



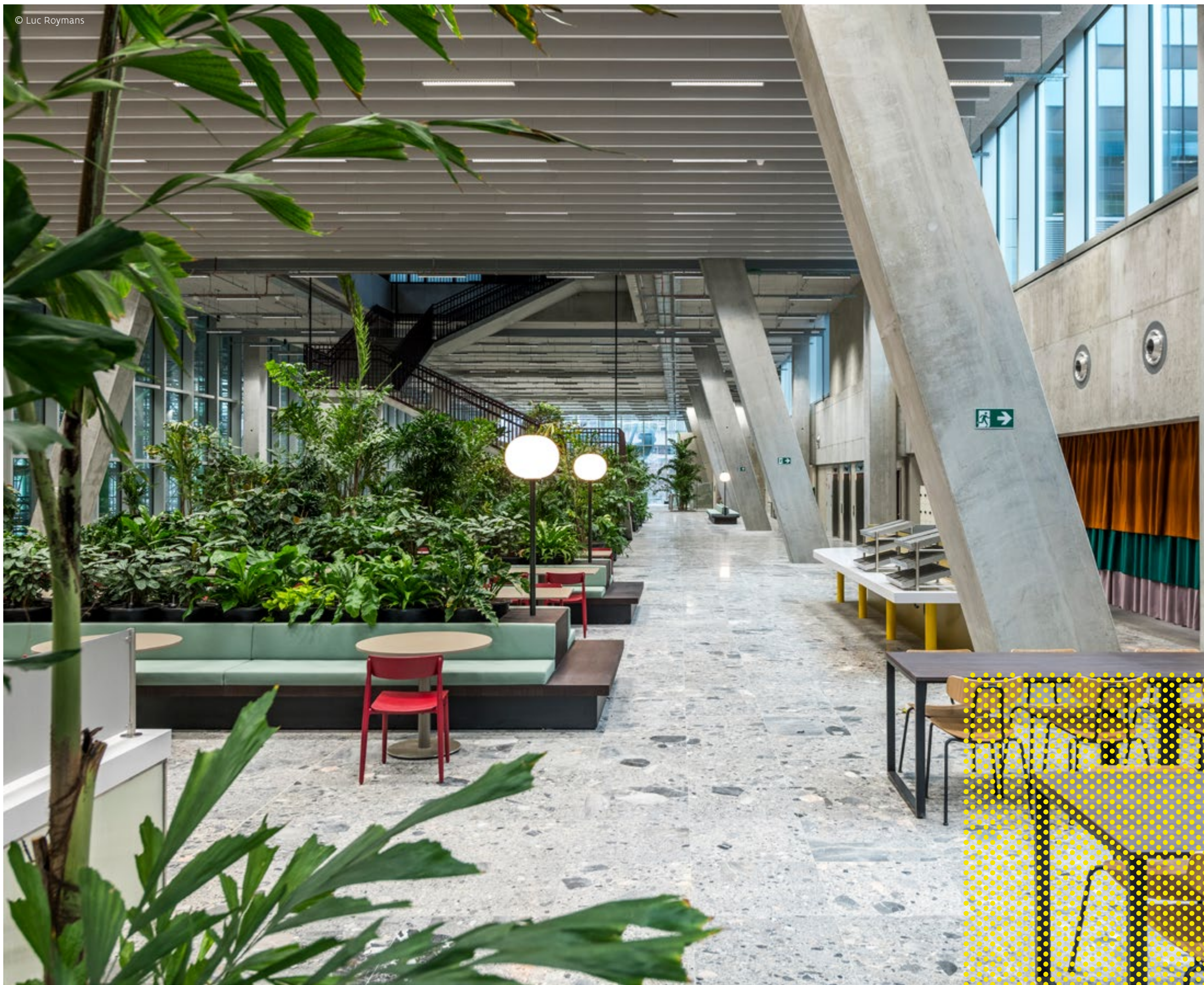
Vlaamse
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HET FACILITAIR BEDRIJF **SUSTAINABILITY** REPORTING

HET FACILITAIR
BEDRIJF

2025



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COLOPHON

Edition

Maart 2026

Editorial

Team Communicatie

Layout

Annelien Dupont

Responsible publisher

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FOREWORD

Today we face **major societal challenges**: climate change, poverty, inequality and the depletion of our natural resources are just a few of the issues we urgently need to address. At the same time, these challenges also present **opportunities to make a difference** and **set a course toward a more sustainable future**. Het Facilitair Bedrijf is fully aware of this and wants to **take responsibility**.

Sustainability is an essential added value in our operations. It strengthens our social role, enhances the quality of our services and makes us more future-proof.

We want to **make a difference** with our activities. We want to take the lead within our sector, and be inspirational while encouraging the market to adopt more **sustainable practices**. This ambition seamlessly fits in with the **United Nations' intention** to use **Agenda 2030 (SDGs)** to set the world on the road to a sustainable and resilient future.

This is our **very first sustainability report**. It offers an overview of our efforts, achievements and ambitions in the areas of environment, social responsibility and good governance. At the same time, we want this report to foster recognition and connection with our stakeholders: staff, customers, suppliers and other relevant actors.

By sharing our strategies and initiatives, we hope to inspire others and lay the foundations for working together for a more sustainable future.

Het Facilitair Bedrijf is managed by the Minister for Digitalisation and Facility Management and the Minister for Public Governance and Audit Flemish Authorities.

Happy reading,

Frank Geets



CONTENTS

1	ORGANISATIONAL MODEL AND SERVICE	4
2	OUR VISION, MISSION AND VALUES	10
3	SUSTAINABILITY AS ADDED VALUE	11
4	HET FACILITAIR BEDRIJF AND THE SDGs	12
5	SUSTAINABILITY WITH A HEART FOR OUR STAFF MEMBERS	15
	5.1 Stronger together for tomorrow	15
	5.2 Equal opportunities, diversity and inclusion	19
	5.2.1 Digital inclusion / e-inclusion	21
	5.2.2 Safety and health management, ISO45001	21
6	SERVICES AS A LEVER FOR SOCIAL SUSTAINABILITY	22
	6.1 Integral accessibility of buildings	22
	6.2 Catering with social impact	24
	6.3 Preventing human rights violations	25
7	REDUCING OUR ECOLOGICAL FOOTPRINT	29
	7.1 Towards a carbon-neutral building stock	30
	7.1.1 Long-term real estate strategy	30
	7.1.2 Action plan for buildings	30
	7.1.4 Renewable energy applications	31
	7.1.5 Energy and environmental management (MEMS)	31
	7.1.6 Investment programme energy management and Climate Government buildings	32
	7.1.7 Climate-friendly Public Contracts	33
	7.1.8 Project in the spotlight	33
	7.2 Towards carbon-neutral internal mobility	34
	7.2.1 Climate-conscious travel policy	35
	7.3 Climate-conscious catering	36
	7.4 Climate-conscious cleaning	36
	7.5 From waste policy to resource policy	37
	7.5.1 Measures catering in the spotlight	38
	7.5.2 Circular approach - projects in the spotlight	38
	7.6 Strengthening biodiversity	41
	7.6.1 Framework agreement on safeguarding greenery with a focus on biodiversity	41
8	GOOD GOVERNANCE	42
	8.1 Internal control, audits and risk management	42
	8.2 A strong integrity policy	43
	8.3 Information security and protection of personal data	44
	8.4 A collaborative culture	45
	8.5 In dialogue with stakeholders	46
	8.6 Complaints management	47
	8.7 Sustainable finances	47

1

ORGANISATIONAL MODEL AND SERVICE

Het Facilitair Bedrijf (the Agency for Facility Operations) is part of the Chancellery, Public Governance, Foreign Affairs and Justice Policy Area (KBBJ) of the Flemish Authorities. It is an **internally autonomous agency without legal personality** set up in 2006.

The agency was created from the vision of the Government of Flanders to **organise support tasks more centralised and efficiently**, with the aim of realising economies of scale and improving the service provided to the Flemish public services. A service centre for "everything a Flemish civil servant needs to do their job".

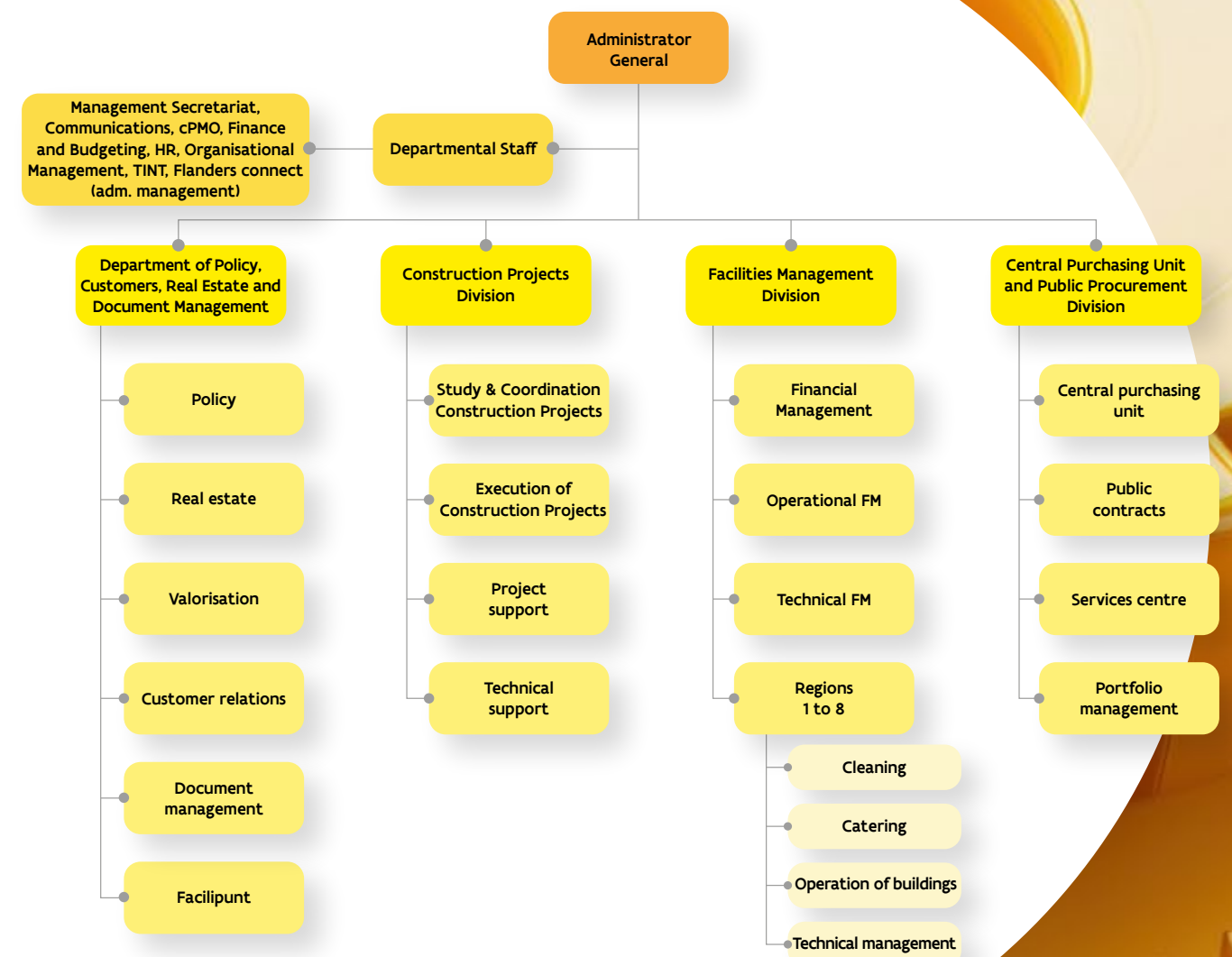
There are **4 service centres** within the Flemish authorities:

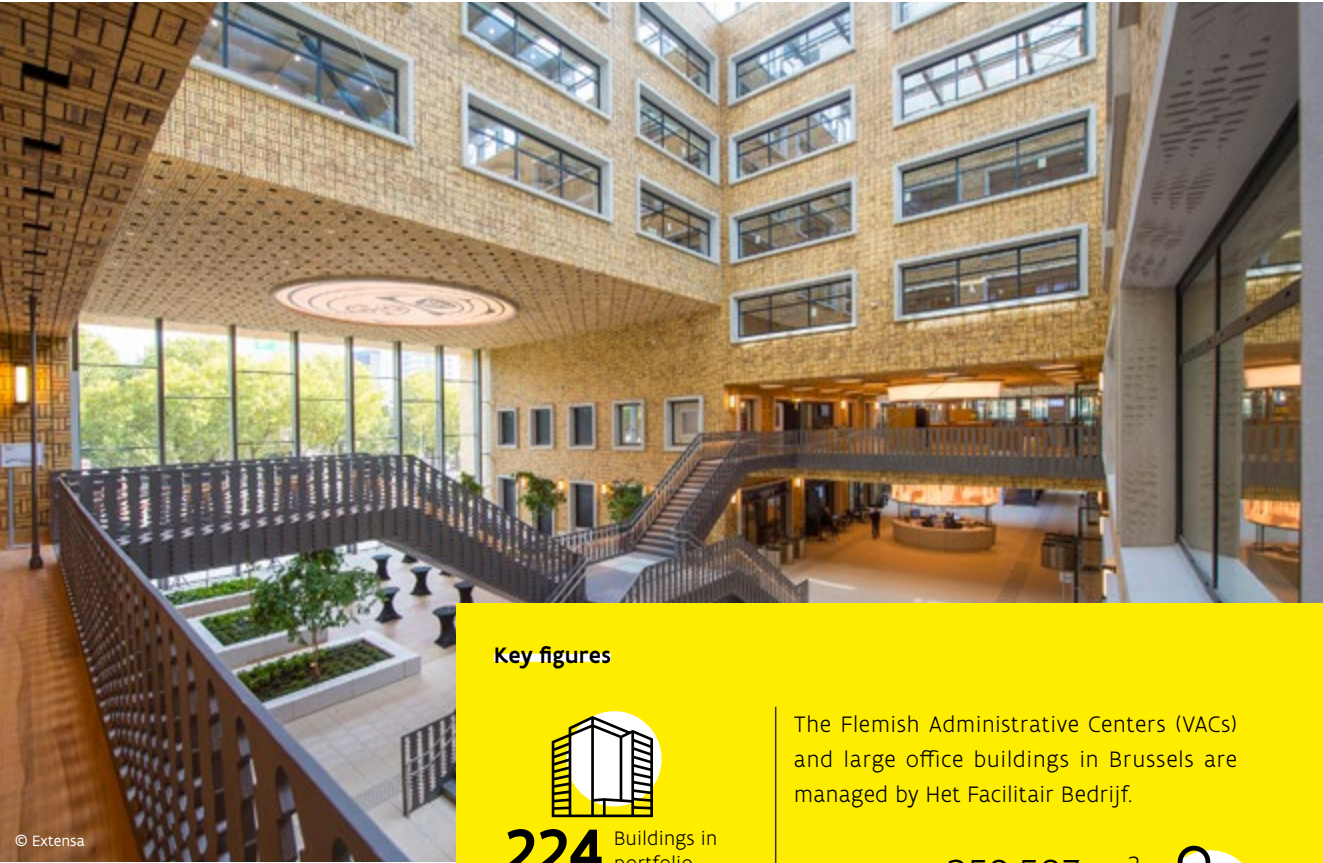
- › Het Facilitair Bedrijf (facility services);
- › The Agency for Government Personnel (HR services);
- › The Digital Flanders Agency (ICT Services);
- › Department of Finance and Budget (financial services).

