

# 2023

SUSTAINABILITY REPORT

**The future-proof  
workspace**

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**BEDDELEEM**

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# We are BEDDELEEM

## About this report

Name of the organization: **BEDDELEEM**

Location of HQ and production facilities:

 The company's registered head office is located at Venecoweg 14a, 9810 Nazareth, Belgium.

Ownership structure and legal form:

Beddeleem NV (Public limited company)

Reporting period:

Publication date:  
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Reporting period:  
2022–2023

Contact details:



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# Our company at a glance



*Welcome to the world  
of **BEDDELEEM**, where  
space is more than just  
space: it's a source of  
opportunities, possibilities  
and sustainable growth.*

## Our business

### → 70 YEARS OF EXPERIENCE

- Realize workplaces for optimized work experiences: **offices, schools, care** and other work environments.
- Largest Belgian manufacturer of allocatable partition walls (JB®).
- Unique position as a Class 8 company for fit-out works and product manufacturing.
- Realizes over 300 projects annually, in Belgium and abroad

### → 100% BELGIAN COMPANY

- “Made in Belgium”
- Headquarters with offices, warehouses and production facilities located in Nazareth, Belgium.
- Efficient, cost-effective production, from design to finished product, through vertical integration.

### → MARKET

- B2B, as well as national and European government institutions.
- Three types of clients: **General contractors / Private companies / Governmental institutions**

### → SALES VOLUME FOR THE 2022–2023 FINANCIAL YEAR

- €81,689,052

### → PRODUCT RANGE<sup>1</sup>

- **Partitions**
- **Ceilings**
- **Doors**
- **Furniture**
- **Total fit-out**

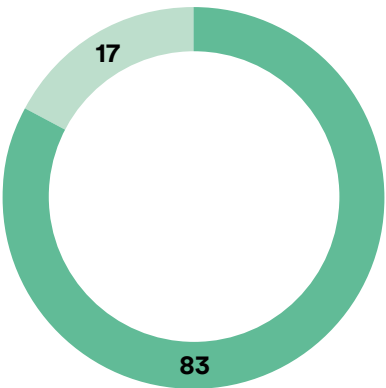
1 | For more information on our product range, see our [Corporate Brochure \(2022\)](#), pp.16-21

# Our people

FULL-TIME EQUIVALENTS (FTEs):\* 186

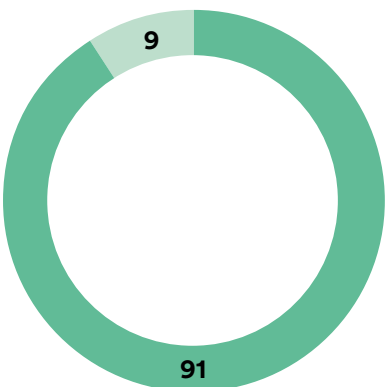
Gender breakdown:

- 83% male
- 17% female



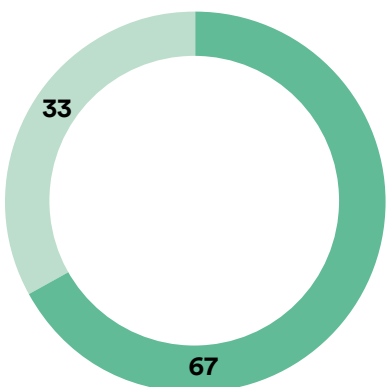
Part-time - full-time breakdown:

- 91% full-time
- 9% part-time



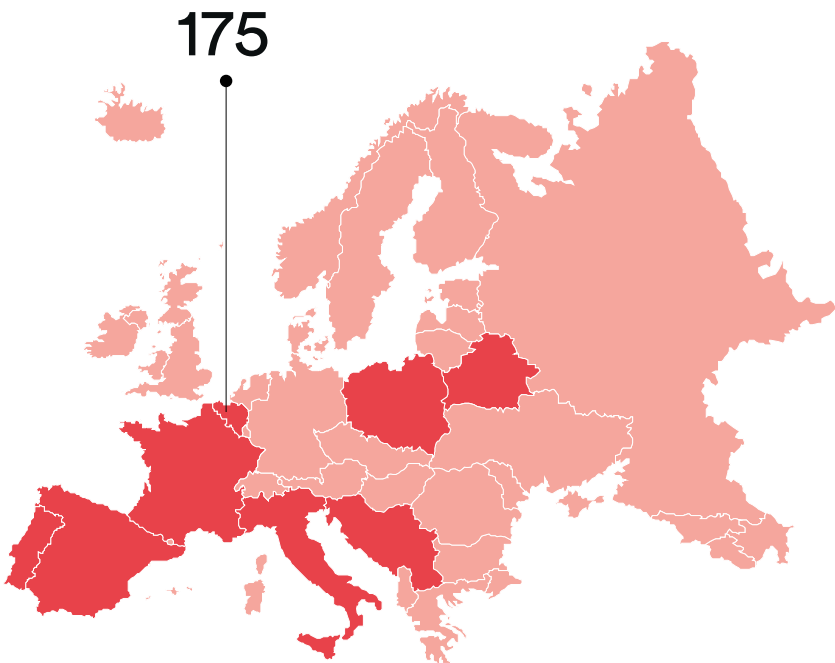
Employee types:

- 67% white-collar workers
- 33% blue-collar workers

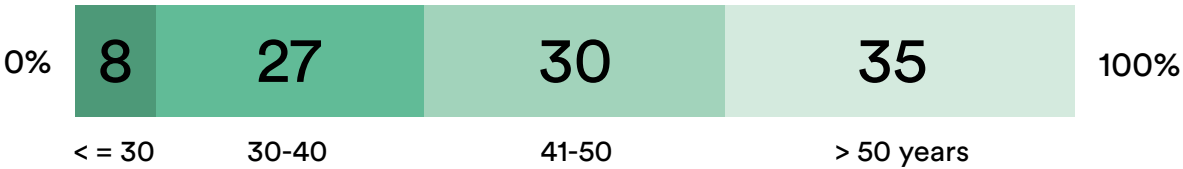


Numbers:

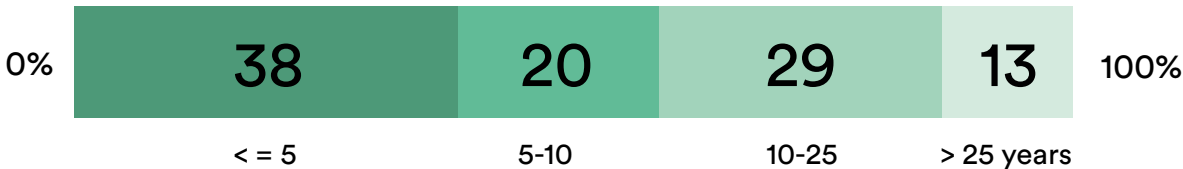
In total, Beddeleem employs people representing eight different nationalities. The majority of our employees are Belgian (94%). The Portuguese, Italian, Polish, Belarusian, Slovenian, French and Spanish nationalities are also represented.



Age breakdown:



Years of service:



\* This section incorporates self-employed individuals and covers the period from 01/09/22 to 14/06/23



A look at  
our projects

DEGROOF PETERCAM



Kraainem

DAIKIN EUROPE

ARENDT 9 VINTAGE



Luxemburg

VIB UGENT  
BIOVERSNELLER

SECUREX HQ



Gent

BREDERODE 2



Discover more  
of our projects



Anderlecht



Gent



Brussel



# Our mission, vision and values



## Our values:

**B** Committed

**B** Respectful

**B** Innovative

**B** Together

**B** Healthy

*People are the asset to lead our projects and goals into ambitious realisations. They embody and uphold our values<sup>2</sup> in their daily actions and decisions.*



## Our vision:

*Being the reference for sustainable workplaces through customized project solutions and partnerships made in Belgium.*

### Be the reference |

Beddeleem is the **partner** you entrust your project to. We have the organizational and technical knowledge and **experience** you need. Good contacts and strong agreements are made. Our professional approach ensures smooth delivery within the **agreed-upon time frames and budgets**, after which we provide further after-sales services.

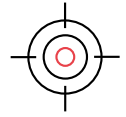
### Custom-made project solutions |

Thanks to our expertise in the areas of research & development and sustainability, our extensive technical knowledge in manufacturing, and our partnerships, we can **co-engineer solutions** for even the **most challenging** projects. We do this both before as well as during the execution of our assignments.

### Partnerships |

The right partnerships play a crucial role in the achievement of our **ambitions**. We build upon existing **long-term collaborations** with clients, architects, suppliers, subcontractors, and others.





## Our mission:

*To realise the future-proof workspace through sustainability, innovation and excellence.*

### Sustainability |

#### OUR EVERY ACTION IS INFORMED BY SUSTAINABILITY, IN ITS BROADER MEANING.

- We stringently monitor legal requirements, our **ecological footprint**, and the goals relating to reduction that improve our effect on the environment.
- With the development of our products and the execution of our projects, we attentively choose materials that assure a **high-quality, healthy and safe** interior environment.
- We act within strict **social and environmental boundaries**.
- **People** are central.

### Innovation |

#### CONTINUOUS IMPROVEMENT AND DEVELOPMENT OF OUR PRODUCTS AND PROCESSES, AND IMPLEMENTING TECHNOLOGICAL ADVANCEMENTS.

- **Complexity management** by securing and sharing knowledge.
- Our own research and development following principles that build on and **extend beyond** the legislative framework.
- **Extensive efficiency and production** options made possible by implementation of technological advancements.
- Efforts to instill a **circular economy**.

### Excellence |

#### DOING BETTER, EVERY DAY, IN EVERYTHING WE DO.

- **Customer service:** We take away any concerns our clients may have, guaranteeing optimal follow-up before, during and after the project. This ensures the desires, demands and needs of our clients are satisfied.
- **Partnerships:** We are top of mind with our partners (clients, suppliers, architects, subcontractors, and various others).
- **Improvement:** Continuous improvement in the areas of safety (VCA\*\*), quality (ISO 9001), environment (PEFC certification | ISO 14001) and sustainability (Certified CO<sub>2</sub> neutral | Cradle to Cradle certified | Recipient of VOKA Charter for Sustainable Entrepreneurship) through our care systems and certifications, as well as the related goals and action plans.
- **Higher standards:** As the benchmark for our sector, we feel a duty to continue pushing our own standards higher and our own performance further.
- **Management:** In 2023, Beddeleem became a laureate of the “Best Managed Company” program.



Management – From left to right: Marnix Claeys HR Director | Steven Van de Mosselaer Production Director | Koen De Block CEO | Jochen Daneels CEO | Patrick Van der Bruggen CFO | Andy Beirnaert COO | Wouter Vermeire CTO]

# Beddeleem governance

*At Beddeleem, we believe space is more than just physical measurements; it's a source of inspiration, productivity and well-being. As a groundbreaking company in the sector of modular and sustainable construction solutions, we have anchored our vision in five essential trajectories. They form the work trajectories that we employ to accomplish our mission.*

- 1

FOCUS ON PEOPLE
- 2

SUSTAINABILITY
- 3

COMPLEXITY MANAGEMENT
- 4

EXCEEDING STANDARDS
- 5

GIVING SUBSTANCE TO OUR AMBITIONS

The trajectories are managed by **workstream leaders in workgroups**. The action plans are discussed and validated in quarterly umbrella meetings with the workstream leaders, company management and IT. Progress is reported to all management, and is a set agenda item at company management meetings. In turn, the company managers report to our Board of Directors.

The first company management meeting at the start of the new calendar year includes an **annual strategy refresher**, with adjustments or updates made as required. The goal is to further communicate the status of our progress in each of our five trajectories to all employees at regular department meetings, Quality and Safety steering committee meetings and six-monthly information sessions.

In addition, there is a **direct line** between Sustainability Officer and CEO Jochen Daneels and HR Manager and CEO Koen De Block. We believe sustainable development is important enough to warrant bringing the **Environment, Sustainability and Circularity steering committee** together every month to discuss policy and progress.

Jochen Daneels



co-CEO

Anne De Coninck



Sustainability Officer

Koen De Block



co-CEO

Marnix Claeys



HR Manager



# Interview with Anne De Coninck, sustainability officer

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SUSTAINABILITY  
OFFICER AT BEDDELEEM

INDUSTRIAL ENGINEER  
IN CONSTRUCTION

SUSTAINABILITY  
MANAGEMENT



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## Commitment and Gandhi

Anne, Sustainability Manager at Beddeleem, answers with a smile when we ask her about the origins of her passion for and commitment to sustainability.

*This weekend, I was flicking through a notebook in which I put down my thoughts when I was 16. I came across a quote from Gandhi: “The world has enough for everyone’s needs, but not for everyone’s greed.” It hits home for someone who is working on the circular economy.*



**“Sustainability” and “Focus on People” were established as two of five trajectories that resulted from a strategic exercise the company performed. How did you begin working on these two trajectories?**

Broad support plays a part here. Everyone was able to volunteer to do further work on the strategic action plan in workgroups, with different workgroups focused on each trajectory. And honestly, that support was already there; we didn't need to 'recruit' anyone for our workgroups. The places filled spontaneously.

**“We didn't need to 'recruit' anyone for our workgroups. The places for all five trajectories filled spontaneously.**

**And did the ideas come from there?**

Very much. Of course, we first had to set a framework to define the most important topics—our materiality. The themes that came to the fore were climate, circularity and social considerations. We then thought about how, in relation to these themes, we could be more sustainable in our business operations. We considered our impact in the office, in production and on worksites. These ideas really came from everyone: production workers, managers, salespeople, technical design and drafting team, accountants and so forth. It was really inspiring.

**“The good ideas really came from everyone: production workers, managers, salespeople, technical design and drafting team, accountants and so forth ... It was really inspiring.**

**What is **materiality**? A challenge is material if there is a major influence on or coming from the environment. You determine your materiality by questioning this environment and taking legislation and the requirements of your sector into account.**

**Ideas are fine, but of course, they also need to be executed ...**

Definitely: validation and action are essential. That's why we planned to follow up with the heads of department. This way, our ideas found support with them. We then built up action plans, with a workgroup for each one. My job is to follow up, support and report on the progress of these action plans.

