possible indicators include the total quantity of self-generated renewable energy on sites to gain an insight into D'leteren Immo's contribution to the production of renewable energy and/or an overview of the types of energy and their consumption to show from which sources D'leteren Immo obtains its power.

UN Sustainable Development Goals (SDG)

 

Buildings and infrastructure are responsible for high energy consumption and have a significant impact on the environment. D'leteren Immo is committed to reducing the energy consumption and lowering emissions of its buildings and activities by improving energy efficiency via smart solutions and by raising awareness and maximising the purchase and production of renewable energy.

> Natural Environment

WHY IS THIS OF MATERIAL IMPORTANCE

The proliferation of concrete and encroachment on nature is leading to a decline in biodiversity, particularly in cities. There is a growing need for infrastructure incorporating natural elements and allowing for sustainably maintained green spaces. This promotes biodiversity, improves air quality and also offers a healthy and relaxing space for users and employees. Given the size and location of its sites, D'leteren Immo can make a real difference here.

KEY PERFORMANCE INDICATORS (KPI)

At the time of publication of this report, D'leteren Immo is defining the performance indicators for 2020. Possible indicators include the percentage of green areas compared to the total area of the sites and/or the percentage of green spaces maintained in an ecologically responsible manner.

UN Sustainable Development Goals (SDG)



By incorporating green spaces and natural elements in its projects, D'leteren Immo creates calm, comfort and improved air quality and quality of life.



In this way, the company also helps reduce harmful emissions and adapt to climate change more effectively.



By respecting the natural environment in the design, construction and management of its infrastructure and by incorporating green spaces, natural elements and biodiversity in all of its projects, D'leteren Immo helps preserve natural ecosystems.

MANAGEMENT APPROACH

To increase the biodiversity of its sites, D'leteren Immo works towards the following goals:

- Designing, building and maintaining infrastructure with respect for the natural environment
- Incorporating green spaces and natural elements in its projects
- Promoting biodiversity in its projects to help maintain the natural ecosystem



Porsche Drogenbos

Case study:

Extension of the Seat showroom at Auto Center Mechelen (ACM). In 2019, ACM extended its Seat Showroom. In this project, D'leteren Immo financed the biodiverse creation of new green spaces itself. The dealer committed to maintain the green spaces in an ecologically responsible manner.

ACHIEVEMENTS IN 2019

- D'leteren Immo has created biodiverse areas on several sites, in which appropriate vegetation is planted and insect hotels, haystacks, dead hedges and wooden picnic furniture are installed.
- The company has concluded Green Deals for its Kortenberg, Drogenbos garage and Drogenbos bodywork sites to promote biodiversity on these sites.
- The communal garden of Tenbosch Housing's residential building has also been laid out in a biodiverse manner and is maintained in an ecologically responsible manner.
- To keep the green space both biodiverse and visually attractive, in 2018, the company went into partnership with Pro Natura, an organisation active in the social economy sector and specialises in eco-friendly garden design and management.

FUTURE

- D'leteren Immo is beginning to implement a biodiversity management plan for its Erps-Kwerps site, including via the re-landscaping of the orchard in partnership with Pro Natura.. In view of its success, the company intends to roll out biodiversity zones on more sites.
- The company also intends to assess what is the best way of preserving its green spaces.
- In parallel to the incorporation of green spaces and biodiversity in its renovation projects, the company also intends to incorporate wadis and other natural elements in all new projects from the design phase.
- For all renovation and new-build projects, D'leteren Immo will investigate whether conversion to or installation of green roofs is possible. For example, in the Mobilis project, all green spaces and green roofs will be created 100% biodiverse and maintained in an ecologically responsible manner.
- The company will raise awareness among its clients and encourage them to establish biodiverse green spaces and maintain them in an ecologically responsible manner.

> Efficient Material Management

WHY IS THIS OF MATERIAL IMPORTANCE

Rising demand for scarce resources and construction materials is forcing the construction and real estate sector to use and reuse materials efficiently in all phases of the project cycle. Commitment to recycling and reuse can substantially reduce the quantity of waste produced. In addition, growing awareness of the environmental impact and carbon footprint of materials and products is generating rising demand for eco-friendly, low-carbon alternatives. By limiting the use of new materials where possible, encouraging reuse and considering alternative eco-friendly materials, D'leteren Immo helps promote a low-carbon circular economy.