There is **collaboration** with the other service centres to offer integrated solutions.

In terms of policy, the Agency is managed by the Minister for Digitisation and Facility Management. The management is responsible for the day-to-day running of the organisation and consists of the Administrator-General, the four heads of department, the team leader for finance and budgeting and the team leader for human resources. At the end of 2024, Het Facilitair Bedrijf had **834 employees**.

Het Facilitair Bedrijf **supports entities of the Flemish authorities** ("clients") with facility services in the areas of Real Estate, Facilities, Document Management and Public contracts. The office buildings managed by Het Facilitair Bedrijf provide numerous facility services for the entities based in them. Entities with their own buildings can also take advantage of various services and the framework contracts in the catalogue.

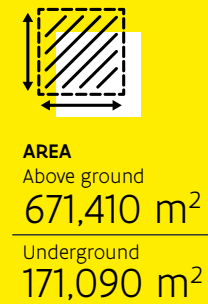
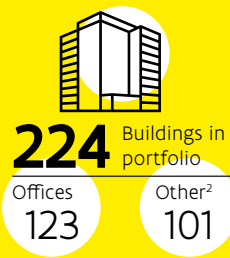




REAL ESTATE

The Flemish authorities own a lot of real estate, split among various entities. The services include property management of the HFB real estate portfolio and the **realisation of new sustainable strategic housing projects**. In addition, the **real estate policy of the other entities is supported**, including through knowledge sharing (such as V13¹ and real estate forums), a real estate database in which the real estate of the Flemish authorities is listed and the organisation of both a public and internal real estate market.

Key figures



The Flemish Administrative Centers (VACs) and large office buildings in Brussels are managed by Het Facilitair Bedrijf.



VAC LEUVEN	856
VAC HASSELT	523
VAC ANTWERP	835
VAC GHENT	1,383
VAC BRUGES	829
VAC MECHELEN	320
BRUSSELS BELPAIRE	2,400
BRUSSELS HERMAN TEIRLINCK	1,882
BRUSSELS HEDRIK CONSCIENCE	1,438

Forward-looking ambition:

To include all buildings of the Flemish Authorities in the real estate portfolio and develop an optimal real estate strategy for each of them, tailored to the needs of customers and users.

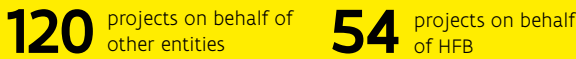
¹ V13 is the 'engine of Flemish real estate'. To be a decision-making body that comprises the entities with the largest real estate portfolios (land and buildings) of the Flemish authorities.

² These include the Flemish Houses abroad, visitor centres, garage complexes, community institutions, castles, sheds, warehouses, etc.

BUILDING PROJECTS

The services include the **coordination of construction or renovation projects** of the Flemish authorities as well as **building management** and **workplace (re)design of buildings** in the HFB portfolio, with focus on sustainability. As a centre of expertise, HFB also develops tools and standards for construction projects, such as the GRO³ sustainability tool and the Building Information Management (BIM) methodology.

Key figures



Forward-looking ambition:

Coordinate all construction projects (excluding infrastructure works) of the Flemish Authorities.

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³ GRO is a tool to measure and enhance the sustainability of construction projects

PUBLIC CONTRACTS

The services include **concluding and managing framework agreements for facility products and services** (central purchasing body for the Flemish Authorities) and **acting as a knowledge centre for sustainable public contracts** (advice and guidance). The facilities service centre supports customers affiliated with the service centre with their operational procurement of facility goods, such as clothing, ICT equipment, service vehicles, gifts, etc. Het Facilitair Bedrijf guides the client in making sustainable choices.

Key figures

251 products & services
proposed via the services and
framework contract catalogue

47% local government is
also included in the
scope

35% SME participation

550 € million
on purchases from the framework
contracts

[total government spending
€ 16 billion]

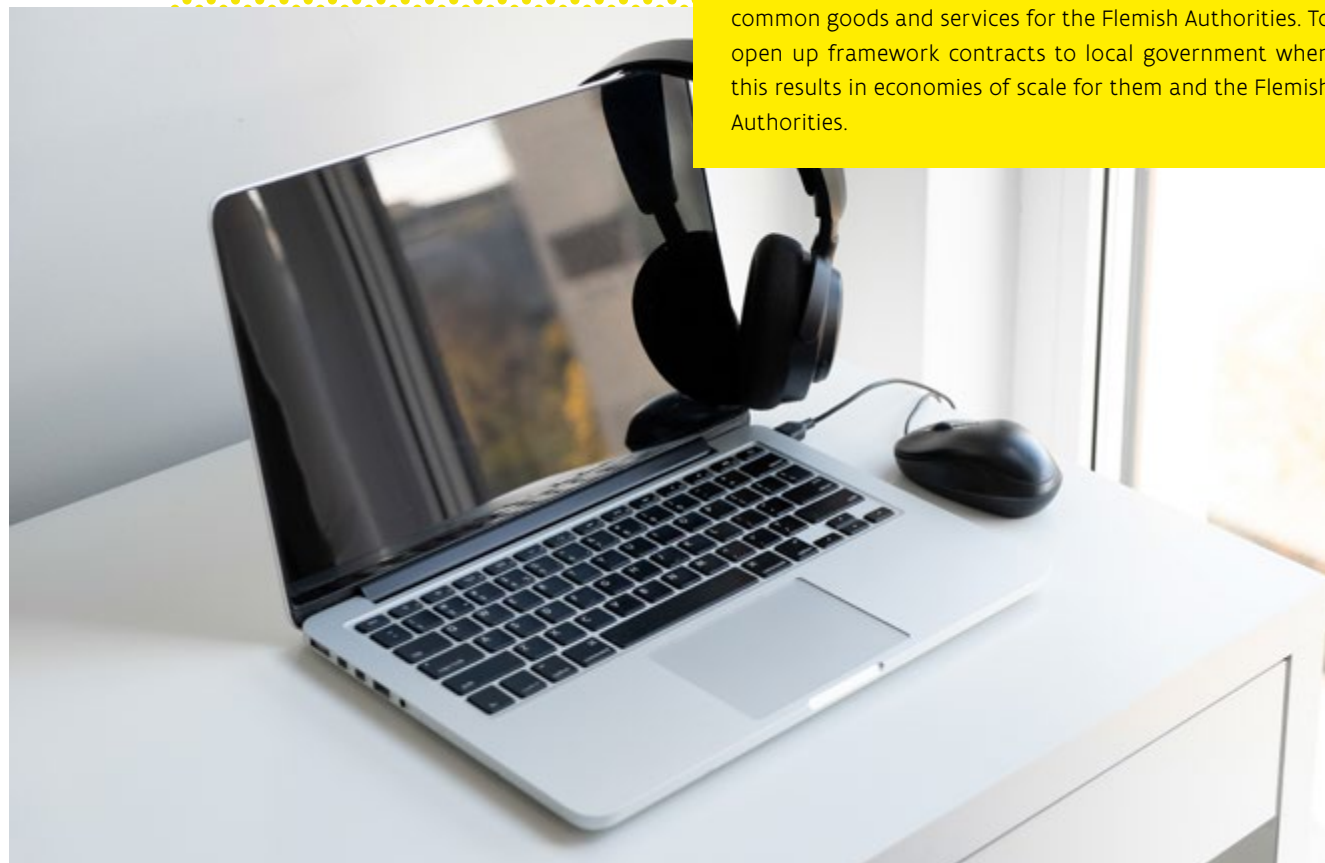
Service centre facilities

37 affiliated
customers | **13,842** orders



Forward-looking ambition:

To be the knowledge centre on public contracts for the Flemish authorities and the sole central purchasing unit for standard and common support goods. To be the facilities service centre for all operational purchases of standard and common goods and services for the Flemish Authorities. To open up framework contracts to local government when this results in economies of scale for them and the Flemish Authorities.



DOCUMENT MANAGEMENT

The services include **advice, training and support in the area of archive and information management**, including the management, preservation and destruction of administrative documents, both analogue (Vilvoorde depot) and digital.

Key figures

Vilvoorde Depot
(analogue archive of
the Flemish authorities).

48
agencies

60
running km
archive

**Digital Archive
Flanders**

285 number of governments
affiliated in Flanders.



Forward-looking ambition:

To be the sole policymaker, service provider and centre of expertise in Flanders for the management, preservation and destruction of administrative documents.

FACILITIES MANAGEMENT

The services include the **daily sustainable management** and **operation of the buildings** under own management, including cleaning, catering, furniture, security, technical maintenance, audiovisual facilities, reception, postal services, waste disposal, mobility, etc.

Key figures

9 company restaurants with
one or more coffee bars

in total, average

>6,000 visits
a day



Forward-looking ambition:

In the long term, to manage all buildings of the Flemish authorities with a focus on efficiency, quality and sustainability.





OUR VISION, MISSION AND VALUES

The vision is an inspiring and realistic future scenario. It is a long-term ambition that reflects what Het Facilitair Bedrijf wants to achieve and what added value it provides to society and government (promise):

Vision: Building the government of the future together.



The mission defines the priorities, activities and responsibilities of Het Facilitair Bedrijf. It describes the fundamental purpose and raison d'être of Het Facilitair Bedrijf, and identifies what the agency does to achieve its vision (raison d'être).

Mission: Het Facilitair Bedrijf aims to create a sustainable and inspiring working environment so that our colleagues in the Flemish authorities can thrive.

The values describe what an organisation stands for and what drives it. The values of Het Facilitair Bedrijf are the general values of the staff of the Flemish authorities, supplemented with the specific added values for the services of Het Facilitair Bedrijf.



These values guide our actions and help us to realise the mission and vision.



SUSTAINABILITY AS ADDED VALUE

Sustainability is an essential added value in the operations of Het Facilitair Bedrijf. As a result, we strengthen our social responsibility, and also increase the quality and future-proofing of services.

For Het Facilitair Bedrijf, sustainability is a way of looking at its business strategy. Not managing sustainability, but sustainable management is paramount. That is why sustainability is embedded in both our strategic and operational objectives. [see Annex: framework of objectives]

For Het Facilitair Bedrijf, sustainable business means:

- › Lower long-term operating costs;
- › Continually daring to question ourselves;
- › Stimulating markets for new business models;
- › Being innovative and inspirational;
- › Creating new circular value chains;
- › A duty of care (due diligence) for environment and human rights.

The management's dream image

“We build accessible energy-producing buildings that are easy to find and pleasant to be in. Our catering is varied, healthy and ecologically and socially responsible, and cleaning is efficient and ecological. We strive for waste-free office spaces. We ensure digital well-being by using innovative and efficiency-enhancing measures. Together with our customers, we make our mobility solutions sustainable. We innovatively procure environmentally and socially responsible works, supplies and services. In this way, we set a good example and encourage the market to become more sustainable. To give shape to our societal commitment, we join sustainable and inspiring partnerships with other public bodies, companies, and civil society organisations. Our employees set the example in sustainable behaviour. We continuously rethink our services and processes in order to make balanced decisions between the impact on people and the environment and the organisational result, also in the long term. We monitor economic, social, environmental and energy performance and communicate proactively and transparently using performance indicators. Everyone within the Flemish authorities sees Het Facilitair Bedrijf first and foremost as a lever for sustainability, with complete customer satisfaction.”

A core Sustainability team is responsible for monitoring sustainability activities, coordinating sustainability initiatives across departments, creating broad support and advising management. Staff members have been appointed from the various departments based on their expertise and involvement in strategic sustainability initiatives.



HET FACILITAIR BEDRIJF AND THE SDGs



Het Facilitair Bedrijf wants to take responsibility for the effects it causes in every step of its value chain and to commit to initiatives that reach beyond the applicable legislation. This ambition seamlessly fits in with the United Nations' intention to use **Agenda 2030** (SDGs) to set the world on the road to a sustainable and resilient future.

Het Facilitair Bedrijf uses Agenda 2030 as an **ambitious guiding framework for the further development of sustainable business practices**. An SDG commitment statement clarifies what sustainability means to Het Facilitair Bedrijf. [see Annex: SDG commitment statement]

A sustainability policy means making choices and prioritising the issues that have the biggest impact. The priority targets are situated within **SDG 12** (Responsible Consumption and Production), as well as **SDG 9** (Innovation and Infrastructure), **SDG 3** (Health and Safety in the Workplace) and **SDG 13** (Climate). **SDG 16** and **SDG 17** are always maintained as transversal objectives for achieving the other objectives.



Het Facilitair Bedrijf can rightly call itself SDG-Ambassador.



In collaboration with



The SDGs provide guidance and call for action. Today, Het Facilitair Bedrijf uses them as a framework to shape its sustainability strategy.

In collaboration with **CIFAL-Brussels**, the agency exchanges experiences and knowledge, strategically embeds the SDGs, and raises its ambition level.

The PCA2030 training program is a learning journey with steadily increasing levels of maturity—from SDG Pioneer, to SDG Champion, and ultimately SDG Ambassador.

2018



HFB strives for reduced materials use and maximally closed materials cycles, evolves towards zero waste (SDG 12.2, 12.5) and reduces food loss (SDG 12.3).



