



WERELDHAVE

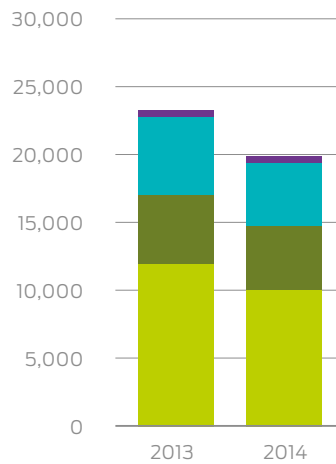
# PERFORMANCE INDICATORS 2014

# Energy consumption

**Retail:**  
Total energy consumption (mWh)



**Office:**  
Total energy consumption (mWh)



■ District heating  
■ Sub-metered gas consumption to tenants  
■ Gas consumption  
■ Sub-metered electricity to tenants  
■ Electricity consumption

## Energy consumption (G4 EN3, EN4, EN6)

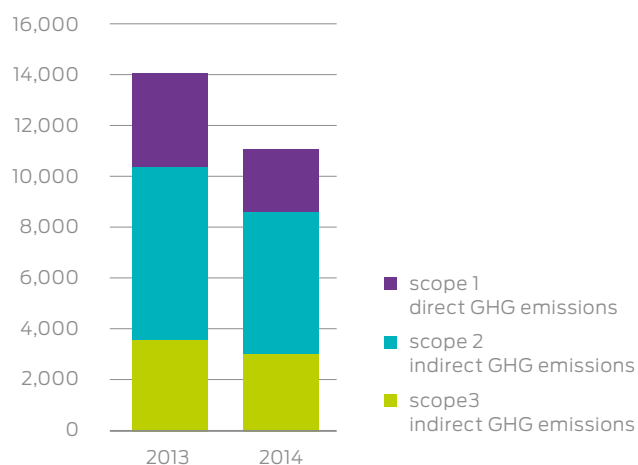
|                                                           | Scope | Total     | Belgium   | Finland   | France  | Netherlands |
|-----------------------------------------------------------|-------|-----------|-----------|-----------|---------|-------------|
| 2013 electricity consumption (mWh)                        | 24/24 | 39,652    | 12,380    | 16,700    | 4,851   | 5,721       |
| 2013 electricity consumption sub-metered to tenants (mWh) | 10/10 | 22,526    | 4,979     | 12,081    | 0       | 5,466       |
| 2013 gas consumption (mWh)                                | 19/19 | 19,070    | 10,239    | 0         | 0       | 8,831       |
| 2013 gas consumption sub-metered to tenants (mWh)         | 3/3   | 2,937     | 0         | 0         | 0       | 2,937       |
| 2013 heating district (mWh)                               | 2/2   | 16,135    | 0         | 16,135    | 0       | 0           |
| 2013 total energy consumption (mWh)                       | 24/24 | 100,320   | 27,597    | 44,916    | 4,851   | 22,955      |
| 2014 electricity consumption (mWh)                        | 26/26 | 35,662    | 12,704    | 13,931    | 3,112   | 5,916       |
| 2014 electricity consumption sub-metered to tenants (mWh) | 10/10 | 22,776    | 4,727     | 13,641    | 0       | 4,408       |
| 2014 gas consumption (mWh)                                | 21/21 | 13,752    | 8,031     | 0         | 0       | 5,721       |
| 2014 gas consumption sub-metered to tenants (mWh)         | 4/4   | 3,388     | 0         | 0         | 0       | 3,388       |
| 2014 heating district (mWh)                               | 2/2   | 15,017    | 0         | 15,017    | 0       | 0           |
| 2014 total energy consumption (mWh)                       | 26/26 | 90,594    | 25,461    | 42,589    | 3,112   | 19,433      |
| 2014 total energy costs (€)                               | 25/26 | 4,103,169 | 1,633,792 | 1,217,363 | 144,656 | 1,107,358   |