KEY PERFORMANCE INDICATORS (KPI)

At the time of publication of this report, D'leteren Immo is defining the performance indicators for 2020. Possible indicators include the percentage of FSC certified wood in projects, monitoring of the quantity of construction waste per project/construction site and/or the percentage of projects based on circularity.

UN Sustainable Development Goals (SDG)



D'leteren Immo contributes to the shift to a circular economy by reducing waste and promoting the reuse of materials in the life cycle of its projects. In addition, the company intends to use local, high-quality and eco-friendly products from responsible and sustainable sources in order to reduce the social and environmental impact of its value chain.



In addition, the company intends to use local, high-quality and eco-friendly products from responsible and sustainable sources in order to reduce the social and environmental impact of its value chain.

MANAGEMENT APPROACH

To speed up the transition to a circular economy and futureproof its materials policy, D'leteren Immo works towards the following goals:

- Contributing to a circular economy by reducing waste and encouraging reuse throughout the life cycle of our projects
- Promoting the use of local, high-quality and eco-friendly products and materials
- Maximum commitment to recyclable and removable materials and structures



Case study: Havana Project

The renovation of an office space at Auto Center Zaventem involves various examples of efficient material management. For example, in this project, D'leteren Immo reused insulation material from the previous false ceilings to insulate the new floor. In addition, the original ceiling frame was reused and filled

with materials recovered from various sites, such as wood, carpet, etc. Finally, to fit out this office space, furniture and decor from previous offices at the headquarters were reused or purchased second-hand.

ACHIEVEMENTS IN 2019

- When the bodywork activities ceased on the Mail and Centre sites, the paint spraying booths and other equipment were removed and sold as second-hand equipment, instead of scrapping them.
- For the refurbishment of an office space for the Customer & Business Development (CBD) department on the Erps-Kwerps site, D'leteren Immo investigated which materials and furniture could be reused. Whatever other furniture was still needed was purchased second hand.
- For the Mobilis project, an analysis and inventory of materials from the existing building is in preparation. In BIM (Building Information Modelling), a powerful 3D model of the building is created, enabling an overview of the quantities and properties of the construction elements present in preparation for the smart dismantling of the existing building.

FUTURE

- D'leteren Immo plans to dismantle existing buildings or spaces smartly, as planned for the Mobilis project, for example. In this process, the existing building is taken apart instead of being demolished, so that as many materials as possible can be recycled and reused on the same site or within the circuit of the circular economy. This approach leads to a maximum decrease in the quantity of construction waste and a sharp reduction in the ecological footprint of the construction waste.
- Another planned action in the area of efficient material management is the introduction of a revised waste policy for sites so that D'leteren Immo can ensure greater recycling and reuse of materials as a client.
- In addition, the company is committed to use as much 100% FSC certified wood as possible in its projects.
- The company will also investigate how materials can be used 'as a service': light fittings, carpet tiles in office spaces, etc.
- In conjunction with Futureproofed, D'leteren Immo will develop guidelines on aspects including the use of materials and products in new build and renovation projects.

> Smart Water Management

WHY IS THIS OF MATERIAL IMPORTANCE

In view of the nature of the current activities on the majority of D'leteren Immo's sites, a substantial part of the soil is paved over. Due to climate change, periods of heavy rainfall are occurring more frequently. The combination of these two factors means that the risk of flooding and a saturated sewer system is increasing. This can lead to damage and disruption on D'leteren Immo's sites and beyond. In addition, it is difficult for groundwater levels to recover in regions short of water such as Flanders, due to a lack of water penetration.

KEY PERFORMANCE INDICATORS (KPI)

At the time of publication of this report, D'leteren Immo is defining the performance indicators for 2020. Possible indicators include the percentage of paved surfaces per site, the percentage of sites with systems for the collection and recycling of stormwater and/or the percentage of stormwater compared with total water consumption.

UN Sustainable Development Goals (SDG)



D'leteren Immo is committed to minimise its impact on ground and surface water through the installation of systems for the efficient collection and treatment of waste water. In addition, the company can reduce consumption of drinking water and make this more efficient by smart water management through the collection, buffering and recovery of water.

MANAGEMENT APPROACH

In order to reduce water usage and minimise the risk of flooding, D'leteren Immo works towards the following goals:

- Ensuring smart water management through collection, delayed drainage and recovery of rainwater
- Reducing water consumption and promoting recycling
- Minimising the impact on ground and surface water by choosing effective collection and treatment systems



Contact Center Volkswagen

ACHIEVEMENTS IN 2019

- In various projects, D'leteren Immo studied solutions for more efficient collection and infiltration of stormwater. For instance, during the renovation of the facade and car park of the Volkswagen Contact Center in Kortenberg, grass blocks and wadis were installed.
- On various sites including the new Porsche Center in Mont-Saint-Guibert, ACM in Mechelen and Auto Center Zaventem, smart water meters were installed at strategic locations in the building to monitor water consumption more efficiently and detect unnoticed leaks more quickly.