HFB realises forward-looking, circular and fully accessible buildings (SDG 9.1) and stimulates innovation in its own activities and throughout the value chain (SDG 9.4, 9.5).



HFB provides a healthy workplace and workplace environment (SDG 3.6, 3.9).



Het Facilitair Bedrijf reduces the climate impact of its activities (SDG 13.1, 13.2) and supports awareness-raising on climate change (SDG 13.3).



HFB pursues integrity at work (SDG 16.5), participatory decision-making and dialogue (SDG 16.6) and efficient information management, and has strict requirements on information security (SDG 16.10)



HFB realises partnerships and supports international solidarity



4 HET FACILITAIR BEDRIJF AND THE SDGs

2024

A new context analysis was conducted in 2024. The topics from the Corporate Sustainability Reporting Directive⁴ were compared with the services and significant framework contracts to work out which aspects have the greatest impact on Het Facilitair Bedrijf. The following CSRD elements were integrated:

- › double materiality, which, in addition to the traditional impact of the organisation on people and the environment, also considers the financial risks and opportunities of sustainability issues for the organisation.
- › sustainability themes of the Green Deal, as an improvement on a successful phase of legal compliance and efficiencies.

The comparison revealed the following main themes:



Inspiring and professional

Taking responsibility, continuously improving and optimising our day-to-day operations.



Health & safety

Start-up of certification for ISO 45001 (health & safety standard)



Energy & climate

CO₂-neutral organisation by 2050, climate adaptation



Raw materials & waste

Circularity, waste-free office buildings, microplastics, packaging



Efficiency & sufficiency

Integrate these into our operations as a core principle (limit inflows and maximise circularity).



The output will be used to prepare a new updated sustainability statement.

Easily-accessible e-learning informs and raises awareness among staff members about the challenges and ambitions of the SDGs, how Het Facilitair Bedrijf deals with them and what this can mean for staff members to get started themselves.

⁴ A European directive that requires large companies to report on their human and environmental impact, or sustainability performance.

SOCIAL

5

SUSTAINABILITY WITH A HEART FOR OUR STAFF MEMBERS

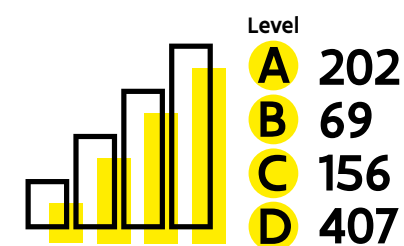
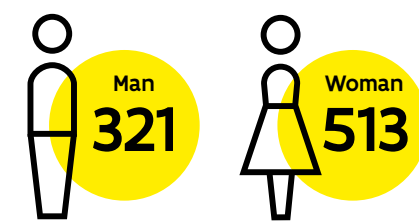
5.1 STRONGER TOGETHER FOR TOMORROW

In order to realise its ambitions and continue performing its core tasks, Het Facilitair Bedrijf wants to support its employees so that they feel good within the organisation and are and remain long-term employable throughout their careers.

For large office buildings, there is a well-being working group competent for housing-related matters for staff in these buildings, regardless of the entity. At the entity level, there is

a well-being steering board, which focuses less on housing and more on the general well-being of staff members and the implementation of the Global Prevention Plan. A well-being consultant has been designated as the contact person for the GDPB and as the internal overarching contact point for welfare. Staff members are regularly surveyed about their well-being through the well-being survey (RAPSy).

Key figures



Disability
Chronic illness
42
(5.04%)

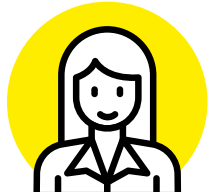
407 Low-skilled
(49%)



DEMOGRAPHICS

<30	7%
0-40	25%
40-50	32%
>50	36%

Women in management
66.67%



5 SUSTAINABILITY WITH A HEART FOR OUR STAFF MEMBERS

Findings:

- › Attracting young employees (-30-year-old) is difficult and they are currently very limited in our workforce;
- › 6.09% of employees have a long-term illness, and these are mainly employees 50+ especially in the job group 'cleaning staff', primarily due to physical complaints;
- › Attracting expert profiles through the external labour market is increasingly difficult;
- › Relatively little voluntary progression of employees throughout the organisation.

Challenges for the coming years:

- › Attracting -30-year-olds;
- › Keeping employees 50+ employable;
- › Preventing long-term absences and providing support for reintegration, especially in the job group 'cleaning staff';
- › Working on employer branding;
- › Increasing internal progression.

Based on these findings, the results of the well-being survey of staff and the monitoring of sickness rates and workplace accidents, an approach based on **4 dimensions of well-being** is proposed under the motto "**stronger together for tomorrow**".

- › Physical well-being: understanding your physical health;
- › Social well-being: being in contact with colleagues, organisation and society;
- › Mental well-being: understanding yourself, dealing with stress and adversity, agility;
- › Financial well-being: getting money matters in order, being able to deal with financial challenges.



5 SUSTAINABILITY WITH A HEART FOR OUR STAFF MEMBERS

The **Global Prevention Plan** presents the way in which further steps within these **4 dimensions of well-being** will be taken **toward 2030**.



Continuing the existing initiatives

- › Risk analyses and measures for workplace safety
- › Organising well-being rounds
- › Support from the company doctor on request, and during reintegration
- › 1 FTE staff member for reintegration.
- › Ergonomic resources and training provided
- › Sports and exercise possibilities in the workplace provided

Additional steps toward 2030

- › Ergonomics (in collaboration with Idewe and GDPB)
- › Keeping active in the workplace
- › Occupational safety



Continuing the existing initiatives

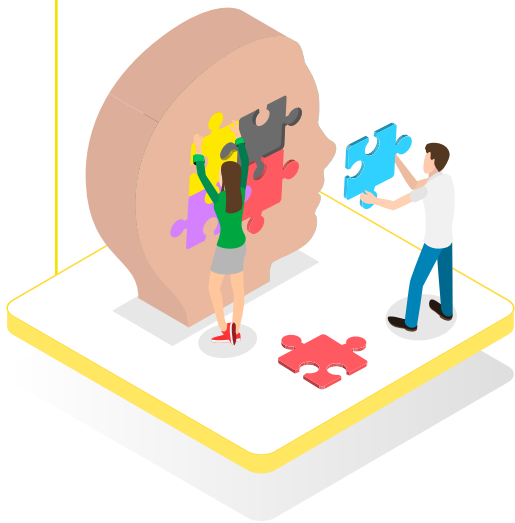
- › Consideration for diversity within the organisation monitored with an annual diversity plan
- › Work on mutual collaborations within and between teams
- › Career support offering
- › Wide range of learning and development (digital library, e-learning, training budget, etc.)

Additional steps toward 2030

- › Connecting within and between teams
- › Connecting with the broader community through charities, among other things
- › employer branding in the broad sense of the term, with an extra focus on -30-year-olds;
- › building a learning and development culture
- › building a culture of appreciation and recognition
- › enhanced departure policy through exit interviews and knowledge safeguarding, among other things
- › Increase engagement with decision-making and organisational goals

5 SUSTAINABILITY WITH A HEART FOR OUR STAFF MEMBERS

MENTAL WELL-BEING



Continuing the existing initiatives

- › Employee Assistance Programme sessions
- › resilience coaching
- › 1 FTE staff member for reintegration.
- › Work of the confidential advisors
- › contact points integrity
- › Broad offering HealthyLivingAtWork (GLOHW in Dutch)

Additional steps toward 2030

- › Support managers with workload (including team size, Business As Usual and project mapping, training and coaching);
- › improve and communicate processes related to harassment and abuse
- › Creating understanding around chronic stress, burnout and disconnection
- › Focus on employee autonomy, involvement and competence with a focus on increasing autonomy whenever possible

FINANCIAL WELL-BEING



Continuing the existing initiatives

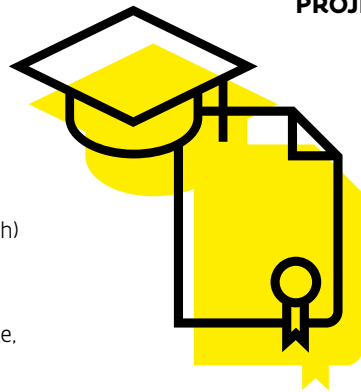
- › additional financial support from social services for medical expenses, care leave or holidays for children
- › Employee Assistance Programme free offering
- › resilience coaching free offering
- › free hospitalisation insurance
- › free sustainable commuting

Additional steps toward 2030

- › increase cooperation with the Social Service of AgO
- › support employees in obtaining their certificate of secondary education
- › draw up appreciation framework with focus on fairness and transparency

5 SUSTAINABILITY WITH A HEART FOR OUR STAFF MEMBERS

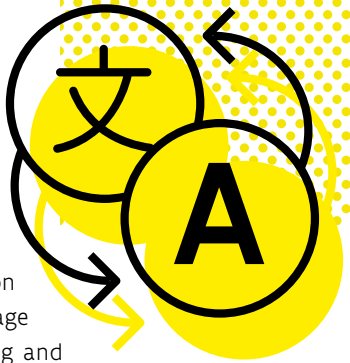
PROJECTS IN THE SPOTLIGHT



Het Facilitair Bedrijf employs many low-skilled staff (without a degree or with a certificate of primary education). **To give staff members every opportunity to develop, they are supported in obtaining their secondary school certificate** through the secondary education examination board and taking classes at a CVO (Adult Education Centre) to prepare for it. Het Facilitair Bedrijf provides a full refund of the registration fee and up to 60 hours of educational leave per school year.

At Het Facilitair Bedrijf, non-Dutch-speaking employees occasionally find work in catering and cleaning, either through recruitment or personnel transfers in the event of downsizing and reorganisation. Het Facilitair Bedrijf is developing a number of measures to support these **employees in improving their**

proficiency in Dutch. In consultation with Dutch Language House, language profiles were drawn up for catering and cleaning positions. In this regard, a minimum level is specified which the staff member should have at recruitment, as well as a desired subsequent level, which the staff member can achieve through training and follow-up. Het Facilitair Bedrijf provides support by fully reimbursing training costs and exemptions from work in order to attend. There are 41 staff members who receive language coaching. After taking the classes, 20 colleagues have since achieved the desired language proficiency. Every year, Het Facilitair Bedrijf also organises Conversation Table Dutch. For 10 weeks, around 30 non-Dutch speaking cleaning and catering workers from the Brussels buildings practise for 1.5 hours every week at a conversation table.



5.2 EQUAL OPPORTUNITIES, DIVERSITY AND INCLUSION

With its **equal opportunity and diversity policy**, Het Facilitair Bedrijf is committed to tackling unequal opportunities owing to gender, sexual identity and lack of physical accessibility. The diversity officer coordinates this issue within the organisation and supports managers in creating and maintaining an inclusive workplace. There are several hotlines to report workplace discrimination.

The Equal Opportunities and Diversity Policy takes a target group approach. Targets are set for **three opportunity groups**



	Target	2024	2023	2022	2021	2020	2019
 Staff members of foreign origin	10%	18.5%	17.7%	14.9%	13%	12.38%	11.81%
 Staff members with a disability or chronic illnesses	3%	5%	4.9%	4.7%	4.4%	3.9%	3.2%
 Women in management roles	Middle management: 40% Top functions: 40%	50% 0%	50% 0%	50% 0%	50% 0%	50% 0%	50% 0%

The figures are all on the rise. The actions in the area of language accessibility, inclusive recruitment and more support for reintegration pathways seem to be paying off. The number of women in management positions remains stable.

5 SUSTAINABILITY WITH A HEART FOR OUR STAFF MEMBERS

Het Facilitair Bedrijf works with **various partners to support disadvantaged groups**

DIVERSITY POLICY UNIT

Diversity Policy Unit of the Flemish authorities
Overarching diversity policy



Syntra – Work-based learning
Students are given the opportunity to gain knowledge and skills both in a school setting and in the workplace.



Competence centre of VDAB (Public Employment Service of Flanders) Brussels
HFB: a venue for internships



Dutch Language House
Language accessibility (cleaning and catering).
Language classes, selection procedures, internal documents, managerial support

AGENCY FOR INTEGRATION & CIVIC INTEGRATION

Agency for Integration and Civic Integration
"Working Together in Diversity" and "Bystander Training" training courses (for witnesses of discriminatory behaviour)



GOB (Brussels Regional Public Service) (specialised training, guidance and mediation service)
Job coaching and guidance for persons with a work-limiting disability



I-Diverso
Job redesign for employees with a disability or older workers.



Inter-Vlaanderen
Accessibility (buildings)

5 SUSTAINABILITY WITH A HEART FOR OUR STAFF MEMBERS

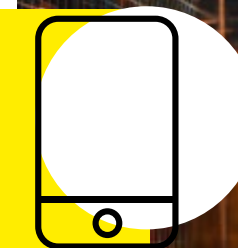
5.2.1 DIGITAL INCLUSION / E-INCLUSION

Het Facilitair Bedrijf places great importance on strengthening digital skills. Individuals who are not digitally proficient risk being excluded from many aspects of social life. **More than half** of our staff is **low-skilled**. Among colleagues of **foreign origin or with a work-limiting disability**, the figure is actually more than **70%**. A large proportion of these people have limited digital skills. **That way, everyone is on board the digital train.**

- › Staff members have the possibility to receive **training in digital skills**.

220 colleagues from catering and cleaning already followed a training package of **30** hours

- › A **smartphone for everyone** at Het Facilitair Bedrijf;
- › A **digital ambassador** in the catering and cleaning teams as the first point of contact for colleagues with questions about work email, Vlimpers, Itsme, the work smartphone, etc.



5.2.2 SAFETY AND HEALTH MANAGEMENT, ISO45001

In the area of **energy and environment**, professional assurance has been achieved through the certified ISO14001 - ISO50001 management system. Het Facilitair Bedrijf strives for the same comprehensive improvement in Health and Safety. As such, a project is underway to achieve **ISO 45001 certification** by 2026.

A new GAP analysis was conducted in 2024. This showed that there are already many well-functioning processes that comply with the ISO 45001 standard, but further efforts are needed:

- › Sharpening roles and responsibilities;
- › More structured follow-up of actions;
- › Securing management measures.