With our “Lunch & Learn” sessions and internal training sessions on sustainability, I don't just report to our heads of department, but to the whole company. Everyone is welcome to ask questions about our progress. The sessions really stimulate my colleagues to be involved. Of course, I too learn a little more every day. I've recently discovered that the team from manufacturing had replaced a boiler with a much more efficient heat pump. I've noticed from day one that sustainability is in our thinking processes and informs every decision we make here.

**“The involvement of my colleagues is so great that sometimes sustainability actions take place that I know nothing about!**





*The role of pioneer fits us like a glove*

**How did you become a sustainability officer in a construction company?**

I studied civil engineering and business economics, not any studies about sustainability, but I always had that passion for nature and sciences. I think I was somewhat destined to work in a construction firm where sustainability is a central focus. I began my career as an on-site work planner, then worked as a design manager before transferring to Beddeleem, where I was active in the commercial team. All great jobs. But my hunger for knowledge kept pushing me towards courses in sustainability.

When I had the opportunity to start up a circular project, I grabbed it with both hands. Since then I have been given more and more responsibilities in the sustainable challenges of our company. For that purpose I then followed a training in sustainability management.

*As the first CO<sub>2</sub>-neutral company in the construction sector in Belgium, Beddeleem already has quite a journey behind it. Read how Beddeleem took a new step with its full-fledged strategy.*

*From ambition to strategy: the internal trajectory at Beddeleem*

*The steering committee for sustainability at Beddeleem is a genuine team. “If you want to go fast, go alone. If you want to go far, go together.”*

**Why did you set up a sustainability steering committee?**

Our previous sustainability manager started a lot of programs from our R&D department. When he retired and I took over his tasks, we felt that our governance structure for sustainability was due for an update. This is how our steering committee for sustainability came into being. Through it, we can better involve the different departments within the company. It was the wish of the co-CEOs that sustainability would be widely supported throughout the company, and the steering committee is a tool for achieving that.

**Are your suppliers as easy to bring into the Beddeleem sustainability story?**

We sometimes feel like a guide who makes a path through the jungle for others. Our cradle-to-cradle program (where the whole chain is mapped out) meant, for example, that we had to support our suppliers in the search for data and the optimization of their processes.

We noticed that we took real steps together. In the past, it was all pushing and pulling, but now, they provide information far more easily (to us and to our competitors). We are happy with our role.

We see that there are suppliers who have started their own cradle-to-cradle trajectories because we have requested all this information and they now have it right there, on hand.

“The role of pioneer fits us like a glove. If we see that there are suppliers who have started their own cradle-to-cradle trajectory because we have requested all this information, we give ourselves a high five.”

**And if clients want to do so?**

That’s absolutely wonderful. In fact, a lot of our clients are proactively asking about our sustainable actions. It’s becoming increasingly important in tenders, to the extent that we feel the need to make our labels and certifications more visible in our communications. And even if the demand isn’t specific, by working with Beddeleem they end up, improving their sustainability anyway.

**Do you have another dream for sustainability at Beddeleem?**

A good-but difficult-question. I think that we could play an important role in circular construction. Suppose that we could build a ‘reversed factory’ that brought an infinite product to the market. That would be something!







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## Code of conduct

Everyone at Beddeleem signed a code of conduct when they came onboard. The code of conduct for our own employees is being updated at the end of 2023. We plan to communicate more about this in 2024. We are doing further work on the code of conduct for our supply chain too. Read more about this later in this report in the “Committed to people” section.

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## Interview with Jochen Daneels & Koen De Block, two co-CEOs

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*It's not just our company that's sustainable; our growth is too*

*Together, Koen De Block and Jochen Daneels form a CEO team. Their entire careers have been at Beddeleem, at every stage from job student to CEO. "Whenever we've wanted to do something new, Beddeleem has offered us the right opportunity at the right time."*



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What does your role as co-CEOs say about Beddeleem?

Koen: The co-CEO function grew over time. In 2000, there were four owners who worked together in a company-management team, but without a real CEO. When the family stepped back, the concept of co-CEOs was born. Hendrik Daneels and I first worked as co-CEOs. In 2021, Jochen took over from Hendrik, and the concept was cemented. We haven't had any complaints so far. Incidentally, read up on what the Harvard Review says about it: companies with co-CEOs perform better.

Harvard Business Review: Is It Time to Consider Co-CEOs?

According to research performed by Harvard on eighty-seven companies with co-CEOs at the wheel, companies with a co-CEO system have higher returns than comparable companies with just one CEO.

Successfully sharing leadership stakes depends on different factors, including strong involvement of both leaders in the partnership, supplementary skills, clear responsibilities and decision-making powers, effective conflict resolution, radiating a sense of unity, sharing responsibility, having the approval of the board of directors, and an exit strategy. The authors warn that the co-CEO model is not suitable for all companies, but that it may be very promising for large, multi-dimensional companies, organizations with adaptable management and companies undergoing technological transformations.

Jochen: 'We feel more comfortable making decisions because we always have each other as sounding boards. We make decisions more quickly as a result. We know which one of us is stronger in certain areas and we trust in each other's expertise.'

Beddeleem wants to create a future-proof workspace. What does that mean for you?

Jochen: It's an ambition that gives us the energy to be first, to be the frontrunners. We are definitely driven by innovation, but also in our manufacturing and production and by doing business sustainably. We have always had faith in the philosophy that who dares wins; if we dare to bring something to the market first, we will reap the rewards.

“Our approach has created so much faith in the market that new projects are continuously appearing in our order book.”

Koen: This ambition makes our clients future-proof too. If they want to attract talent, they're best doing it with an environment where it's possible to work efficiently and perform to high standards. Ergonomics, acoustics and togetherness are all a part of our future-proof approach.

Jochen: We are obviously not going to take over the work of an architect, but we are prepared to give advice. We have insights, based on our R&D and years of experience. Sometimes our ambition leads to decisions that appear to be counterproductive to growth, but because our systems are so sustainable, they stay in place for much longer than the market average. This has worked to our advantage. Our approach has created so much faith in the market that new projects are continuously appearing in our order book. As well as that, satisfied clients keep returning to us because, thanks to the flexibility of our modular wall systems, they can adapt their office environments to new needs. The future is not standing still.



Sustainable thinking is in your DNA. For example, Beddeleem was the first CO<sub>2</sub>-neutral construction company in Belgium. What was the turning point for you?

Koen: It's really difficult to pinpoint one specific moment or one insight. Every action that we have taken was intended to further develop our activities. Beddeleem began by doing ceiling-system installations. We then realized that walls, cabinets and office furniture were all part of that. We needed to have an ISO system for the new business; first it was the ISO 9001 (Quality), but very soon, we were pursuing a stricter certificate, ISO 14001 (Environmental Management Systems). That was already a good start, especially when we decided to set up a site of our own to allow us to better sort our waste.

And looking at that waste made us keep thinking: "You know, waste isn't so productive." So, we focused on a cradle-to-cradle approach.

Cradle to Cradle (C2C) is a design framework and concept developed by architect William McDonough and chemist Michael Braungart. It offers a different approach to traditional linear product design and production processes, which often lead to waste and damage to the environment. The central idea behind the cradle-to-cradle approach is to create products and systems that are regenerative, sustainable and environmentally friendly. The certification is strict and demands collaboration in the chain.



And it all comes up roses when you're the frontrunner?

Jochen: Being the first also means the efforts we initially need to make are a good deal bigger. However, we took on this role as a trailblazer. And there will be a lot of benefits in the long term. For example, thanks to what we have learned, we are setting the standards for disassembling walls and for the innovations in our layouts. We are getting a competitive advantage by being able to tackle complex and demanding projects. Our clients know and appreciate that, with positive word-of-mouth referrals as consequence. Being a trailblazer also requires being adaptable to changing circumstances and that's an asset that makes us futureproof. And one of the best things about this is that by paving the way we also enable others to take steps forward and this indirectly increases our positive impact.

“The government should give sustainability much greater weight than price in tenders.”

Koen: We also find that the government, which asks the market to invest in sustainability, doesn't always satisfactorily follow its own advice in its building offices. The government is an important player in the office market and should give sustainability much greater weight in relation to price. Because investing in sustainability is initially more expensive, the benefits only come later. In our eyes, these government standards could certainly be a lot stricter in government tenders.

Jochen: We therefore hope that objective criteria such as CO<sub>2</sub> impact, recyclability, but also social aspects, soon become a standard in procedures for tenders. The new CSRD legislation could accelerate that process.

The CSRD—the Corporate Sustainability Reporting Directive—is an important initiative of the European Commission to improve the way companies report on sustainability. The directive is part of the broader efforts of the EU to promote transparency and consistency in sustainability reporting.

It builds on the existing non-financial reporting directive (NFRD) and aims to further strengthen the EU framework for sustainability reporting. There are demands being introduced for more companies to report on a broader range of sustainability considerations, including factors in the area of environment, society and good corporate governance (ESG).

Do your clients always agree with your sustainability efforts?

Jochen: There is room for improvement (smiles). Clients that make sustainability a central focus often challenge us, which is great. But if the intention isn't there to begin with, it's often difficult to convince them to go all-out and choose our most sustainable solution.

Koen: There are also really inspiring stories to tell. For our client Proximus, we designed cabinets the bodies of which were made from recovered material. They thought the minor signs of use were charming. We really learned from this. And so, the desk I've been sitting at for my entire career still has the same base. The desk looks trendy, thanks to a new desktop and new powder coating for the base.

Jochen: We need to better situate our sustainable approach in the market.

Koen: That's right. We often say to each other: “Maybe we're a little bit too modest.”



Five years into the future, what would you like to be able to talk about with pride?

Jochen: That our ReUse range is performing well with good returns. Today, it's still an investment. I also dream of more impact outside Belgium.

Koen: And that will happen Jochen, not tomorrow or the day after, but gradually, as is always the case. Our company never grows on the basis of forced interventions, only organically. Twenty years ago, we grew by 5% per year and the fact we are still doing that is an achievement of which I am particularly proud. Growing 5% on a turnover of twenty million was exceptional. But growing 5% on a turnover of ninety million? You have to do that.

Jochen: Indeed, we are preparing for that growth with extra production capacity, but especially with our great team. It's not just our company that's sustainable; our growth is too.



Koen De Block

CEO  
INDUSTRIAL ENGINEER  
IN ELECTRO-MECHANICS  
STARTED AS A JOB  
STUDENT IN 1984  
STARTED AS AN  
ENGINEER IN 1989



Jochen Daneels

CEO  
INDUSTRIAL ENGINEER  
IN CONSTRUCTION  
STARTED AS A JOB  
STUDENT IN 1999  
STARTED AS AN  
ENGINEER IN 2005



# Milestones in sustainability

Throughout its history as a business, Beddeleem has integrated sustainability policies in its internal processes. The following timeline presents a short summary of these. Further information on these topics is available in Beddeleem's brochure on [Sustainability & Circularity](#).

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1950

Beddeleem established



1999

ISO 9002 - Quality certification



2006

ISO 9001 - Quality certification



2011

ISO 14001 - Environmental management systems certification



2013

'Beddeleem Actief' initiative introduced



2020

First Belgian construction company to be certified CO<sub>2</sub> neutral



2022

Recipient of VOKA Charter for Sustainable Entrepreneurship



1989



First allocatable wall system

2000



VCA - Safety certification

2009



CERFF accreditation

2012



PEFC certification

2016



Cradle to Cradle certification

2021



Beddeleem Circular program introduced

2023



SDG Pioneer

35

# 2023. This is how we determine our material topics

*Beddeleem emphasizes sustainability in the **environment (E), social (S) and corporate governance (G)** as a common theme that influences all the diverse facets of our enterprise. In line with CSRD legislation, Beddeleem has started reporting on its **ESG performance**.*

To identify the initial ESG impact made by Beddeleem, we have run through a process of research and consultation with our stakeholders from which a sustainability strategy emerged. We have examined the influence Beddeleem has on its environment (**impact materiality**) as well as the impact that the environment has on Beddeleem (**financial materiality**).

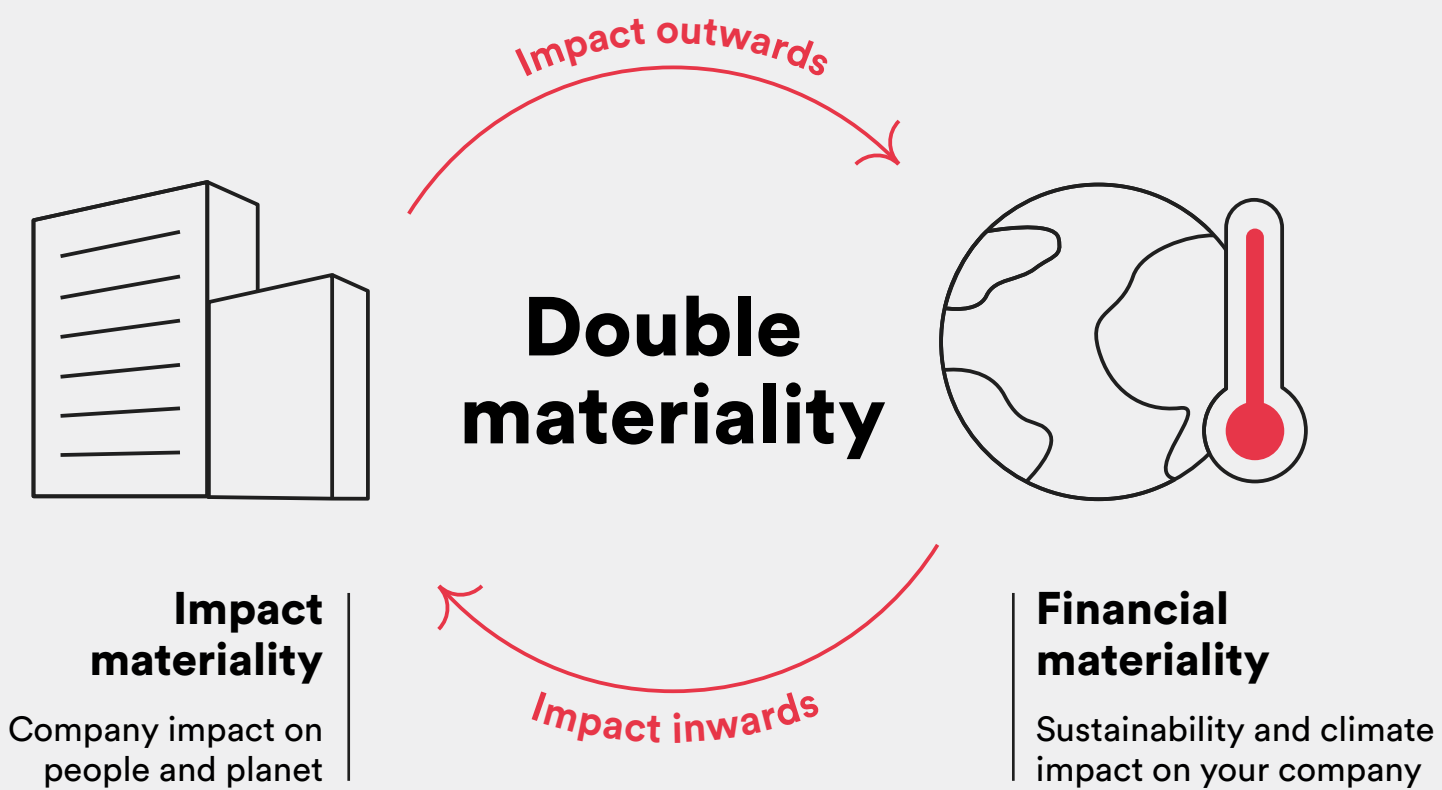
Through internal workshops, benchmarking and desk research, we have established which subjects are most important-also known as “material subjects”. After they were validated in a management review, we used them as a foundation for the Beddeleem ESG policy.