FUTURE

- For new projects, there will be a strong focus on achieving maximum infiltration of stormwater and the installation of green roofs will also be considered as a way of delaying stormwater runoff.
- As part of the Mobilis project, extra storage is provided for rainwater and studies are analysing the possibilities for using rainwater-based adiabatic cooling in the longer term.
- On the Erps-Kwerps site, a stormwater study is in preparation and we are investigating how the overflow of stormwater from the underground infiltration basin can be disconnected from the sewer system and connected to a nearby stream.
- In addition, D'leteren Immo wants to measure consumption of drinking and stormwater on all sites and detect anomalies.
- When a car wash needs to be installed, D'leteren Immo will encourage the operator to choose a system with a closed circuit, connected to a biological water treatment unit.
- Finally, the company intends to review its purchasing policy for certain products, and use only biodegradable soaps, for example.

> Futureproof Infrastructure

WHY IS THIS OF MATERIAL IMPORTANCE

Due to the constantly changing needs and requirements of society, including new ways of living and working together, demand is growing for multipurpose buildings and projects. In addition, the transition to the sharing economy is making it easier to challenge existing business models. The shift from product to service is also transforming the offering of D'leteren Auto, so far the biggest user of infrastructure from D'leteren Immo, which is evolving to offering mobility as a service. In turn, this impacts on the use and design of garages and showrooms. For example, city showrooms could become smaller due to increasing digitalisation, so that D'leteren Immo has to revitalise buildings which fall vacant due to this trend.

In addition, digitalisation, smart technologies and other innovative solutions are becoming increasingly important in future-oriented design, maintenance and use of buildings. Efficient information gathering about buildings and building materials in the various phases of the project cycle can be a great asset for reducing costs and maximising efficiency, for instance.

KEY PERFORMANCE INDICATORS (KPI)

At the time of publication of this report, D'leteren Immo is defining the performance indicators for 2020. Possible indicators include the percentage of projects in which flexible spaces are used and where there is potential for conversion.

UN Sustainable Development Goals (SDG)



By developing sustainable, flexible and attractive infrastructure which meets current and future requirements, and by converting vacant buildings so that they are aligned with the local infrastructure, D'leteren Immo can help develop sustainable cities and communities.



The company can also stand out from its competitors by exploring and implementing innovative, sustainable solutions.

MANAGEMENT APPROACH

In order to offer the maximum response to society's changing needs and requirements, D'leteren Immo works towards the following goals:

- Supporting sustainable choices by offering flexible and attractive infrastructure that meets existing and future needs
- Exploring, applying and promoting innovative and sustainable solutions
- Converting vacant buildings so that they are aligned as closely as possible with local infrastructure
- Promoting sustainable use of the infrastructure by tenants



Case study: Mobilis – The garage of the future

The Mobilis project, to be completed in 2023, is a real model of sustainability in Brussels. D'leteren Immo has used this redevelopment to design a project that can serve as an example for future construction projects on all levels. Besides many modern

technologies to limit the impact on the environment (zero energy, no use of fossil fuels, solar panels, green roof, green spaces organised to encourage biodiversity and managed in an ecologically responsible manner, etc.), the building is designed to meet the challenges of the future. Although a building is usually costed over 50 years, D'leteren Immo wanted to go further and this project allows for a large, primary structure which can serve its purpose for at least 100 years. There is a secondary, removable structure inside the main one. For example, floors and slopes can be easily removed, or levels divided thanks to their height, creating extra storeys. Even the technical facilities within this secondary structure, such as the air conditioning, can be removed and reused. This means that the function of the building can be totally changed in a short space of time and at low cost.