SOCIAL

6

SERVICES AS A LEVER FOR SOCIAL SUSTAINABILITY

The occupancy principles that Het Facilitair Bedrijf applies in its buildings also include social aspects in the provision of services

6.1 INTEGRAL ACCESSIBILITY OF BUILDINGS

The **accessibility policy for large office buildings** is drafted on the basis of the **Accessibility Label** developed in 2015 by the **Agentschap Toegankelijk Vlaanderen (Inter-Vlaanderen)** on behalf of Het Facilitair Bedrijf. This quality label guarantees that a **building is accessible to persons with a disability**. In addition to awarding the label, the collaboration with Inter Vlaanderen also includes monitoring, adjusting and updating the checklist and methodology, with the goal of structural and sustainable integration of accessibility in all office buildings of Het Facilitair Bedrijf.

The aim is to achieve accessible buildings with **new construction and deep renovations**. Minor construction projects are screened internally for accessibility issues during the start-up phase. If necessary, advice is sought from an accessibility agency.

Existing office buildings are screened step-by-step for accessibility issues, based on a priority list⁵. During 2015-2024, the office buildings managed by Het Facilitair Bedrijf were routinely screened. There were 59 buildings where a screening (label assessment or quick scan in outline) was performed. To follow up on the issues, the initial focus was on large office buildings. As such, 5 out of 10 large office buildings achieved a label. For a further 20 buildings, Inter Vlaanderen was called in to advise on the renovation. However, a label is always assigned for the entire building. Major structural works are often necessary to completely retrofit the building and achieve a label. Buildings under management that were not screened are those that will be disposed of in the future, are too small, are located abroad or are not office buildings.

⁵ The priority list takes into account the degree of public accessibility, the property strategy, planned work on the building and available funds.

	Screening year	Ambition of HFB	Date of label
 VAC Leuven	2015	A	2016
 Ellips	2015	A	2021
 VAC Ghent	2017	A	2021
 VAC Bruges	2017	A	2021
 Brussels Herman Teirlinck	-	A+	2021
 Conscience Brussels	2021	label only achievable with large structural works	-
 VAC Antwerp	2016	label only achievable with large structural works	-
 VAC Hasselt	2015	label only achievable with large structural works	-
 Ferraris Brussels	2016	label only achievable with large structural works	Abandoned
 Arenberg Brussels	2016	label only achievable with large structural works	Abandoned
 Belpaire	-	A++	Label Commission
 VAC Mechelen	-	A+	Label Commission

SOCIAL

6 SERVICES AS A LEVER FOR SOCIAL SUSTAINABILITY

6.2 CATERING WITH SOCIAL IMPACT

Sustainable food not only means considering the environmental impact but also paying attention to **fair working conditions and well-being**.

- › Healthy eating
- › A weekly offering of healthy carbohydrates;
- › Different cooking techniques used, and fried or breaded food limited;
- › A wide range of vegetarian and vegan alternatives;
- › A wide selection of fresh, unprocessed seasonal vegetables;



- › Healthy breakfast alternatives (fruit/yoghurt, fruit salad and oatmeal cups, etc.);
- › A selection of low-calorie (home-made) beverages;
- › Free water at the water chillers;
- › Fresh fruit and fruit baskets.



Fairtrade coffee

Coffee bars, meetings, vending machines



Fairtrade bananas

Fruit baskets



Fairtrade fruit juices

Events



Fairtrade Rice

Kitchen



Fairtrade snacks

Coffee bars, vending machines

Every year, staff take part in information sessions and awareness campaigns, where Fairtrade products are put in the spotlight. The focus in this regard is on **Fair Trade Week** later in the year. The chefs then prepare new recipes using Fairtrade products, and an internal communication campaign raises awareness among staff members and visitors. The Santa Claus and Easter gifts (chocolate) are also Fairtrade.



SAFE FOOD

The Smiley label from the Federal Agency for the Safety of the Food Chain (FASFC) is a **quality label** indicating that there has actively been work on food safety. By working with a validated self-checking system and having it audited every 3 years by an external certification body, the organisation demonstrates its commitment to hygiene and safety. All of Het Facilitair Bedrijf's company restaurants now have a Smiley label.

CONSIDERATION FOR THE ORIGIN OF PRODUCTS

Choosing a wide range of **Fairtrade products** supports fair terms of trade, better working conditions and a living wage for farmers and workers in the South. Het Facilitair Bedrijf has committed to catering by systematically purchasing and consuming Fairtrade products. Through specific clauses in specifications, people are guided towards Fairtrade, or this is mandatory. In the context of **Fairtrade Belgium's Fairtrade@Work campaign, Het Facilitair Bedrijf received a 4-star certificate in 2018.** The campaign was developed to introduce Fairtrade products in the workplace.



6.3 PREVENTING HUMAN RIGHTS VIOLATIONS

In the **National Action Plan Business and Human Rights** (2024-2029), Het Facilitair Bedrijf undertakes to **increase the leverage effect of public contracts**. This is achieved by updating and strengthening social and ethical criteria in procurement and by developing new tools or updating existing instruments that support contracting authorities in incorporating criteria into public contracts. The initiatives below, among others, reflect this engagement.

COLLABORATION WITH ELECTRONICS WATCH (EW)

Het Facilitair Bedrijf joined the affiliate network of **Electronics Watch (EW)**, an organisation that strives to improve working conditions in the supply chains of, among other things, ICT hardware. EW ensures monitoring (together with local trade unions, NGOs and labour organisations) of supply chains in producer countries and supports contracting authorities with data, social criteria and dialogue. When breaches are identified, EW and its monitoring partners can put pressure on the major international ICT players by pooling public purchasing power and working with local organisations. In this way, EW and its affiliated contracting authorities strives for structural improvements for employees.

Het Facilitair Bedrijf participates in the following programmes:

- › ICT and Electronics Program (affiliation since 2020): this programme focuses on improving working conditions in the global electronics industry supply chain, from raw material extraction to assembly.
- › Low Emission Vehicle programme (affiliation since 2022): This programme focuses on improving labour rights in electric vehicle supply chains, with a special focus on mineral extraction, battery and semiconductor manufacturing.

In May 2024, Het Facilitair Bedrijf became EW's **"affiliate of the month"** and in November 2024 hosted the annual EW conference.



6 SERVICES AS A LEVER FOR SOCIAL SUSTAINABILITY



A FLEMISH GUIDE AGAINST SOCIAL DUMPING

Social dumping and social fraud remain a challenge in public contracts, particularly in sectors such as construction. To support public authorities in this regard, Het Facilitair Bedrijf drafted the "Flemish guide against social dumping". The guide was comprehensively updated in 2024. The guide is designed as a practical tool and contains concrete guidelines for avoiding social dumping in public contracts. It consists of two strands:

- › an overview of possible measures contracting authorities can take;
- › A series of model clauses that you can incorporate directly in your contract documents. For example, clauses on auditing, reporting or cooperation with inspection services.

Because contracting authorities do not always have the powers or expertise to identify social fraud themselves, cooperation with specialist services is essential. As such, Het Facilitair Bedrijf **signed a cooperation protocol with the Social Intelligence and Investigation Service (SIOD)**. Through this protocol, they can exchange data and act more quickly in the event suspicions of abuse in cases related to construction, cleaning and security. By referring to this protocol in contract documents, a clear signal is sent to contractors: checks on compliance with social legislation are taken seriously and are organised. The guide provides a model clause in this regard. No breaches have been identified in recent years.



STANDARD CLAUSES FOR BUYERS

Het Facilitair Bedrijf **makes clauses available to contracting authorities** to enable them to pursue a socially and ethically responsible procurement policy:

- › **An ethical clause** to impose in public contracts that basic International Labor Organization standards and other core labour standards throughout the value chain must be adhered to during contract performance. To keep administrative burdens within limits, this clause is intended to be included only in contracts located in high-risk sectors (ICT Hardware, textiles, construction materials, etc.). Reporting shows that 93% of the entities of the Flemish administration include the ethics clause where relevant (figures in numbers of contracts):
- › **A non-discrimination clause** in collaboration with the Flemish Diversity Policy Unit and the Flemish Centre of Expertise on Accessibility (Inter Vlaanderen). The intention is that this clause is included in all contracts. Reporting shows that the entities of the Flemish administration include the non-discrimination clause in around 82% of their contracts.

6 SERVICES AS A LEVER FOR SOCIAL SUSTAINABILITY



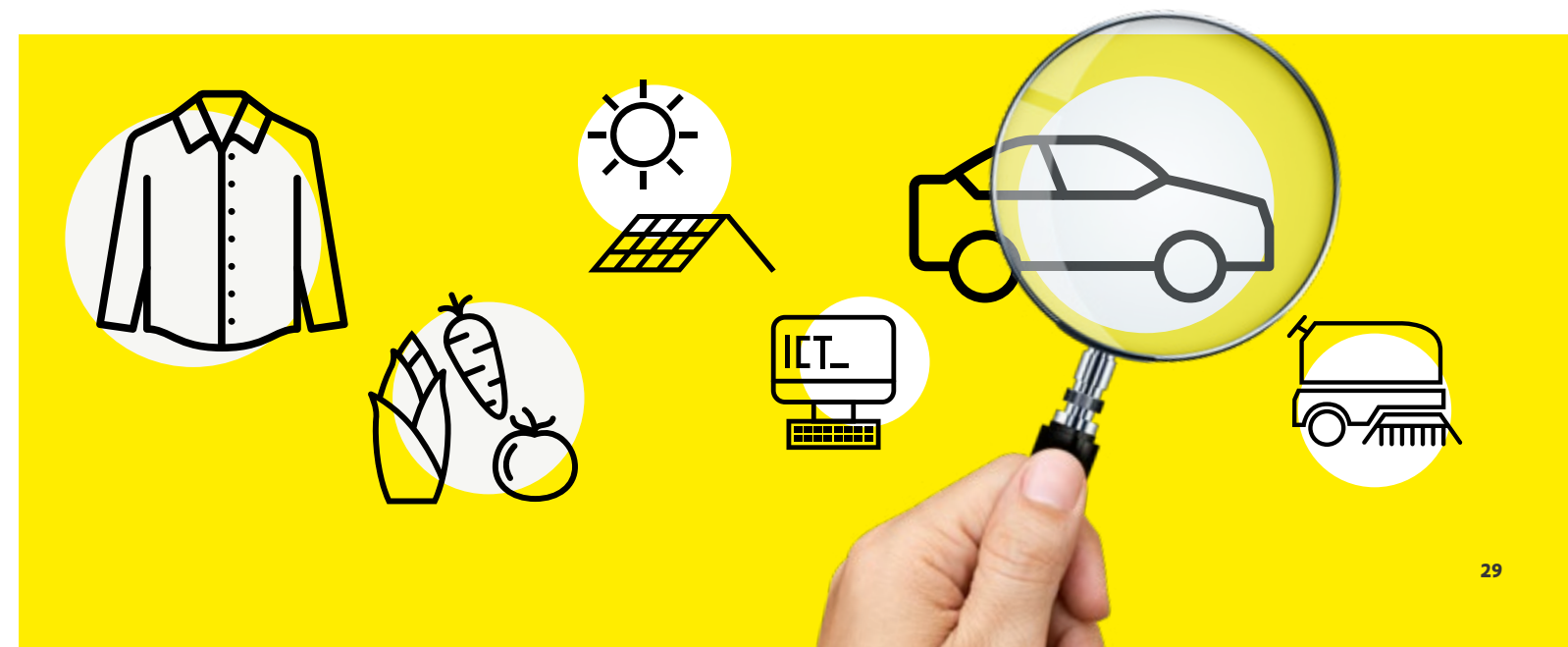
- › **A clause to reserve public contracts for the social economy.** HFB drafted a 'reserved contracts' manual to assist buyers in this regard. Only a small number of contracts within specific sectors (green management, bicycle maintenance, packaging services, catering, etc.) qualify for a reservation. Reporting shows that from 2018 to 2024, the entities of the Flemish administration reserved only 53 contracts for the social economy. Bear in mind however that social economy enterprises are regularly used as subcontractors within large public contracts awarded to regular market players (e.g. for cleaning, logistics, packaging, etc.) or act as contractors for small public contracts (e.g. contracts of limited value of 30,000 euros or less). This use of the social economy (subcontracting, limited value contracts, etc.) is not visible in the figures.

Het Facilitair Bedrijf, in collaboration with the relevant parties, is responsible for updating these clauses and ensuring that they remain up to date.

SCREENING THE PORTFOLIO FOR POTENTIAL RISKS OF HUMAN RIGHTS VIOLATIONS

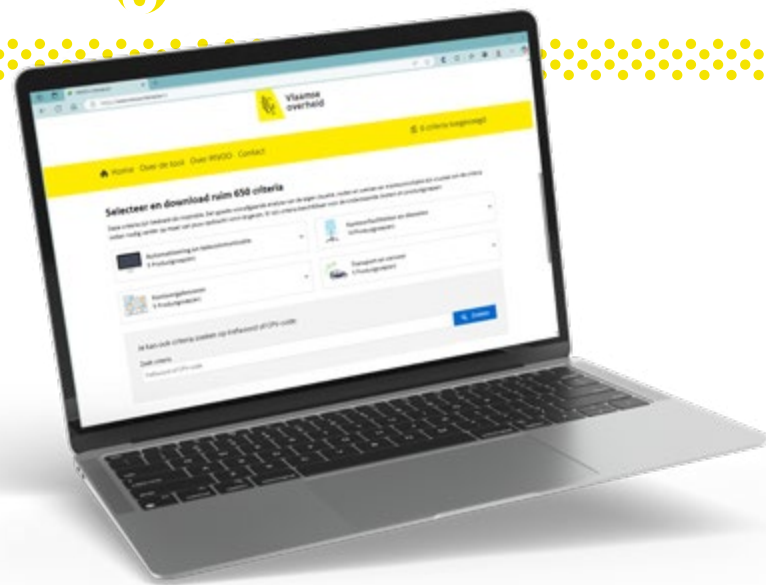
In 2022, in collaboration with CIFAL Brussels, the portfolio of framework agreements was screened to identify product groups with potential risks. This is based on tools such as the CSR Risk Checker and sources such as the research conducted by the Norwegian Agency for Public and Financial Management and e-Government (Swedwatch) on various high-risk product categories. For the product groups protective clothing, catering, energy & environment (e.g. solar panels), ICT and audiovisual equipment, office supplies, mobility (vehicles) and cleaning, the **risks were identified in broad terms.**

In order to identify more detailed and specific risks, Het Facilitair Bedrijf makes use of the support provided by its partners, among other things. **(including Electronics Watch, TruStone).** Research is ongoing to work out how the use of the CSR Risk Checker, developed by CSR Netherlands, can be more structurally embedded in the purchasing process.