## → EXTERNAL

This process involves mapping out the interests of stakeholders, first identified via a stakeholder matrix and then screened on ESG themes that are relevant within our collaboration. We have also looked at the most important impact themes for the sector, as proposed by the sector federation (Embuild).

## → INTERNAL

The ESG areas in which Beddeleem has the most influence were investigated with help from workshops involving members of the sustainability work group. In the strategic exercise, a similar exercise with the heads of department and company management also took place.






The resulting lists of subjects and themes were collected, with the repeated points serving as a basis for the sustainability strategy at Beddeleem, as presented in Material Topics – ESRS.

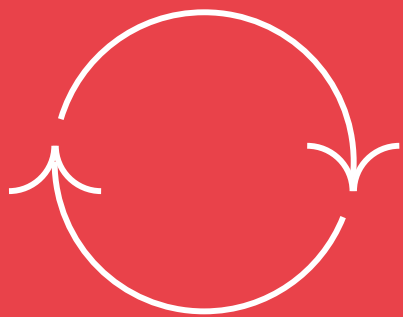
These financial material themes were also included in the existing context determination and presented during the annual management review. The related risks and opportunities were assessed together with the priorities and measures to be implemented.



# Material topics – ESRS

| 3 goals   |  | ESRS topics   |   | Explanation   |
|---|--|---|---|---|
| <div>Create Circular Workspaces</div> <div>Contribute to a Cool Planet</div> <div>Committed to People</div> |   | E5  | Resource use and circular economy   | Beddeleem prioritizes the circular economy due to its profound understanding of the environmental impact and sustainability challenges in construction. By adopting the 9R strategy, with a focus on material choice, lifespan extension, and closed loops, Beddeleem actively contributes to circular practices. The Beddeleem Circular program strategically reuses materials, aligning with the company’s commitment to sustainability and reducing its ecological footprint in the construction industry. |
|   |  | E1  | Climate change  | Working to reduce CO <sub>2</sub> emissions by striving for energy efficiency, use of renewable energy sources and continuous improvement to minimize our carbon footprint.   |
|   |  | E2  | Pollution   | As a manufacturing facility and building company Beddeleem implements measures to minimize pollution. Our focus lies in adopting eco-friendly processes, reducing emissions, and promoting a cleaner, greener manufacturing environment. (Implementing ISO14001 and establishing an environmental aspect register has been a crucial step towards ensuring effective environmental management within Beddeleem.)  |
|   |  | E3  | Water and marine resources  | Due to the climate heating up, we need to be even more efficient in the way we use water in Belgium. Although we have a relatively limited use of water at Beddeleem, the way we manufacture and consume water resources has an impact on water quality and water quantity.   |
|   |  |  | S1  | Own workforce   |
|   | S2   |   | Workers in the value chain  | We believe working conditions are highly important. This relates not only to our own building sites, but also in our supply chains. This includes the development of a code of conduct for suppliers, establishing sustainability criteria for each supplier and strengthening partnerships.  |
|   | S4   |   | Consumers and end-users   | Commitment to our end-clients and consumers, by not only offering high-quality building materials, but also by supplying solutions that contribute to a healthy and stimulating work environment for the users of Beddeleem products.   |
| Governance at Beddeleem (Introduction)  | G1   | Business conduct  | Striving for sustainable purchase practices and promotion of transparency and collaboration in our value chain. Embedding sustainability at the core of our purpose is essential for Beddeleem because is drives our commitment to ethical decision-making, accountability, and transparency. This intentional integration establishes a solid foundation for ethical practices, compliance, risk management, stakeholder engagement, strategic planning, and reputation management, all of which are integral to achieving long-term sustainability goals. |   |

GOAL 1



Create  
Circular  
Workspaces



Material choice and consumption



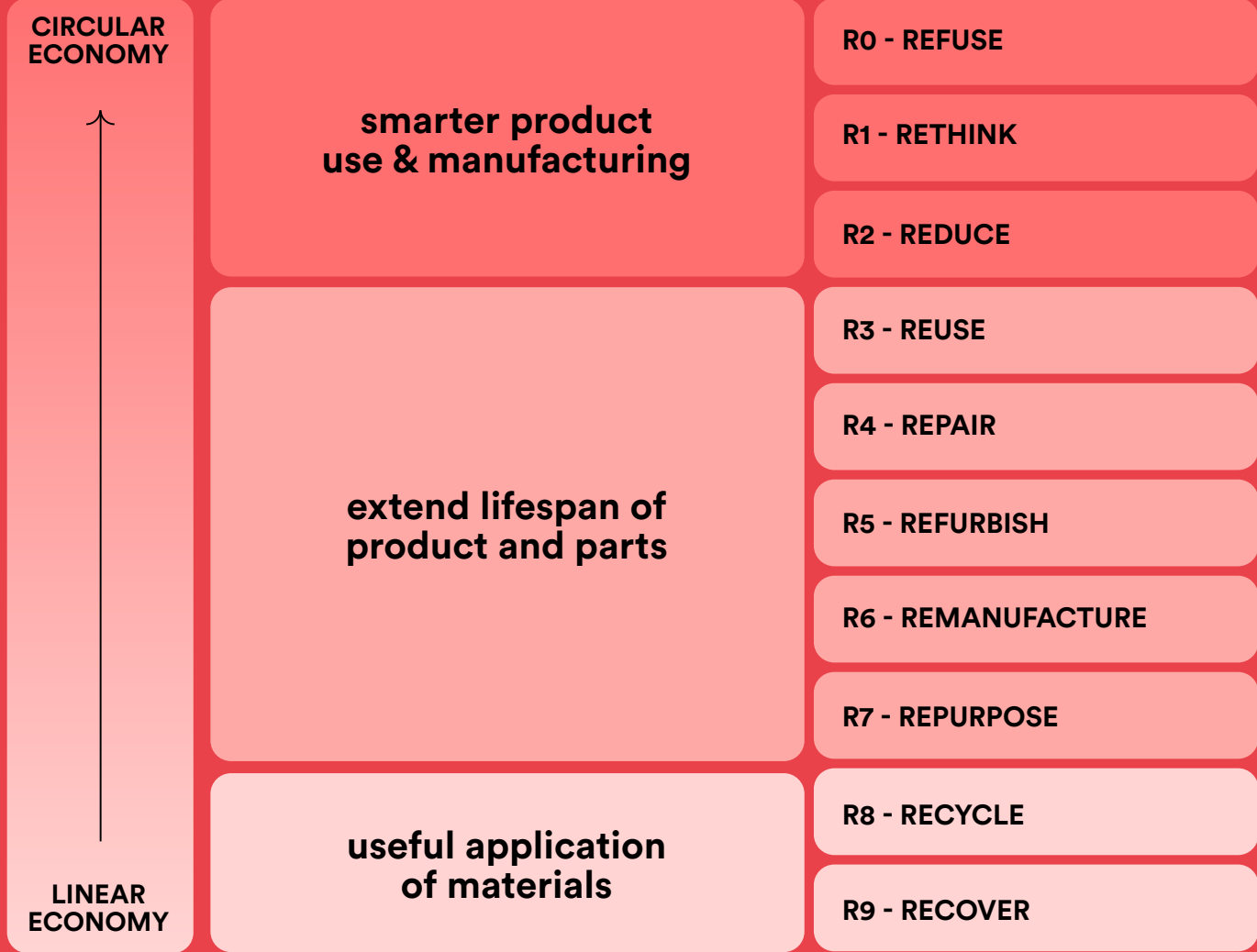
Extending lifespan



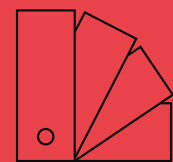
Closing loops

*The impact of every construction company is to be found, to a great extent, in the materials that are used in projects and during the manufacturing process. A lot of raw materials are finite and/or scarce. Acting in a responsible manner is therefore a priority for Beddeleem as a future-proof company, especially in light of our desire to minimize our impact on the environment. We strive to ensure that every product we bring to market makes a valuable contribution, is produced in an efficient manner and will not be considered waste at the end of its life cycle.*

*Our transition to a circular economy has already been underway for some time. We want to consolidate this process and base our actions on the 9R strategy, with three subthemes: material choice and consumption, extending lifespan, and closing loops. The Beddeleem Circular program is a core aspect of these efforts, with material elements of our products being carefully reused in the highest possible value scale.*







# Material choice and consumption

*In the construction sector, the choice and use of materials are essential in guaranteeing quality, sustainability, efficiency, aesthetics and client satisfaction. A well-thought-out choice of materials ensures Beddeleem has the opportunity to satisfy these expectations in its high-value projects and realizations. We enlighten clients of the relevance of material choice by communicating with them about our JB standard principles and the related circular benefits, through our pursuit of Cradle to Cradle Version 4 certification in the Material Health category, and now striving for 100% PEFC-certified or recycled wood for use in our manufacturing and on our worksites.*

TARGET

KPI

STATUS

2024

Communicate standard JB principles and circularity benefits more extensively.

Capture and communicate the standard product range.

Ongoing

2025

Cradle to Cradle Recertification:  
  
Material Health category V4.

Achieve Cradle to Cradle V4 certification.

Ongoing

2030

Procure 100% PEFC or recycled wood for production and sites.

% purchase of sustainable wood / total wood purchase.

(Current percentage not known)




# Resolute policy

## Compatibility |


In product development, we are focusing on the further use of existing components. With greater use of existing components, our systems will remain compatible with materials and design elements developed in the past. This increases the possibility of products being repaired, the ability to extend or expand installations, and the propensity for reuse.

## 9 best practices |

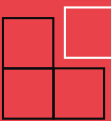
Beddeleem uses nine best practices that incorporate sustainable design principles for the circular (re)design of the work environment. We systematically apply these principles during the design-drawing stage of our projects. In addition, we use them to communicate and inform clients and architects about the subjects, to enable us to work together with them in a shared desire to reduce the environmental impact of a project.




Design future-proof




Circular reusable



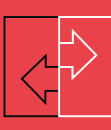
Design modular




Technical panels




Extensions & fitting modules




Interchangeable & flexible



Material selection



Circular range



Open mind



## Cradle to Cradle |

The international Cradle to Cradle Certified® Product Standard is a design philosophy that strives to create products that have no waste at the end of their life cycles. In 2012, Beddeleem began making internal preparations for achieving these certifications. In 2016, we were the first manufacturer in the world to achieve the Silver C2C certificate for glazed wall systems. The re-certification for this takes place every two years; a continuous improvement process is required for re-certification.

In 2022, Beddeleem performed a gap analysis in preparation for pursuing Cradle to Cradle Version 4 certification. In 2023, during the re-certification process, these efforts saw two categories fully upgraded to Version 4 : Clean Air & Climate Protection and Water & Soil Stewardship<sup>3</sup>.

In the context of our material choices and material use, the upgrade to Version 4 in the Material Health category was not yet possible under the current certification. This is because we make a composite product that uses various components and is strongly dependent on our supply chain for them; under Version 4 certification requirement, not only are we assessed at Beddeleem, our entire supply chain is examined.

In 2022 and 2023, we performed a great deal of preparatory work with our chain, meaning that we are already taking steps and will continue to do so in pursuit of the Version 4 certification, better products, and a better environment.

## PEFC label |

Beddeleem is striving to only use PEFC-certified or recycled wood for in our manufacturing and on our worksites. The path to achieving this goal? Centralizing and automating processes for the purchase of sustainable wood. PEFC-the “Programme for the Endorsement of Forest Certification Schemes”-is a non-government environmental organization. PEFC (PEFC/07-31-258) is a label that guarantees consumers that wood, or paper has come from sustainably managed forests. To achieve this aim of centralized and automated purchases, the management team at Beddeleem is implementing the “PEFC Chain of Custody” management system (or control chain) at the production location in Nazareth.

Our first PEFC certificate was awarded on 21 May 2012. The current certificate will remain valid until 20 May 2027.



3 | For more information related to our cradle-to-cradle journey at Beddeleem, see Beddeleem Sustainability & Circularity (2022), p9.





Beddeleem's meticulous water-purification process in our coating facility exist over 20 years and still is one of the best in the market. It exemplifies our vision as frontrunner.