ACHIEVEMENTS IN 2019

- In 2019, D'leteren Immo designed the ambitious Mobilis project (see case study on this page)
- The BIM working group was also launched, to prepare for its application to construction and redevelopment projects

FUTURE

- D'leteren Immo wants to maintain this momentum and apply BIM to other projects besides the Mobilis project.
- In 2020, the vacant Heyvaert site will temporarily house a project designed to promote the circular economy. The project has been given the fitting name Circularium. Although outdated, the site is still in perfect condition. Pending its redevelopment, we have opted to retain it in full and change its function. This means that the site will be able to accommodate tenants who are connected to one another due to their activities in the context of the circular economy and/or who produce sustainably or locally. In this way, outdated buildings can be reused for new ideas.
- In converting the vacant buildings, D'leteren Immo also wants to allow for future needs and is working with government organisations to identify them.
- In new projects, D'leteren Immo wants to pay greater attention to designing modular, flexible buildings and infrastructure, bearing in mind the perspective of existing and future users, and integration with the environment.
- In addition, the company will focus on the use of smart technologies, green innovations and new technologies in the fields of sensors and data management in order to achieve maximum efficiency in both existing buildings and new-build projects.

> Improved Quality of Life

WHY IS THIS OF MATERIAL IMPORTANCE

Due to increasing stress in the workplace, besides physical health, increasing importance is being placed on mental health. A good work-life balance is essential. The business world is also changing so fast that the concept of lifelong learning is becoming more and more important for employees. Thanks to training, they keep up to date with aspects such as new technologies, developments and improvements that are essential for them to continue to carry out their tasks effectively. Employers also need to keep up with developments in a modern career, which evolves over time based on employees' age and changing interests. D'Ieteren Immo believes that employees are a company's most important asset. The company must therefore pay sufficient attention to the above points so that its employees stay healthy, happy and engaged. In this way, the company can also build a good relationship with its staff.

KEY PERFORMANCE INDICATORS (KPI)

At the time of publication of this report, D'Ieteren Immo is defining the performance indicators for this material aspect. Possible indicators include the percentage of employees who have undertaken training, the average number of training hours per employee, the employee satisfaction rate and/or response rate to the employee satisfaction survey.

UN Sustainable Development Goals (SDG)

D'Ieteren Immo is committed to creating attractive jobs in a safe and healthy environment.

The company does this by giving its employees equal opportunities for personal and professional development and by communicating in a transparent and respectful manner with the organisation.



MANAGEMENT APPROACH

D'Ieteren Immo considers its employees to be the company's most important asset and therefore prioritises the following goals:

- Providing attractive jobs in a healthy and safe working environment
- Guaranteeing equal access to personal and professional development for all employees
- Developing infrastructure in which the safety, wellbeing and health of users are central
- Promoting open and respectful communication within the company



D'Ieteren Immo offices located at Erps – Kwerps

ACHIEVEMENTS IN 2019

- D'Ieteren Immo redesigned and reorganised the workspace in renovations or refurbishments of office spaces including the CBD department in Kortenberg, the HR department at the headquarters in Brussels, D'Ieteren Immo's own offices on the site in Kortenberg or the project Havana (see case study on the subject of efficient material management). This created a pleasant, homely atmosphere. Informal workspaces were also implemented, such as a coffee corner or brainstorming area.
- In addition, an optimal indoor climate was created by optimising the technical installations.
- D'Ieteren Immo's employees had the opportunity to enjoy a training event during which they were able to develop their personal and professional skills.
- The company has introduced monthly breakfast sessions for all employees. These sessions offer an ideal opportunity to keep informed about key themes and developments within the company. They also allow them to network informally with colleagues from different departments within the organisation.
- A monthly internal newsletter was also produced.
- For the third time, in September 2019, D'Ieteren Immo conducted a survey into employee satisfaction.
- Ties were also strengthened in the sporting area, especially by taking part in Immorun, a popular running event in the property world.

FUTURE

- For the increased comfort of its employees and tenants, the company will optimise the ventilation, lighting and heating in its buildings.
- As part of lifelong learning, D'Ieteren Immo intends to continue to ensure that its employees have equal access to training.

> Sustainable Mobility

WHY IS THIS OF MATERIAL IMPORTANCE

The capacity of our road network is under heavy pressure. This not only affects the liveability of our city centres, but also impacts on the well-being of D'leteren Immo's employees. As a result, demand for alternative and shared forms of mobility is on the rise. Since D'leteren Immo's infrastructure is integrated with the urban network, sustainable mobility is of material importance for the company and its employees. In addition, through its infrastructure, D'leteren Immo can respond to future traffic flows in the city and support D'leteren Auto in developing D'leteren Mobility.