SERVICES AS A LEVER FOR SOCIAL SUSTAINABILITY



AN SRPC CRITERIA TOOL FOR SOCIALLY RESPONSIBLE PUBLIC CONTRACTS

The **tool for socially responsible public contracts (SRPC)** is the result of a collaboration between the Flemish Authorities (Het Facilitair Bedrijf and the Environment Department) and the **Government of the Netherlands**, providing a Flemish counterpart to the Dutch SRP criteria tool. Both regions can use sustainability criteria for public contracts that are adapted to the language and context of their own region, but are aligned in terms of content. The criteria cover important topics such as climate, circular economy, animal welfare and working conditions. The criteria are made available dynamically on a web platform.

In the first phase, the SRPC criteria tool covers 17 product groups. These include ICT hardware, cleaning and office furniture. The tool will be updated regularly to keep the criteria up to date.

SUPPORT FOR THE TRUSTONE INITIATIVE

The Flemish authorities (represented by Het Facilitair Bedrijf, among others) signed the **TruStone initiative together with the Dutch government, civil society actors and companies from the natural stone sector**. In doing so, these governments committed to more **sustainable and responsible production and procurement of natural stone**. Within TruStone, sector organisations, companies, governments, NGOs and trade unions have reached agreements to ensure that substantial improvements are achieved in producer countries (especially Asia, Africa and South America) in social, labour and environmental conditions.



THE CIRCULAR AND FAIR ICT PACT (CFIT)

With the Circular and Fair ICT Pact, several governments are combining their purchasing power to bring more **circularity and fairness to the global ICT sector**. The pact is an initiative under the One Planet Network of the United Nations. Via their procurement policy, participating organisations commit to boosting demand for fair and circular laptops and smartphones.

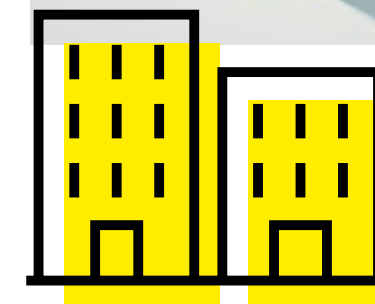
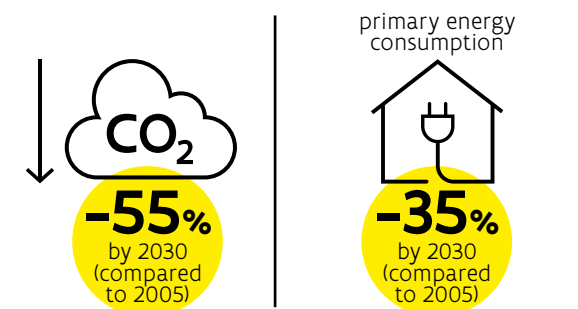
Het Facilitair Bedrijf signed the CFIT pact in 2021, the first purchasing organisation worldwide. A Belgian learning network for sustainable ICT procurement is joining forces within the Flemish authorities (Environment Department, Het Facilitair Bedrijf, Circular Flanders) and with the other regions and the federal level. There is also a European learning network on ethically responsible ICT procurement, under the guidance of Local Governments for Sustainability (ICLEI).



REDUCING OUR ECOLOGICAL FOOTPRINT

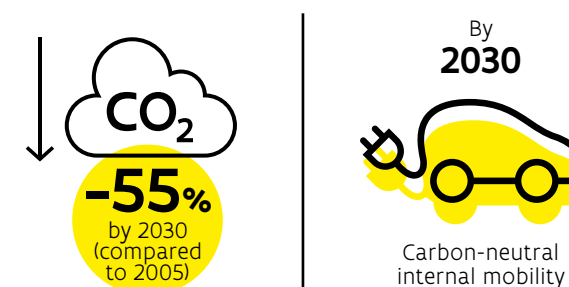
After the Paris Climate Summit, the Flemish authorities decided in 2016 to make its **internal operations structurally climate-friendly**. The Flemish Energy and Climate Plan (VEKP) is the solution in this regard. The climate targets for the Flemish authorities, based on its exemplary role, have been further specified in the internal Climate Plan of the Flemish authorities.

Objectives for buildings and technical infrastructure



By 2045
A carbon-neutral building stock

Objectives for work-related travel (internal mobility)



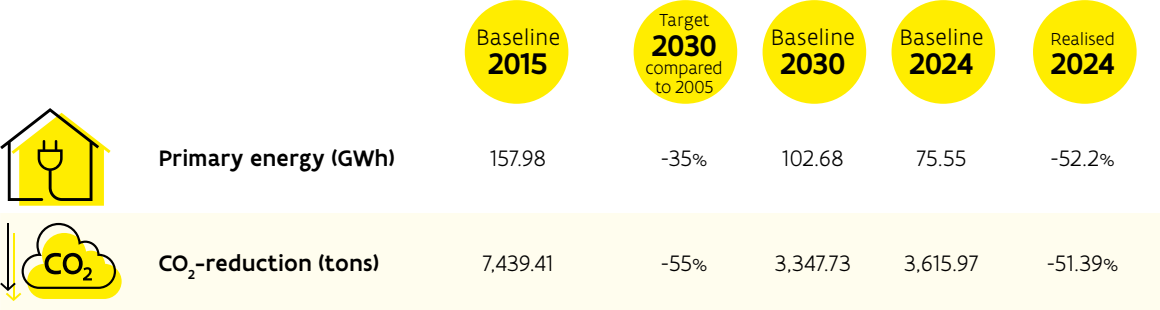
In addition to achieving its own climate goals, **Het Facilitair Bedrijf** has been designated as the **project initiator** for various measures that **support other entities** in achieving their climate goals.



7 REDUCING OUR ECOLOGICAL FOOTPRINT

7.1 TOWARDS A CARBON-NEUTRAL BUILDING STOCK

Various measures have been taken in recent years to ensure that the **climate targets of the internal Climate Plan of the Flemish Authorities will be achieved for the buildings of Het Facilitair Bedrijf.**



7.1.1 LONG-TERM REAL ESTATE STRATEGY

At the Flemish level, as a participant of SURE2050⁶ Het Facilitair Bedrijf realised a long-term real estate strategy that sets out how the organisation will future-proof its building assets in terms of carbon-neutrality by 2045. HFB was also a partner within SURE2050 to share years of experience and knowledge in real estate and help develop the templates for the real estate strategy. The training module for SURE2050 is still freely available on the BE REEL learning platform. In addition, through a framework contract of the VEB (Flemish Agency for Public Sector Energy Saving) and Het Facilitair Bedrijf, all public services can receive support in drafting a real estate strategy.

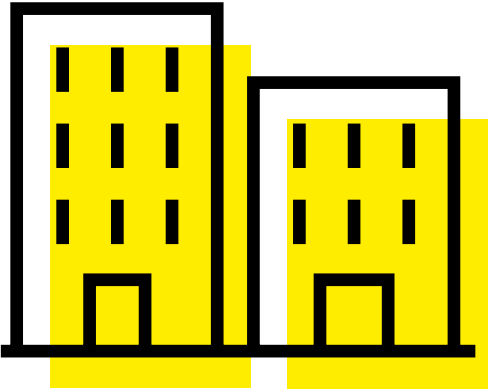
A planning tool helps provide an overall view of the property, changes to the property (e.g., building integration) and strategic choices for the property (centralisation, 'stay or leave' analyses, investment or renovation) over a long period of time. Het Facilitair Bedrijf also supported other Flemish entities in drawing



up their own sustainable strategic real estate plan by drawing on its own expertise and providing a supporting framework contract.

7.1.2 ACTION PLAN FOR BUILDINGS

With this plan, Het Facilitair Bedrijf **has taken additional measures (energy master plans, single measures, and minor works) since 2016 to achieve the reduction targets of the internal Flemish Authorities Climate Plan.** The reduction potential for all projects (116) should generate an annual reduction of 1,649.27 tons of CO₂ compared to 2005. Over its entire lifetime (35 years), this gives a possible reduction of nearly 58 tons of CO₂.



7.1.4 RENEWABLE ENERGY APPLICATIONS

Het Facilitair Bedrijf uses **the framework contracts of the Flemish Agency for Public Sector Energy Saving for the purchase of green electricity and for investments in renewable energy technologies.** The projects are financially supported by Flemish Agency for Public Sector Energy Saving's Energy Efficiency Action Plan.

A sustainable alternative (renewable energy technology) is always mandatory in construction and renovation projects. Het Facilitair Bedrijf has invested in various renewable energy technologies in recent years, including: PV panels, solar water heaters, cogeneration, cold-heat storage, BEO field, and heat pumps.

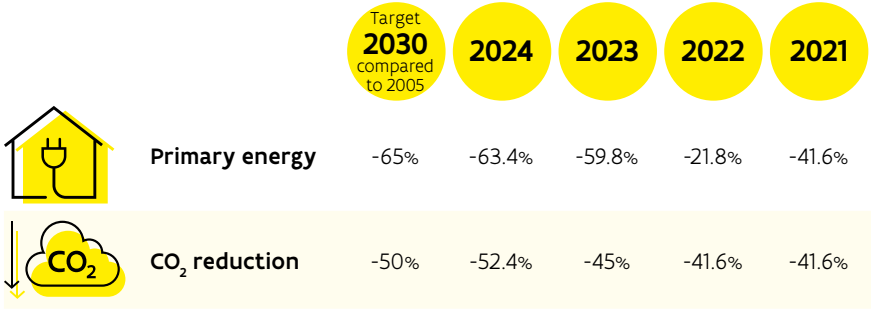
As for large office buildings, the installed capacity of **PV panels** increased from **57 kWp (2015) to 1008 kWp (2024).** The renewable energy share of PV installations is **4.2%** (compared to 3.6% in 2021 & 4.1% in 2023). A total of **3,201 kWp** of PV panels have already been installed by Het Facilitair Bedrijf.

The solar panel installations on the large office buildings ensure that **2.8%** of the total energy consumption has a renewable and locally produced source.

7.1.5 ENERGY AND ENVIRONMENTAL MANAGEMENT (MEMS)

Het Facilitair Bedrijf has an **integrated environmental and energy management system (ISO50001-ISO14001) for the large office buildings (12) that is periodically externally audited.** This ensures not only a structured approach but also a continuous improvement approach that strives to go beyond legal obligations and continually analyse and adjust performance. By internal and external audits.

The climate objectives for the buildings in the scope of ISO management go beyond those of the Flemish Climate Plan:



⁶ SURE2050 stands for 'Sustainable Real Estate 2050'. With European Horizon2020 funds, Flemish provinces, the Flemish Agency for Public Sector Energy Saving (VEB), Het Facilitair Bedrijf, Fluvius and Factor4 supported the Flemish authorities with training and tools to create a strategic real estate plan.

ENVIRONMENT

7 REDUCING OUR ECOLOGICAL FOOTPRINT

The **12 large office buildings** represent about **90% of the total energy consumption of the building portfolio**. In the future, additional significant buildings will be included in the scope.

Water consumption is also monitored for preventive and corrective action

Tap water + rainwater consumption

Baseline measurement ⁶	2023	2024
175 l/m ²	147 l/m ² -16%	136 l/m ² -22.4%



7.1.6 INVESTMENT PROGRAMME ENERGY MANAGEMENT AND CLIMATE GOVERNMENT BUILDINGS

In 2024, the **Separate Management Service (DAB) 'investment programme energy management government buildings'** was set up within HFB with the aim of accelerating energy-saving investments and renewable energy applications in buildings of the Flemish authorities. The energy cost savings are invested by the Separate Management Service in new energy-saving investments. Financial resources are provided every year from the Government of Flanders and are further supplemented by the energy cost savings achieved.

Funding from Government of Flanders

2024 (€ million)	2025 (€ million)	2026 (€ million)	2027 (€ million)
40	20	5	5

In 2024, 40 projects were funded (including solar panels, insulation work, glazing, relighting, and HVAC). Good for more than 400,00 Kwh of energy savings.

The scope of the Separate Management Service will be expanded to 'Investment programme energy management and climate' which will make it easier to align with the objectives of the Flemish Energy and Climate Plan. Given the significant needs in both the buildings of the Flemish authorities and in the community education institutions and the Care Facilities supported by the Flemish Infrastructure Fund for Personnel Matters, the scope of the Separate Management Service is also extended into this area.

⁶ This is the arithmetic average for the period 2018 to 2022



ENVIRONMENT

7 REDUCING OUR ECOLOGICAL FOOTPRINT

7.1.7 CLIMATE-FRIENDLY PUBLIC CONTRACTS

The Flemish Authorities work with the other regions to **implement the CO₂ performance ladder**. This is a tool (and certifiable management system) that can be used as an award criterion in public contracts to encourage CO₂ reductions in the construction sector.

As regards the Flemish authorities, testing of the **CO₂ performance ladder** in **8 major public contracts for works started in 2021**.