**In 2022, we used a total of 1481 m<sup>3</sup> of water:**

💧 **579 m<sup>3</sup>**



was used in our paint shop in pre-treatment baths, for rinsing, cleaning and in demineralized water. As we have our own water-purification installation, we use the same water for longer in a circular cycle. Approximately once a year, we refresh this water, with the effluents and water from the pre-treatment baths being collected and processed by a recognized processor.

💧 **28 m<sup>3</sup>**



was used in our products, most commonly as a constituent in plaster.

💧 **874 m<sup>3</sup>**



was for sanitary and cleaning uses, and was subsequently treated in the public water-purification installation in Deinze.

**In 2023 and 2024 we are enhancing our monitoring efforts by monthly check-ups and keep exploring opportunities to further minimize our water consumption.**





# Planned actions

## Standard range JB 2000 |

Based on our nine best practices, we have established a standard range within the JB 2000 family. As standard principles, they contribute to the qualitative and quantitative optimization of materials. In the future, Beddeleem will continue to communicate about the principles and share examples of high-impact projects, with a view to convincing clients to choose circular-economy options.

Furthermore, offering a standardized range and limiting variation can lead to economies of scale, such as reductions in waste resulting from cutting and cut-offs or excess packaging, less transport through use of articles that are in stock, faster delivery terms, reduced need for follow-up deliveries and an increase in availability for after-sales demands.

## Training employees |

Beddeleem already has an extensively certified product range, but will expand this even further in the future. Part of the process by which we aim to accomplish this involves training our sales employees, project leaders and the research & development service. The research & development teams study and determine which materials will be used on the basis of various criteria, including the recycled-material content, sustainability and the production method (manufacturer specifications).

Salespeople and project leaders will be given training on recognizing project opportunities related to the circular economy more quickly, enabling them to more broadly implement aspects of the circular economy.



## Material Health Version 4 certification |

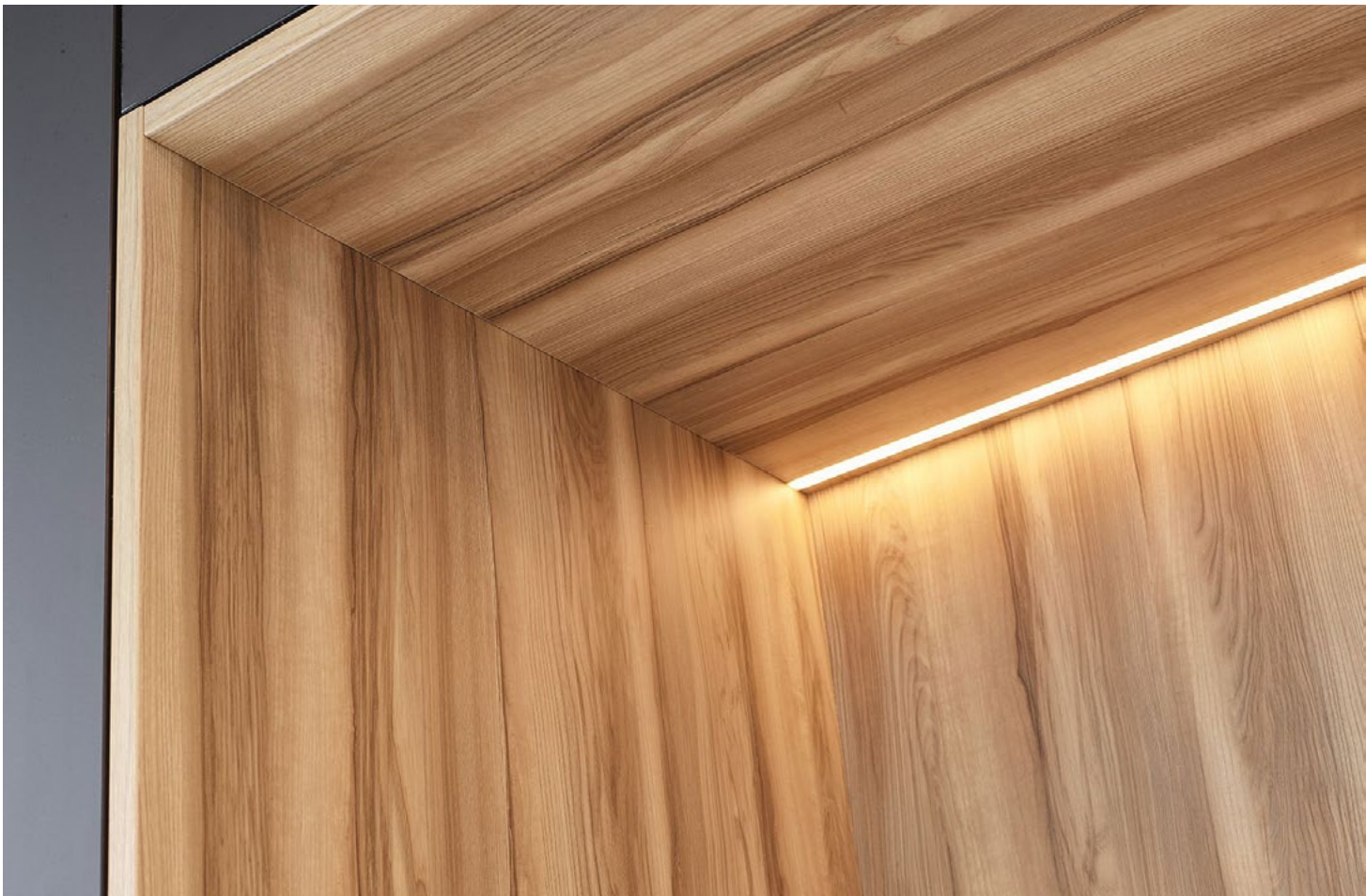
Our Cradle to Cradle and PEFC certifications are demonstrative of the contributions Beddeleem makes to the sustainability of buildings and the way we help the construction industry to improve and achieve credits for certificates such as LEED, WELL V2, Green Star, DNGB, BREEAM, etc. In 2022, we fulfilled the demands for Cradle to Cradle Certificate Version 4 for two of five categories: Clean Air & Climate Protection, and Water & Soil Stewardship. Beddeleem has already done preparatory work with supply chains to help in the pursuit of the remaining Version 4 categories. Perhaps most pertinent are our efforts to achieve Version 4 certification for the category Material Health in 2025. They include investigating how to conform with the burden of proof posed by the stricter rules relating to the Restricted Substances List, as well as working more closely with the relevant parties in our supply chain to raise the health standards of materials to a higher level.

## Study on the feasibility of centralized wood purchasing |

A study will also be conducted into the purchases of wood (for production and use on sites and in warehouses) via a central purchasing manager. By purchasing in this way, Beddeleem aims to use 100% PEFC-certified or recycled wood for manufacturing and on sites by 2030.

At the moment, we estimate that 95% of our sheet material and wooden products are already PEFC-certified or recycled wood. For the purchase of door leaves, this percentage is not currently recorded.

To simplify the related processes, Beddeleem is focusing on the development of automated systems for purchasing and arranging logistics orders for wood.











# Extending lifespan

By extending the lifespan of a product, Beddeleem has a positive effect, benefiting clients through cost savings as well as reduced environmental impact. The core of the transition to a circular economy consists of using products and materials that offer the highest possible value scale, thus breaking the link between new raw materials and value creation. Beddeleem is aiming to achieve this as part of the process in attaining Cradle to Cradle Version 4 certification for the category Material Reutilization, as well as by developing a digital product passport, and continuing our ReUse range as a part of the Beddeleem Circular project.

TARGET

KPI

STATUS

2025

Attain Cradle to Cradle V4 certification:  
  
Material Reutilization.

Achieve Cradle to Cradle V4 certification.

Ongoing

2026

Develop digital product passport.

% of JB base line-up incorporated into the digital product passport.

Yet to commence

2026

Integrate the ReUse range as standard through all departments.

Frequency of use of ReUse products.

Ongoing





## Resolute policy

### After-sales service |

Beddeleem has already taken various steps to extend the life of materials. Our after-sales service has already been dismantling and reassembling our relocatable walls for more than thirty years. In other words, at Beddeleem, we already know what circular working is. Our internal engineering department performs an analysis of the available materials and the new layout. As well as that, we perform preliminary technical studies through research and development in the context of take-back and implementation projects. We have the knowledge needed to put this puzzle together.

“We have already been dismantling and reassembling our relocatable walls for more than thirty years.”



### Beddeleem Circular |

Since 2021, we have offered a ReUse range via the Beddeleem Circular project for which we have set up a process flow. This range includes, among other products, system walls and doors that already have a life behind them. Through Urban Mining, they have been recovered from renovation or dismantling projects and are temporarily kept in stock at a separate location, ready to be given a second (or third, or fourth, etc.) life.

In 2022 and 2023, we executed diverse projects with the reuse of complete wall systems and/or components. In one of these projects, we used lockers, for example, that were made from material previously recuperated from wooden wall panels.

### Adaptable-height extension |

Our pursuit of excellence has also led to our continuous search for improvement. We are still implementing circular practices or making the most of opportunities to innovate. It's important that these improvements are made without any loss to compatibility. An example of how we ensure this compatibility is visible in the development of an extension piece that adjusts the height of the walls for reuse, and the expansion of our (dis)assembly manual to simplify (re) construction.

Furnishing an area with timeless, exchangeable systems ensures that our clients do not need to invest in the purchase of completely new wall systems later on, and that our products have a much longer lifespan. There are economic and ecological benefits to this approach. Our systems give our clients optimal flexibility when they change the set-up of their offices. This is ideal, especially for dynamic organizations with frequently changing office occupants.

### Material database |

By extending the actual lifespan of our products even further, we avoid the unnecessary expenditure of energy on the manufacture of new products or the recycling of existing ones. Material databases play a role in making reuse possible. Since 2021, we have been active as a pioneer in this area, working in collaboration with Madaster Belgium. A database of Beddeleem JB systems is available, allowing all the elements in the digital construction dossier to be linked to specific and relevant product data. This is used to give detailed info on the impact of a project, thus increasing the chance of material being taken back and used again. Once it has been linked, the most recent information remains available. Together, we are lowering the impact of the projects and keeping the circle as small as possible.



# Planned actions

## Beddeleem Circular project |

We are focusing on the further implementation of the Beddeleem Circular process in our ERP system. This includes the central management of our inventory with ReUse elements, linked to our as-built dossiers and new projects for optimal data transfer. As well as this, we are taking further steps in the process, through which we are organizing training courses to optimize the distribution of responsibilities across diverse departments. In doing so, we are emphasizing the importance of knowledge transfer and the sharing of lessons learned between teams.

“

Today, on average, over half of our products are made of recycled materials. The rest is being sustainably resourced.

## Version 4 certification for Material Reutilization |

In consequence of the efforts made in relation to Beddeleem Circular, the following action is aimed at achieving Cradle to Cradle Version 4 certification for Material Reutilization. In 2022 and 2023, we made preparatory efforts in collaboration with the chain. The aim was to simplify the eventual transition to Version 4. We are pursuing this certification by continuously making full use of circular opportunities and innovations. The right partnerships play a crucial role here. On this basis, we are building long-term collaborations with clients, architects, suppliers, subcontractors, etc. As well as this, we are committing ourselves to integrating products with a higher content of recycled and recyclable materials. Today, on average, half of our products are made of recycled materials, with the full partition-wall system serving as an excellent example. It is constructed from 100% recycled wooden sheet material. The graphic below gives a breakdown of the recycled materials used for JB QBE, our box-in-box system.

### wood

50% of which **85.5%** recycled

### mineral wool

5.4% of which **50%** recycled

### synthetic material

0.3%

### electrification

0.7%

### steel

15.9% of which **17.28%** recycled

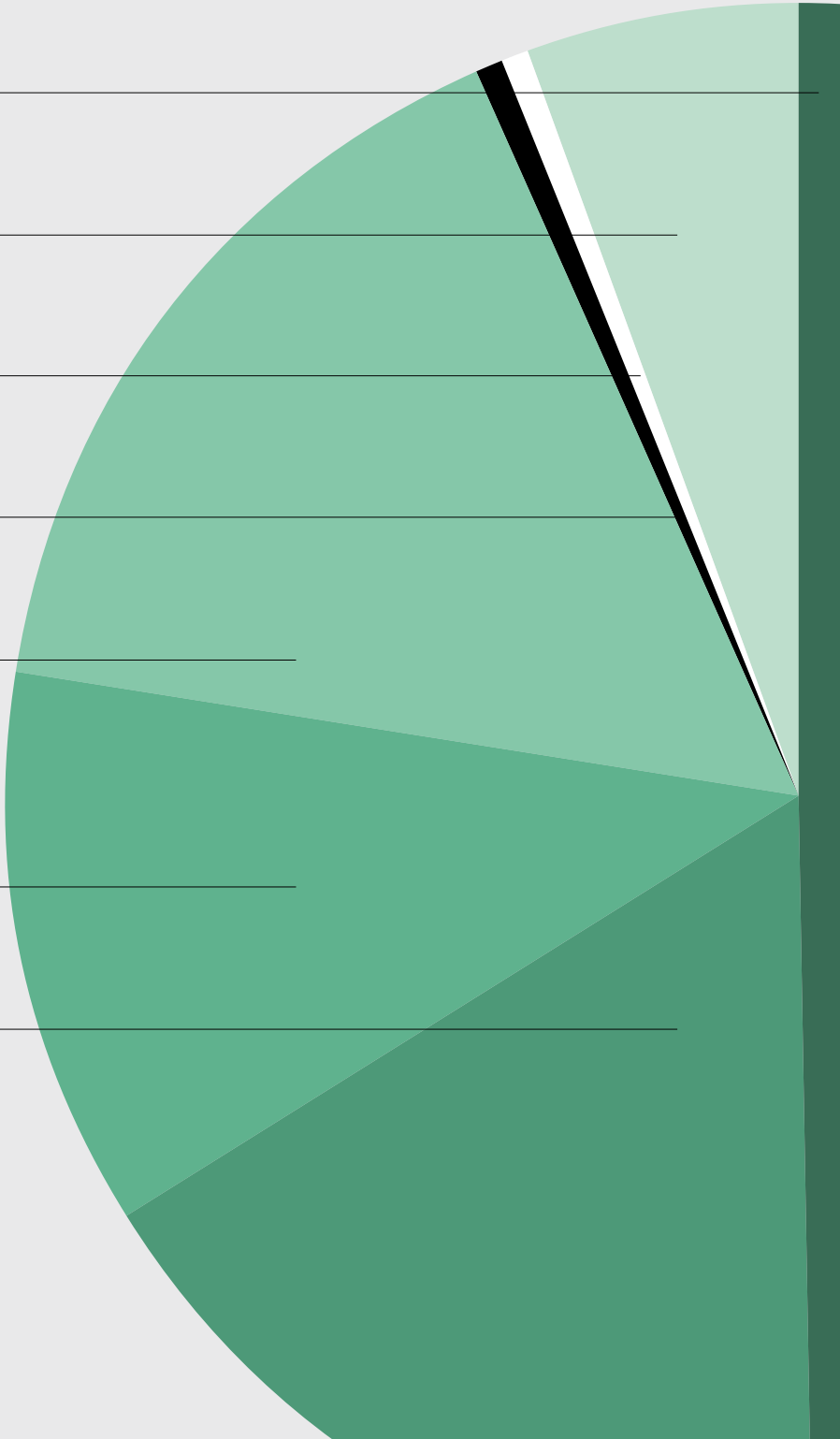
### aluminum

11.4% of which **78%** recycled

### glass

16.3% of which **33.90%** recycled

- Total weight of the reference model: **1084 kg**  
Values based on model QBE with 3 full partitions
- A minimum total of **62.62%** of recycled content





CRADLE TO CRADLE – SUSTAINABILITY CATEGORIES



Enabling a circular economy through regenerative products and process design

Product design with an eye on circularity, the use of recycled and recyclable materials, Beddeleem Circular. We keep the circle as small as possible.