MANAGEMENT APPROACH

D'leteren Immo wants to encourage its employees to make as many journeys as possible by a sustainable means of transport and to choose company cars that have a smaller environmental impact, since the fleet accounts for a significant proportion of the company's emissions. D'leteren Immo therefore prioritises the following goals:

- Facilitating sustainable and efficient work-related mobility
- Significantly reducing work-related mobility needs

KEY PERFORMANCE INDICATORS (KPI)

At the time of publication of this report, D'leteren Immo is defining the performance indicators for this material aspect. Possible indicators include the average number of kilometres driven in a company car per employee (km/person).

UN Sustainable Development Goals (SDG)



By promoting the use of sustainable means of transport and reducing the time employees spend in traffic, D'leteren Immo is working to improve the quality of life of its staff and reducing the emissions from its fleet.



Bike to work – Cycle park and cloakrooms for D'leteren staff.

Testimonial from Adeline Piret, architect at D'leteren Immo:

Since July 2017, I cycle to work every day. After trying out an electric bike, I was immediately sold and got myself one. I believe it's the best way for short to medium journeys (easily up to 10km) in a busy, hilly city like Brussels. My 5km journey takes 15 minutes, that's roughly as long as by car without traffic jams.

As an architect, I was lucky enough to design the 'Bike to work' project, a cycle park and cloakrooms for D'leteren staff. Based on my experience, I was able to work out what elements were needed to make the cycle park convenient and easy to use for cyclists. For example, when you arrive, you can park your bike in a safe and dry place in the locked bike-to-work bike shed. There's access to lockers to store your cycling accessories (gloves, helmet, vest). The bike-to-work area is also equipped with charging points for your bicycle battery. Finally, there are even tools for maintaining your bike or carrying out minor repairs!

I think it's amazing that I know exactly what time I'll get home when I cycle, whereas the same journey by car can often take as long as 45 minutes in the rush hour. That saves me a load of stress about missing an appointment for example or not getting to my children's school on time.

Because my cycle journeys are short, I don't use the showers, unless I go running with my colleagues at lunchtime. Everything's set up for a convenient shower, to keep your gear safe and secure, leave your towels to dry, etc. All in all, I'm sold on the Bike-to-work concept!

ACHIEVEMENTS IN 2019

- In the spring of 2019, several employees of D'leteren Immo were invited to take part in a pilot project of Lab Box around alternative mobility for private and business journeys. Participants committed to give up their company cars for a month. They were given a mobility budget and used an app enabling the use of different modes of transport (e.g. car sharing, cycling, electric scooters, public transport, etc.).
- Since 2019, D'leteren Immo also offers its employees the possibility of leasing e-bikes.

FUTURE

- D'leteren Immo is committed to reduce commuting by facilitating teleworking and optimising the meeting culture.
- The company is also investigating possibilities for developing a revised mobility programme for its employees.
- D'leteren Immo's new projects also take into account the mobility of future users. Accordingly, the Bike-to-work concept will be applied where possible (see testimonial above). A concrete example is already incorporated in the Mobilis project, with a large, convenient bike shed with 80 places, along with the usual facilities according to the Bike-to-work concept such as convenient showers, large changing rooms, lockers, etc.

> Strong Relationships and Partnerships

WHY IS THIS OF MATERIAL IMPORTANCE

Partnerships in the construction and real estate sector tend to be ad hoc and short-term, hindering efficient collaboration. Strong, long-term relationships with users, suppliers and public authorities are essential if we are to lead the way in the area of sustainability as a real estate company. Thanks to the expertise of its teams, D'Ieteren Immo can tackle a variety of challenges in its projects and create a competitive advantage. The company can also get its clients and communities on board by involving them in a project. The company wants to stay a step ahead, by anticipating certain regulations at national, European or even global level, for example. It is also becoming more important to involve the community in every phase of the projects, to match them as closely as possible to their needs and ensure integration. After all, infrastructure is only truly sustainable when users are also part of the story. In short, strong relationships and partnerships are crucial if D'Ieteren Immo is to achieve its goals.

KEY PERFORMANCE INDICATORS (KPI)

At the time of publication of this report, D'Ieteren Immo is defining the performance indicators for this material aspect. Possible indicators include the number of 'show and tells' and/or the number of contracts with businesses from the social economy.

UN Sustainable Development Goals (SDG)



In order to make the transition to a sustainable future, it is essential for D'Ieteren Immo to build long-term partnerships with clients, suppliers and public bodies, and to involve its community and tenants in its projects. This also means sharing its knowledge and expertise, inside and outside the group.