## Energy intensity (G4 EN5, CRE1)

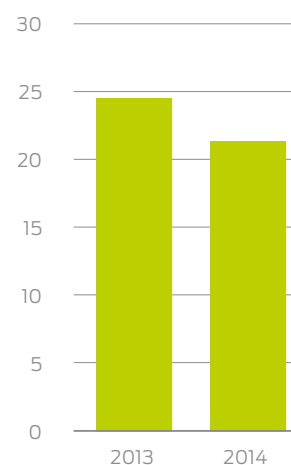
|                                   | Scope | Total | Belgium | Finland | France | Netherlands |
|-----------------------------------|-------|-------|---------|---------|--------|-------------|
| 2013 retail (kwh/m <sup>2</sup> ) | 13/13 | 108.4 | 68.2    | 292.2   | n/a    | 115.7       |
| 2014 retail (kwh/m <sup>2</sup> ) | 15/15 | 98.1  | 71.7    | 276.7   | n/a    | 95.5        |
| 2013 retail (kwh/visitor)         | 12/13 | 0.94  | 0.66    | 3.11    | n/a    | 0.78        |
| 2014 retail (kwh/visitor)         | 13/15 | 0.73  | 0.62    | 2.58    | n/a    | 0.56        |
| 2013 office (kwh/m <sup>2</sup> ) | 11/11 | 220.4 | 240.8   | 166.1   | 166.0  | n/a         |
| 2014 office (kwh/m <sup>2</sup> ) | 11/11 | 185.0 | 205.5   | 173.1   | 108.9  | n/a         |

# GHG emissions

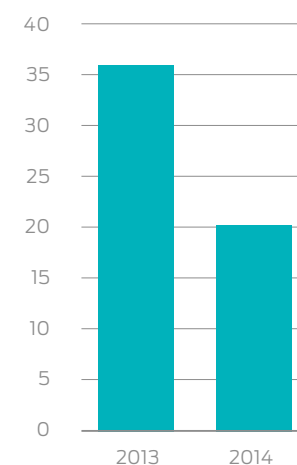
Total GHG emissions (tonnes x 1,000)



Retail: GHG intensity (kg CO<sub>2</sub>e/m<sup>2</sup>)



Office: GHG intensity (kg CO<sub>2</sub>e/m<sup>2</sup>)



## Absolute greenhouse gas (GHG) emissions in tonnes CO<sub>2</sub>e (G4-EN15, G4-EN16, G4-EN18)

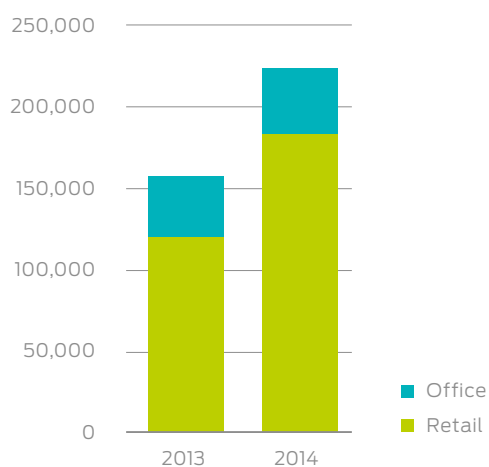
|                                     | Scope | Total  | Belgium | Finland | France | Netherlands |
|-------------------------------------|-------|--------|---------|---------|--------|-------------|
| 2013 scope 1 direct GHG emissions   | 19/19 | 3,683  | 2,058   | 0       | 0      | 1,625       |
| 2013 scope 2 indirect GHG emissions | 24/24 | 6,748  | 1,894   | 1,726   | 703    | 2,424       |
| 2013 scope 3 indirect GHG emissions | 11/11 | 3,618  | 762     | 0       | 0      | 2,857       |
| 2013 total GHG emissions            | 24/24 | 14,049 | 4,714   | 1,726   | 703    | 6,905       |
| 2014 scope 1 direct GHG emissions   | 21/21 | 2,538  | 1,486   | 0       | 0      | 1,053       |
| 2014 scope 2 indirect GHG emissions | 26/26 | 5,620  | 851     | 1,622   | 451    | 2,696       |
| 2014 scope 3 indirect GHG emissions | 11/11 | 2,949  | 317     | 0       | 0      | 2,632       |
| 2014 total GHG emissions            | 26/26 | 11,107 | 2,654   | 1,622   | 451    | 6,318       |