> AWV

- 1 Structural maintenance Scheldelaan
- 2 N444 maintenance Hundelgemsesteenweg
- 3 Interchange R8/A19

> dMOW

- 4 Framework contract replenishment Flemish Coast, MDK Coastal Division
- 5 Extension of shoreline defence coast, Maritime Access Division
- 6 Rebuilding of Bissegem-Marke bridge over the River Lys, De Vlaamse Waterweg

> HFB

- 7 Renovation of buildings on Martelaarsplein

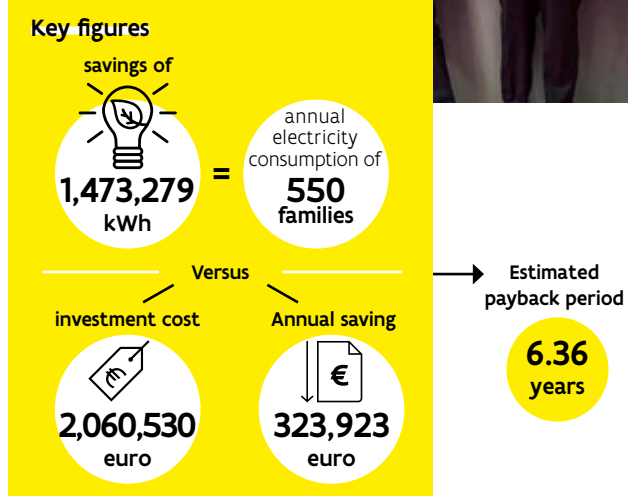
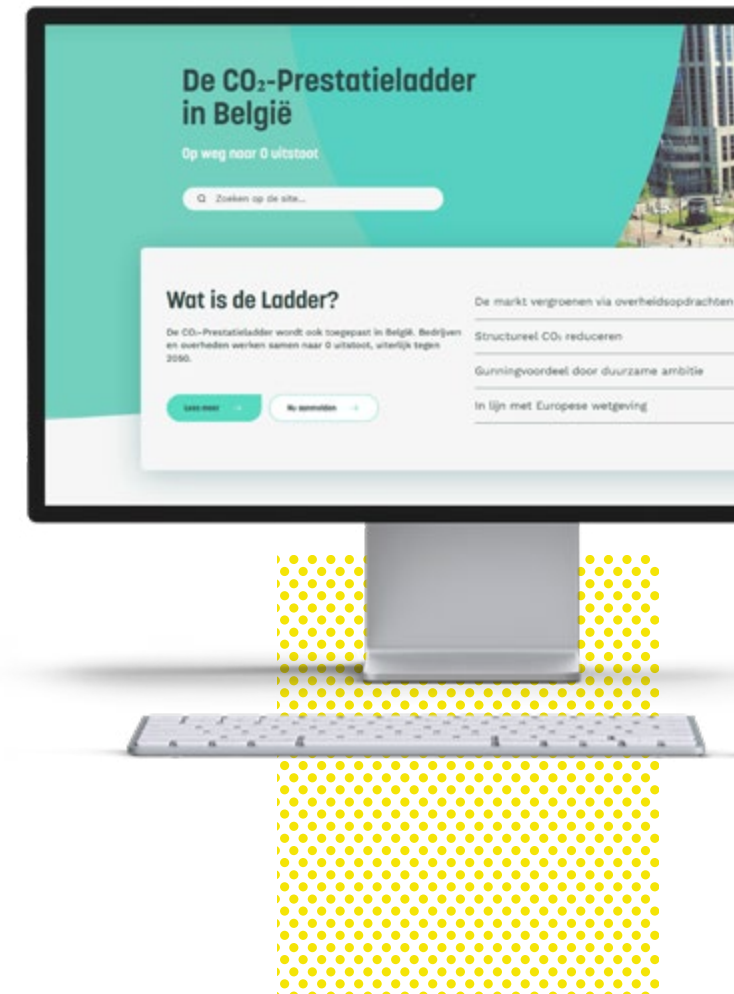
> Public Waste Agency of Flanders

- 8 Multiple contracts for soil remediation work

A final synthesis report on this pilot phase was delivered at the end of 2023. The findings were positive. In the coming period, efforts will be made to roll out the CO₂ performance ladder more widely in Belgium. To this end, various communication actions are being carried out and contracting authorities are invited to make a concrete commitment to implement the CO₂ performance ladder.

7.1.8 PROJECT IN THE SPOTLIGHT

Het Facilitair Bedrijf manages around 180 buildings, whereby the appliances in these buildings were often in an idle state and therefore still consuming (albeit minimal) power. **More than 2,000 WiFi access points were replaced** by a newer technology where the power supply can be controlled on each device individually (cameras, badge readers, WiFi access points, sensors, etc.) and per building. The project won the 2024 Computable Award in the "IT Project of the Year - Government" category.





7.2 TOWARDS CARBON-NEUTRAL INTERNAL MOBILITY

The Mobility Action Plan takes measures to reduce CO₂ emissions from service vehicles by 55% (compared to 2005). The action plan includes operational objectives to be achieved by each entity by 2024.

Objective	Status HFB 2023	Status Flemish Authorities 2023
Number of vehicles	28	-
Average ecoscores minimum 73 : passenger car	81	55% (OK)
Average ecoscore minimum 70 : passenger car + van	28	70% (OK)
CO ₂ reduction of -55% by 2030	73%	23%

Thanks to extensive electrification, emissions reductions of **73% CO₂ have already been achieved** on the **in-house vehicle fleet**. However, for kilometres driven by **private vehicles**, we see a **limited decrease of 13%**. We will have to shift up a gear here in the coming years.

Het Facilitair Bedrijf supports entities of the Flemish authorities with expertise, effective framework contracts (vehicles, transport requirement plans, etc.), reporting and user-friendly tools (e.g. fleet management tool) to achieve their objectives.

MEASURES TAKEN BY HET FACILITAIR BEDRIJF

Avoiding journeys

- › Supporting teleconferencing and encouraging remote working (OMZB BZ 2014/3)

Encouraging sustainable mobility habits

- › Several large administrative buildings are located near a major train station and are designed to accommodate a wide range of mobility solutions
- › A bicycle and bicycle facilities policy (including repair, maintenance, shower facilities, locker rooms, covered and secure bicycle parking, bicycle actions).
- › Energy efficient driving through Ecodriving training courses
- › Car sharing systems (cambio)
- › Bike sharing systems (Villo and Blue bike)
- › Shared car pool of service vehicles

Greening of the car fleet

- › Strict purchasing restrictions with minimum Ecoscores per car class
- › Circular letter on service vehicles
- › A portfolio of framework contracts for purchasing or leasing vehicles, bicycles, or sharing systems.
- › Rollout of charging infrastructure
- › Framework contract mobility consultancy
- › Mobility profile
- › Transport requirements plan and replacement plan
- › End-of-life vehicles must be returned to an authorised centre for depollution
- › Model (ecological) car regulations

ENVIRONMENT

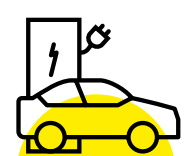
7 REDUCING OUR ECOLOGICAL FOOTPRINT

~~The Circular letter "Acquisition and disposal, use and management of service vehicles"~~ requires entities to purchase only electric passenger cars from 2025 and vans from 2027.

To prevent CO₂ emissions simply moving somewhere else, end-of-life vehicles that meet certain criteria must not be sold as second-hand vehicles, but must be returned to a centre approved by the Public Waste Agency of Flanders. Other service vehicles can however still be sold freely on the second-hand market, through a licensed auction house.

To support electric driving, Het Facilitair Bedrijf makes the necessary ~~charging infrastructure available based on a strategic installation policy~~. The basic network will continue to be expanded based on further geographical distribution (customer needs or opportunities such as the integration of new locations) and strengthening the current charging infrastructure in the event of intense use.

Status of charging points:



Charging points
1,250



Locations
155



Home chargers
192

Charging infrastructure is being built not only for vehicles, but now **also for bicycles**. In 2024, as in 2023 (+79%), there was significantly more use of charging points (+63%). There are more electrified (service) cars and utilisation also increased.

7.2.1 CLIMATE-CONSCIOUS TRAVEL POLICY

Het Facilitair Bedrijf applies a ~~climate-conscious travel policy~~ using a tool (decision tree) developed by colleagues in the Environment Department. The following basic principles are applied:

- › Avoiding travel (digital solution);
- › Travel time **less than 8 hours** from Brussels = mandatory choice of **train**;
- › Travel time **more than 8 hours**, then the staff member has the **choice of means of transport**.

The service centre supports its clients with booking overseas work-related trips according to the same principles.

Air travel is always offset. The financial resources are invested in a mix of Gold Standard certified projects primarily in Africa and Asia (cooking stoves, afforestation & reforestation, and renewable energy projects).

	HFB		Flemish authorities	
	Emissions	Amount	Emissions	Amount
2022	3.08 t/CO ₂	€49	97 t/CO ₂	€1,551
2023	4.42 t/CO ₂	€70	204 t/CO ₂	€3,267
2024	2.68 t/CO ₂	€43	291 t/CO ₂	€4,617

7 REDUCING OUR ECOLOGICAL FOOTPRINT

7.3 CLIMATE-CONSCIOUS CATERING

In 2021, Het Facilitair Bedrijf signed the Green Deal Protein Shift and committed to broadening its catering offerings with plant-based options (vegetarian, vegan) and to educate and inspire employees (catering staff, customers).

- › Restaurants: vegan salad bar, vegan soup and vegan hot meals, vegan desserts
- › Sandwiches: vegan offerings
- › Meetings & events: standard plant-based alternative with each offering and option of 100% plant-based

The emphasis is also on organic products (tea, oatmeal, soft drinks, wines, fruits (kiwi, pineapple, banana), fresh and frozen vegetables, protein substitutes, yogurt, etc.) and locally produced products (including local fishing, seasonal fruits and vegetables).



7.4 CLIMATE-CONSCIOUS CLEANING

By using probiotic cleaning agents for the cleaning under own management, no chemicals are used and no additional water is needed, thereby saving 300,000 litres of water on an annual basis in large office buildings.

There is also a focus on circularity within cleaning:

- › Dispensers that are no longer used are processed into granules for new dispensers
- › Cleaning carts consist of 90% recycled material

For more than 20 years, Het Facilitair Bedrijf has held ISO 9001 certification for cleaning quality management, ISO50001 certification for energy management since 2017, and ISO14001 certification for environmental management since 2020. Applying these standards also integrates environmentally-friendly practices into the day-to-day cleaning operations.



7 REDUCING OUR ECOLOGICAL FOOTPRINT

7.5 FROM WASTE POLICY TO RESOURCE POLICY

Het Facilitair Bedrijf is committed to responsible consumption and production, in line with the Local Materials Plan 2023-2030, among others. The following targets were set by 2030 (relative to 2019):

Target	Baseline 2019	2024	Reduction 2024 compared to 2019	2024 compared to 2023
-15% of total waste generation	845,955 tons	553,177 tons	-35%	+23%
Total volume residual waste	288,203 tons	110,735 tons	-62%	-5.19%
Total amount of residual waste compared to Total amount of waste	34%	20%	-14%	-6%

Compared to 2019, there is a **-35% decrease in the total amount of waste**. However, there is a 23% increase in total waste compared to 2024 to 2023. **Less residual waste was produced last year (-5.19%)** which means better sorting at the source. In addition, there is an **average of 8.14 kilograms of residual waste per active employee per year**. The Public Waste Agency of Flanders sets its own internal target of having a **maximum of 13.72 kilograms** of residual waste per active employee per year.

The targets were made more stringent in 2024:



-30%

total amount of waste by 2030 (compared to 2024)



-50%

residual waste by 2030 (compared to 2024)

total amount of residual waste compared to total amount of waste is

maximum 10% per building by 2030



ENVIRONMENT

7 REDUCING OUR ECOLOGICAL FOOTPRINT

7.5.1 CATERING MEASURES IN THE SPOTLIGHT

› **No more disposable:** Disposable packaging has been banned from services. The focus is on reusable alternatives, such as drinking bottles, coffee cups, jars and lunch boxes;

	Disposable items (number)	share of sales
2022	109,841	17%
2023	131,598	13%
2024	90,832	10%
2025	0	0%

›

› **Reducing food losses:** Since the baseline measurement in 2012, total food loss has decreased by 43% and we have 48% more visitors in our restaurants and coffee bars;

›

› **Selective collection of tissues** rolled out incrementally in all buildings;

›

› **Restjemeet** (Take home the leftovers) where staff members can put together a meal for only 1€ after closing time with leftovers from the restaurant;

›

› **Coffee grounds get a second life** to grow oyster mushrooms, among other things;

›

› **Reuse is also given a place** via the donation cabinets, where colleagues can give items a second life, or find them.

7.5.2 CIRCULAR APPROACH - PROJECTS IN THE SPOTLIGHT

Circularity is essential to a sustainable resource policy. Het Facilitair Bedrijf's ambition is to be the most circular facility services provider in Flanders, inspiring customers and suppliers by example. To achieve this, efforts are being made to share knowledge, stimulate the market in offering circular solutions and demand more transparency in the supply chain. A circular approach is pursued in all services provided by Het Facilitair Bedrijf.

The Belpaire Building

The Marie Elisabeth Belpaire Building is a unique, fully accessible, energy-efficient and largely circular building. 95% of the materials of the existing structure (the former WTC 1 and WTC2 towers) were retained, recovered or recycled. The new building is 65% composed of on-site reused or recycled materials, and more than 30 new material types are certified as being circular. Circular thinking can also be seen in the forward-looking conception of the building. The neutral construction ensures that offices, homes and hotel rooms can all be furnished. What if the needs change in the future? Then the complex can be easily modified.

The self-generated energy is shared among all users of the building.



The building achieves the highest score in terms of integral accessibility (A++) so that everyone can work or meet there in an equal and independent manner and, due to its location at Brussels North, is easily accessible by public transport.

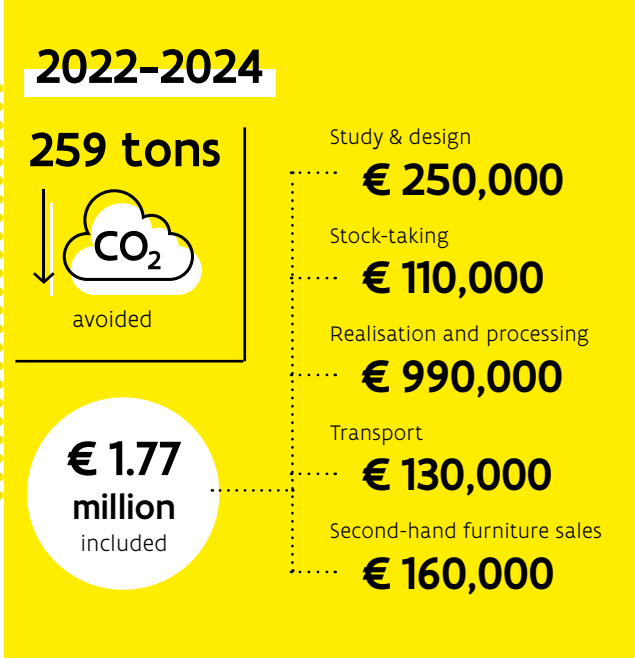


The sustainability meter GRO

Since 2017, Het Facilitair Bedrijf **has been using the GRO sustainability meter to achieve its ambitions in the areas of sustainability and circularity.** The tool was developed in 2017 by Het Facilitair Bedrijf and has since grown into a joint manual for sustainable buildings in the three regions. Het Facilitair Bedrijf uses the GRO sustainability meter on all construction projects regardless of scale and function. For strategic real estate, Het Facilitair Bedrijf strives for a GRO 'better' for building and site, under which a number of criteria must be 'excellent'. For properties to be retained flexibly, GRO is used for all larger interventions. Here the goal is to achieve a GRO 'better'.