MANAGEMENT APPROACH

It is essential for D'Ieteren Immo to be able to rely on long-term partnerships in the supply chain, with providers, users and public authorities. For this reason, the company is committed to the following goals:

- Building long-term relationships with clients, suppliers and public services and promoting mutual synergies
- Promoting the exchange of knowledge and expertise inside and outside the group
- Promoting the involvement of the community and tenants in new projects and existing buildings
- Leading the way in the area of sustainability in partnerships

Case study:

Partnership with Pro Natura

D'Ieteren Immo wants to create more biodiverse green spaces on its sites and maintain them in an ecologically responsible manner (see the subject of 'Natural environment' for more details). To achieve this as efficiently as possible, in 2017, the company entered into a partnership with Pro Natura for the design of green spaces, biodiverse garden design and eco-friendly maintenance of existing and future green spaces on its sites. This partner has more than 25 years' experience in creating biodiverse natural spaces and offers bespoke professional solutions for local authorities, businesses and individuals. Pro Natura is also a company with a social impact. It is a learning and work experience hub for anyone who has difficulty finding a job. This enables D'Ieteren Immo to learn from a true expert in biodiversity while at the same time offering opportunities to people who have difficulty returning to the job market.

ACHIEVEMENTS IN 2019

- D'Ieteren Immo works with companies from the social economy such as Pro Natura (see case study) and Atelier Groot Eiland in conjunction with carpentry firm Klimop.
- The company has also entered into dialogue with public authorities regarding unique projects such as Mobilis and Circularium.
- D'Ieteren Immo took part in meetings of the learning network for Green Deal Businesses and biodiversity.
- Internally, multidisciplinary working groups have been introduced as a new way of working (for example the BIM, communication, sustainability working groups, etc.).
- A 'Workspace' communication channel has also been launched on which employees can post photos and messages.

FUTURE

- To convey its expectations clearly to participants in selection processes organised by the company, D'Ieteren Immo will draw up project guidelines based on its objectives. In this way, the company will build long-term partnerships.
- In addition, the company will organise a 'show and tell' with internal and external specialists about particular subjects or projects to promote the sharing of knowledge and expertise.
- Employees will also have the opportunity to take part in a 'step into my shoes' programme in which they can go around with a colleague from another department for a day.
- The company will also participate in a learning network meeting for Green Deal via a presentation about its actions around biodiversity.
- In addition, D'Ieteren Immo will promote projects focussing strongly on the circular economy with participation in Be Exemplary and/or Be Circular. These are initiatives of the Brussels-Capital Region to reward real estate projects of an exemplary and innovative nature in and around Brussels.

ETHICAL PRINCIPLES

Besides the eight themes identified, D'Ieteren Immo emphasises that ethical principles are crucial. Three individual aspects of this theme are discussed below. The company plans to lay down formal rules of conduct so that these matters are officially enshrined in the code of conduct for the company and its employees.

> Respect for Human Rights

WHY IS THIS OF MATERIAL IMPORTANCE

D'Ieteren Immo only operates in Belgium, within a strict social and legal framework covering aspects such as working conditions, health and safety requirements and rules for collective bargaining.

MANAGEMENT APPROACH

D'Ieteren Immo does its best to promote a working environment in which people respect one another. Behaviour such as bullying, intimidation, oppression, exploitation, discrimination, racism, sexism or homophobia is not tolerated. The company also invests in the safety, development and satisfaction of its employees.

> Zero tolerance for Corruption and Bribery

WHY IS THIS OF MATERIAL IMPORTANCE

Corruption, attempted corruption, fraud and money laundering involve risks for both the employee and the company, since they are grounds for criminal prosecution and would have an impact on the company's reputation.

MANAGEMENT APPROACH

Corruption, attempted corruption, fraud and money laundering are not tolerated at D'Ieteren Immo. Gifts and invitations received by employees from clients, suppliers or other partners, or offered by employees to clients, must comply with accepted market practices and anti-bribery legislation.

> Inclusion and Diversity

WHY IS THIS OF MATERIAL IMPORTANCE

D'Ieteren Immo is conscious of its responsibility to offer a fair workplace for employees, in which everyone is given the same opportunities, regardless of factors such as gender, age, culture or physical ability.

MANAGEMENT APPROACH

D'Ieteren Immo does its best to offer equal opportunities in the workplace. Skills and performance are the only criteria taken into account when making decisions about recruitment, promotions or job rotation.

UN Sustainable Development Goals (SDG)



D'Ieteren Immo must do business fairly and respectfully to lead the way in the area of sustainability in the real estate sector. In addition, the company is committed to strive for gender equality by offering equal opportunities.