## Greenhouse gas (GHG) emissions intensity (G4-EN5, G4-CRE3)

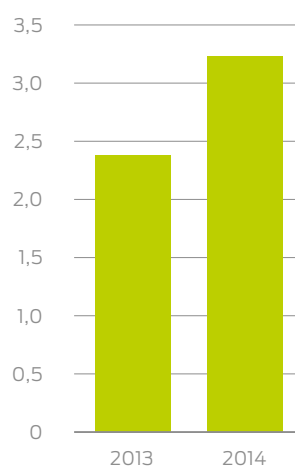
|                                                    | Scope | Total | Belgium | Finland | France | Netherlands |
|----------------------------------------------------|-------|-------|---------|---------|--------|-------------|
| 2013 retail (kg CO <sub>2</sub> e/m <sup>2</sup> ) | 24/24 | 24.2  | 12.0    | 11.1    | n/a    | 24.9        |
| 2014 retail (kg CO <sub>2</sub> e/m <sup>2</sup> ) | 26/26 | 21.0  | 8.4     | 10.4    | n/a    | 31.8        |
| 2013 retail (g CO <sub>2</sub> e/visitor)          | 12/13 | 174.0 | 115.7   | 118.1   | n/a    | 210.1       |
| 2014 retail (g CO <sub>2</sub> e/visitor)          | 13/15 | 144.9 | 69.3    | 97.0    | n/a    | 188.7       |
| 2013 office (kg CO <sub>2</sub> e/m <sup>2</sup> ) | 11/11 | 35.4  | 41.0    | 13.1    | 24.1   | n/a         |
| 2014 office (kg CO <sub>2</sub> e/m <sup>2</sup> ) | 11/11 | 19.8  | 21.6    | 13.4    | 15.8   | n/a         |

# Water consumption

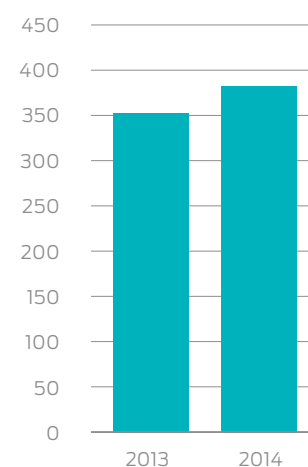
Total water consumption in cubic metres (m<sup>3</sup>)



Retail: water intensity (liter/visitor)



Office: water intensity (liter/m<sup>2</sup>)



## Absolute water consumption (G4-EN8)

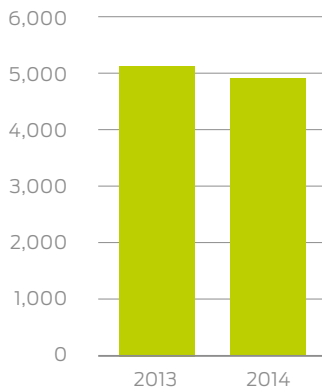
|                                          | Scope | Total   | Belgium | Finland | France | Netherlands |
|------------------------------------------|-------|---------|---------|---------|--------|-------------|
| 2013 water consumption (m <sup>3</sup> ) | 24/24 | 158,211 | 34,492  | 70,044  | 17,593 | 36,082      |
| 2014 water consumption (m <sup>3</sup> ) | 26/26 | 225,699 | 45,057  | 52,229  | 12,108 | 116,305     |

## Water intensity (G4-CRE2)

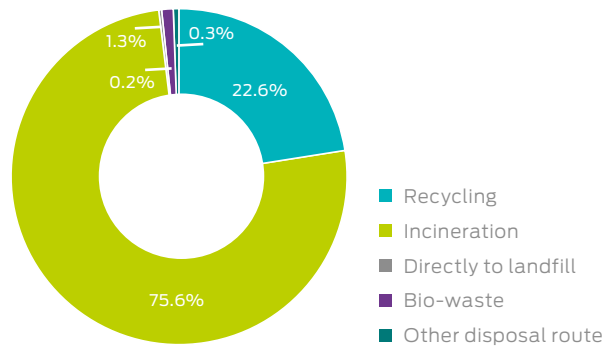
|                                     | Scope | Total | Belgium | Finland | France | Netherlands |
|-------------------------------------|-------|-------|---------|---------|--------|-------------|
| 2013 retail (liter/visitor)         | 12/13 | 2.4   | 2.5     | 4.9     | n/a    | 1.0         |
| 2014 retail (liter/visitor)         | 14/15 | 3.3   | 3.3     | 3.2     | n/a    | 3.0         |
| 2013 office (liter/m <sup>2</sup> ) | 11/11 | 352   | 246     | 469     | 616    | n/a         |
| 2014 office (liter/m <sup>2</sup> ) | 11/11 | 382   | 360     | 530     | 424    | n/a         |

# Waste management

Total weight of waste (tonnes)



Waste disposal route in 2014 (%)



Total weight of waste (G4-EN22)