V3.1 Silver

Digital product passport |

As well as collaborating on material databases, Beddeleem is also working on the further development of a digital product passport. We will determine which specific information needs to be added and examine a follow-up system, as well as other possibilities offered by Madaster. The planned JB standard range will serve as a guide for possible improvements.





# Closing loops

*It is perhaps easiest to understand the concept of ‘closing loops’ and ‘cycling’ by comparing it to ‘recycling’. Recycling plays a crucial role in preserving materials on a molecular level. Recycling involves breaking a product down and then recreating it for reuse. In cycling, a product is taken as is, refurbished or repaired-if necessary-and then put back into use. It is not broken down and thus is kept in a continuous cycle of use. The closing of the circle (in loops) prevents the need to mine new raw materials and loss of ‘old’-but still useable-materials in waste flows. This results in an extended lifespan of materials, and thus a more sustainable and more efficient use of resources.*

*Through the integration of a plan for keeping these elements in use, and the improvement of the value chains of residual waste and other waste streams, Beddeleem is making efforts to close the circle. In the first instance, we aim to do this on a higher value scale.*

TARGET

KPI

STATUS

2024

Integrate and communicate our updated cycling plan.

Fully integrated plan.  
  
Training hours for execution and production.

Ongoing

2030

Enhance value scale of residual and waste streams.

Reductions in the % CO<sub>2</sub> emission waste.  
  
Comparing ton waste/ton waste base year (baseline 2021).

2022

26.30 tco<sub>2</sub>e

2021

28.75 tco<sub>2</sub>e  
> - 8.52%





## Resolute policy

### Developing the cycling plan |

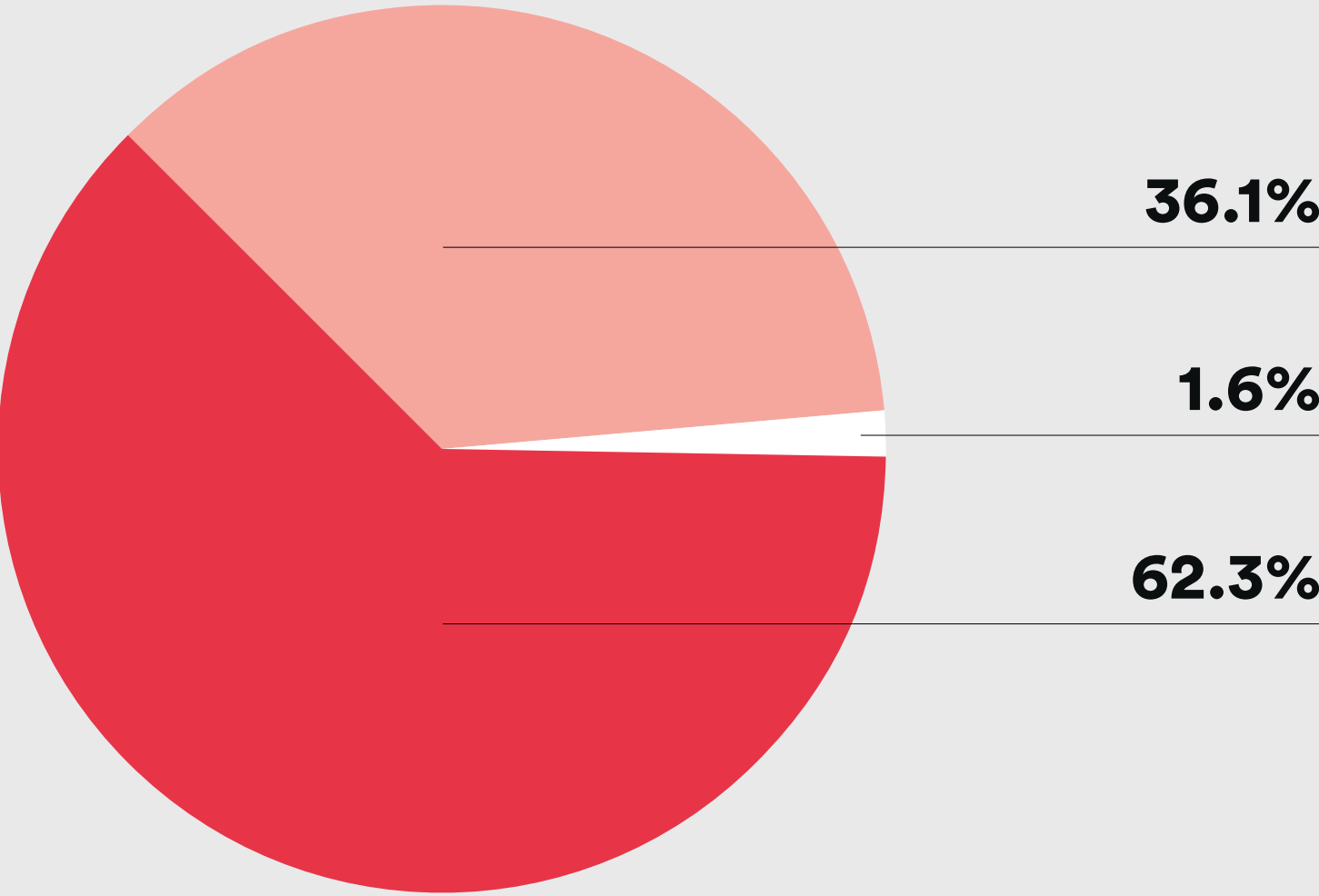
Our cycling plan is designed to keep our different elements in use on the highest value scale. To integrate this plan at Beddeleem, a series of different workshops on the closing of the circle are being organized. Participants come from our project, warehouse and production departments. As well as this, a flow of the waste streams has been developed and an overview made of our circular-economy partners.

### Increasing the value scale |

Parallel to the workshops for working out this plan, pilot projects have been started to improve the value scale of residual waste and waste streams. This includes the Unilin Recover program and the Rockwool Rockcycle program. In line with these initiatives, the recycling park in Beddeleem has been expanded. Leftover stock articles are being picked up from various worksites and there is a list of non-current materials. For years, these materials, which are not part of the regular range of articles we stock, have been offered internally for use in other projects.

“**Together with a number of suppliers, we have started pilot projects to improve the value scale of residual waste and waste streams.**”

WASTE (26 TCO<sub>2</sub>E)\*



|                      |       |   |
|----------------------|-------|---|
| Waste to energy      | 16.38 |  TONNE |
| Recyclable waste     | 9.50  |  TONNE |
| Non-recyclable waste | 0.42  |  TONNE |

\* Data reflects information from 2022; data of 2023 will be in the next report



## Planned actions

### Finalizing the cycling plan |

As well as the efforts that have been made to extend the lifespan of material (See topic 'Extending Lifespan'), Beddeleem is developing and finalizing the action plan for achieving Version 4 certification for Material Reutilization. As a part of this process, a decision tree has been created as a practical resource for production, sites and in the office. It will help in deciding on the highest value path for material reuse.

### Collection of office waste |

For better sorting, the waste material collected in the office will be centralized per floor. From 2024, plant and food waste will be collected separately.

### Greater returns |

To make the incoming stream of return articles flow more smoothly and efficiently, the scanning system will be expanded. We will make it possible to look up the list of articles that have been sent to a site or ordered by the project leader on a site on the handheld scanners. As a result, warehouse workers will be able to process more effectively and more quickly. In addition, the labelling for stock articles will be enhanced.

### The (dis)assembly manuals |

In our (dis)assembly manuals, we systematically show which elements can be taken back into stock and/or which recycling streams they should be added to.





GOAL 2



Contribute  
to a Cool  
Planet



Optimize transport



Green energy



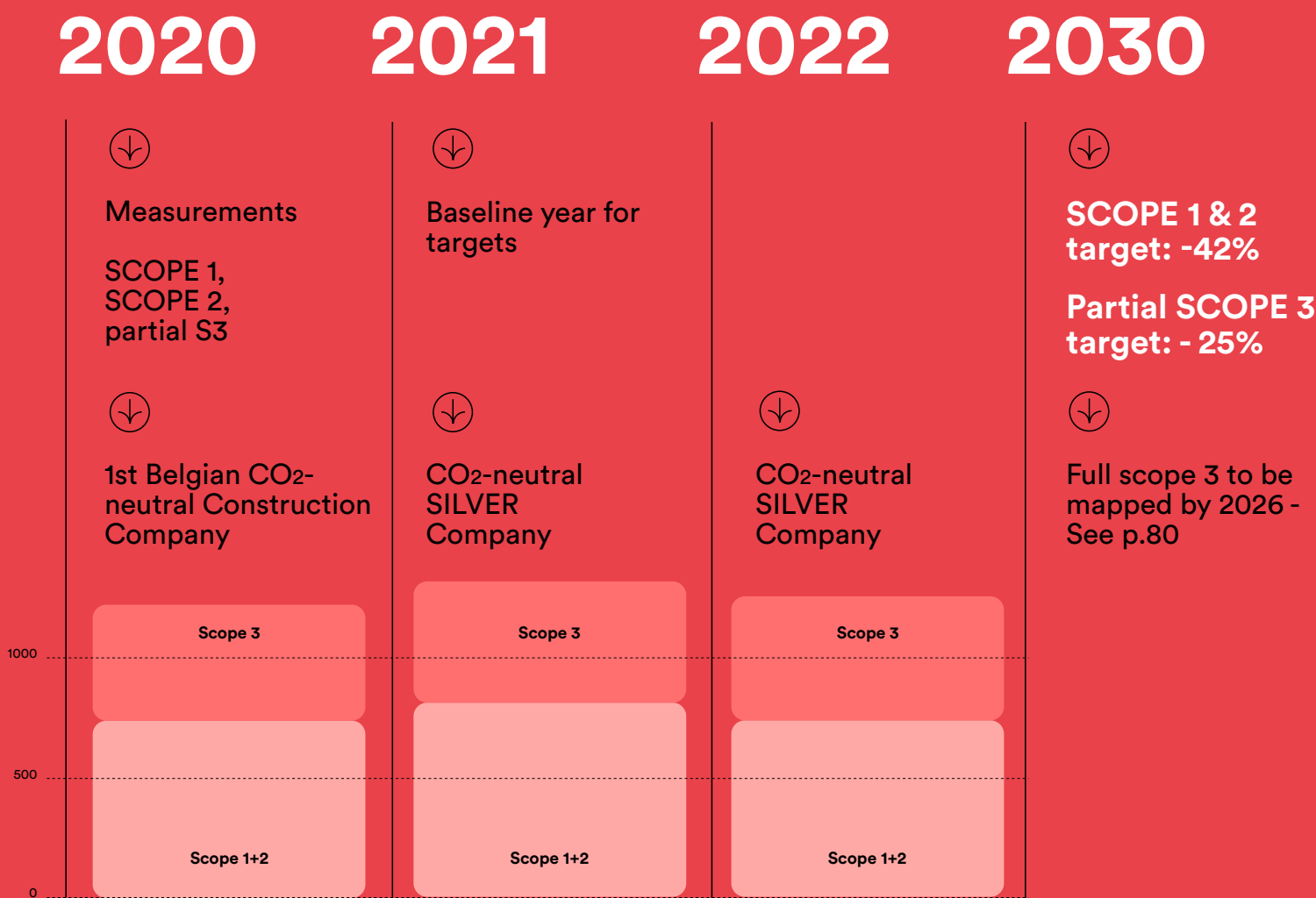
Reduce scope 3 emissions

The planet is warming up at an unprecedented rate. According to the United Nations Environment Programme, global temperature rises of 2.5 to 2.9°C are expected, this century, unless we take swift action<sup>5</sup>.

In the face of unprecedented global warming, Beddeleem takes decisive action to combat climate change. The construction sector, a significant contributor to CO<sub>2</sub> emissions, is a key focus area for our efforts. Our commitment to reducing emissions is exemplified by being the first in the industry in Belgium to receive the “CO<sub>2</sub> Neutral” Silver Company certificate from CO<sub>2</sub> Logic. This recognition acknowledges our implementation of science-based actions to lower CO<sub>2</sub> emissions. Displayed proudly on our website, this certificate serves as an inspiration for partners, consumers, clients, suppliers, and competitors to join us in reducing emissions. Beddeleem is dedicated to achieving a minimum 42% reduction in scope 1 and scope 2 greenhouse-gas emissions and a 25% reduction in scope 3 (partial) emissions by 2030, contributing to a sustainable and resilient future.