Circular office design

Het Facilitair Bedrijf supports the Flemish authorities and local governments in circular office design. An initial framework agreement includes a **stock-taking of the existing furniture, study for refurbishment and collection, refurbishment and return and installation of the refurbished furniture.** A second framework agreement means that entities can have their **surplus furniture** picked up by the contractor in exchange for credits that can be used to purchase refurbished furniture. The contractor cleans or refurbishes the material and resells it to entities looking for circular office furniture. Entities that have already accumulated credits in the past can use them as a discount when making a purchase.



ENVIRONMENT

7 REDUCING OUR ECOLOGICAL FOOTPRINT

Turning work clothes into felt

Het Facilitair Bedrijf helps to find the most suitable work clothing, both for its own catering and cleaning staff and for staff from many other entities. This is often highly specific clothing that must meet very specific requirements (uniform clothing, signing clothing, protective clothing, etc.).

Old work clothes from catering & cleaning get a second life.

Around **20% is reused internally as spare clothing**. Around **30%, without logos, is donated to charities**. The rest is processed in a circular way by the Gaia Circular: they turn it into yarn for work socks and upholstery for cars.

In 2024, in collaboration with I-did, a Dutch adapted work company, a pilot project was launched to process **end-of-life clothing from VLABEL into felt**. Around 700m² of felt was made with the collected textiles. A partner was found in the company Ecolutions to make two test pods with the felt, which were tested. A framework contract is in preparation with a specific lot for purchasing pods made from the supplied felt.

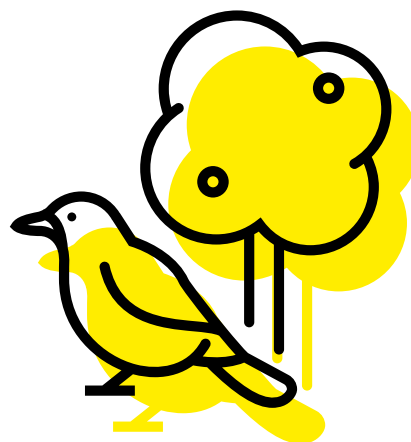
In addition, Het Facilitair Bedrijf is also preparing a framework contract to be launched in the near future, aimed at the sustainable and, where possible, circular processing of waste textiles from the Flemish authorities.



Bio-circular construction

Het Facilitair Bedrijf signed the charter Biocircular Building from Embuild Flanders and Buildwise. The charter is a call for clients, building owners, contractors, architects, engineering firms, researchers and farmers to help shape the transition. By sharing knowledge, setting up projects and opening up the market together.

The signing marked a **commitment to integrate at least 20% biocircular materials** - preferably produced locally - **into HFB's construction projects over the next 5 years**. These include wood, straw, hemp, and loam. Natural materials that store CO₂ and create a healthy indoor climate. They can also be easily reused and recycled.



ENVIRONMENT

7 REDUCING OUR ECOLOGICAL FOOTPRINT

7.6 STRENGTHENING BIODIVERSITY

Biodiversity loss is prompting growing urgency to do something about it. The signing of the Green Deal Businesses and Biodiversity included a commitment to provide solutions to protect or enhance biodiversity with the services.

7.6.1 FRAMEWORK AGREEMENT ON SAFEGUARDING GREENERY WITH A FOCUS ON BIODIVERSITY

The signing of the Green Deal Businesses and Biodiversity included the commitment to implement **4 pilot projects**, representing nearly **15 hectares of ecologically managed land**.

AWV research centre Evere

- › flower meadows
- › wood edges
- › fauna installations
- › depaving

ecological
management
2,200 m²

Roger Raveel Museum

- › planting trees and hedges
- › flower meadows

ecological
management
2,200 m²

Art site De Singel Antwerp

- › depaving
- › flower meadow
- › wood edges
- › prairie gardens
- › water features

ecological
management
5,000 m²

IMALSO site Antwerp

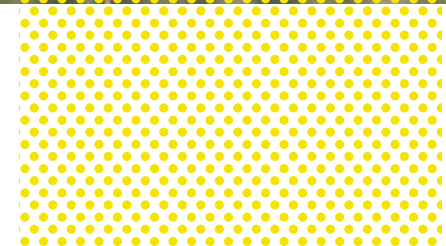
- › green buffer
- › planting fruit trees
- › flower meadow
- › food forest

ecological
management
5,000 m²

To implement these measures, the framework agreement on green management was given an extensive ecological component and cooperation with the social economy.

REAL ESTATE FORUM BIODIVERSITY

In 2024, Het Facilitair Bedrijf organised a real estate forum on biodiversity. Along with HOGENT, the FPS Public Health, Embuild, local governments and other entities of the Flemish Authorities, knowledge was shared on how we can come up with real estate solutions. Solutions that also represent added value for the real estate.



GRO AND BIODIVERSITY

By applying the provisions from GRO (sustainability meter for construction projects developed by Het Facilitair Bedrijf), construction projects take biodiversity into account (criterion OMG1) and the use of sustainable wood types is also mandatory (criterion MAT2). The measures being taken include green roofs, green facades and a selection of plants native to the region.



GOOD GOVERNANCE

Good governance for Het Facilitair Bedrijf means all strategic choices, policies and operational guidelines that ensure efficient, transparent, ethical and customer-oriented operations.

8.1 INTERNAL CONTROL, AUDITS AND RISK MANAGEMENT

Het Facilitair Bedrijf is committed to taking appropriate and necessary measures in good time to manage risks and ensure business continuity. That way, organisational goals can be achieved with greater certainty, and rapid and appropriate responses are possible. Efforts are also made to raise more awareness of risks among employees. This approach not only ensures business continuity but also strengthens stakeholder confidence.

Audit Flanders is a partner of the Flemish administration for carrying out audit assignments on the most important high-risk core processes and support processes of Het Facilitair Bedrijf itself or for thematic audits across entities. They also support and reinforce risk management knowledge and competencies.

Overview of audits conducted at HFB by Audit Flanders:



Theme – audit of GSM management – 2020

The extent to which organisations efficiently manage the processes of mobile services and mobile hardware and have sufficient control measures in place to minimise abuses in these processes.

Maturity of risk management system – 2021

The maturity of risk management was assessed for the processes ‘risk identification and assessment’ and ‘risk management’ using the risk management maturity model

Process Audit Real Estate – 2024

With current property management, will HFB manage to have a carbon-neutral property portfolio by 2045? Do current practices allow for dynamic and efficient portfolio management? Are current tools/processes sufficient to achieve this objective?

Het Facilitair Bedrijf actively cooperates by making information available to the auditors at the start of, and during the audit, and helps draft the recommendations and areas for improvement.

The guideline ‘**risk management within Het Facilitair Bedrijf**’ sets out the vision and approach to risk management within the organisation. The Organisational Management team is responsible for drawing up the framework, vision and concrete implementation of risk management.

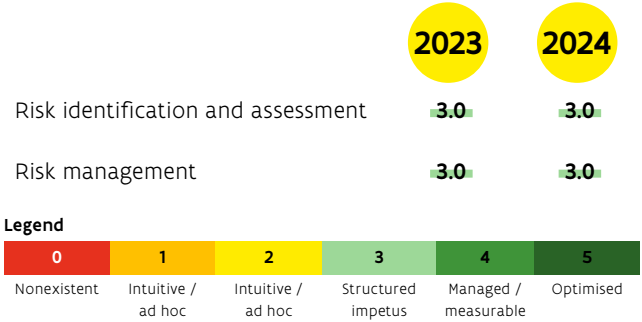
Risk management is based on the principles, framework and risk management process according to the ISO 31000 standard and the PRINCE2 methodology, among others. These standards provide guidelines, concepts and a common approach to managing risk and implementing risk management.

Risk management exercises conducted within Het Facilitair Bedrijf (2023-2025):

- › **Digipost – 2023**
Rollout of digitising incoming mail
- › **Separate Management Service Investment Programme for energy management in Public Buildings – 2023**
Start of the Separate Management Service
- › **VAC Turnhout – 2023**
New administrative centre in Turnhout
- › **Strategic risk management exercise – 2024**
Strategic and operational framework of objectives
- › **Cleaning – 2024**
Quality management system
- › **Waste – 2024**
Processes related to waste & raw materials
- › **VAC Leuven – 2024**
Renovation/optimisation.
- › **Community institutions – 2025**
Takeover of building management

Since 2016, **Audit Flanders has been monitoring the maturity of risk management at Het Facilitair Bedrijf using the risk management maturity model.** It appears that Het Facilitair Bedrijf is a mature organisation with a strong risk management culture (score 3 on scale to 5). Het Facilitair Bedrijf continues to take measures to at least maintain and where possible increase the maturity of risk management.

Risk Management



The Inspectorate of Finance and the Court of Audit also monitor the proper use of public funds.



8.2 A STRONG INTEGRITY POLICY

Het Facilitair Bedrijf **attaches great importance to integrity**. Ultimately, the Flemish authorities play an exemplary function in the area of integrity. The integrity policy of Het Facilitair Bedrijf is based on the **four values** of the Flemish authorities (openness, decisiveness, 360° trust, agility) and the **six principles** from the code of ethics of the Flemish authorities (loyalty & cooperation, reliability, customer orientation, objectivity, careful management of resources, right to speak and duty to speak). These values and principles are put into practice within Het Facilitair Bedrijf in an Integrity Action Plan consisting of **8 objectives and ten actions**. A cross-departmental project team, including the contact person for integrity, steers this action plan and ensures implementation.

Objectives

All staff members know the integrity policy and act with integrity

- › Periodic internal communication
- › Website & SharePointsite
- › Dilemma training
- › E-learning

Approachable contact persons for integrity

- › 6 contact persons for integrity
- › Project team integrity
- › Training programme for contact persons

Embedding in the organisation

- › Reception days for new employees
- › The integrity of job applicants is enquired about
- › Performance and evaluation interviews
- › Annual reporting to management

Support for vulnerable functions

- › Mapping potential integrity violations
- › Risk management exercises
- › Dilemma training

A positive integrity policy

- › Informing and raising awareness
- › Setting up processes (four-eye principle)
- › Audits
- › Confidential advisors

Being a good employer

- › Addressing customers and suppliers with support from managers or contact person for integrity

Reporting integrity violations and dilemmas

- › Tool of the Agency for Government Personnel
- › Secure SharePointsite
- › Reporting to management

Tackling integrity violations

- › Risk management exercises
- › Internal investigation (internal control team)
- › Sanctions regulation

The complexity of procurement activities, the size of the financial flows involved and the close interaction between the public and private sectors make **public contracts a high-risk area**. Het Facilitair Bedrijf has the channels and structures in place to ask integrity questions or report integrity violations. The grounds for exclusion stipulated in the public contracts regulations require contracting authorities to assess the integrity of tenderers. In this context, Het Facilitair Bedrijf also has a permanent focus on countering anti-competitive agreements on the part of companies, and supports purchasers to be vigilant and gives them clues to help them recognise it.

8.3 INFORMATION SECURITY AND PROTECTION OF PERSONAL DATA

Het Facilitair Bedrijf attaches great importance to the **careful handling of personal data**. A DPO office (consisting of the leading civil servant, the DPO, the privacy officer and the team leader for Organisational Management) discusses incidents and data breaches on a monthly basis and takes the appropriate action. A point of contact has been assigned within each department.



GDPR actions

- › **Data Protection Officer (DPO):** Appointed
- › **Processing register:** Available
- › **Incident Management:** There is an incident register recording incidents and data breaches + new data breach procedure
- › **Privacy Statement:** Available
- › **Data subject rights:** Set out in a procedure
- › **Awareness-raising and communication:** Inter alia Data breach procedure campaign, intro to GDPR for HFB employees, data breach quizzes, etc.
- › **Data protection impact assessment (DPIA):** Realisation 2023: Digipost, 2024: Digital Archive Flanders

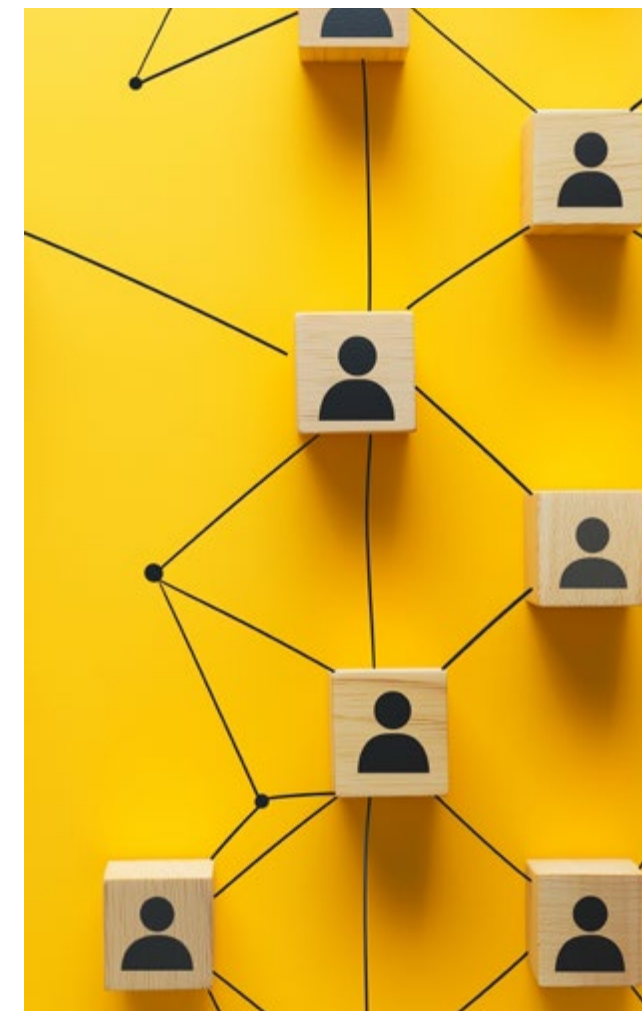
The protection of personal data is measured and monitored annually using a maturity measurement. Het Facilitair Bedrijf continues to work step by step to strengthen GDPR compliance, with a particular focus on further raising awareness among staff members.