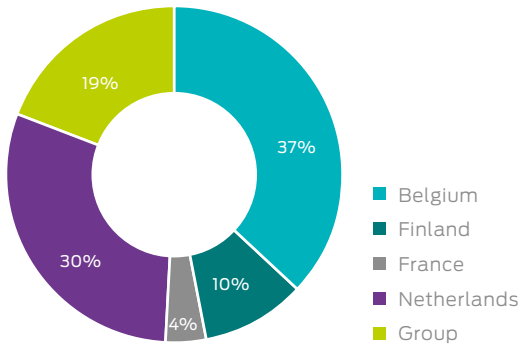
|                            | Scope | Total   | Belgium | Finland | France  | Netherlands |
|----------------------------|-------|---------|---------|---------|---------|-------------|
| 2013 total weight (tonnes) | 21/23 | 5,129   | 1,646   | 2,110   | 311     | 1,062       |
| 2014 total weight (tonnes) | 22/25 | 4,916   | 1,669   | 1,893   | 300     | 1,054       |
| 2013 costs of waste (€)    | 21/23 | 815,833 | 277,155 | 265,572 | 136,553 | 136,553     |
| 2014 costs of waste (€)    | 22/25 | 878,881 | 309,018 | 277,299 | 146,282 | 146,282     |

Waste disposal route in percentage of total waste (G4-EN22)

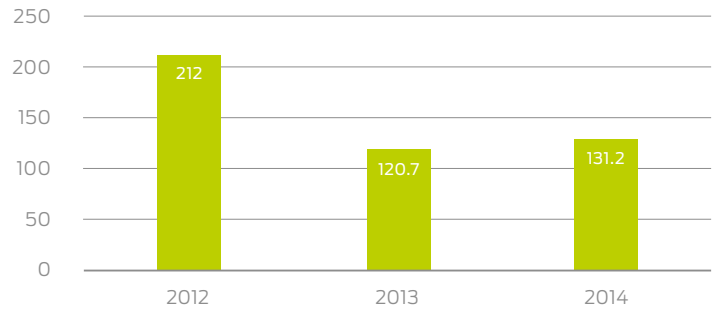
|                           | Scope | Total | Belgium | Finland | France | Netherlands |
|---------------------------|-------|-------|---------|---------|--------|-------------|
| 2013 recycling rate       | 21/23 | 28.2  | 29.1    | 62.0    | 0,0    | 24.7        |
| 2014 recycling rate       | 22/25 | 22.6  | 23.2    | 60.0    | 0,0    | 18.0        |
| 2014 Incineration         | 22/25 | 75.6  | 76.4    | 24.0    | 100.0  | 81.0        |
| 2014 Directly to landfill | 22/25 | 0.2   | 0.0     | 2.0     | 0.0    | 0.0         |
| 2014 Bio-waste            | 22/25 | 1.3   | 0.4     | 14.0    | 0.0    | 0.0         |
| 2014 Other disposal route | 22/25 | 0.3   | 0.0     | 0.0     | 0.0    | 1.0         |

# Human capital

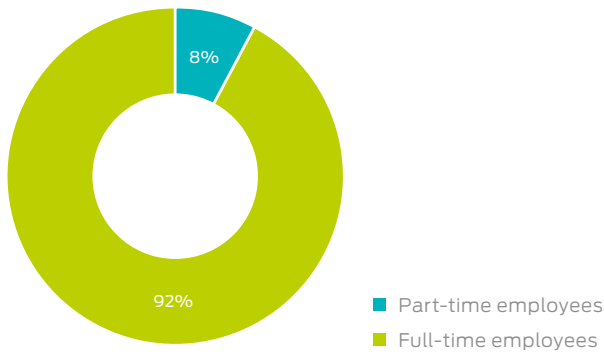
G4-10 Workforce  
Employees (in %) split by region in 2014



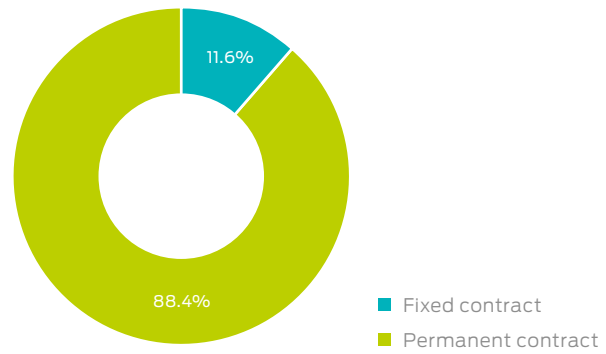
G4-10 Workforce  
Number of FTE between 2012-2014