Our customers benefit from aligning with a company at the forefront of sustainable practices, inspiring others and contributing to a greener future and at the same time reducing their impact in scope 3.

5 | UNEP. (2023). Emissions Gap Report 2023. Retrieved 4 December 2023 via <https://www.unep.org>



|  |  | TARGET   | KPI  | STATUS   |
|--|--|--|--|--|
|  |  | 2025   |  |  |
|  |  | Enhance our local purchasing policy, taking into account the economic reality. | Reduce the distances travelled and emissions released by sourcing materials more local or accessible to the Beddeleem production site.   | Ongoing  |
|  |  | 2027   |  |  |
|  |  | 100% electrification of passenger car fleet (baseline 2021).                   | % electric company passenger cars / company passenger cars.  | 35%  |
|  |  | 2030   |  |  |
|  |  | 66% reduction in transport-related emissions (baseline 2021).                  | <div>% CO<sub>2</sub>-eq transport reduction (baseline 2021).</div> <div>Includes company passenger cars, vans, truck + business travel + external transport downstream + home-work commuting.</div> <div>Tracked in yearly carbon accounting (CO<sub>2</sub> neutral company label) - (scopes 1, 2, 3).</div> | INCREASE of 0.9% despite the measures implemented* |



## Optimize transport

*In 2022, transport was responsible for 63% of our total greenhouse-gas emissions (scope 1, scope 2 and a part of scope 3\*). We set ambitious goals for reducing our emissions. By 2030, we aim to reduce our transport-related emissions by 66%. We are doing this by investing in electric passenger cars for our vehicle fleet and improving our local purchasing policy. These steps will help us to achieve net-zero transport emissions; a challenge we aim to complete by 2045.*

\* material use in projects not taken into account

\* Due to longer delivery time electric vehicles, this will be made up for in 2023 and 2024.





## Resolute policy

### Electrification |

Beddeleem is aiming to have a company-car fleet that is fully electric by 2027. Steps we have already taken include changes we made to our company car policy in 2022, requiring all new passenger cars to be 100% electric. Furthermore, in 2018, we had two electrical charging stations installed at our headquarters, followed by four more in 2019 and another twelve in 2023, taking the total to eighteen. The charging uses 100% green electricity. These measures are vitally important in reducing CO<sub>2</sub> emissions.

“

**By 2027,  
Beddeleem will  
have a company-  
car fleet that is  
fully electric.**

### Remote working |

Another measure implemented by Beddeleem to assist in reaching the targeted 66% reduction in transport-related emissions by 2030 is our remote-working policy (New Way of Working – NWOW). Introduced for specific departments in 2019, it reduces the need for commuting, thus eliminating the emissions that would otherwise result from it. As a further step in that direction, the remote-working policy was expanded in 2023 to include the JBO department. This means that since 2023, more than 75% of our white-collar workers have had the option of hybrid working. This further focus on different forms of hybrid working fits in more than ever with our “sustainable personnel policy”.

### Alternative mobility |

In 2022, a covered bicycle stall, complete with charging points for e-bikes, was made available to our staff members to encourage the use of sustainable transport for commuting, whether this is cycling alone or public transport, supplemented with cycling. In March 2023, bike-leasing was added as one of the environmentally friendly options available on employee mobility plans; at least 30% of our personnel have already chosen it. Beddeleem also organizes a regular sustainable mobility initiative that emphasizes cycling, carpooling and the use of public transport for commuting between home and work. The event takes place two or three times per year.

“

**In 2022, a covered  
bicycle stall, complete  
with charging points  
for e-bikes, was made  
available to our staff  
members to encourage  
the use of sustainable  
transport for commuting.**

### Local |

By focusing on local production, Beddeleem not only emphasizes the importance of the “Made in Belgium” label, but also strives to reduce transport distances for raw materials and products, and promote sustainability through strong local partnerships. Beddeleem is a 100% Belgian company. As we make our products in Nazareth, we have a short chain and are optimizing our material streams and production processes. There is no reason why this needs to stop here; we intend to introduce, achieve and embed the same optimization in our purchasing policy in the coming years.

“

**Beddeleem is a 100%  
Belgian company: As we  
make our products in  
Nazareth, we have a short  
supply chain and are able  
to optimize our material  
streams and production  
processes.**

**B**





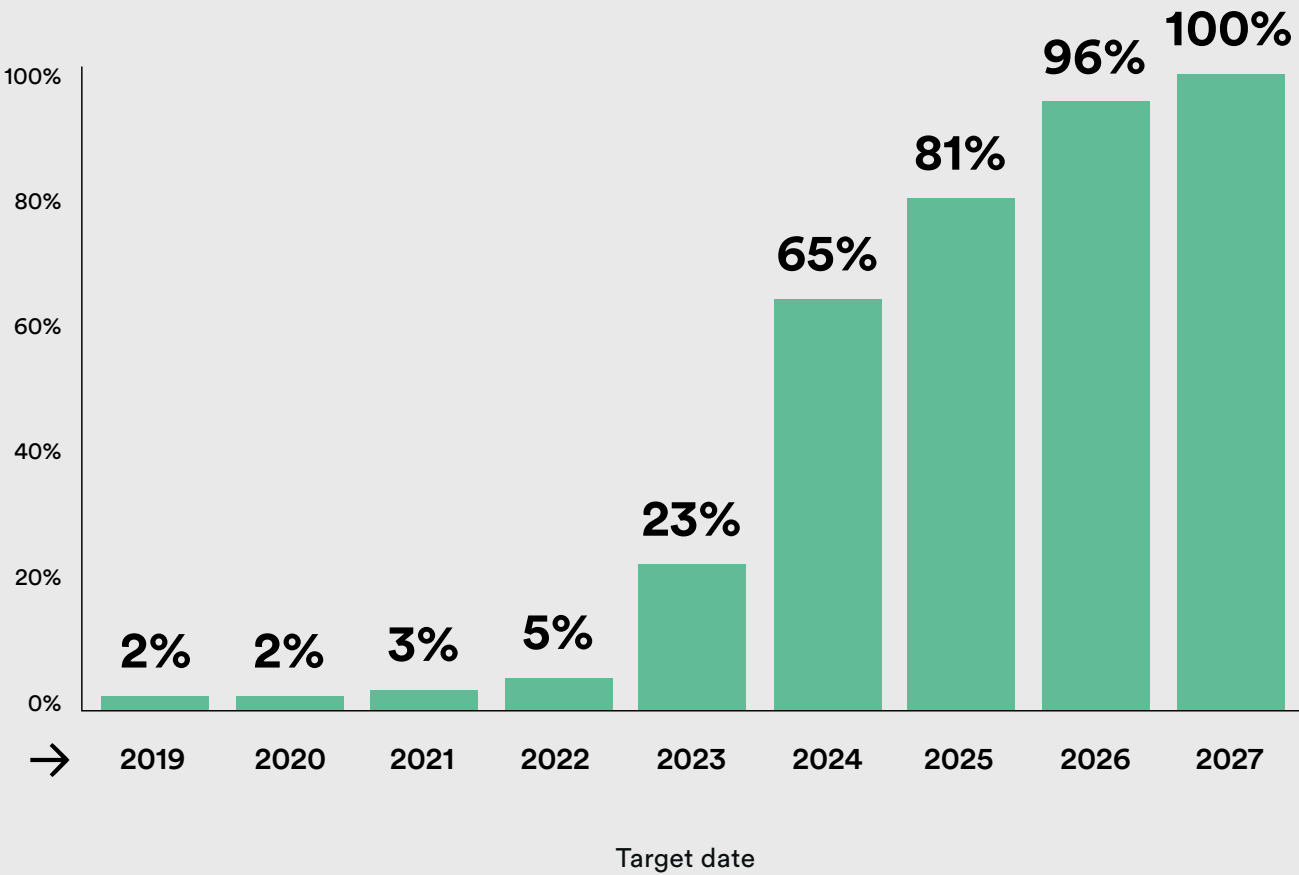
# Planned actions

## Sustainable transformation of our vehicle fleet |

Beddeleem is systematically updating its fleet by replacing all vehicles that run on fossil fuels with electric vehicles. This will reduce emissions, benefit the environment, and contribute to our pursuit of sustainability. We are also investigating the feasibility of biofuels as a possibility for our heaviest transport vehicles, with a view to making a fully informed decision in the coming years.

Due to longer delivery time electric vehicles our transformation goals in 2021 and 2022 were not achieved. This will be made up for in 2023 and 2024.

### FURTHER REPLACEMENT COMPANY CAR TO FULL ELECTRIC



## Awareness campaigns |

We are currently reviewing and updating our policy on business travel to promote more sustainable and more efficient travel methods in the coming years. At the same time, we are launching an awareness campaign focused on driving behavior and vehicle choice. We hope to encourage employees to drive in a more environmentally friendly manner, regardless of what type of vehicle-electric, hybrid or combustion-they drive. At the same time, we are encouraging them to choose vehicles with less impact on raw materials. Electric options are as important here as ever.

“We are launching an awareness campaign to encourage employees to drive in a more environmentally friendly manner.”

## Consolidating our local purchasing policy |

At Beddeleem, we also want to consolidate our local purchasing policy by giving preference to local companies. This will support local suppliers, while also reducing the environmental impact of transporting materials.

## Centralization of purchasing processes |

As a final point, we are centralizing our purchasing processes. Our aim is to minimize the environmental impact of our purchases. In this case, the emissions do not come directly from our own activities, but upstream, in our supply chain. We record them as scope 3 emissions. This measure aims to reduce the emissions related to the transport and the manufacture of these products.





|  | TARGET | KPI | STATUS |
|--|--------|-----|--------|
|--|--------|-----|--------|

## 2026

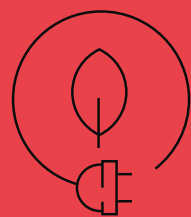
|  |   |     |
|--|---|-----|
| Using 50% own generated renewable electricity. | % of electricity being used coming from own generated renewable energy. | 46% |
|--|---|-----|

## 2030

|   |  |      |
|---|--|------|
| 25% reduction in natural gas consumption (baseline 2021). | % reduction in natural gas consumption versus gas consumption in 2021. | -20% |
|---|--|------|

## 2045

|                               |   |     |
|-------------------------------|---|-----|
| 100% renewable energy sources | % renewable energy consumption versus total energy consumption. | 37% |
|-------------------------------|---|-----|



## Green energy

Energy is a major presence in Beddeleem’s total greenhouse-gas emissions. In 2022, it represented 34% of our emissions. With an impact of 418.91 tco<sub>2</sub>e in 2022, we achieved a 16%+ improvement in relation to 498.26 tco<sub>2</sub>e in 2021. These results emphasize the central role our energy policy plays in our transition to a fully sustainable company. To reduce the impact of our energy use, we have set three concrete goals: reducing gas use, generating our own energy, and making the full switch to green energy.



# Resolute policy

## ISO 14001 |

Since 10 October 2011, Beddeleem has been certified ISO 14001 for Environmental Management Systems. In line with this certification, we have implemented energy monitoring processes and improvement goals.

## Reduction in gas use |

In 2022, we used 20% less gas than in 2021. This result was partially due to a softer winter and fewer production days, but we also implemented a number of targeted measures. In our production facilities, we restructured the hours of operation for the gas oven used for powder-coating. We also installed general on/off switches, helping to save energy. During a renovation of our office building, we implemented various initiatives to improve energy efficiency. They include the centralization of temperature controls for each floor, installation of general on/off switches, an introduction of the JB COOL climate ceiling for cooling on the second floor, and on the third floor, a JB COOL climate ceiling that makes both cooling and heating possible.

### A climate ceiling for everyone!

Beddeleem combines craftsmanship, know-how and quality performance in the supply and installation of climate-ceiling systems and lighting fixtures. As an expansion of our active JB COOL climate ceiling, with the introduction of the passive Phaseo PCM climate ceiling, we wanted to increase energy efficiency, cost savings and the regulation of the interior climate. Thanks to the passive cooling and simply assembly and maintenance, large HVAC installations are no longer necessary for cooling. The new climate ceiling is manufactured from sustainable, emission-free materials. In short, it is a sustainable product that offers greater comfort while using less energy.

In addition to these efforts, we have installed sun blinds in our office building. They are an efficient, low-energy way to optimize the interior climate from outside. Finally, we installed doors that open and close more quickly in our warehouse. This will help minimize the amount of heat escaping. We also replaced the gas-powered boiler with a solar-powered heat pump to serve our panel department and the company gym of hot water.