An internal web page and online training "e-mail security & phishing" provides staff members with information to handle e-mails safely, recognise phishing and prevent it.

With the **"digital guards"** initiative, Het Facilitair Bedrijf wants all applications to comply with new national and international regulations. An information security maturity survey will be conducted to provide insights into the current state of affairs and identify risks and weaknesses.

Legislation

- › **GDPR:** Determine privacy sensitivity of information and take appropriate measures for protection
- › **NIS2 and CER guidelines:** demonstrate system resilience to both digital and physical threats
- › **EU AI-Act:** Establish code of ethics and take appropriate measures to minimise risks to people and society



8.4 A COLLABORATIVE CULTURE

Het Facilitair Bedrijf works **to create an open feedback culture in which employees feel comfortable expressing their opinions in a respectful and constructive manner**, both with each other and with the organisation. We work towards better collaboration and communication, both within and between departments. Employees are given responsibility, room for initiative and the chance to come up with, develop and test solutions themselves.

The **#connect-initiative** raises awareness among staff to connect on **3 levels**:

- › **#connect with the organisation (goals)**
- › **#connect with colleagues**
- › **#connect with yourself**

In addition to connection, there is also a focus on #disconnection.

GOVERNANCE

GOOD GOVERNANCE

8.5 IN DIALOGUE WITH STAKEHOLDERS

Entering into dialogue with stakeholders **contributes to better decision-making, creates support and leads to better and more innovative solutions.** By entering into dialogue, we demonstrate responsibility and transparency. Het Facilitair Bedrijf has an extensive network of different stakeholders (including customers, suppliers, centres of expertise, and other governments). They are seen as partners with whom knowledge, ambition and inspiration can be exchanged.

Various consultation moments are organised where Het Facilitair Bedrijf will engage in discussions with various stakeholders. Some examples:

- › **OKA - Internal Flemish Authorities** Periodic consultations: administration & cabinet
- › **Strategic Steering Board for real estate, facilities and public contracts (SSG)** Internal Flemish Authorities + local government Monitoring the strategic direction and quality of services
- › **EOC - Internal Flemish Authorities** Trade Union Consultation
- › **Customer forum - Internal VO** Understanding customer interests and expectations
- › **Flemish Cooperation Forum on Public Contracts - Internal Flemish Authorities + local government + business sectors** Sharing knowledge and experience (secretariat)
- › **Real Estate Forum - Internal Flemish Authorities** Entities with Real Estate.
- › **Stakeholder consultation sustainable business** Internal Flemish Authorities + externals Strategy and approach sustainable business
- › **Circular Flanders - Intern Flemish Authorities + externals** Working agenda circular building and Lever for circular purchasing (project initiator)



In addition, Het Facilitair Bedrijf organises **inspiration sessions, theme cafes, knowledge networks and satisfaction surveys on a regular basis.**



There is also active **participation (representing the Flemish authorities) in national and international events.**

In 2024, an **exchange programme was launched with the Infrastructure Department of the province of Western Cape in South Africa.** The aim is to support them in developing future-oriented, climate-proof and circular office buildings. The focus is on sharing expertise and mutual support in concrete projects, with the SDGs as a guiding framework. In the first week of July, Mr. Gavin Kode, Director-General of the Department of Provincial Public Works of the Ministry of Infrastructure) paid a working visit to Het Facilitair Bedrijf. In addition to tours of the Belpaire and Teirlinck buildings, information was shared on ISO management, circular office design, the GRO sustainability meter and the SDGs. During the working visit, a declaration of intent for cooperation was also signed.



GOVERNANCE

GOOD GOVERNANCE

8.6 COMPLAINTS MANAGEMENT

Het Facilitair Bedrijf **sees complaints as an opportunity, because structurally solving them helps ensure higher customer satisfaction.** Customers (entities or individual employees), citizens and suppliers can submit complaints or questions about our services. This can be verbally, by phone, through Facilipunt, by mail or by letter. All complaints and questions are recorded in Facilipunt, a central web portal accessible 24/7 for reporting incidents, questions or complaints.

Behind this digital counter is a team of help desk staff that ensures proper referral to the specialist teams and further follow-up. The procedure 'handling complaints' describes the steps followed to handle complaints efficiently. An annual complaint report is prepared and analysed. In addition, a team of client managers has regular contact with clients.

	# work orders	# complaints	% complaints
2024	56,916	183	0.320
2023	62,005	167	0.26
2022	64,914	260	0.40
2021	52	344	0.22
2020	49,396	367	0.70

The **complaint rate** has remained at a **low level since 2021.** Most of the complaints relate to the **indoor climate, cleaning and catering.**

8.7 SUSTAINABLE FINANCES

Het Facilitair Bedrijf receives annual operating funds from the budget of the Flemish Authorities.

		BO 2025		BA 2024		BA 2023	
	keuro	VAK	VEK	VAK	VEK	VAK	VEK
Real estate		144,242	162,857	168,891	195,241	170,627	151,370
Facilities		71,529	62,177	50,395	61,174	92,456	93,559
Document management		1,910	2,015	1,554	1,554	1,514	1,614
Purchasing centre and public contracts		1,185	1,185	1,295	1,295	1,470	1,470
Wage and operational appropriations		53,753	53,753	49,319	49,319	48,003	48,003
Total		272,619	281,987	271,454	308,583	314,070	296,016

By implementing a **socially responsible procurement policy,** we focus on choices that are ecologically and socially responsible. Investments are made in areas such as energy-efficient installations, circular materials and public contracts from sustainable suppliers.

From 2018 to 2023, Het Facilitair Bedrijf issued contracts for a **cumulative value of 3.19 billion euros, excluding VAT, which were ecologically sustainable.**

- Contracts are categorised as "environmentally sustainable" if:
- › **Minimum sustainability criteria are included** if they exist for the product group in question;
 - › At least **one sustainability criterion is included** if no minimum sustainability criteria exist for the product group.

ANNEXES



Het Facilitair Bedrijf applies the principle of care for human rights violations and combats social dumping (SDG 1.1)



Het Facilitair Bedrijf provides healthy, varied and balanced food with a focus on the use of products from sustainable food systems (SDG 2.1).



Het Facilitair Bedrijf offers a healthy workplace and workplace environment (SDG 3.6, 3.9).



Het Facilitair Bedrijf aims for a working environment in which learning and development take centre stage (SDG 4.4, 4.7).



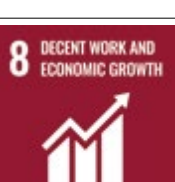
Het Facilitair Bedrijf focuses on gender neutrality in its HR policy (SDG 5.1, 5.5).



Het Facilitair Bedrijf offers adequate and hygienic sanitary facilities (SDG 6.2) and uses water responsibly (SDG 6.1, 6.3, 6.4).



Het Facilitair Bedrijf is committed to renewable energy (SDG 7.2), realises energy efficiency to achieve energy-positive real estate projects and is committed to continuously improving energy performance (SDG 7.3).



Het Facilitair Bedrijf promotes sustainable economic growth (8.3) and provides an inspiring work environment where collaboration is key (8.5, 8.6).



Het Facilitair Bedrijf realises forward-looking, circular and fully accessible buildings (SDG 9.1) and stimulates innovation in its own activities and throughout the value chain (SDG 9.4, 9.5).



Het Facilitair Bedrijf embraces diversity and realises an inclusive working environment (SDG 10.2).



Het Facilitair Bedrijf offers sustainable mobility solutions (SDG 11.2) and manages its buildings portfolio in a societal context (SDG 11.3) with respect for the heritage value (SDG 11.4).



Het Facilitair Bedrijf strives for reduced materials use and maximally closed materials cycles, evolves towards zero waste (SDG 12.2, 12.5) and reduces food loss (SDG 12.3).



Het Facilitair Bedrijf reduces the climate impact of its activities (SDG 13.1, 13.2) and promotes awareness-raising on climate change (SDG 13.3).



Het Facilitair Bedrijf combats water pollution (SDG 14.1), avoids disposable plastics (SDG 14.1) and promotes sustainable fishing (SDG 14.4).



Het Facilitair Bedrijf fosters sustainable forest management (SDG 15.2) and focuses on enhancing biodiversity (SDG 15.5).



Het Facilitair Bedrijf pursues integrity at work (SDG 16.5), participatory decision-making and dialogue (SDG 16.6) and efficient information management, and sets high demands on information security (SDG 16.10)



Het Facilitair Bedrijf realises partnerships and supports international solidarity

THE STRATEGIC AND OPERATIONAL FRAMEWORK OF OBJECTIVES OF HET FACILITAIR BEDRIJF

SO 1	An efficient government has all buildings in one sustainable real estate portfolio and has mapped out the optimal strategy for it
OO 1.1.	The Flemish authorities have 1 real estate strategy focused on efficiency and sustainability
OO 1.2	Het Facilitair Bedrijf offers a healthy workplace and workplace environment (SDG 3.6, 3.9).
OO 1.3	Het Facilitair Bedrijf facilitates and helps implement the management strategy for Doel & Doel Polder
OO 1.4	Het Facilitair Bedrijf ensures that its real estate services are sustainable, inspiring, efficient and professional
SO 2	Het Facilitair Bedrijf aims to coordinate all construction projects (excluding infrastructure works) of the Flemish authorities.
OO 2.1	Project management for construction projects of the Flemish authorities (excluding infrastructure and road works) is taken on by Het Facilitair Bedrijf or is done in close consultation
OO 2.2	With a view to efficiency and innovation, Het Facilitair Bedrijf develops tools and standards for construction projects
OO 2.3	Het Facilitair Bedrijf ensures that its servicesfor Construction projects are sustainable, inspiring, efficient and professional
SO 3	Where it adds value in terms of efficiency and quality, Het Facilitair Bedrijf is the primary partner in the sustainable operation of the buildings of the Flemish authorities
OO 3.1	Het Facilitair Bedrijf continues to work on making facilities services in its buildings more sustainable with a focus on efficiency, customer focus and quality
OO 3.2	Het Facilitair Bedrijf deploys Separate Management Service energy management to meet the climate goals
OO 3.3	Het Facilitair Bedrijf offers sustainable, inspiring, efficient and professional services
SO 4	Het Facilitair Bedrijf is the service centre for all operational purchases of standard and common goods and services for the Flemish authorities.
OO 4.1	The Facilities Services Centre is expanding, in order to realise efficiency gains
OO 4.2	Flanders connect. permanently ensures a supply of ICT profiles in accordance with the need for highly qualified ICT personnel within the Flemish authorities
OO 4.3	The services of the service centre are sustainable, inspiring, efficient and professional
SO 5	Het Facilitair Bedrijf ensures smooth and sustainable mobility management
OO 5.1	Het Facilitair Bedrijf has further expanded its service offerings for sustainable mobility to support all entities in achieving the 55% CO ₂ reduction target
SO 6	Het Facilitair Bedrijf intends to further embrace and implement digitisation in its operations in order to provide efficient, quality and customer-oriented services
OO 6.1	By 2027, Het Facilitair Bedrijf aims to have examined which processes/workflows can be automated and digitised, and at least 70% of feasible processes must be automated
OO 6.2	Het Facilitair Bedrijf ensures that its facility services are sustainable, inspiring, efficient and professional

SO 7	Het Facilitair Bedrijf is the sole policymaker, service provider and centre of expertise for the management, storage and destruction of administrative documents for public authorities in Flanders.
OO 7.1	In the field of archive and information management for all governments in Flanders, Het Facilitair Bedrijf plays a directing role
OO 7.2	Het Facilitair Bedrijf is the only service provider for digital archiving in Flanders
OO 7.3	Het Facilitair Bedrijf provides a solution for target group-oriented access to the (digital) archive
OO 7.4	Het Facilitair Bedrijf provides a solution for the digital archiving of the public contracts files of the Flemish authorities
OO 7.5	Het Facilitair Bedrijf is expanding its service offerings as a centre of expertise
OO 7.6	Het Facilitair Bedrijf provides a unified and simple solution for outgoing communication flows for the agencies of the Flemish authorities
OO 7.7	Het Facilitair Bedrijf is the central archive service of the Flemish authorities
OO 7.8	The transfer obligation included in the Governance Decree is no longer applied only to analogue archives, but also to digital archives
OO 7.9	Het Facilitair Bedrijf ensures that the services provided in the areas of archive and information management / document management are sustainable, inspiring, efficient and professional.
SO 8	Het Facilitair Bedrijf aims to be the knowledge centre for public contracts for the Flemish authorities. In addition, it aims to be the sole central purchasing unit for standard goods and services and to ensure a centrally coordinated procurement policy.
OO 8.1	Het Facilitair Bedrijf examines for which needs the portfolio of standard and common goods and services is further expanded so that entities are always optimally supported in their operations. Het Facilitair Bedrijf adjusts its portfolio accordingly
OO 8.2	Het Facilitair Bedrijf is expanding its advisory services on public contracts so that entities are professionally supported with both legal and economic advice
OO 8.3	Het Facilitair Bedrijf is developing a paying offer for entity-specific public contracts, so that entities of the Flemish authorities can solicit Het Facilitair Bedrijf for public contracts that do not relate to standard and common goods and services
OO 8.4	In order to offer local governments a portfolio of framework agreements which they can use for their operations, Het Facilitair Bedrijf is structurally opening up more framework agreements to local governments, certain institutions with a public mission and public enterprises during the term of office
OO 8.5	Het Facilitair Bedrijf plays a coordinating role in procurement policy and operations around socially responsible public contracts
OO 8.6	The services relating to public contracts are sustainable, inspiring, efficient and professional

SO 9	The internal operations of Het Facilitair Bedrijf is sustainable, efficient, inspiring and professional
OO 9.1	Het Facilitair Bedrijf has an internal HR policy that is sustainable, inspiring, efficient and professional
OO 9.2	Het Facilitair Bedrijf pursues short- and long-term financial policies aimed at precise budgeting, efficient use of available resources, accurate accounting and reliable financial reporting.
OO 9.3	Het Facilitair Bedrijf takes appropriate and necessary measures in good time to manage risks and ensure business continuity.
OO 9.4	Supporting the development of sustainable policy frameworks and monitoring levels of ambition.
OO 9.5	Het Facilitair Bedrijf provides mature and customer-oriented services