G4-10 Workforce  
Part-time versus full-time employees



G4-10 Workforce  
Type of employment contract in 2014



## Workforce - employment

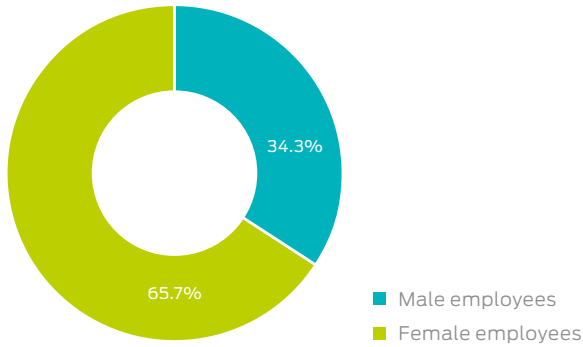
|                                               | Total | Belgium | Finland | France | Netherlands | Group |
|-----------------------------------------------|-------|---------|---------|--------|-------------|-------|
| 2014 Number of employees year end (in FTE)    | 131.2 | 48.8    | 13.0    | 4.9    | 39.2        | 25.3  |
| 2013 Number of employees year end (in FTE)*   | 123.1 | 47.0    | 12.0    | 4.9    | 28.4        | 30.8  |
| 2014 Part-time employees (in %)               | 8.0%  | 13.2%   | 0%      | 0%     | 7.3%        | 3.8%  |
| 2013 Part-time employees (in %)               | 8.5%  | 13.7%   | 0%      | 0%     | 3.3%        | 11.1% |
| 2014 Full time employees (in %)               | 92.0% | 86.8%   | 100%    | 100%   | 92.7%       | 96.2% |
| 2013 Full time employees (in %)               | 91.5% | 86.3%   | 100%    | 100%   | 96.7%       | 88.9% |
| 2014 Employees with fixed contract (in %)     | 11.6% | 5.7%    | 0%      | 0%     | 26.8%       | 7.7%  |
| 2013 Employees with fixed contract (in %)     | 8.5%  | 2.0%    | 36.4%   | 0%     | 13.3%       | 7.4%  |
| 2014 Employees with permanent contract (in %) | 88.4% | 94.3%   | 100%    | 100%   | 73.2%       | 92.3% |
| 2013 Employees with permanent contract (in %) | 91.5% | 98.0%   | 63.6%   | 100%   | 86.7%       | 92.6% |

\* The total number of employees year end (in FTE) in 2013 includes Spain.

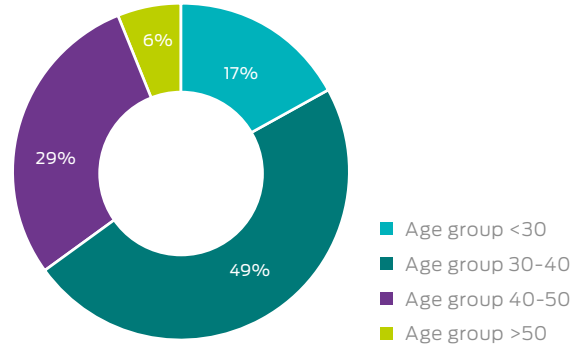
# Human capital

## G4-LA1 total number and rates of new employee hires and employee turnover by age group, gender and region

G4-LA1 New employee hires  
New employees hired in 2014 by gender



G4-LA1 New employee hires  
New employees hired in 2014 by age group



### Workforce 2014

|                  | New hires | Departures |
|------------------|-----------|------------|
| Male employees   | 12        | 12         |
| Female employees | 23        | 16         |
| Age group <30    | 6         | 5          |
| Age group 30-40  | 17        | 7          |
| Age group 40-50  | 10        | 11         |
| Age group >50    | 2         | 5          |
| Total employees  | 35        | 28         |

### Workforce

|                   | 2012 | 2013  | 2014  |
|-------------------|------|-------|-------|
| Employee turnover | 7.3% | 14.6% | 20.0% |