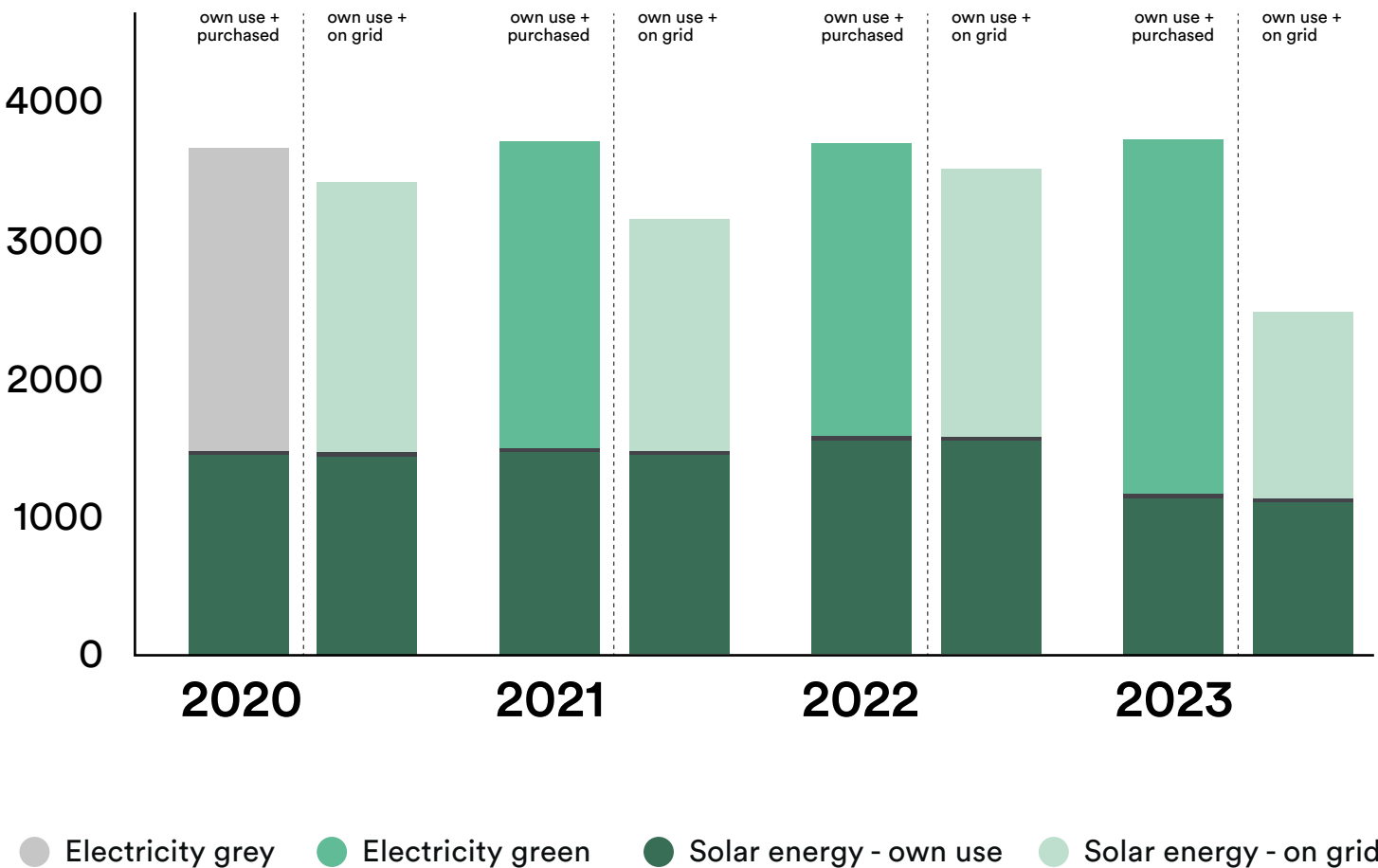
## Renewable energy sources |

Beddeleem has been actively pursuing renewable-energy options. In 2011, we took an important step by installing 4200 solar panels with a total capacity of 1 MWp. Every year, they generate an average of 950,000 kWh of energy, meeting 97% of our own electricity needs. This has considerably reduced our dependance on external electricity sources. In 2022, achieved a 46% usage of renewable electricity we generated ourselves. For the electricity that we purchase, we switched to a green-energy provider in 2021.

Unfortunately, the cables for our solar-panel installation were stolen in 2023. As a result, we generated approximately 30% less energy. We invested in an additional camera and security installation to help protect the solar-panel installation in the future.

In the calculations, the actual energy used is presented. When extra green energy is generated and fed into the local electrical network, that energy is not deducted.

### ELECTRICITY NAZARETH (GJ)





“

**In 2022,  
we achieved  
97% self-  
generated  
renewable  
electricity  
compared  
to our total  
electricity  
demand.**



## Planned actions

### Improving energy efficiency |

Our short-term plans for energy efficiency include improved insulation. We are installing additional insulation around the warm-water valves and pumps, as well as insulating the warm-water pipes that lead to hot-air fans. By switching to electrically powered technical installations, such as replacing gas-powered boilers with heat pumps fed by solar power, we are moving closer to using 100% renewable energy sources.

### Further electrification of our vehicle fleet |

To assist us in further embracing renewable energy sources, we are adding more fuel vehicles in our fleet with electrical vehicles. This results in more sustainable mobility and reduces our impact on the environment.

### Electrification of production processes |

We are remaining active in our search for alternatives to production processes that currently rely on gas. These efforts are essential for reducing our dependence on fossil fuels and improving our overall energy efficiency. Our ultimate goal is to only use renewable energy sources by 2045.



|  | TARGET | KPI | STATUS |
|--|--------|-----|--------|
|--|--------|-----|--------|

## 2024

|                                 |                         |         |
|---------------------------------|-------------------------|---------|
| 2024: LCA software implemented. | # LCAs for JB products. | Ongoing |
|---------------------------------|-------------------------|---------|

## 2026

|  |  |                 |
|--|--|-----------------|
| 80% of scope 3 materials purchased and used in production, and purchased through our warehouse are mapped. | Cost-based % materials purchased in production and warehouse mapped. | Yet to commence |
|--|--|-----------------|



## Reduce scope 3 emissions

As a contractor and manufacturer, we know that a large portion of our impact results from the materials we use in our projects, whether we purchase them or produce them ourselves. At the moment, we have not fully mapped out this impact, but we expect to have everything thoroughly analyzed by 2026. This includes the environmental impact of our investments. In line with this goal, we are working to follow up our cradle-to-cradle analyses to further the life-cycle analyses (LCAs) of our products and processes.



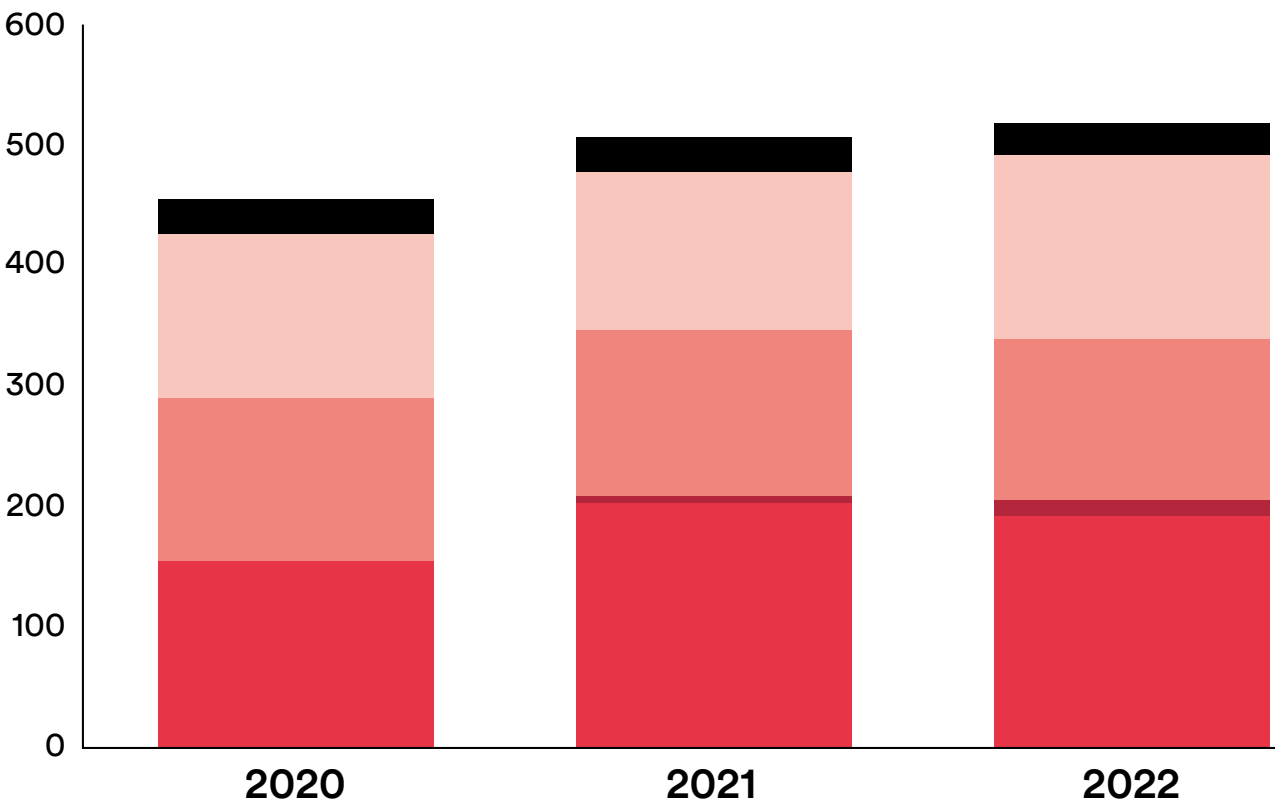


# Resolute policy

## Partial scope 3 measurement |

By 2026, Beddeleem expects to have 80% of its entire scope 3 emissions mapped out. We have already analyzed parts of our scope 3 activities: emissions from waste, purchase of IT articles, employee commuting between home and work, downstream external transport, business travel, and scope 3 emissions linked to scopes 1 and 2. Combined, these activities represent 41% of the emissions measured in 2022. We only had certain parts of our scope 3 measurements for 2021, but compared them against the data for 2022. Despite our efforts we had an increase of 2.33% in our partial scope 3. This was almost exclusively due to an increase in home work commuting. This is excluded of company cars, as these are in scope 1, in which we achieved a drop of 2% in CO<sub>2</sub>-emissions. As transport makes up for 75% of our scope 3 emissions currently measured, actions in this area will be vital to achieve our goals.

PARTIAL SCOPE 3 ( TC<sub>O2E</sub> )\*



- Energy supply
- Business travel
- Equipment
- Freight-external
- Home work commuting
- Waste emissions

\* Data reflects information until 2022; data of 2023 will be in the next report



## LCA/EPD methodology study |

Mapping out scope 3 emissions is a complex task. As such, Beddeleem arranged an in-depth study to better understand the methodology behind life-cycle analysis (LCA) and the calculation of environmental product declarations (EPDs). This study provided us with insight into which methods and details we require to accurately evaluate the environmental impact of our products and processes.

## Analysis of LCA tools |

As well as the methodology study, Beddeleem arranged an analysis of the various LCA tools. This has proven crucial in selecting instruments that offer ultimate precision and effectiveness in our analyses.

## Integration in our ERP system |

Finally, Beddeleem has drafted a concrete proposal for integrating further data collection into our ERP system. This enables us to accurately establish and manage relevant information relating to sustainability and environmental performance. This important step will help us make well-considered design and purchasing decisions that further optimize our sustainability efforts.



## Planned actions

### Scope 3 for material purchases |

We want to systematically map out our scope 3 emissions in greater detail. We will take a cost-based approach, using what is known as the 80–20 rule: by 2026, we will have determined the impact of 80% of our purchases. In this way, we will focus on the materials streams where the greatest impact can be made.

### Integration of sustainability in the product development process |

Beddeleem is aware that a great deal of progress can be made in the area of scope 3 emissions. We are striving to integrate sustainability in our purchase and product-development processes by making use of the right LCA tools and adding related training courses to ensure their correct use. As a result, we will be more effectively able to communicate and manage the environmental impact of our products.

### Optimization of data collection |

Our sustainability criteria for contractors and suppliers are being sharpened. As well as this, the criteria in our production certifications are becoming stricter. We are improving data collection and management in our ERP system to better analyze our sustainability performance. At the same time, we are filling the gaps in our data to guarantee the completeness and accuracy of our sustainability reporting.

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**To better incorporate sustainability into our purchasing and product development processes, we will use LCA tools, supported by effective training**



GOAL 3



Committed  
to People



Our colleagues



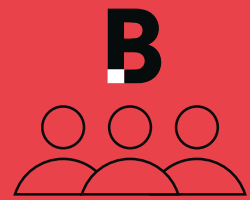
Our supply chain



Our consumers and end-users

*They often appear as numbers in reports. But at the end of the day, Beddeleem works with people; our clients and consumers, our suppliers, and our colleagues. We consciously choose to do business within specific social boundaries. We want to produce the best possible conditions and environments for people to work in. Whether they're consumers, clients, suppliers or our colleagues. And part of this means creating comfortable, healthy and inspiring workplaces. We push boundaries and think outside the box to deliver workplaces tailored to unique needs, tastes and opportunities.*





# Our colleagues

Beddeleem is creating a work environment that is stimulating, safe and healthy for everyone who works with us. Our goal is to provide a work environment in which our people flourish. We pursue it by improving the satisfaction of our colleagues, increasing training, and stimulating well-being. These goals are recorded in our “Focus on people” action plan.

| CSRD reference   ESRS S1 Own workforce  |  |  |
|---|--|--|
| TARGET  | KPI  | STATUS   |
| To be a sector frontrunner in the area of employee satisfaction.  | Satisfaction survey index higher than sector benchmark.    | <b>88% positive score - Beddeleem</b><br><br><b>76% benchmark (approximately 5000 companies - Liantis)</b><br>(See graphic showing satisfaction survey results)  |
| By 2025: Upgrade annual training hours to 40 hours of formal and informal training per employee (average of five days training/year). | Number of formal and informal training hours per employee. | <b>Sept 2020 - Aug 2021: Average of 21 hours per employee</b><br><br><b>Sept 2021 - Aug 2022: Average of 13 hours per employee (drop resulting from post-COVID consequences).</b><br><br><b>Sept 2022 - Aug 2023: Average of 31 hours per employee</b> |
| “Health & Safety” Frequency/rate of workplace accidents lower than (construction) sector benchmark.                                   | Frequency/rate of workplace accidents.                     | <b>2022: 30.11 - benchmark for sector</b>  |
| “Health & Safety” Degree of severity of workplace accidents lower than (construction) sector benchmark.                               | Degree of severity.  | <b>2022: 0.94 - benchmark for sector</b>   |





# Resolute policy

## APPRECIATION ON A GROUP LEVEL

### Links between departments |

Since 2022, different Lunch & Learn sessions have been organized at Beddeleem to help employees become familiar with the activities performed by other departments. We also run cross-departmental workshops for developing joint action plans, corporate team-building sessions and various events, such as the company party and New Year's reception.