### Reason for departure

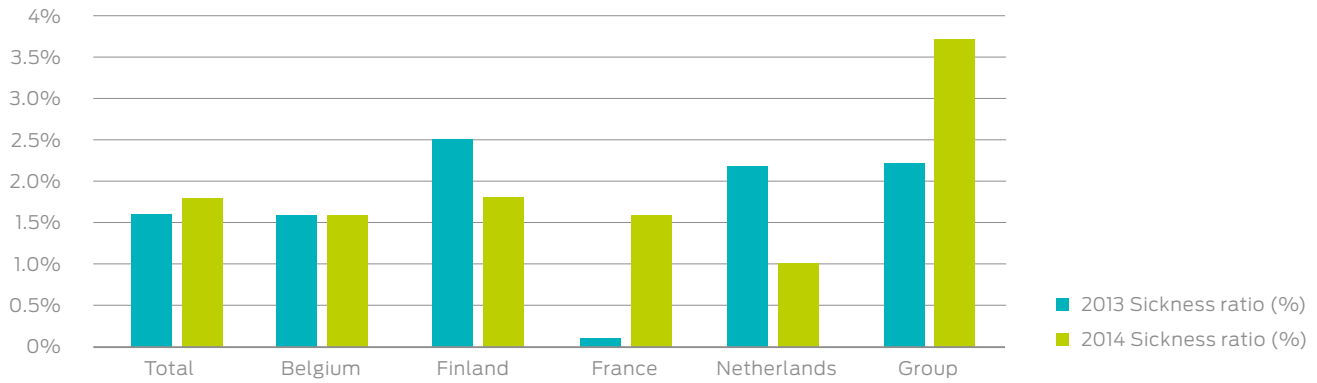
|                                   | 2013 | 2014 |
|-----------------------------------|------|------|
| Resignations                      | 0    | 5    |
| Dismissals                        | 0    | 4    |
| Mutual agreements                 | 14   | 12*  |
| Retirements                       | 3    | 1    |
| Departure during probation period | 0    | 0    |
| Expiry of contracts               | 3    | 5    |
| Outsourcing                       | 1    | 0    |
| Deaths                            | 0    | 1    |
| Total                             | 21   | 28   |

\* including team in Spain where operations have been divested

# Human capital

G4-LA6 type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region

G4-LA6 Workforce  
Sickness ratio in 2013-2014



## Sickness ratio and total number of work-related fatalities

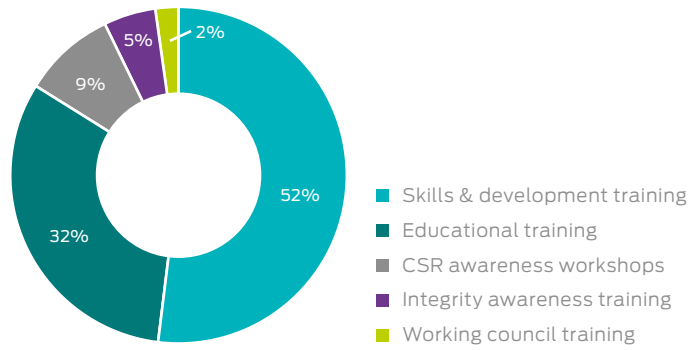
|                              | Total | Belgium | Finland | France | Netherlands | Group |
|------------------------------|-------|---------|---------|--------|-------------|-------|
| 2014 Sickness ratio (%)      | 1.8%  | 1.6%    | 1.8%    | 1.6%   | 1.0%        | 3.7%  |
| 2013 Sickness ratio (%)      | 1.6%  | 1.6%    | 2.5%    | 0.1%   | 2.2%        | 2.2%  |
| 2012 Sickness ratio (%)      | 1.2%  | 1.5%    | 2.9%    | 0.5%   | 1.2%        | 1.2%  |
| 2014 Work-related fatalities | 0     | 0       | 0       | 0      | 0           | 0     |
| 2013 Work-related fatalities | 0     | 0       | 0       | 0      | 0           | 0     |



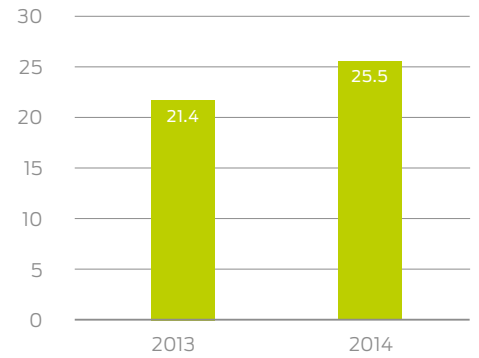
# Human capital

## G4-LA9 average hours of training per year per employee by gender, and by employee category

G4-LA9 Training & development  
Trainings hours split per category



G4-LA9 Training & development  
Training hours per employee



## G4-LA9 Training and development

|                                  | Total     | Belgium  | Finland | France   | Netherlands | Group    |
|----------------------------------|-----------|----------|---------|----------|-------------|----------|
| 2014 Training hours total        | 3,513.3   | 557.5    | 187.0   | 109.3    | 2,035.0     | 624.5    |
| 2014 Training hours per employee | 25.5      | 10.5     | 14.4    | 21.9     | 49.6        | 24.1     |
| 2013 Training hours per employee | 21.4      | 10.3     | 32.0    | 7.3      | 34.4        | 23.6     |
| 2014 Training costs              | € 173,643 | € 24,874 | € 8,965 | € 18,738 | € 81,929    | € 39,138 |
| 2014 Training costs per employee | € 1,258   | € 469    | € 690   | € 3,748  | € 1,998     | € 1,505  |

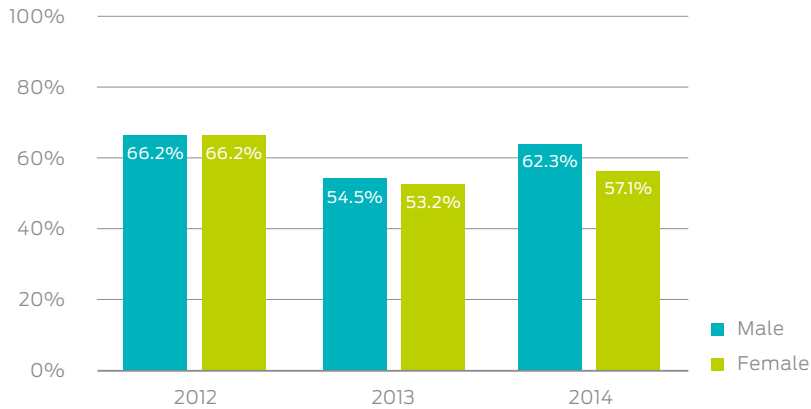
## Training per gender

|                               | Male  | Female |
|-------------------------------|-------|--------|
| Educational training          | 55.0% | 45.0%  |
| Skills & development training | 40.5% | 59.5%  |

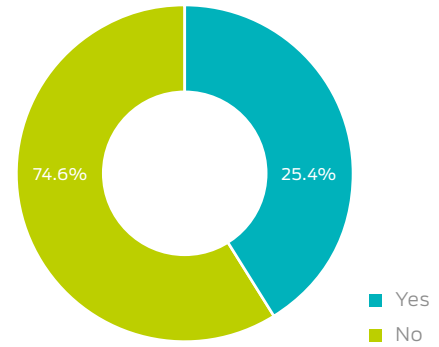
# Human capital

## G4-LA9 average hours of training per year per employee by gender, and by employee category

G4-LA11 Employees receiving performance review  
Percentage employees split by gender

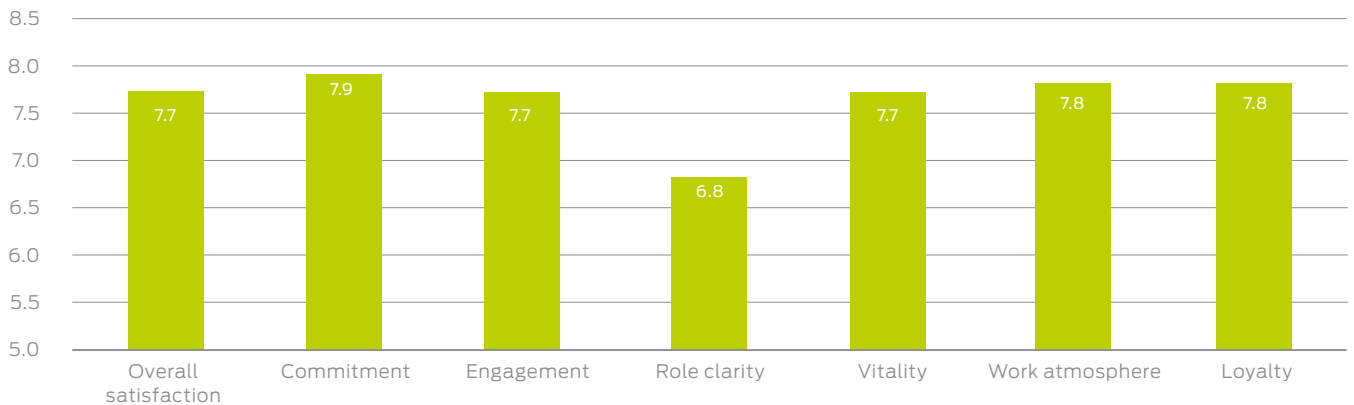


G4-LA11 Employees participating with professional development tool for better self-understanding



## Employee satisfaction by aspect measured

Results from the 2014 satisfaction survey. Scoring between 0-10, response rate 87.8%