A healthy, safe, future-proof workplace |

Our headquarters in Nazareth is set up to be the reference for a healthy, future-proof workplace. Attention has been paid to ergonomics, comfort, social meeting places, light and the climate. Our ergonomic optimizations include height-adjustable standing desks, height-adjustable double screens, high-quality desk chairs, and more. Furthermore, we have implemented acoustic measures in office spaces. We have also met specific measures for production and work-site environments, such as adapted back-saving hoists and lifting equipment, and training and education at “back-safety school”.

“The Beddeleem office has been completely renovated to become the reference for a healthy, future-proof workplace.

Sustainable mobility |

In 2023, we introduced a bike-lease program. It encourages sustainable mobility across our company. More than one in four employees has already signed up. Beddeleem is actively working with De Prikels and VOKA to make access to our site via De Prikels more bike friendly. We communicate the cycling routes internally.

Beddeleem Actief |

For more than ten years, the work group Beddeleem Actief has been organizing social, cultural and sporting events within the company to promote a strong group culture. In the 2022–2023 period, new initiatives such as a darts competition, compliments day, the “Container Cup”, a kubbb tournament and participation in the Stadsloop city run and the City Triathlon Deinze were all added to the program. Besides that, we have a fitness area that our people can always use to work out.

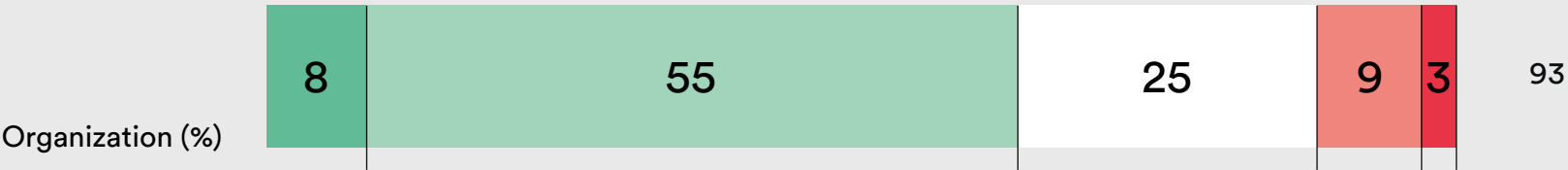
APPRECIATION ON AN INDIVIDUAL LEVEL

Satisfaction survey |

At Beddeleem, it’s essential that employees feel appreciated, not only as part of a group, but as individuals. In 2022, we performed a satisfaction survey. The results show that our employees are satisfied about their work environment and perform better than the benchmark<sup>6</sup>. These results were explained and discussed extensively with them at the beginning of 2023.

How satisfied are you in general with the company?\*

*Culture, communication (e.g. does management know what happens on the workfloor; are procedures clear; do we get enough feedback about our operations; is there mutual trust between management and the employees)?*



- Very high
- High
- In between
- Low
- Very low

6 | Liantis (2022) on the basis of more than 5000 surveyed companies in Belgium

\* Data reflects information from 2022; survey will take place every 2 to 3 years.



Remote working |

In 2019, a remote-working policy (New Way of Working - NWOW) was introduced for specific departments. It reduces the need for daily commuting. A further step was taken in this direction in 2023 when the remote-working policy was expanded to include the JBO department. Since 2023, 75% of our white-collar employees have had the option of hybrid working in one way or another. The greater focus on different forms of hybrid working fits in with our “sustainable personnel policy” more than ever before.

Development of competences |

In the area of competence development, Beddeleem is already undertaking a series of different actions. Our competence matrix has been updated. Every year, we meet with employees to discuss the content of their current roles and functions, as well as the way their individual competences are evolving.

Training programs |

In 2023, Beddeleem updated and expanded its training program. We focused on increasing the number of hours of formal and informal training for each employee (see target). The strong investment in a high-quality expansion of our training program aims to increase the employability of our employees. In 2024, we will begin with our first edition of the “Beddeleem Academy”.

Diverse recruitment policy |

We have noticed our departments with higher diversity flourishing. We are convinced that diversity enriches us as a company. As such, we continuously aim to increase the diversity percentage in a variety of profiles.







## Planned actions

### Open corporate culture |

The well-being of our workforce remains a priority for us at Beddeleem. We are promoting a more open corporate culture by involving our employees in workshops for the development and execution of joint action plans, the creation of short communication lines between supervisors and employees, and the encouragement of informal discussions. We are also investing heavily in cross-departmental workshops, as well as running team-building events every two years.

### Sustainable career policy |

We work with a training matrix to keep the Beddeleem workforce up to date with the necessary skills and competences. We streamline the communication and enrolments for our training program via Phronesys. By proposing a personal development plan for every employee, we give them the opportunity to further develop their unique skills and grow in their specific roles. In addition, we are pursuing stronger operational capabilities for future managers, a higher degree of retention, and a “back-up” for key functions within Beddeleem. The launch of the Beddeleem Academy in 2024 is part of our targeted succession planning through which key figures and potential leaders are offered a tailored range of training courses.

### “Sports company” label |

Beddeleem is actively pursuing the ‘Sports Company’ label, strengthening our commitment to a comprehensive sports and exercise policy for employees. This underscores our dedication to cultivating a culture of well-being and vitality within our organization.

**Beddeleem is actively pursuing the ‘Sports Company’ label, strengthening our commitment to a comprehensive sports and exercise policy for employees.**

### Improvement of ergonomics in production locations and on worksites |

Beddeleem will also undertake specific actions to further improve the ergonomics at production locations and construction places. Every two years, there is a “back-safety school” held by Medirevent for our ARB-PROD and ARB-MON employees.





| TARGET                                    | KPI   | STATUS       |
|---|---|--------------|
| 2024                                      |   |              |
| Suppliers Code of Conduct - Human Rights. | Finalization of Code of Conduct - Human Rights. | Ongoing: 85% |

|  |                                 |   |
|--|---------------------------------|---|
| 2024   |                                 |   |
| Sustainability Criteria Yearly Supplier Rating - update. | Yearly supplier rating updated. | Yet to commence   |
| 2024   |                                 |   |
| Strengthen partnerships.                                 | #stakeholderinterviews.         | Yet to commence*<br><br>*Stakeholder interviews currently taking place without a fixed format; a standardized approach will be set. |



## Our supply chain

Beddeleem creates work environments. With our high-quality, high-value approach, we offer our clients and their employees added value in their daily lives. This also applies to our supply chain, whether they are active during the project implementation on a worksite or performing tasks on our behalf. We are focusing on this by developing a code of conduct for suppliers (human rights) and setting sustainability criteria for each supplier and strengthening partnerships.



# Resolute policy

## Cradle to cradle: Social fairness |

In 2012, Beddeleem began pursuing Cradle to Cradle certification, which includes a strong focus on social fairness. This led to our first certification in 2016, emphasizing our commitment to sustainability and honest social practices. At the same time, we worked on an update of our Supplier Code of Conduct. It is based on the requirements of the Cradle to Cradle Version 4 certificate, UN guidelines and civil rights conventions. It underlines our dedication to human rights across our entire supply chain.

### CRADLE TO CRADLE – SUSTAINABILITY CATEGORIES<sup>8</sup>



Respecting human rights and contributing to a fair and equitable society

Healthy, happy workers are the foundation of every company. This is why they are central in our five values. We pay great attention to creating a healthy work environment, both in our own workplaces and in our projects for others

V3.1 Gold

8 | For more information, see [Beddeleem Sustainability & Circularity, p.9](#)

## (Self-)evaluation of sustainability standards |

Every year, Beddeleem assesses suppliers to ensure they meet pre-set sustainability standards. This helps us to choose partners who share our values and contribute to our sustainability goals. In addition, we perform a self-evaluation using the B–Corp Self-Assessment. This is an element of the Social Fairness section of the Cradle to Cradle requirements. It enables us to measure and improve our sustainability efforts, emphasizing increased social impact.

“Every year, Beddeleem assesses suppliers to ensure they meet pre-set sustainability standards.”

## Partnerships |

Through active involvement with local partnerships and via networks, Beddeleem strengthens the company’s connection with the community. Our partnerships increase our visibility and transparency. We believe in collaboration and building long-term relationships and partnerships. Internally, we have created an accessible overview to help our employees to get to know our network partners better and, consequently, appreciate the impact of our collaborations.

“We believe in collaboration and building long-term relationships and partnerships.”







## Planned actions

### Code of conduct: Suppliers |

Beddeleem is putting a strong focus on sustainability with its code of conduct for suppliers. The code functions as a compass for all our future interactions with our supply chain. In addition, the criteria for our annual supplier assessments will be tailored to this updated code of conduct, with sustainability criteria that relate to environment and human rights. It is based on the requirements of Cradle to Cradle V4, UN guidelines and civil rights conventions.

### Sustainability standards for purchases |

At the same time, our general conditions for purchases have been reviewed to ensure they agree with our updated sustainability requirements at Beddeleem. The review has updated our requirements for sustainability and ethical behavior in our supply chain. It includes a list of critical suppliers who will now be subject to annual assessments. We act proactively to keep our suppliers fully informed of our requirements and expectations.

### Stakeholder interviews |

Our most important partners at Beddeleem will undergo stakeholder discussions to strengthen involvement and awareness. These discussions will increase our insight and add extra depth to our partnerships.

### Centralization of supplier information |

At Beddeleem, we believe improved communication and coordination is possible with the centralization of all supplier information from internal departments. This may include appointing a specific point of contact (SPOC) to ensure a streamlined approach to our supplier relations in the future.



“  
With its strong focus on sustainability, the code of conduct functions as a compass for all our future interactions with suppliers.”





## Our consumers and end-users

**Beddeleem wants to create the work environments of the future for its clients.**





## The future |

In an era when sustainability, energy efficiency and user-comfort are central focus points, it's vital to embrace innovative solutions that exceed the standards of traditional construction practices. Buildings are more than just structures. They're environments. They're where people live, learn and work. They're where people develop and evolve. The optimization of these spaces for comfort and well-being is just part of our role at Beddeleem. We also need to minimize the ecological footprint associated with these spaces.

Just as the needs of people and society are **flexible**, the work environments of today need to be flexible if they're to stand up to the challenges of the future. Or in other words, they need to be future-proof, designed and able to keep pace with a continuously changing world. The **modular, high-performance, circular and reusable systems** developed by Beddeleem are built for setting up flexible, future-proof, workplaces.

Schools, care facilities and companies are all being asked to flourish in a future that is uncertain. They are far more likely to succeed in an appropriate environment where the use of materials has been carefully considered, customized and implemented for optimal effect. At Beddeleem, we have everything in-house to respond to any concerns our clients may have and deliver optimal service. Our work encourages improved productivity and well-being.



## Improved productivity and well-being |

Scientific research<sup>9</sup> shows that the set-up of a building, whether it is a school, care facility or office block, has an influence on the mental well-being and the productivity of the people who are active there. **Quality is of great importance.** High standards must be met in areas such as acoustics, lighting, the interior climate, and without any doubts, ergonomics. The **'Future-proof Workspace'** is an environment that delivers optimal conditions for collaboration, now and in the future. Openness and transparency promote a sense of friendliness, trust, and as such, spontaneous social contact.

Based on this knowledge, we renovated our offices completely. They reopened in 2022, with an integrated showroom, serving as the reference for a healthy, future-proof work environment.

9 | Kropman, D. et al. 2022 The business case for a healthy office: a holistic overview of relations between office workspace design and mental health. Ergonomics, 1–18

## Expanded product range |

What did we use to build and furnish our offices? Our own products. Our extensive product range ensures that we have the perfect option for any and every project.

**Solutions** accommodate the technical demands already stipulated-acoustics, ergonomics, the interior climate, and transparency-but also respond to the need for privacy, considerations related to fire resistance and any number of other concerns unique to a situation.



The workplace of the future needs to be able to evolve with changing trends, needs and demands. We focus on this not only through the design and choice of materials in our products, but by using these products to create workplaces suitable for their own time despite also being far ahead of it. With our dedication to future-proof solutions, we are particularly confident that our **flexibility and adaptability** will enable us to respond well, no matter what tomorrow may bring.



A future-proof workspace at every stage from concept to delivery |

As a total contractor, we offer clients **complete peace of mind**. At every stage, from concept to delivery, we make sure of smooth and careful processes that allow them to concentrate on their core activities. As a producer, we manufacture high-quality, high-value solutions that make the most of the best available technology. Our expertise and vertical integration put us in the position to tackle every aspect of a project, **from design to production**. We do what we excel at doing: creating future-proof workspaces that are perfectly tuned to unique needs and that will still grow with the companies using them. A one-stop shop, we take care of projects at every step through to the finish and **after-sales services**. Our way of ensuring clients have absolutely nothing whatsoever to worry about.



Together |

Our colleagues are welcome to internally request project evaluations. In fact, this is standard for larger projects. And we take it seriously. Our project evaluations consist of both an internal and an external evaluation.

The **internal evaluation** is a cross-department consultation involving all parties involved in the project. Budget, planning, external and internal collaborations, communication, quality, safety, the environment and sustainability are all covered, along with any other subject pertinent to your project. Our goal is to share the lessons that we have learned. They may be **best practices**. They may be action points requiring **improvement**. Or the positive points that deserve **recognition**.

As for the **external evaluation**? In 2022, we changed our process, embracing in-depth interviews with our clients. Why? They deliver better results than a standard list of questions. We believe that through **higher quality input**, we are better able to **gauge and deliver customer satisfaction**. Here too, we bundle the lessons learned and we establish which actions to take to add to customer satisfaction.

Knowledge center for innovation: building the future with sustainable solutions |

We are prepared. Our limits are constantly shifting, but that’s because we are constantly **pushing boundaries** with our groundbreaking innovations. It’s with these innovations that we are shaping the construction sector. They’re how we serve our clients. How we work to minimize impact on the environment. How and why we are prepared for the future.

We combine technical progress with a strong focus on reducing ecological impact. When developing our products, we consider their entire life cycles. When working on-site, we implement solutions using advanced technologies. Our innovative approach ensures **efficient execution** of your project and guarantees **sustainable, future-proof results**.

We are continuously looking at how best to involve our clients so that our partnerships will shape a positive, prosperous future.



**Tomorrow  
begins today.  
We're ready.**



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