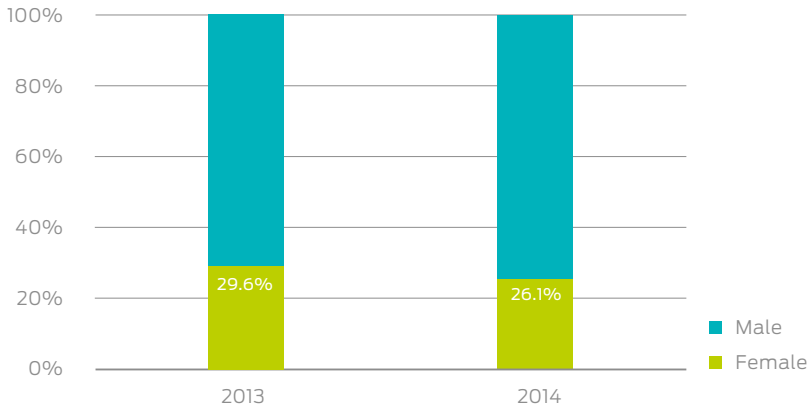
## Annual performance reviews performed

|      | Male  | Female | Average |
|------|-------|--------|---------|
| 2014 | 62.3% | 57.1%  | 59.5%   |
| 2013 | 54.5% | 53.2%  | 53.8%   |
| 2012 | 66.2% | 66.2%  | 66.2%   |

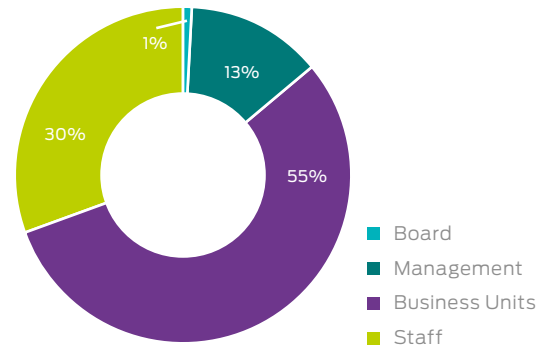
# Human capital

G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity

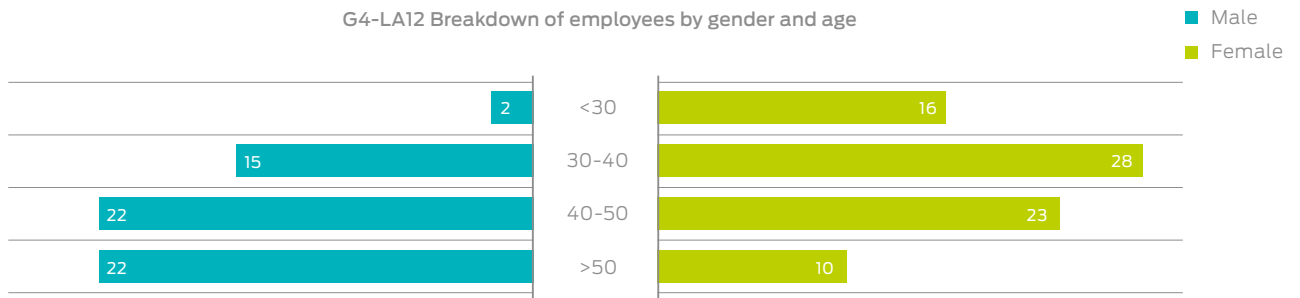
G4-LA12 Breakdown of employees by gender  
Senior management split by gender



G4-LA12 Breakdown of employees by employee category



G4-LA12 Breakdown of employees by gender and age



## Workforce - diversity

|                                 | Total | Belgium | Finland | France | Netherlands | Group |
|---------------------------------|-------|---------|---------|--------|-------------|-------|
| 2014 male number of employees   | 61    | 21      | 2       | 4      | 16          | 18    |
| 2014 female number of employees | 77    | 32      | 11      | 1      | 25          | 8     |
| 2013 male number of employees   | 62    | 23      | 1       | 4      | 13          | 19    |
| 2013 female number of employees | 67    | 28      | 10      | 1      | 17          | 8     |

# Human capital

## Workforce - diversity: Age groups (number of employees)

|                                                              | %     | Male  | Female |
|--------------------------------------------------------------|-------|-------|--------|
| <30                                                          | 12.6% | 2     | 16     |
| 30-40                                                        | 31.5% | 15    | 28     |
| 40-50                                                        | 33.6% | 22    | 23     |
| >50                                                          | 22.4% | 22    | 10     |
| 2014 total number of employees                               | 138   | 61    | 77     |
| 2014 Employees senior position                               | -     | 73.9% | 26.1%  |
| 2013 Employees senior position                               | -     | 70.4% | 29.6%  |
| 2014 annual increase in base salary excluding individual STI | 1.9%  | 1.4%  | 2.3%   |

## G4-LA13 ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation

