Be Good And Dare...

CSR Report 2020 | Business Park

Blue Gate Antwerp Development nv

BLUE GATE ANTWERP

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1. Be Good And Dare...

1.1. Word from the chairman

As the chairman of Blue Gate Antwerp Development (BGAD), the PPP in which public and private partners were brought together by their shared vision, I am pleased to present this first CSR report. This CSR report is the very first of its kind. It specifically highlights on the development of the first circular, eco-effective business park. This report is the first of its kind in the Belgian CSR landscape, that makes us proud!

As a developer, BGAD forms the foundations for a new Antwerp entrepreneur community. We are in control and can choose for a fast development where the financial return has the highest priority or choose for a development that develops slightly slower, but where the ultimate balance is found between the economic, social and ecological aspect. BGAD resolutely chooses the second option. We consider the long term and therefore give sustainability the highest priority with regard to all its aspects. We, amongst others, base ourselves on the Sustainable Development Goals (SDGs) of the United Nations.

We take you along in this report. On the one hand, we look back at progress in the last few years; from the creation of BGAD at the outset, through remediation, elevation and infrastructure works. On the other hand, we look firmly towards the future, to the commercialisation and the expansion of the community and we explain our sustainable ambitions. We translate this clear vision into a transparent story with clear priorities and goals. This ensures that we mould Blue Gate Antwerp into a place where it is pleasant to work and to live.

With our 'Be Good And Dare...' story, we not only create a play on words in relation to the abbreviation BGAD (Blue Gate Antwerp Development), but we also immediately assume that exemplary role. We dare to look forward and we dare to create and innovate. We dare to make the extra effort that is necessary to ensure this place becomes a unique location for entrepreneurs, employees, local residents, etc.

Be Good And Dare...

To match

This chapter elaborates the unique match between the government and the private sector united by the same sustainable and innovative vision. Here you will emmerse into our mission, you will meet our different partners within BGAD and you will discover our joint interests. The community at and around BGAD is essential to the long term success of the Blue Gate Antwerp site in the long term. For this reason, it was of central importance to identify stakeholders with suitable shared interests. This is the only way in which you can obtain clear insight into what they deem important.

To build it

This section focuses on the site and its radical transformation from contaminated petroleum harbor into an innovative and circular business park.
You will read about how we clean up the contaminated soil on site, but also how we want to encourage future employees to go to the site on their bicycles or alternative modes of transport by paying extra attention to a safe road infrastructure.
You will discover how we are turning BGA into a future-proof business park in an innovative manner by giving full consideration to climate change and future requirements. Indeed, BGAD wants to be the reference in the area of sustainable business parks.

To make it CO_2 neutral

Blue Gate Antwerp will be a CO_2 neutral business park. BGAD is committing to CO_2 neutral electricity and CO_2 neutral heat in relation to this.

To live together

Working is a large part of our lives. We unveil here how we, Blue Gate Antwerp, create a pleasant and inspiring working and living environment, how we integrate our industrial heritage and how we are specifically committed to lush biodiverse green landscaping.

To make it last

Blue Gate Antwerp Community, a feeding ground where innovative companies and organisations can develop their activities. A stimulating environment where we go in search of win-wins in the short and long term and where real steps are taken in the direction of a sustainable world.

By specifically applying innovative, eco-effective and circular principles, we can shape your and our future in a responsible and sustainable way. Let this report to be a source of inspiration, also within your own expertise.

Enjoy reading this report!

Johan Maes
Chairman of BGAD nv's board of directors

Members of the board of directors

Johan Maes
Chairman
BlueO'pen
DEME-DEC

Myriam Heuvelman
Director
BGAPH
AG VESPA

Dirk Poppe
Director
BlueO'pen
DEME-DI

Elke Van de Walle
Director
BGAPH
PMV

Peter Garré
Director
BlueO'pen
BSI

1.2. BGAD's mission

Blue Gate Antwerp Development (BGAD) is a public private partnership with the mission of realising a sustainable, innovative, eco-effective and water-bound business park for the future where companies innovate openly together and where material flows and waste streams are shared circularly. It does this by implementing the following ambitions:

Creating space for circular entrepreneurship

BGAD does not destroy greenfields but starts from a contaminated brownfield site and will clean it up using sustainable approaches to create new valuable land for a business park.

BGAD constructs new roads and infrastructure on the site that are future-proof. This means climate-proof, flood safe, biodiverse and time-proof: a multimodal infrastructure and flexible classification to respond to new sustainable modes of transport and changing preferences of companies.

BGAD sets an example within this context. Its activities in the realisation of the remediation, elevation and infrastructure works will achieve a BREEAM Excellent certificate as do the buildings of the settlers. As an organisation, BGAD will publish a CSR report in accordance with the GRI Standards as an example and framework for the settled companies based on the site.

Setting up a circular ecosystem with settled companies

BGAD proactively commits to attracting sustainable and innovative companies with regional and international ambitions to safeguard the quality of the development in an ecosystem. These are companies that will gain a location advantage by establishing themselves at BGA, because their partners, end users and/or material flows are nearby and they invest in sustainable buildings.

By proactively attracting these companies and having them work together within an circular economic ecosystem, BGAD guarantees sustainability in the long term beyond the initial development of the land.

Securing ambitions and quality in the long term

To secure the vision, ambitions and quality in the long term, a robust park management organisation will be set up where settlers, BGAD and the City of Antwerp can together further expand the circular ecosystem. BGAD determines the vision and scope of the park management that will manage the site, make companies work in partnership and provide a full-service solution to companies. Park management will also support the site-based companies both individually and mutually in their collaborations.

Park management will facilitate continuous improvement in the long term. These improvement processes will be framed within our own and international sustainability goals.

"The City of Antwerp is investing in the economy of the future. With Blue Gate Antwerp, we are committing to the transition to a sustainable and circular economy. After many years of preparation and the first phase of the works, this innovative and sustainable business park is getting a visible form. Blue Gate Antwerp is ready for the next chapter: attracting companies."

Claude Marinower, Chairman of BGAPH and deputy mayor for economy, innovation and industry for the City of Antwerp

2. To match

2.1. A unique match between public and private

Blue Gate Antwerp Development (BGAD) is a exceptional partnership between private partners and the government in the form of a public-private partnership (PPP). Private and public partners were united by the same vision; the ambition to transform Blue Gate Antwerp into a pleasant location to work and live. The bringing together of knowledge and expertise, political support, innovation and financial power form the solid basis to realise the shared goals. Working in partnership is in our DNA.

On the **public side**, we have the following partners under the name of Blue Gate Antwerp Public Holding (BGAPH). They have been working together on the project since 2006.

- ### City of Antwerp

  The Blue Gate Antwerp site (formerly Petroleum Zuid) is located within the city borders of the City of Antwerp. The City of Antwerp requested the remediation of the former Petroleum Zuid and its redevelopment of this site into a sustainable business park. Antwerp is represented by the autonomous municipal company that is responsible for property and urban projects (**AG Vespa**). With this ambitious project, the city is supporting the circular economy, as well as sustainable innovation, entrepreneurship and qualitative job creation for those who have high or low skills.

- ### Flemish government

  The Flemish government, on the one hand, participates through the do and dare company **PMV** in, among other aspects, the remediation and redevelopment of brownfields. On the other hand, it stimulates the water-bound economy by means of business parks, quays and logistics facilities through **De Vlaamse Waterweg**. The Blue Gate Antwerp development fits fits perfectly within this framework in view of its position along the River Scheldt and the short distance to the city centre of Antwerp.

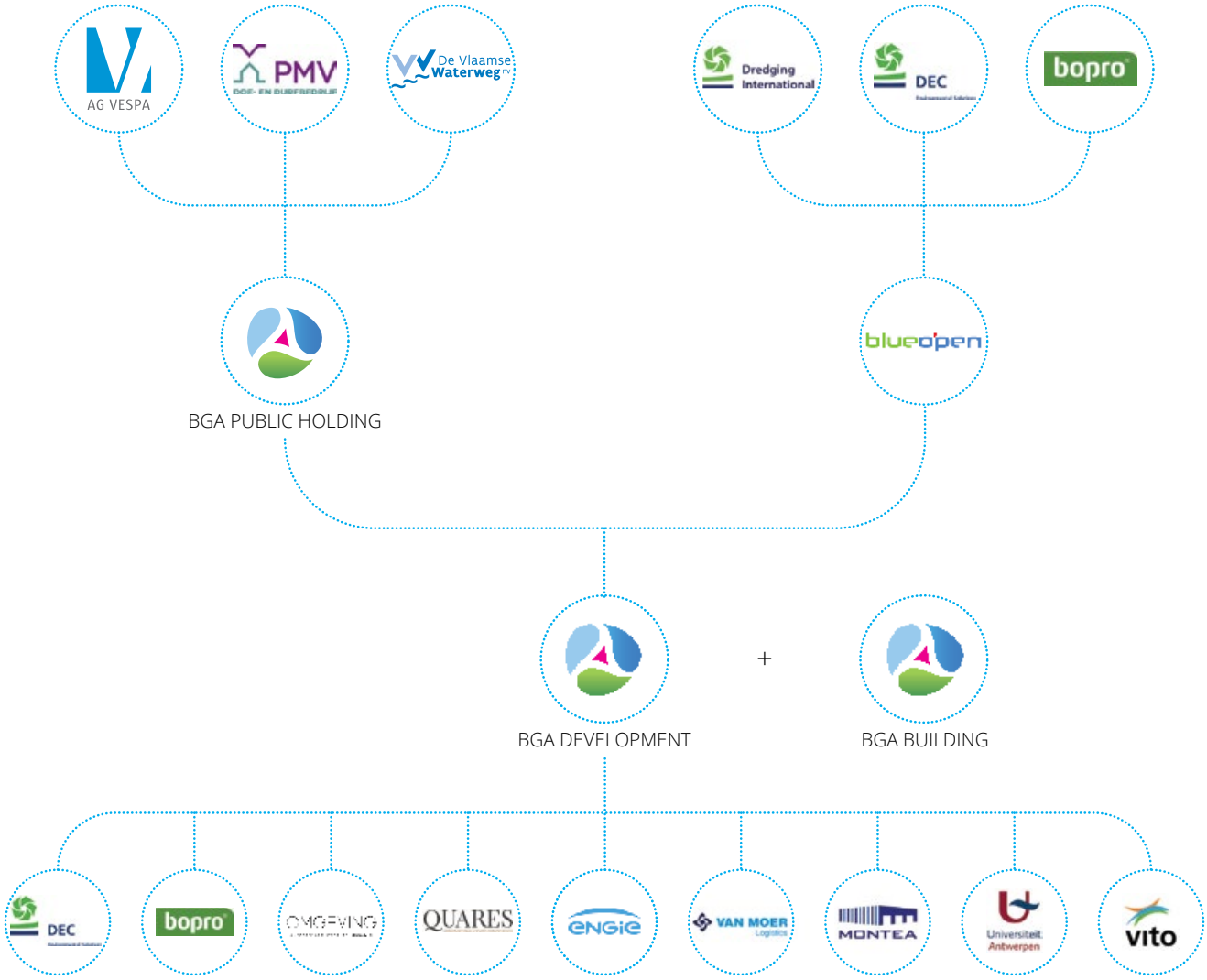
The complex challenges of the redevelopment pushed BGAPH, in 2012, to launch an open tender for private consortiums to bid for the project. After a competitive dialogue, the project was granted to the BlueO'pen consortium in March 2016. On the **private side**, this resulted in the following partners:

- **DEME Environmental Contractors (DEC) and Dredging International (DI)**

  Both subsidiaries of DEME Group. DEME specialises in implementing environmental projects on a national and international level such as remediation, cleaning landfill sites and brownfield redevelopment. With this knowledge and expertise, DEME has been the perfect partner from the start of the project.

- **Bopro Sustainable Investments (BSI)**

  As an internationally focused developer and consultancy company that focuses on sustainability through the entire real estate life cycle, Bopro has the required expertise regarding the sustainable development of sites and buildings.



In the organisation chart we have Blue Gate Antwerp Building (BGAB) as well as BGAD that focuses on the development of the business park. BGAB is the developer of the buildings and ensures that BGAD's ambitions are extended to the level of the building. By making the development of the project site the responsibility of 1 organisation, quality and ambition continuity can be secured. This developer knows the ambitions and conditions of the site. As a result, companies locating their premises at the site will be facilitated.

Regarding the design, studies, landscaping or management of the BGA site, partnerships with different suppliers have been started. These partners are specified at the bottom of the organisation chart.

> BGAD wishes to turn Blue Gate Antwerp into a model project, targeting sustainable development, where both private and public partners can exchange knowledge for application on other projects.

Our ambition is to have continuous quality monitoring of the business park by means of a permanent public-private relationship between park management, see Park management for support and the City of Antwerp.

2.2. Organisation structure

BGAD is a small organisation where the day-to-day management is carried out by a management committee, which comprises 4 members: one for each partner. The management committee focuses on monitoring the remediation, elevation and infrastructure works, commercialisation and sustainability management. The management committee consists of 3 men and 1 woman.

Every three months, the board of directors meets to discuss more strategic issues and to evaluate the proposals of the management committee. The board of directors consists of 3 men and 2 women.

2.3. Transparency & CSR policy

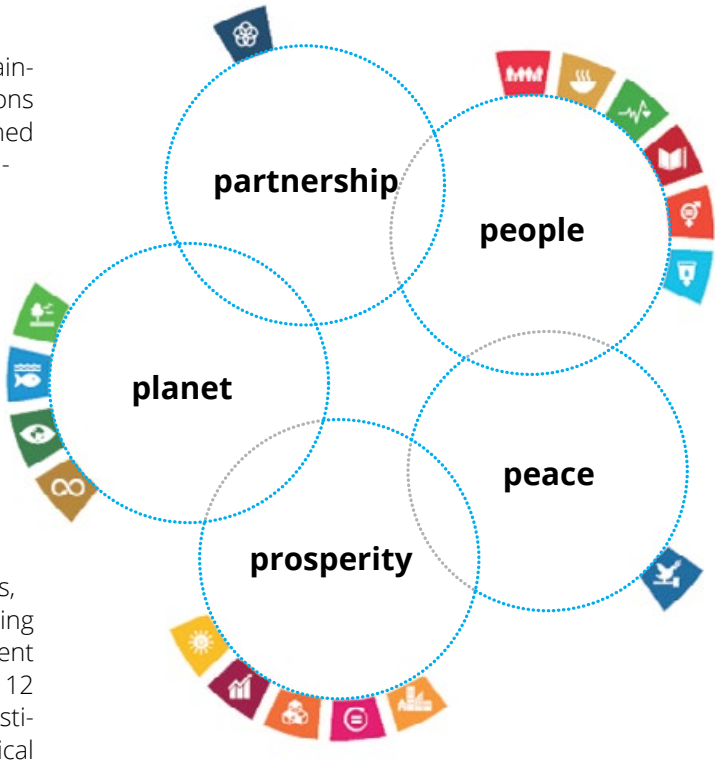
The BGAD representatives are convinced that a transparent company policy leads to self-reflection and close adherence to the goals of the outlined process. Through unambiguous reporting, it is possible to make timely adaptions, based on substantiated information. In the same way as BGAD reports about its business activities, it also imposes this on the settled companies through the settlement conditions.

We report in accordance with the standards of the **Global Reporting Initiative (GRI Standards)** - Core detail level. The GRI Standards are a set of sustainability reporting standards that offer organisations a guideline when reporting about their impact on the economy, environment and society. You can read further on how we apply this in practice to BGAD.

2.3.1. Our priorities

BGAD wishes to have a positive impact as a developer on ecological, economic and social challenges. We look for a harmonious balance between the **5 Ps** of sustainable development; People, Planet, Prosperity, Peace and Partnership.

To realise this, we base our strategy on the 17 Sustainable Development Goals (SDGs) of the United Nations (UN) and its 169 subgoals. The SDGs were defined in 2015 by the UN as the world development agenda for 2030. They replace the millennium goals. Bopro, the sustainability director within BGAD, translated these world goals into goals on an organisation level so that BGAD could contribute its strategy within a larger holistic framework. The 17 SDGs comprise 169 subgoals which were closely examined one-by-one. BGAD does not want to have, after all, a negative impact on any of the subgoals and seeks a positive impact on at least one subgoal per SDG. The selected subgoals were subsequently clustered by the management committee, into 12 themes around which BGAD works, supported by the sustainability director Bopro. During the workshop that followed, the BGAD's management committee and board of directors classified these 12 themes in accordance with the impact that BGAD estimates it will have on an economic, social and ecological level that ranges from 'important' to 'very important'. The 12 classified themes can be found in the materiality matrix.



The BGAD stakeholders were identified in accordance with the Mitchell, Agle & Wood method. You can check the degree in which a stakeholder has one or more of the following attributes based on this method: power, legitimacy and urgency. The more attributes a stakeholder has, the greater the influence of this stakeholder on BGAD, the organisation and its activities and the more attention must be paid to a particular stakeholder.

2.3.2. Our stakeholders

Our most important stakeholders have all 3 attributes and are in the present case:

1 Customer

BGAPH, the company of public partners that launched the open call for tenders for the redevelopment of BGA and is part of the PPP structure. BGAD has an interest in having a satisfied customer and should develop BGA in accordance with the agreements in the winning open call for tenders.

2 BGAD shareholders

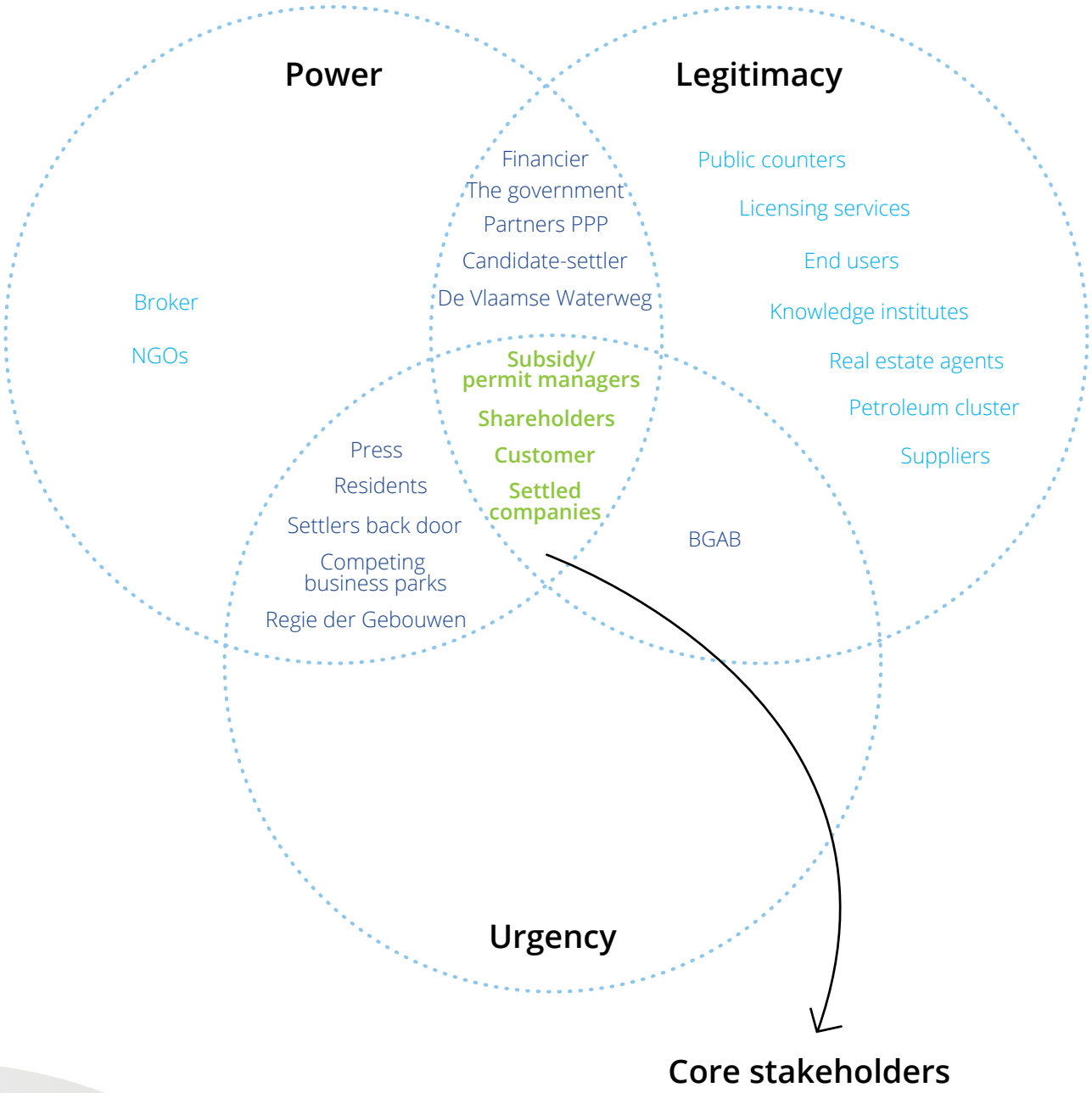
These are the organisations that assume a financial risk in relation to the BGA development. They are the public partners united under BGAPH (AG Vespa, PMV and De Vlaamse Waterweg) and the private partners united under BlueO'pen (Bopro and DEME). BGAD must take the interests of all these organisations into account to ensure a good partnership within the PPP structure.

3 Settled companies

Settled companies means the companies and organisations that are settled on the BGA site. They are a member of the park management structure and have, in this way, public involvement in the management of the business park. BGAD must take the preferences and requirements of the settlers into account to stimulate sustainable partnerships and synergies in the long term.

4 Subsidy and permit managers

Different organisations fit into this category. They may have an impact on the development of the BGA site in relation to financial aspect (subsidies: VLAIO) and progress (permits: the Public Waste Agency of Flanders (OVAM), Flanders Environment Agency (VMM), City of Antwerp and Flemish Government).


Power
Legitimacy
Financier
The government
Partners PPP
Candidate-settler
De Vlaamse Waterweg
Public counters
Licensing services
End users
Knowledge institutes
Real estate agents
Petroleum cluster
Suppliers
Broker
NGOs
Subsidy/ permit managers
Shareholders
Customer
Settled companies
Press
Residents
Settlers back door
Competing business parks
Regie der Gebouwen
BGAB
Urgency
Core stakeholders

2.3.3. Materiality matrix

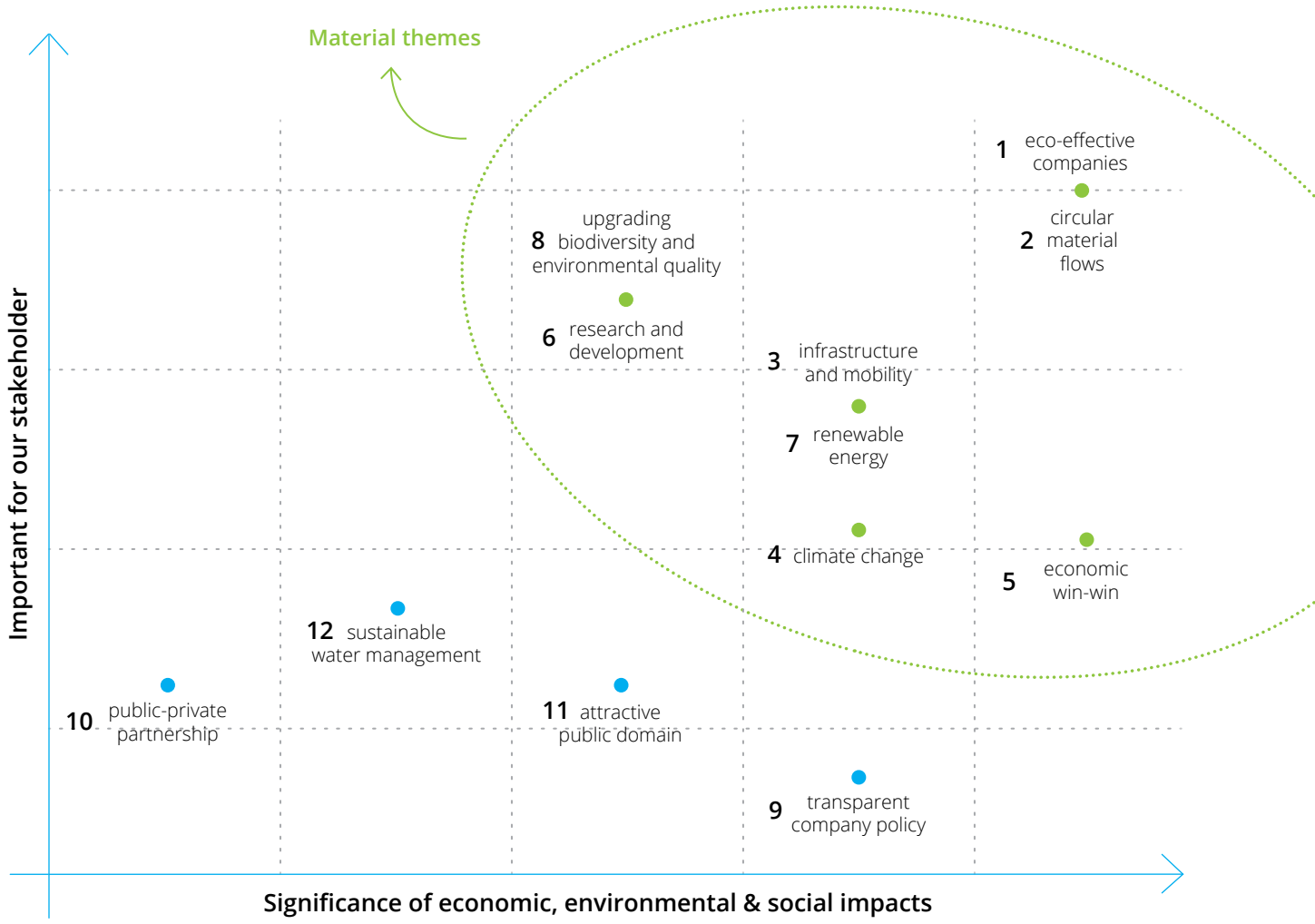
The board of directors drew up a list with contacts representing the values and vision of the organisations that they represent based on the stakeholder map. At the end of 2019, these contacts were surveyed based on a questionnaire. This took place on site during a number of events and by email. Two principles were used to ensure that a balanced weighting of the results was achieved:

1 **Average representation per stakeholder**

All individual respondents per stakeholder are reduced to one representative stakeholder that produces an average representation. In this way we prevent stakeholders that consist of different individuals from becoming dominant.

2 **Weighting according to the stakeholder map**

The more attributes a stakeholder has, the greater the influence of this stakeholder on BGAD as an organisation and its activities and the more importance should be given to a specific stakeholder. We therefore allocate a heavier weight to the input of stakeholders that have 2 or 3 attributes than those with only 1 attribute.



The result of the internal exercise, on the one hand, and the survey of the stakeholders, on the other hand, resulted in a materiality matrix where the different themes are classified. The impact of BGAD on economic, social and environment-related themes is shown on the x-axis and, on the y-axis, the priorities in accordance with the stakeholders. Themes on the right at the top are considered as having priority or as being significant by BGAD and the stakeholders while the themes on the left at the bottom are considered as having less priority. Themes that can be found on the left at the top are deemed more important by stakeholders than by BGAD when the survey was held. The reverse applies to the themes on the right at the bottom; they have a higher priority for BGAD than for the stakeholders.

In this report, the focus is mainly on **the most material themes** as indicated in the green ellipse.

Themes

- **Eco-effective companies (1)**

  In brief, eco-effective companies are companies that do not have a negative impact on the environment. We discuss this further under the Eco-effective companies point. The commercialisation by BGAD focuses on innovative production and R&D, preferably in sustainable chemistry, cleantech and smart logistics, but business activities take precedence. BGAD asks all settled companies to report about their activities in a development plan and a CSR report in accordance with the GRI Standards to follow the path to eco-effectiveness.

- **Circular material flows (2)**

  A circular economy is an economy where a maximum commitment is made with regard to the reuse of waste streams as a raw material for new products. BGAD helps within this context by detecting synergies between the different settled companies. BGAD advises and stimulates settled companies with regard to waste prevention, reduction, recycling and reusing. BGAD maps out the feasibility of reuse of materials together with BGAB during the development phase. In addition, the research into the 'Circular Construction Consolidation Centre' (C-CCC) will facilitate where possibly activities such as reverse logistics, pick-up and reuse of construction waste and materials can take place.

We generate a positive impact on BGA by:

1 **eco-effective companies**

2 **circular flows of materials**

3 **infrastructure and mobility**

4 **climate change**

5 **economic win-win**

6 **research and development**

7 **renewable energy**

8 **upgrading biodiversity and environmental quality**

9 **transparent company policy**

10 **public-private partnership**

11 **attractive public domain**

12 **sustainable water management**

- **Infrastructure and mobility (3)**

  The development of Blue Gate Antwerp is not possible without the construction of infrastructure and the provision of mobility solutions. On the one hand, the remediation, elevation and infrastructure works (REI) fall under this theme where extra attention is paid to road safety. On the other hand, we promote water-bound transport and stimulate and facilitate the settled companies to make the modal shift to sustainable mobility. BGAD will provide in due course a Facility Point where supportive services will be included. BGAD has the ambition of obtaining a 'BREEAM Communities Excellent' certificate for the entire site and imposes a BREEAM certificate in the settlements conditions as a guarantee of the ambitions and method to arrive at sustainable accommodation for the settled companies. The structuring with BGAB as the developer of the structures facilitates the settled companies within this context.

- **Climate change (4)**

  Climate change can no longer be denied. We must simultaneously take into account, on the one hand, periods of extreme rainfall and the linked flooding risks and, on the other hand, periods of drought and water shortages. From this perspective, BGAD is developing Blue Gate Antwerp as a flood-proof site with water buffering by means of wadis and delayed water discharge.

- **Economic win-win (5)**

  Economic progress is good and going forward together is even better. With the development of a sustainable, innovative, eco-effective and future-focused business park, BGAD wants to create win-win between well-considered companies. BGAD detects potential partnerships and synergies by means of an identification tool. BGAD synchronises the commercialisation with the Antwerp partners Port of Antwerp (PoA) and Business & Innovation (B&I) to initially convince companies to opt for Antwerp and, secondly, to offer the best match with a location in relation to their requirements. BGAD also maintains partnerships with different umbrella organisations and knowledge institutions.

- **Research and development (6)**

  BGAD focuses on attracting knowledge companies with research and development branches and stimulates partnerships and open innovation. BGAD, for example, involves the incubator BlueChem and the pre-incubator BlueAPP of the University of Antwerp in the development of Blue Gate Antwerp.

- **Renewable energy (7)**

  BGAD stimulates the use of green and renewable heat and energy. BGAD is installing a heat network on site for this and imposes in the settlements conditions that settlers must use at least 40% of their roof area for solar panels, may only purchase green electricity and must comply with the REU (Rational Energy Use) quick scan. BGAD maps out in detail and in partnership with BGAB the infrastructure available on site and in the buildings to facilitate the sharing of energy and synchronising consumption.

- **Upgrading biodiversity and environmental quality (8)**

  BGAD is creating a green corridor and is landscaping the private plots, modelled on the Hobokense Polder. Local plant species and, where possible, poor soil qualities are used within this context. BGAD provides the collective management of the green zones via park management and guarantees the maintain through the park regulations in the long term. BGAD's ambition is to achieve a 'BREEAM Communities Excellent' certificate for the entire site.

Transparent company policy (9)

Transparent company policy means business integrity, the ethical management and transparent communication around the entire cluster of companies by means of communication via different channels. Reporting about our business activities in a CSR report and assuming an exemplary role regarding transparent company policy.

Public-private partnership (10)

A public-private partnership is the obvious choice for BGAD because BGAD is a PPP. This means, on the one hand, the partnership between the public and private partners during the development of the site and, on the other hand, the partnership in the long term where the park management organisation and the settled companies will play a key role. This has already been realised and therefore we do not consider this as being material anymore.

Attractive public domain (11)

The development of the site is taking place in accordance with the plan for aesthetic quality and therefore the physical accessibility and valuable destination are guaranteed. The industrial heritage is being restored and is being maintained. A decision on these issues has already been taken and are therefore less significant for BGAD. Next, BGAD will investigate whether and when it will be relevant to open the Facility Point for local residents and other non-settled companies. To conclude, BGAD is investigating in which other ways we can deliver even more positive contribution to the community, for example, including art in the park, exhibitions, temporarily filling the APC warehouse, etc.

Sustainable water management (12)

Water is becoming a scarce resource, more and more. BGAD wishes to set a good example and stop water scarcity by restricting its use. BGAD provides a landscape design with a few native plant species for which irrigation is not required. BGAD promotes the reuse and buffering of rainwater on a building level at its settled companies. Since the water management strategy has already been determined and it is being implemented from the side of BGAD, this is regarded as being less significant. We do wonder, however, whether our stakeholders would attach more importance to this topic when the survey would have been held during a hot and dry summer than emerges from the survey of September 2019.

We generate a positive impact on BGA by:

1 eco-effective companies

2 circular flows of materials

3 infrastructure and mobility

4 climate change

5 economic win-win

6 research and development

7 renewable energy

8 upgrading biodiversity and environmental quality

9 transparent company policy

10 public-private partnership

11 attractive public domain

12 sustainable water management

3. To build it

3.1. A new start

3.1.1. Remediation

The site on which Blue Gate Antwerp is being developed was known as “Petroleum Zuid”. The name refers to the former use of the site as an oil port as from the start of the 20th century. There was no environmental legislative framework for oil contamination.

© Stadsarchief Antwerpen | 1904

The new oil cluster in the Northern port was commissioned in the 1950s and therefore the activities at "Petroleum Zuid" started to decrease slowly during the second half of the 20th century. Since 1986, no more oil activities have taken place on the current ground of BGAD and the area was overgrown with bushes, grass and trees.

The former oil activities left behind deep traces of soil contamination; the consequences of, among other, fires and product leaks from the underground pipeline system, negligent operations, events during the world wars and the negligent demolition of the installations.

Excavate

Dig
Stocking
Baseline check

Prepare

Filter
Nutrients
Installing

Cleaning

Oxygen
Moisture
Nutrients
Temperature

Reuse

The remediation of the site is the first step in the re-development of the site to take place before the elevation and infrastructure works and the commercialisation of the building plots. Remediation was included under the topic 'Infrastructure and Mobility' during the stakeholder survey.

The soil contamination mainly consists of mineral oil, benzene, PHAs and heavy metals. The soil remediation plan (SRP) has been drawn up and approved by OVAM. DEME prefers a robust remediation approach for this site with a focus on excavation and cleaning of the soil. Physical/chemical and biological cleaning is applied based on the concentrations and soil type. There is a maximum commitment to biological remediation.

Biological cleaning refers to naturally present bacteria converting the contamination into non-harmful residual substances and thereby ensuring the targeted remediation values are achieved. In other words, the bacteria must work under optimum conditions such as moisture levels, temperature, availability of oxygen, etc. DEME is investing in a temporary soil remediation building on site to successfully apply this technique. By conducting the clean-up on site, total transport kilometres and associated emissions are minimised; see also Circular infrastructure.

Within the broad outline of the soil remediation project, the "closed soil balance" principle is applied to the maximum extent at the site. Safety is, of course, always safeguarded and this takes place in compatibility with the earthmoving works of the future settled companies. The transport from and to the site is being minimised by applying this principle.

BGAD is performing the remediation works in phases together with the elevation and infrastructure works. BGAD first cleaned-up the least contaminated parts of the site. This ensures that a larger area is cleaned and made ready for construction for a single cost price. The cleaned-up soil can thus already be marketed and the revenue can fund the remediation of the next phase. The total volume of the soil to be cleaned up is difficult to estimate through the preliminary studies. Oil spreads underground. The actual amount in m³ of cleaned-up soil will therefore only be known once the remediation of the entire site is completed.

The goal is to complete the remediation works of the entire project area by approximately 2030. The level of contamination is not at equally high levels in all areas of the site. Larger volumes are cleaned up locally and therefore the volume differs from the area of cleaned-up soil. We therefore also specify the cumulative areas that have already been cleaned up and are ready for building including the roadmap towards 2030 to the development of the BGA site. Since September 2019, 22 hectares or 64% of the private plots of the project area are ready for construction to begin.

3.1.2. Safe traffic infrastructure

Once a zone has been cleaned up, the elevation and infrastructure works follow to prepare the site for commercialisation. During these works, the site profile will be modified, utility works will be implemented and cycle paths and footpaths will be built. These topics were included in the materiality matrix under the theme 'Infrastructure and Mobility' that is regarded as material by both BGAD and its stakeholders.

By stimulating the modal shift, BGAD contributes towards the reduction of CO_2 emissions. By 2030, it is assumed that the infrastructure on the site will have been fully developed. BGAD is aiming to contribute towards the ambitions of the City of Antwerp that by that time a minimum of 50% of users will travel sustainably from and to the city. And they will do so by modes other than cars, for example, public transport, (sharing) bicycles or electrical scooters, etc.

BGAD stimulates users of the site to opt for sustainable mobility alternatives by providing the required infrastructure. BGAD is building attractive and safe footpaths and cycle lanes that are separated from the road and that connect to routes outside the project area throughout the entire project area. We are providing bus stops in consultation with De Lijn at the most strategic locations and the frequency will be adjusted to the increasing demand for public transport during the different development phases.

BGAD is planning the establishment of an SPV Mobility by the end of 2020 that will take care of the complete mobility policy such as, for example, creating collective mobility hubs that will have both parking spaces and covered bicycle parks. The SPV Mobility will further elaborate the framework for this and will investigate which supporting facilities such as changing rooms, showers and lockers for storing cycling gear are feasible. In the meantime, BGAD will provide temporary collective parking facilities on ground level on the land that has not yet been marketed.

> BGAD stimulates users of the site to opt for sustainable mobility alternatives by providing the required infrastructure.

Deliveries and pick-ups by lorries are unavoidable at a business park. Dangerous crossings between lorry road traffic and vulnerable road users are avoided as much as possible by providing specific loading and unloading zones on one side of the buildings and pleasant green walking routes on the other side of the buildings. A speed restriction of 30 km/h also applies to the entire site from the "Bridge of the future" over the green corridor up to the Herenpolderbrug.

3.1.3. Water-bound transport

The position along the Scheldt and close to the City of Antwerp offers the possibility to settled companies at Blue Gate Antwerp to use a sustainable transport mode by water. De Vlaamse Waterweg built a quay for this on a Sigma Level; see also Flood-proof. BGAD set up a logistics zone for transshipment activities. These are being developed further by Montea. During the meetings with companies that wish to potentially establish themselves at the site, BGAD explores the potential to have deliveries take place via the water during construction and/or during operation. Contractor Cordeel, for example, delivered 726 tonnes of a total of 1478 tonnes of building shell elements by water for the construction of DHL Express via the water. The other elements could not be delivered by water because of being produced too far from the waterway and/or having a finishing that was too delicate.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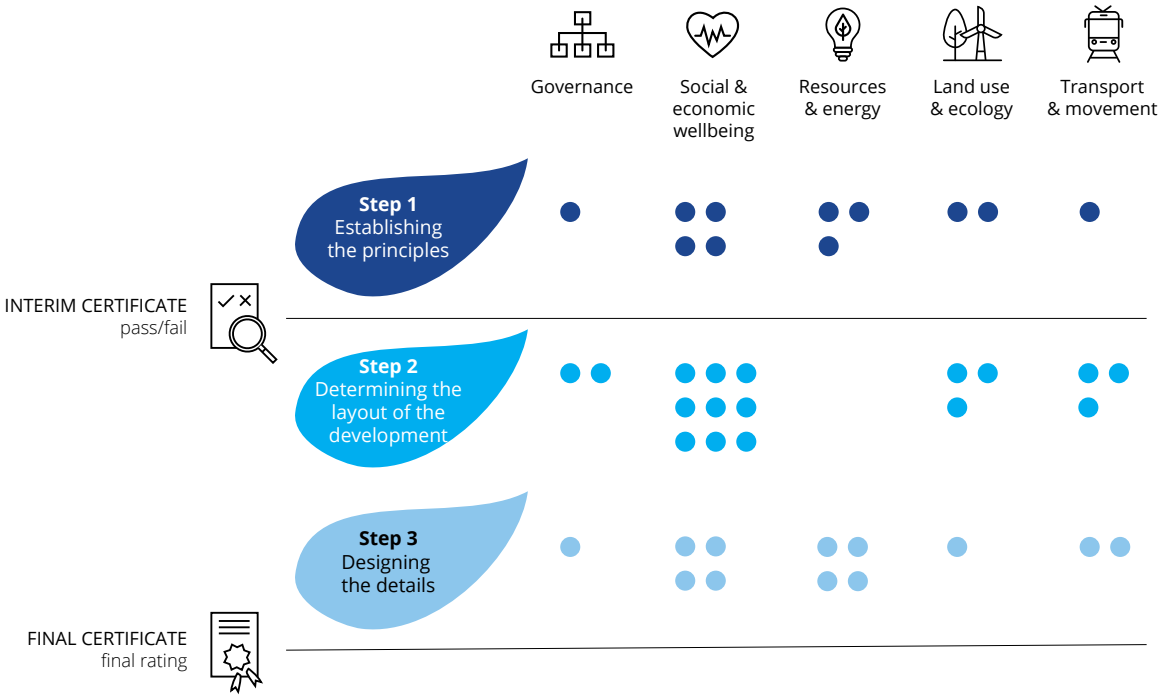
3.1.4. Facility & Congress Point

BGAD will provide a Facility and Congress Point that will act as a reception point and that offers space to supporting services such as, meeting rooms and classrooms, catering and lunch facilities, sanitary facilities, a fitness room, post and package service, etc. The settled companies participate in determining the precise range of services provided through the park management structure. During the initial phase, it is possible that the Facility Point will be located in the BlueChem building and the offered services will be limited. By 2025, when it is expected that phase 1 will be marketed, BGAD is envisaging that there will be sufficient critical mass and demand for a fully-fledged standalone Facility and Congress Point. BGAD has the ambition of renovating the historical Antwerp Petroleum Company (APC) warehouse for this, where services and modalities will be offered tailor made for the settled companies. We are still studying whether the facilities of the Facility and Congress Point can be set up to also serve the public to ensure an optimal use.

3.1.5. Sustainable site and buildings

BGAD is setting itself ambitious sustainability targets at both site development and building level. In terms of site development, BREEAM Communities is being used; this is an internationally used reporting reference method with which site developments can be reported in a holistic manner. Scoring is based on different criteria within forty different topics distributed over five categories. In accordance with a weighted average, a total score is obtained. BGAD has the ambition of achieving the 'Excellent' level, which is the second highest possible level within this reference system. The file for the interim assessment will have been submitted by the second quarter of 2020.

BGAD will impose for the buildings as a minimum ambition, in the settlements conditions, the achievement of an 'Excellent' BREEAM New Construction. This means that the buildings will belong to the group of the 10% most sustainable buildings. BREEAM New Construction incorporates 57 topics distributed over 10 categories. BGAD has together with Bopro the knowledge in house to support settled companies in delivering on this ambition. Three cases have already been started halfway through 2020: BlueChem, BlueAPP and DHL Express. The first certificate is expected in the second half of 2020 for the incubator BlueChem with the predicted 'Excellent' score.



3.2. Future-proof

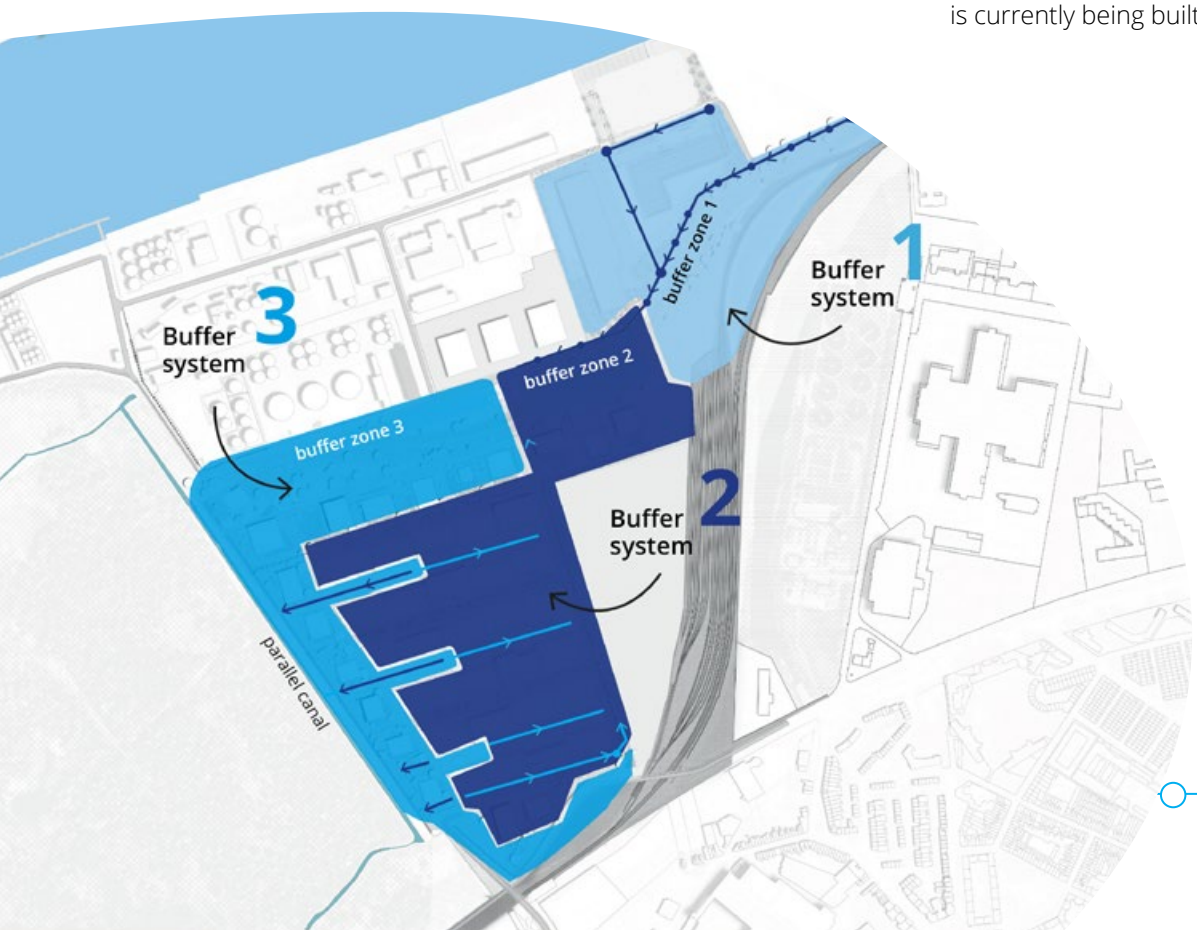
3.2.1. Flood-proof

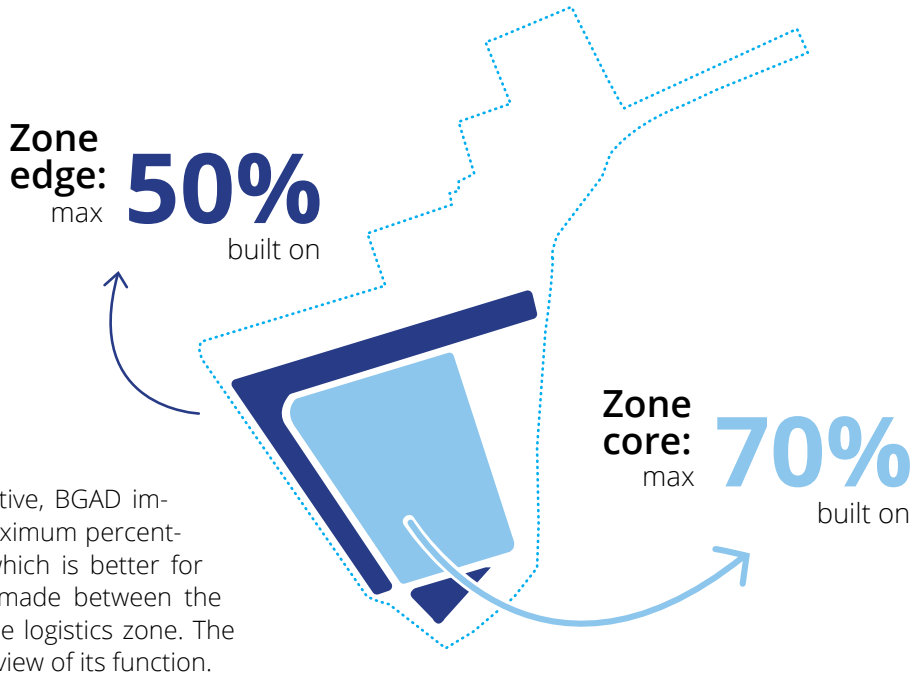
Building while focusing on the future means taking climate change and the linked risks into account.

An **initial risk** is represented by the River Scheldt bursting its banks. Since the River Scheldt is a tidal river, the water level is determined by the sea level and therefore the risk of flooding increases when the sea level rises. To protect the areas along the River Scheldt, the Flemish government drew up the Sigma Plan. De Vlaamse Waterweg built a raised quay where Blue Gate Antwerp is located within this framework that, on the one hand, offers possibilities for water-bound logistics and, on the other hand, protects the entire site against flooding. The entire BGAD project area was raised based on this. 85% of the supplied soil is from a local source (< 30 km).

A **second risk** is entailed by flooding as a result of intense and fierce rainfall. BGAD is developing the project area so that it can withstand a T100 rain storm. These are extreme and exceptional rain storms that only occur once every 100 years in accordance with statistical models. The drainage of the BGA site has been calculated based on this situation, in accordance with hydrodynamic models. In addition to the rainwater discharge and sewage drainage, BGAD is fully committed to delayed water discharge through green roofs, water buffering by means of wadis and delayed water discharge into the Leigracht.

A wadi is a wide, shallow channel at ground level that buffers the water when the rainfall is heavy and later on infiltrates it, discharges it in a delayed manner or evaporates it. BGAD provides three water buffer zones in the green corridor with a total capacity of 14.774 m³. This is the same as the volume of water of nearly 6 Olympic swimming pools with each a content of 2.5 million litres of water. This represents a buffer of 465 m³ per hectare. The total capacity will be reached when the REI works have been completed; see Remediation. Currently, buffer zones 1 and 2 with a capacity for 12,604 m³ of water have already been realised. Buffer zone 3 is currently being built.





From an aesthetic quality perspective, BGAD imposes conditions regarding the maximum percentage of construction and paving, which is better for water infiltration. A distinction is made between the 'Core' zone, the 'Edge' zone and the logistics zone. The logistics zone is fully paved area in view of its function.

At the centrally located plots, what is commonly referred to as the **'Core'**, the plots may be **built on up to 70%** and must be built contiguously. Along one side of the buildings, the communal paved logistics courtyard is provided and, along the other side, a high-quality green strip is created with wadis running off towards the green corridor.

The plots in the **'Edge'** zone may be **be built on up to 50%**; the buildings may, however, be constructed higher in this zone. From an aesthetic quality perspective, the buildings must be individual volumes in the landscape in this zone. This creates a gradual transition with the green corridor and the Hobokense polder.

To conclude, BGAD ensures that all buildings are provided with a floor level that is at least 20 cm higher than the site. This is how BGAD guarantees dry conditions for future settled companies that will ensure that the economic activity and employment within the buildings will continue to be possible even if, in an exceptional case, water remains on the street.

floor level
20 cm

3.2.2. Sustainable water use

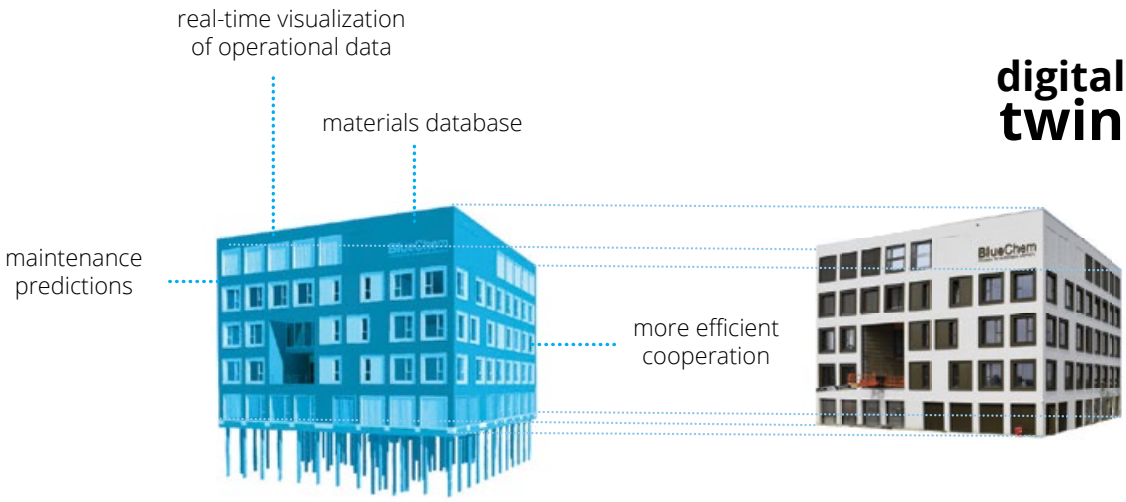
Water is becoming more and more scarce. Oil is known as black gold and water is now known as blue gold. Sustainable water use is deemed less important in the materiality matrix. However, based on BGAD's exemplary role, it has taken measures to limit water use on a site level anyway. A check is also being performed whether water should be collected and made available for use as re-infiltration in the Hobokense Polder nature reserve.

> This is expressed specifically in the landscape design where the choice has been made to only use native tree and plant species that do not require irrigation once they are fully grown.

You can find more information about the specific plant choices and biodiversity in chapter Biodiversity.

BGAD is also promoting reuse and buffering of rainwater on a building level by making it mandatory for the settled companies to achieve a minimum score for the building certification in accordance with BREEAM, see also Sustainable site and buildings.

In addition to measures for the long term, BGAD is already taking specific measures to limit water use during the remediation, elevation and infrastructure works. The collected water, for example, is purified by a basin with separator, sand filter and carbon filter and subsequently it is discharged into the Leigracht next to the Hobokense polder where the extra water can supply the nature reserve. Where possible, the water is reused on site for the irrigation of young plants in the green corridor during the growth phase, to limit dust nuisance and for cleaning the site hut, vehicles and equipment on site.



3.2.3. Digital twin

BGAD has the ambition to create a digital model of the entire site and the newly built infrastructure; what is commonly called a digital twin. This digital model comprises site heights, the routes of the heat network, different utility pipes and cables and data that are linked to this such as flow rates. BGAD will also request the BIM models for the buildings of the settled companies. By bringing this information together, BGAD can today give answers to specific questions from companies that are considering locating at the site and generate simulation images at exactly the proposed location. The digital model acts as a material database and allows us to perform targeted analyses in the future. If decades later it should transpire that a special material has a harmful impact on health such as, for example, asbestos, we can search in the model whether and where this material has been used. Subsequently, targeted action can be undertaken. In the long term, the model also offers help when planning regular maintenance or improvement work on the infrastructure. The park manager is responsible for ensuring that the digital information is kept up-to-date with regard to sites and buildings so that an efficient use of the infrastructure is possible at all times.

4.
To make it CO2 neutral

4.1. CO2 neutral heat

BGAD will lay a heat network in partnership with Fluvius at the site. The laying of this network will be done together with the phasing of the remediation and infrastructure works, see also Remediation. Within the framework of the sustainable philosophy of BGAD, settled companies must connect to the heat network and purchase heat for a 'Niet Meer Dan Anders' (Not More Than Otherwise; NMDA) rate in line with the market. The heat network will be managed by Fluvius and offers the possibility to companies to commercialise possible residual heat from production processes through the heat network. The heat network is connected with a large heat transfer line that runs via Wilrijk, Hoboken, Blue Gate Antwerp and Nieuw-Zuid and for which the City of Antwerp is currently still looking for an operator. All parties on this network can exchange heat amongst themselves. BGAD has the ambition of making this heat CO2 neutral, but depends on different parties to achieve this.

- Wilrijk
- Hoboken
- **Blue Gate Antwerp**
- Nieuw-Zuid

4.2. CO_2 neutral energy

BGAD obliges through the settlements conditions to cover 40% of the roofs with photovoltaic panels in order to produce energy locally. The settled companies BlueChem and DHL have already opted to fully cover their roofs. If settled companies need additional energy, they must enter into a green energy contract. The park manager will offer support to the settlers in relation to their energy policy by searching for synergies, offering group purchasing of green energy, by helping with the CO_2 bookkeeping and by following up on the green energy certificates.

at least
40%
photovoltaic panels

"Walk the talk", BGAD is already giving the right example during the site phase by being efficient with the use of energy and using local renewable energy. A modular system is being used for site offices where electricity is generated by solar panels and the energy is stored in hydrogen.


© DEC | 2019

"Blue Gate Antwerp is, for us, the ideal location for our new City Hub. It is the ideal starting point to participate in city distribution with our Cubicycles and the ideal operating base to reach the Antwerp urban area, the Port and the wider surrounding area. In addition, sustainability was very important to us within the framework of our 2050 mission. Blue Gate Antwerp means that we have also found the perfect partner in this context."

Danny Van Himste,
Managing Director
DHL Express BeLux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5. To live together

5.1. Valuable destination of the BGA site

BGAD is turning Blue Gate Antwerp into a publicly accessible business park so that local residents and other non-settled companies can use facilities such as the greenery, infrastructure and safe cycle connections from and to Antwerp City. BGAD is developing the site in accordance with the guidelines in the plan for aesthetic quality that was drawn up during the competitive dialogue and in which design principles were set up for a qualitative public space and architecture on site. The development takes integral accessibility into account.

> One of the valuable features of the site is the structural and industrial heritage reflecting its former function as an petroleum harbor.

To ensure this heritage is not lost, BGAD drew up a cultural historic development plan in which the long-term vision regarding the maintenance and management of the heritage is described. The plan is based on a study of 'Erfgoed & Visie' (Heritage and Vision) and it takes factors such as heritage value, elevation of the site, economic details and remediation into account. The 'visual reminder' forms the first guideline within this context while the contrast between the (fossil fuel) past and the (sustainable) future is the second one. To conclude, all demolished objects were inventoried and documented so that the history would not be lost. BGAD is keeping the aboveground pipelines, the port fencing and the APC building and is reusing part of the old cobblestones, for example, on the Lakweg. Sometimes you need to make choices that initially seem unfortunate, but are future-proof in the long term. Part of the tracks were, for example, reused during early development plans on the cycle lanes and footpaths. This, however, was aborted because after a survey it turned out to be too dangerous to integrate the tracks for cyclists and wheelchair users. Integral accessibility prevails for us above the aesthetic in this Be Good And Dare story.

The aboveground pipelines were laid between 1937 and 1939 to transfer the oil from the jetty to the different storage tanks on the former Petroleum Zuid. These pipelines needed to replace the existing underground network of pipelines from the initial period of the petroleum harbor and were

extremely innovative with regard to type and material. Further soil contamination as a result of underground leaks thus became history. The remediation, repair and restoration of the protected aboveground pipelines have been planned for 2021.

The protected **APC warehouse** may possibly become the future home base for the Facility and Congress Point. The Antwerp Petroleum Company warehouse was built on plot I of the former site which was developed first and was used to store oil drums. The building dates from before the fire of 1904 and is therefore one of the oldest buildings on site. The concrete barrel vault and round arch windows are characteristic features of the building. The renovation is planned as soon as an acquirer/operator can be found for the intended functions (catering, congress, museum of industrial heritage, nature education and exhibition room). This assumes the business park is already developed to a considerable extent so that there is sufficient demand for these facilities. This is the reason why the renovation of the building is being planned around 2030. If possible (for example, if an acquirer/operator should want to take over the building), the renovation can also take place at an earlier date. BGAD will therefore actively look for an investor early on in the development. BGAD has already carried out maintenance works when the roof was renovated, the stability of the building assured and openings were closed to prevent vandalism.

— BGAD will investigate in which other ways more positive contributions can be made to the community and is thinking of, for example, the integration of "art" in the park, an exhibition room in the Facility Point, temporary arrangements with regard to the APC warehouse and others. The possibilities of installing greenhouses for urban farming on roofs are being investigated as well in relation to the plan for aesthetic quality.

During 2020, information panels will be installed along a footpath or cycle path on which the past, present and future of this site will be explained.

built in-between
1937 & 1939

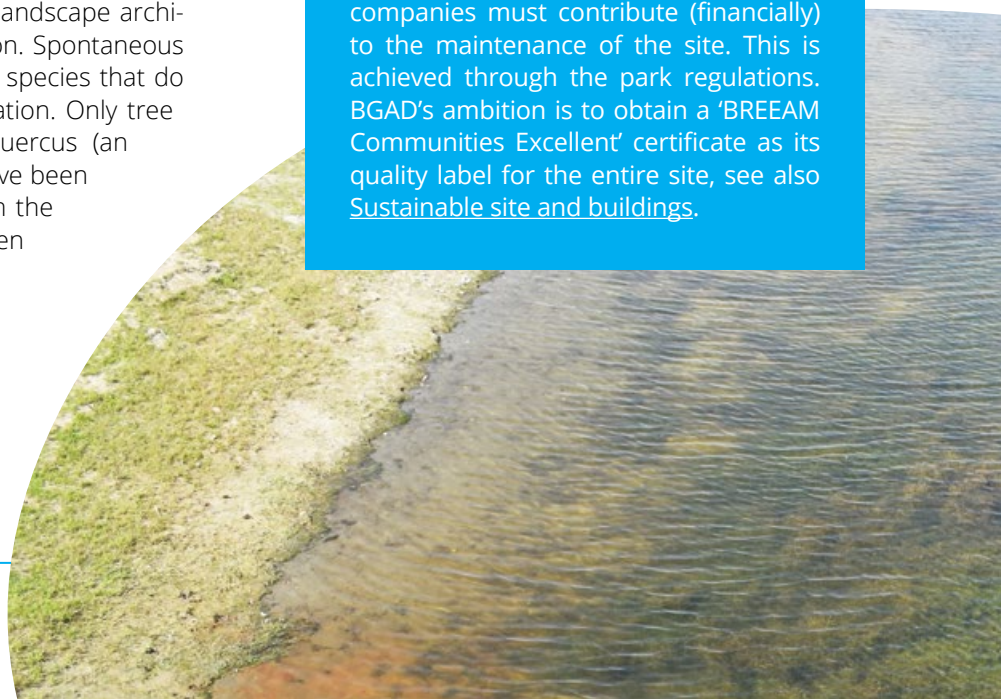
5.2. Biodiversity

The BGA site is located to the south of Antwerp, adjacent to a nature reserve, the Hobokense Polder, the River Scheldt and the rail hub. Due to the historical contamination of the soil, remediation was required, see also Remediation. For this, first, the overgrown bushes were removed and trees were cut down in phases. Bluethroats and kingfishers were, for example, seen and a water rail was heard by project employees on site. In accordance with legislation, BGAD cut down the trees outside the breeding season and it was done in strips to ensure birds were disturbed as little as possible. It turned out that, for example, Japanese knotweed was present when this work was performed. This is an invasive species that will displace native species and thus disrupts the ecological balance. The Japanese knotweed was selectively dug out and stored at depth so it cannot return.

After the contaminated soil is cleaned up, it is covered with a clean living layer that consists of poor soil. The relief was synchronised with the groundwater levels to thus create suitable starting situations for different landscape types: open water, marsh vegetation, grassland and scrub/forest. The University of Antwerp and Natuurpunt adviced BGAD on this after which the landscape architect Omgeving elaborated a green vision. Spontaneous vegetative development of native plant species that do not require irrigation forms the foundation. Only tree species that grow slowly including Quercus (an oak) or Acer campestre (field maple) have been planted. Local grass and clippings from the Hobokense polder grafted in the green corridor were used for the planting.

BGAD wishes to improve the biodiversity of the site and guarantee it for the future.

BGAD is creating a green corridor of 14.5 ha that connects the Hobokense Polder to the west of the BGA site with the Groene Singel alongside the Antwerp Ringroad. More than 60% of this has been completed. The corridor does not just operate as a migration route for animals, but also has a water buffering function with its wadis, see also Flood-proof. The green management and following up of the initial vegetation will be performed by Natuurpunt during the first two years and will then be assessed. The group management of the green zones both public and private takes place via park management so that the quality and cohesion are secured. Settled companies must contribute (financially) to the maintenance of the site. This is achieved through the park regulations. BGAD's ambition is to obtain a 'BREEAM Communities Excellent' certificate as its quality label for the entire site, see also Sustainable site and buildings.



5.3. Blue Gate Antwerp as a virus safe working & living environment

During the first half of 2020, the world was unpleasantly surprised by Covid-19. Safety measures such as washing your hands frequently, social distancing, regularly ventilating, etc. are now the standard. We do not know when the medical world will have an answer in relation to the virus and even if we do have an answer to this virus, there is still a real risk that we will have other pandemics. Dealing efficiently and in a targeted manner with pandemics is an unexpected challenge that we simply cannot ignore. From BGAD, we are closely following the evolutions and we are testing the area development based on the sanitary rules linked to Covid-19. The wide cycle lanes and green areas are already a bonus for settled companies to stimulate their employees to travel to work by bicycle or to go for a walk on site. Stimulating outdoor meetings is another alternative that can be considered for which, for example, Wi-Fi and electricity must be provided. How we will make Blue Gate Antwerp 'pandemic proof' exactly is still to be elaborated further, but it should be clear that our ambition is to make BGA a virus safe business park.

6. To make it last

6.1. Community

Blue Gate Antwerp will be a location where ambitious companies will find their match. A place where creativity and innovation is possible in a pleasant working and living environment. BGAD is looking for companies with the right mindset, seeking synergies between the new companies and stimulating partnerships. We are strongly committed to creating a community that can relate to our sustainability ambitions. A community where the ambitions are widely supported and shared in order to work eco-effectively and to focus on circularity. A community where sustainability is the target and where the quality of the business park is guaranteed in the long term through open communication and consultation between the companies and other stakeholders.

6.1.1. Targeted commercialisation

BGAD is developing a sustainable, innovative, eco-effective and future-oriented business park with estimated employment for 2,000 to 3,000 employees. Without companies, there is no business park, so BGAD is looking for companies that can relate to the sustainable philosophy of Blue Gate Antwerp. After all, companies are more likely to enter into partnerships and synergies if they share the same philosophy. To simplify the 'match-making process', BGAD uses an identification tool developed by marketer Bopro to evaluate whether significant sustainable added value can be created through the establishment of a specific company and partnerships of that company with parties on and around the site at BGA. In the identification tool, this added value for BGA and for the company is evaluated based on questions centred around 3 themes:

1 **Business activity**

Does the company have a circular business model or is there an ambition to focus more on the circular economy?

2 **Site**

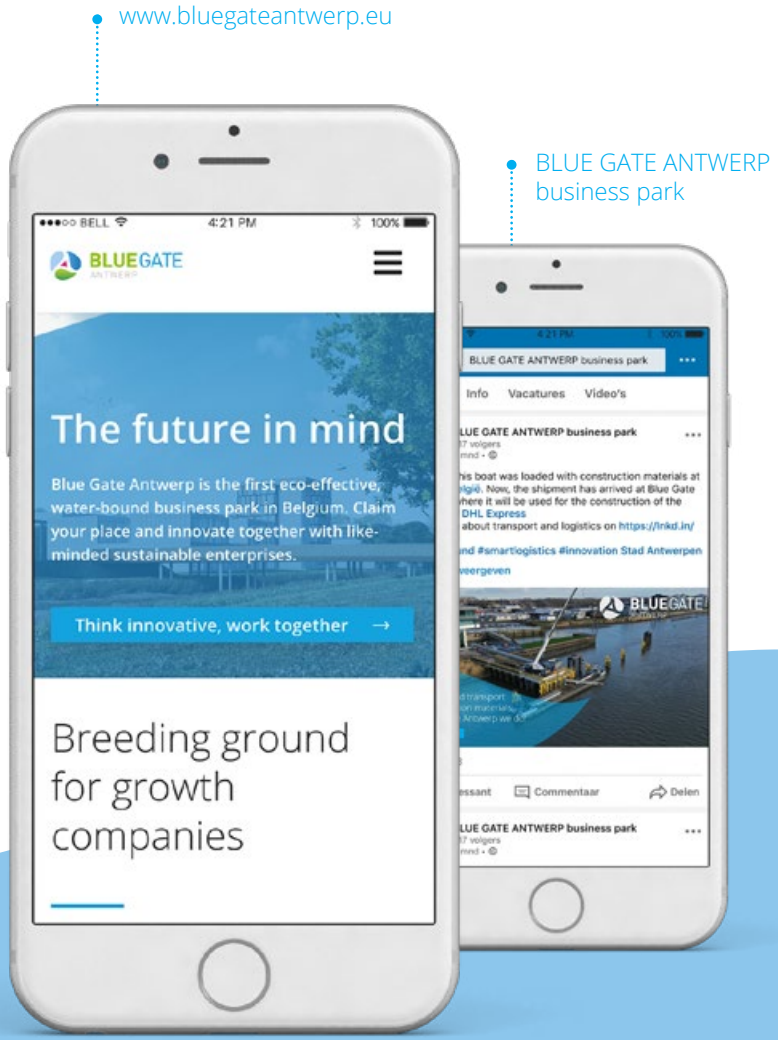
Are synergies with other companies or new companies on or around the site possible?

3 **Building**

Does the company intend to build a sustainable building?

BGAD coordinates the promotion with partners such as Port of Antwerp (PoA), Flanders Investment & Trade (FIT) and the Business & Innovation (B&I) unit of the City of Antwerp to guide companies to the appropriate location in or around Antwerp. Companies that are not withheld for Blue Gate Antwerp can potentially add value elsewhere, while our partners refer suitable candidates to Blue Gate Antwerp. The right companies in the right location, a win-win for all parties.

By setting up the website www.bluegateantwerp.eu, actively sharing content on social media, organising substantive seminars, holding regular press contacts and neighbourhood contact moments and publishing brochures, we share our knowledge with all our stakeholders.



Seminars, press and neighbourhood contact moments that have been held:

2017

20/06/17
Information event for the neighbourhood

04/07/17
Information event for the neighbourhood

2018

18/06/18
Press conference construction start, BlueChem

12/09/18
Press conference construction start, IKO

2019

27/02/19
Deep-dive site visit during WRF conference

26/09/18
Celebratory opening of the bridge over the corridor

event week

24/09/19
Business seminar VOKA

29/09/19
Neighbourhood event with nature trail

21/12/18
Press conference construction start, DHL

2020

6.1.2. Eco-effective companies

BGAD is looking for eco-effective companies wishing to settle at Blue Gate Antwerp. We define eco-effective as follows:

> "Eco-effectiveness is a concept for the production and consumption of goods and services that goes beyond mitigating the negative consequences through eco-efficiency and zero emissions. Eco-effectiveness positively defines positive environmental, social and economic properties of goods and services, eliminating the fundamental problems that arise in eco-efficiency strategies (limited material flow quality, inconsistency with economic growth and innovation and toxicity)."

Summarised: Companies may not have a negative impact. BGAD uses its identification tool to identify these companies, see also Targeted promotion. Since eco-effectiveness is not a simple task and existing business processes cannot always be easily adapted, BGAD and the settled companies are looking at how they can develop to become eco-effective within a certain period of time. BGAD asks the settled companies to draw up a development plan every year, stating their objectives and the current state of affairs. Due to this gradual development, we expect the settled company's score in the identification tool to increase every year. The figures are presented at the end of this report in Ambitions and KPIs.

6.1.3. Park management for support

Every company that sets up on the BGAD site becomes a member of the park management structure. The park management for the site has been outsourced by BGAD to Quares, which is responsible for the day-to-day management and implementing BGAD's vision in the business park. The park management supports the settled companies individually and in their partnerships, and will facilitate continuous improvement in the long term. By offering and managing services and facilities collectively the revenue is significantly increased. This economic fact goes hand in hand with advantages generated in regard to innovation, the environment and space.

The park manager promotes community building. He acts as broker between settlers and third parties. By organising annual events and creating a common Facility and Congress Point he will also be able to enhance cohesion on site, see also Facility & Congress Point.

The park manager arranges for the placing and maintenance of signposting and the maintenance of the common courtyards and rain infiltration areas in the 'Core' zone. The park manager promotes and stimulates both public transport and common transport modes as well as other actions regarding sustainable mobility. The manager facilitates the end users during the preparation of development and company transport plans. He manages and runs the common cluster parking lots in the zones 'Core' and 'Edge'. The park manager keeps a record of the energy accounts with regard to CO_2 neutrality and provides for the collective purchase of renewable energy. Common waste management is also part of the park management assignment.

6.1.4. BGAD in relation to the surroundings

BGAD facilitates synergy, both on and off site. In addition to seeking synergy between companies on the Blue Gate Antwerp site, BGAD also seeks to create synergies with companies and stakeholders in the surrounding area. For example, BGAD is investigating whether there are tasks in the business park for which, within the context of social employment, it is possible to cooperate with the prison yet to be built or with sheltered workshops in the area. The park management structure also encourages settled companies to consider these options in their own business operations. In addition, BGAD also wants to stimulate the interaction between education and the field, through the park management structure by identifying internship opportunities in the business park.

BGAD intends to request advice from the biology department of the University of Antwerp (UA) with regard to the ecological development of the site. The UA can conduct research into the spontaneous vegetative development of the site and follow it up in a scientific manner.

BGAD collaborates with CIFAL Flanders on the implementation of the United Nations' Sustainable Development Goals (SDGs). CIFAL Flanders advises BGAD on the content and interpretation of the objectives, while BGAD provides feedback on the practical implementation at organisational level. In 2018 Blue Gate Antwerp received the **UN SDG PIONIER certificate** from CIFAL Flanders.

BGAD sponsors Dennie Lockefeer's chair at the UA. This chair focuses on three pillars: research, education and services in inland shipping.

Award of 'SDG PIONEER'
f.l.t.r. Nikhil Seth – Executive Director UNITAR
Dimitri Torfs – Business Development BGAD nv

BGAD works with local partners or suppliers wherever possible. On the one hand, to support the local economy, on the other hand, to limit the transport kilometres driven and the associated emissions.

— By 'local economy' we mean 'companies with a location within a radius of 30km from the BGA site'.

This distance is based on the criteria in the sustainability reference 'BREEAM Communities' and provides for a sufficient number of quality suppliers from which to choose. It is important to mention that we only look at the contractors and suppliers of BGAD, the companies settled on the site are free to choose their suppliers but are encouraged to follow the example of BGAD.

For example, during the remediation, elevation and infrastructure works, DEME is assisted by a subcontractor with a location in Stabroek, dewatering is carried out by a subcontractor from Kruibeke and small construction material is provided by a company in Hoboken.

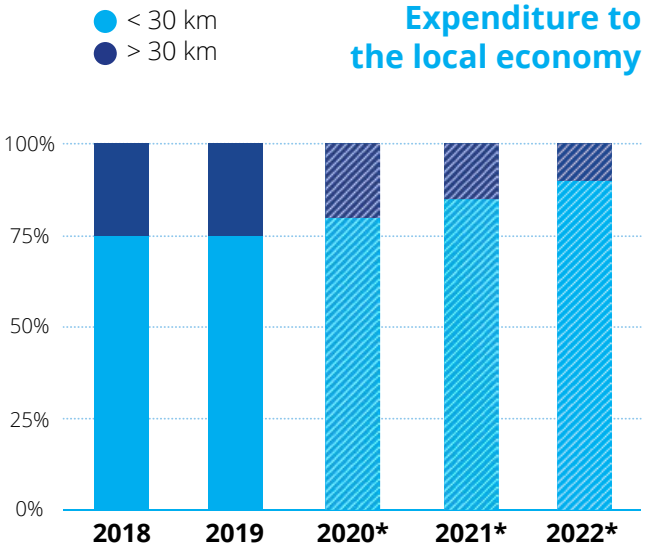
Other expenses arise when organising events on the site; catering, light and sound installations and others, for instance. Although these are smaller expenses compared to the remediation works, we still try to opt for local suppliers or suppliers working in the circular economy. The latter is not always possible within a radius of 30km.

We aim to achieve a 90% local purchase rate by 2021.

"For the University of Antwerp, Blue Gate Antwerp is the perfect location to develop the ecosystem of sustainable chemistry. Our BlueAPP project is the bridge between industry and the university. At Blue Gate Antwerp, we are working with our partners to valorise research in sustainable chemistry."

Prof. Silvia Lenaerts, Vice-rector Innovation and Valorisation, Sustainable Energy, Air and water technology, DuEL – University of Antwerp

Expenditure to the local economy



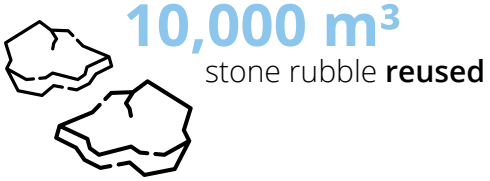
6.2. Closing the loops

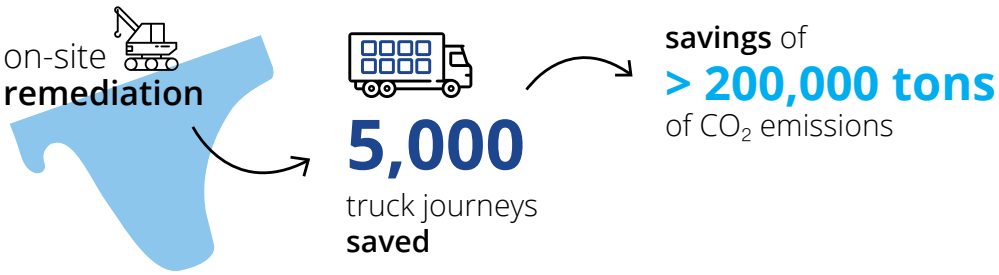
6.2.1. Circular infrastructure

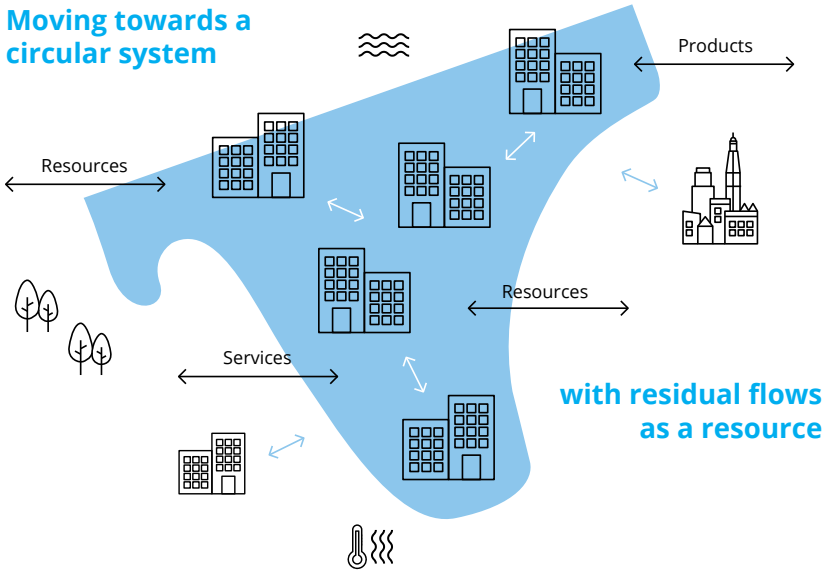
BGAD is fully committed to the circular economy, in which materials are reused wherever possible and waste is avoided. During the development of the business park, BGAD sets a good example by recovering as much material as possible on-site. BGAD has the materials used during the remediation, elevation and infrastructure works identified, see also Digital twin. This makes it possible in the future, during any construction work, to analyse which materials might be reused as a raw material, on or off site. BGAD encourages the settled companies to follow this example and identify the materials in their buildings. In the case of renovations, or worst case demolition, the way in which this can be reused can be determined for each material.

A concrete example of circularity on site is the integral reuse of stone rubble from the demolished buildings on site as a foundation for the construction of the road infrastructure. In total, more than 10,000 m³ of stone rubble was reused in the first phase, no rubble was removed.

Another example is the remediation of the contaminated soil on site and its reuse on site after cleaning. In the first phase of the remediation, the grounds were remediated in a soil cleaning centre 21 km from the site. The remediation during the second and third phases will be carried out on site, which will save more than 5,000 truck journeys, resulting in savings of more than 200,000 tons of CO2 emissions. The exact annual figures can be found in the list of KPIs, see Ambitions and KPIs.







6.2.2. Circular companies

During the commercialisation process, see Targeted commercialisation, BGAD examines, among other things, the waste flows of the individual companies and, in consultation with the companies, BGAD investigates how these can be reused internally or which other companies could use the waste flow as a raw material in their business activities. These synergies are mapped by BGAD's identification tool.

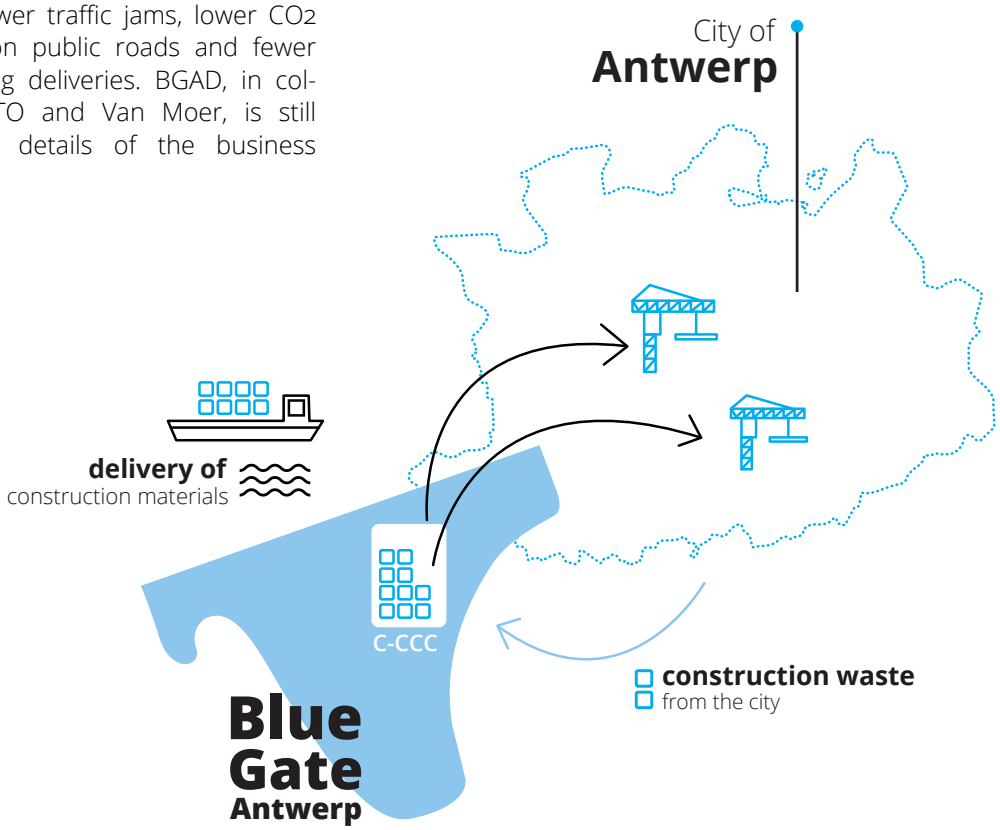
Within the circular concept, BGAD wants to avoid, reduce and reuse as much waste as possible. Waste not as a waste flow, but as a raw material for new applications. For company-specific waste flows, BGAD uses the identification tool to search for possible synergies with other companies. For traditional waste flows (paper, PMD (plastic bottles, tins and drinking cartons), residual waste, etc.) waste management is organised by the park management structure, which assists the settlers in drawing up a waste management plan and organises group purchases. The specific R&D waste flows (chemicals, etc.) may be arranged by the settlers themselves. However, if there is sufficient critical mass and/or a common waste policy for these flows is desirable, this can - at a later stage - be added to the common waste management.

"More than ever, the future belongs to entrepreneurs who apply circular principles in all areas of their business operations. BGA is the nursery for these eco-effective companies that facilitates their sustainable growth into the future".

Peter Garré,
Managing Director
Bopro Sustainable Investments

6.2.3. Circular Construction Consolidation Centre

Future-oriented, BGAD aims to create a space in the logistics zone for the development of the 'Circular Construction Consolidation Centre' (C-CCC). BGAD aims to conceive the C-CCC as a hub where various activities such as collection, reuse and reverse logistics of construction waste and materials can take place. Suppliers can deliver construction materials, after which they are clustered per yard in the C-CCC. The planned location of the C-CCC is next to the River Scheldt, which encourages the use of water-bound transport, see also Water-bound transport. The last mile to the city can then be done through combined deliveries. Conversely, construction waste, reusable material and construction site surpluses can be transferred to the C-CCC. In the C-CCC, the various building materials are sorted and prepared for possible reuse or for take-back by the suppliers for recovery. So material loss can be limited. Combined transport to and from the city limits the number of (semi) empty trucks, which in turn results in fewer traffic jams, lower CO_2 emissions, less nuisance on public roads and fewer dangerous situations during deliveries. BGAD, in collaboration with Bopro, VITO and Van Moer, is still working on the practical details of the business model.



6.3. R&D and innovation

6.3.1. BGAD as innovator

BGAD attaches great importance to R&D and innovation. We are taking an exemplary role in the development of sustainable business parks. To make this possible, we go much further than a traditional developer. For example, we were the first to implement the Sustainable Development Goals (SDGs) in the development and management of a business park, and this CSR report is also the very first report relating to a business park.

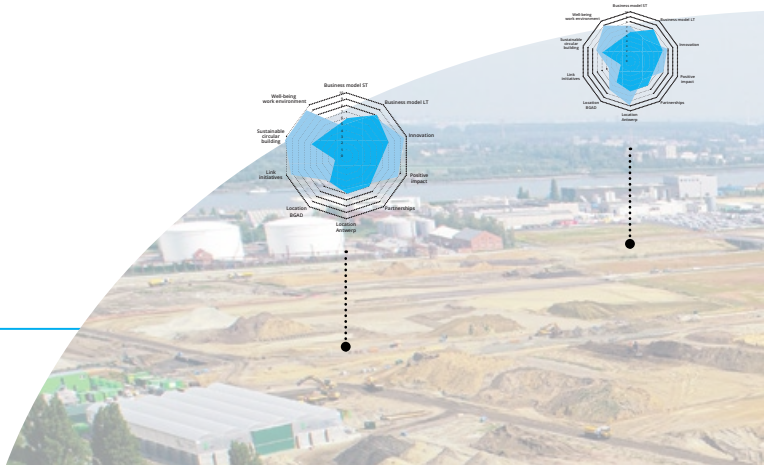
BGAD has an open vision regarding knowledge sharing.

We regularly organise events on the site where we explain our vision and values. After all, circularity, SDGs and eco-effectiveness are still unknown territory for many and we at BGAD would like to spread these concepts and make them commonplace. We also welcome students of environmental sciences and architecture from the University of Antwerp, local residents and other interested parties for a site visit.

Our BGAD sustainability director, Bopro, has developed an identification tool to identify companies that share BGAD's ambitions and streamline commercialisation. Using the tool we are looking in advance for companies that might have synergies at Blue Gate Antwerp and we are creating a community of companies and organisations with similar aspirations.

Companies are identified based on a number of criteria, including innovation, positive impact, partnerships, business model, etc. At BGAD, we do not expect an settled company to immediately meet all the criteria, but we do consider it important that the sustainable DNA or evolution and intention with regard to this can be found in both the business model and the building.

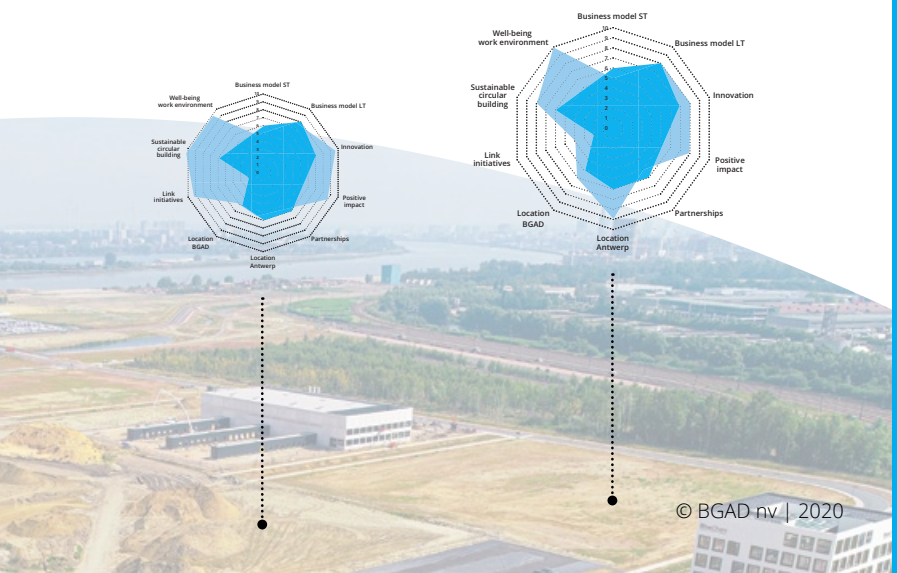
For remediation, our partner DEME has developed a rapid test in which soils with concentrations below the remediation value are tested within a limited period of time and with an acceptable use of resources to establish how the mineral oil in the soil is behaving in order to exclude the spread of contamination across floating layers.



6.3.2. Blue Gate Antwerp as an innovation centre

At Blue Gate Antwerp there is room for innovation and research through all stages of development.

Firstly, BGAD tries to attract knowledge companies that are strongly committed to research and development. Secondly, we look for synergies between the various settled companies in order to stimulate knowledge exchange and innovation in the community. Thirdly, BGAD also wants to create a growth environment for spin-offs and start-ups within, among other things, sustainable chemistry, whereby they can take advantage of the presence of larger companies. BlueAPP is the pre-incubator of the University of Antwerp where research is conducted within sustainable chemistry and where it is investigated whether this can lead to the establishment of a company. BlueChem is the incubator for start-ups and growth companies in the chemical sector. BlueChem offers customised infrastructure, customised services with financial support and direct access to knowledge and expertise within an extensive network of international chemical companies, renowned research centres and the five Flemish universities. BlueChem aims to build an ecosystem that stimulates and encourages open innovation: between large companies, SMEs, growth companies and start-ups, between the private sector, government and academia, between all links in the value chain: from basic chemistry to plastics, pharmaceuticals and biotech.



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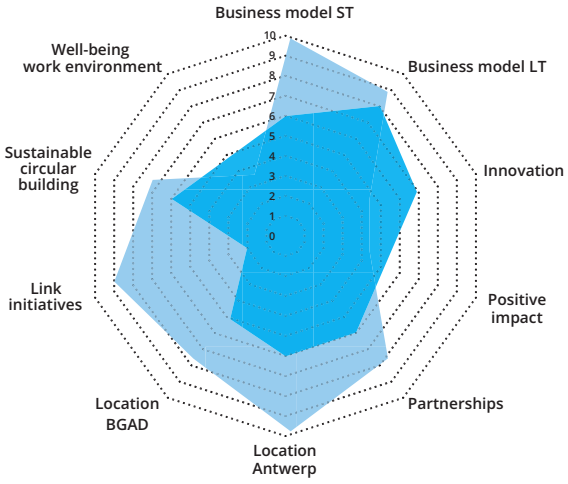
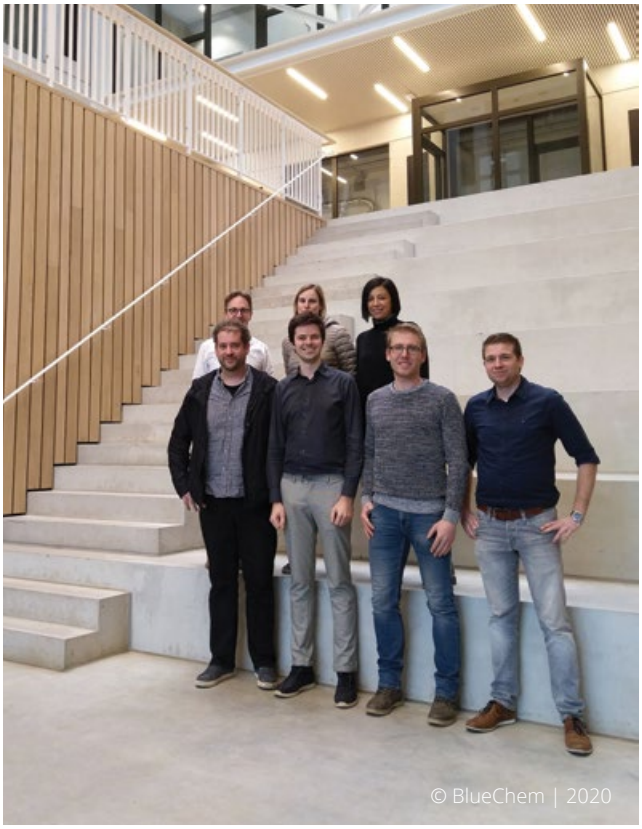
Identification tool companies

Lower limit BGAD
Mapping company X



"We are happy to support a leading project such as Blue Gate Antwerp. It is the ideal location for BlueChem, an incubator for sustainable chemistry where we help develop breakthrough innovations into successful companies."

Frank Beckx, Managing Director essenscia Vlaanderen and Chairman of BlueChem



During discussions with companies interested in settling themselves at Blue Gate Antwerp, it appears that some companies share BGAD's sustainable philosophy, but are currently too small to set themselves up on their own. In these cases, BGAD, together with BlueChem, will consider whether settlement in the BlueChem building is possible. Examples of such companies are InOpsys and CreaFlow. In this way, BGAD can, in a forward-looking manner, lower the threshold for start-ups and scale-ups to building their own branch at Blue Gate Antwerp; after all, nothing will change for employees, suppliers and customers, since both commuting and the local network will stay the same. The BlueChem building was officially opened in early 2020. Construction of BlueAPP will start in 2020 and is expected to be completed by the end of 2021.

In summary, BGAD offers companies with the right philosophy, at all stages of growth, the possibility to settle on site.

To stimulate knowledge sharing as much as possible, BGAD is still looking into whether the Facility and Congress Point in the APC warehouse can be used for organising lectures, training courses, conferences and other events. See also Facility & Congress Point.

DHL Express

BlueChem

BlueAPP

7. GRI Standards

7.1. Reporting in line with the GRI Standards - Core option

This CSR report is BGAD's first sustainability report in line with the GRI Standards, Core option.

This report is the very first report on the development of a business park, a Belgian first!

Blue Gate Antwerp Development plans to report every three years on its activities.

This report covers the period 2017-2019.

The content of this CSR report was determined by BGAD's CSR team, consisting of Bopro's sustainability directors and members of BGAD's management committee and approved by BGAD's board of directors. The current report mainly contains qualitative KPIs as we found that little has been measured so far. We aspire to include more quantitative KPIs in future reports. Based on the stakeholder survey and the materiality matrix, 14 KPIs were selected, 9 of which were GRI KPIs.

7.2. GRI Standards content index

GRI Standard	Disclosure	Chapter
GRI 101: Foundation 2016		
General Disclosures		
GRI 102: General Disclosures 2016	**Organisation profile**	
	102-1 Name of the organisation	10. Contact
	102-2 Activities, brands, products, and services	1.2. BGAD's mission
	102-3 Location of headquarters	10. Contact
	102-4 Location of operations	3.1.1. Remediation
	102-5 Ownership and legal form	2.1. A unique match between public and private 10. Contact
	102-6 Markets served	6.1.1. Targeted commercialisation
	102-7 Scale of the organisation	2.1. A unique match between public and private 2.2. Organisation structure
	102-8 Information on employees and other workers	2.2. Organisation structure
	102-9 Supply chain	6.1.4. BGAD in relation to the surroundings
	102-10 Significant changes to the organisation and its supply chain	no changes in supply chain
	102-11 Precautionary Principle or approach	6.1.1. Targeted commercialisation 6.1.2. Eco-effective companies 6.2.2. Circular companies
	102-12 External initiatives	SDG Pioneer - GRI Standards - BREEAM Communities - BREEAM New Construction 3.1.5. Sustainable site and buildings 6.1.4. BGAD in relation to the surroundings
	102-13 Membership of associations	VOKA Antwerpen-Waasland CIFAL Flanders
	Strategy	
	102-14 Statement from senior decision-maker	1.1. Word from the chairman
	Ethics and integrity	
	102-16 Values, principles, standards, and norms of behavior	RICS (Bopro) Code of Ethics & Business Integrity (DEME) Code of Conduct City of Antwerp (AG Vespa) Code of Conduct, Corporate Governance (PMV) Code of Conduct, De Vlaamse Waterweg (De Vlaamse Waterweg)
	Governance	
	102-18 Governance structure	2.2. Organisation structure
	Stakeholder engagement	
	102-40 List of stakeholder groups	2.3.2. Our stakeholders
	102-41 Collective bargaining agreements	only representatives of the shareholders
	102-42 Identifying and selecting stakeholders	2.3.2. Our stakeholders
	102-43 Approach to stakeholder engagement	2.3.2. Our stakeholders
	102-44 Key topics and concerns raised	2.3.3. Materiality matrix
	Reporting practice	
	102-45 Entities included in the consolidated financial statements	no financial reports
	102-46 Defining report content and topic Boundaries	2.3. Transparency & CSR policy 7.1. Reporting in line with the GRI Standards - Core option

GRI Standard	Disclosure	Chapter
GRI 102: General Disclosures 2016	102-47 List of material topics	2.3.3. Materiality matrix
	102-48 Restatements of information	no prior report
	102-49 Changes in reporting	no prior report
	102-50 Reporting period	7.1. Reporting in line with the GRI Standards - Core option
	102-51 Date of most recent report	7.1. Reporting in line with the GRI Standards - Core option
	102-52 Reporting cycle	7.1. Reporting in line with the GRI Standards - Core option
	102-53 Contact point for questions regarding the report	10. Contact
	102-54 Claims of reporting in accordance with the GRI Standards	7.1. Reporting in line with the GRI Standards - Core option
	102-55 GRI content index	7.2. GRI Standards content index
	102-56 External assurance	no external assurance
Material themes		
200 series (Economic topics)		
Procurement Practices		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	2.3. Transparency & CSR policy
	103-2 The management approach and its components	6.1.4. BGAD in relation to the surroundings
	103-3 Evaluation of the management approach	8.5. Economic win-win
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	6.1.4. BGAD in relation to the surroundings 8.5. Economic win-win
300 series (Environmental topics)		
Materials		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	2.3. Transparency & CSR policy
	103-2 The management approach and its components	6.2.1. Circular infrastructure
	103-3 Evaluation of the management approach	8.2. Circular flows of materials
GRI 301: Materials 2016	301-1 Materials used by weight or volume	6.2.1. Circular infrastructure 8.2. Circular flows of materials
	301-2 Recycled input materials used	6.2.1. Circular infrastructure 8.2. Circular flows of materials
Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	2.3. Transparency & CSR policy
	103-2 The management approach and its components	3.2.2. Sustainable water use
	103-3 Evaluation of the management approach	8.12. Sustainable water management
GRI 303: Water 2016	303-1 Water withdrawal by source	3.2.2. Sustainable water use 8.12. Sustainable water management
	303-3 Water recycled and reused	3.2.2. Sustainable water use 8.12. Sustainable water management
Biodiversity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	2.3. Transparency & CSR policy
	103-2 The management approach and its components	3.1.1. Remediation 5.2. Biodiversity
	103-3 Evaluation of the management approach	8.8. Upgrading biodiversity and environmental quality
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	3.1.1. Remediation 8.8. Upgrading biodiversity and environmental quality
	304-3 Habitats protected or restored	5.2. Biodiversity 8.8. Upgrading biodiversity and environmental quality

GRI Standard	Disclosure	Chapter
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	2.3. Transparency & CSR policy
	103-2 The management approach and its components	6.2.1. Circular infrastructure
	103-3 Evaluation of the management approach	8.2. Circular flows of materials
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	6.2.1. Circular infrastructure 8.2. Circular flows of materials
Effluents and Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	2.3. Transparency & CSR policy
	103-2 The management approach and its components	3.2.2. Sustainable water use
	103-3 Evaluation of the management approach	8.12. Sustainable water management
GRI 306: Effluents and Waste 2016	306-1 Water discharge by quality and destination	3.2.2. Sustainable water use 8.12. Sustainable water management
BGAD topics		
Average score of the settlers in the identification tool		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	6.1.1. Targeted commercialisation
	103-2 The management approach and its components	6.1.1. Targeted commercialisation
	103-3 Evaluation of the management approach	8.1. Eco-effective companies
	Average score of the settlers in the identification tool	6.1.1. Targeted commercialisation 8.1. Eco-effective companies
Soil decontamination - saved kilometers from trucks		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	6.2.1. Circular infrastructure
	103-2 The management approach and its components	6.2.1. Circular infrastructure
	103-3 Evaluation of the management approach	8.2. Circular flows of materials
	Soil decontamination - saved kilometers from trucks	6.2.1. Circular infrastructure 8.2. Circular flows of materials
m² hardened surfaces/ total surface		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	3.2.1. Flood-proof
	103-2 The management approach and its components	3.2.1. Flood-proof
	103-3 Evaluation of the management approach	8.4. Climate change
	m² hardened surfaces/ total surface	3.2.1. Flood-proof 8.4. Climate change
m³ created SUDS		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	3.2.1. Flood-proof
	103-2 The management approach and its components	3.2.1. Flood-proof
	103-3 Evaluation of the management approach	8.4. Climate change
	m³ created SUDS	3.2.1. Flood-proof 8.4. Climate change
Number of events per year		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	6.1.3. Park management for support
	103-2 The management approach and its components	6.1.3. Park management for support
	103-3 Evaluation of the management approach	8.9. Transparent company policy
	Number of events per year	6.1.3. Park management for support 8.9. Transparent company policy

8. Ambitions and KPIs

8.1. Eco-effective companies

Ambition	KPI	Chapter
The **commercialisation** by BGAD focuses on **innovative production and R&D**, preferably in sustainable chemistry, cleantech and smart logistics, but business activities rule.	Average score of the settled company's in the identification tool	Eco-effective companies
BGAD requires all **settlers to report** on their activities in a development plan and a CSR report in accordance with the GRI criteria.	/	Eco-effective companies

KPI Average score of the settled companies in the identification tool

Average score of the settlers in the identification tool

	2017	2018	2019
Average score (%)	81.4%	81.4%	76.7%

8.2. Circular flows of materials

Ambition	KPI	Chapter
BGAD ensures the **integrated development** of the site, focusing on **synergies** between the different settled companies.	/	Circular companies
BGAD **advises** and stimulates settled companies with regard to **waste prevention, reduction, recycling and reusing**.	/	Circular companies
BGAD will start the **'Circular Construction Consolidation Centre' (C-CCC)** where activities such as reverse logistics, collection and reuse of construction waste and materials takes place.	/	Circular Construction Consolidation Centre
BGAD **identifies** the **materials used** during remediation, elevating and infrastructure work together with BGAB.	GRI 301-2 (soil) GRI 301-2 (stone rubble)	Circular infrastructure

KPI Remediation - m³ of soil remediated on site (GRI KPI 301-1 & 301-2)

Organic remediation - progress in volumes (realistic scenario)

	2017	2018	2019	2020*	2021*	2022*	2023*	2024*
Annually in m³	5,000	5,000	5,000	20,000	20,000	20,000	12,500	12,500
Cumulative in m³	5,000	10,000	15,000	35,000	55,000	75,000	87,500	100,000
Annually in %	5	5	5	20	20	20	12.5	12.5
Cumulative in %	5	10	15	35	55	75	87.5	100

***** Years for which an estimate was made. end of phase 2

The table shows the realistic scenario with the cumulative volumes of remediated land, in absolute figures and in percentage. During phase 1, off-site remediation was carried out, with the soil subsequently being reused at the site, and from phase 2, the remediation is carried out on the site itself. A realistic estimate has been made for the coming years, the numbers will be adjusted in a subsequent report. The realistic scenario is somewhere between the worst and the best scenario. With this KPI we measure the volume of material, in BGAD's case, soil, that is reused on site.

Remediation - progress in surface area (realistic scenario)

	2017	2018	2019	2020*	2021*	2022*	2023*	2024*
Cumulative in ha	20	40	3.75	3.75	3.75	3.75	2.5	2.5
Annually in %	25	50	4.7	4.7	4.7	4.7	3.1	3.1
Cumulative in %	25	75	79.7	84.4	89.1	93.8	96.9	100

***** Years for which an estimate was made. end of phase 2

The table shows the realistic scenario with the cumulative surface areas of remediated soil, in absolute figures and in percentages.

KPI Remediation - saved truck kilometres (realistic scenario)

KPI Greenhouse gas emissions (GRI KPI 305-1)

Organic remediation - saved truck kilometres & CO_2-emissions (realistic scenario)

	2019	2020*	2021	2022*	2023*	2024*	total
Remediated soil in m^3	5,000	20,000	20,000	20,000	12,500	12,500	90,000
Remediated soil ton; 1.7 ton/m^3	8,500	34,000	34,000	34,000	21,250	21,250	153,000
Number of trucks 30 tons	283	1,133	1,133	1,133	417	417	5,100
Km saved 2 journeys of 21 km	11,886	47,586	47,586	47,586	17,514	17,514	214,200
Kg of CO_2 emissions saved (@ 0.95g CO_2/km)	11,292	45,206	45,206	45,206	16,638	16,638	203,490

***** Years for which an estimate was made. end of phase 2

KPI m³ of local stone rubble used for foundations (GRI KPI 301-2)

Local stone rubble used for foundations

	recycled	not recycled	total
Foundations in m³	10,000	10,000	20,000
Sub-foundations in m³	10,000	0	10,000
Total in m³	20,000	10,000	30,000
Total in %	67%	33%	100%

8.3. Infrastructure and mobility

Ambition	KPI	Chapter
BGAD stimulates and facilitates settled companies during the **modal shift**, the switch to sustainable modes of mobility and transport.	/	Safe traffic infrastructure
BGAD devotes attention to **traffic safety**: collective parking garages, separated traffic, specific loading and unloading zones, service area for trucks, etc.	/	Safe traffic infrastructure
BGAD provides a **Facility Point** for support services.	/	Facility & Congress Point
BGAD promotes and supports **water-bound transport**.	/	Water-bound transport
BGAD aspires a **'BREEAM Communities Excellent'** certificate for the entire site.	/	Sustainable site and buildings
BGAD includes a **BREEAM certification** requirement in the settlers conditions as a guarantee of the aspirations and methodology with regard to creating sustainable housing for the settled companies. The structure, with BGAB as developer of the buildings, will facilitate the settlers in their search for sustainable housing.	/	Sustainable site and buildings
BGAD will create a sustainable infrastructure to support the companies' innovation. The **digital data base of the site and buildings** makes an efficient utilisation of the infrastructure possible.	/	Digital twin

8.4. Climate change

Ambition	KPI	Chapter
BGAD will develop a **flood-proof site**, up to level T100.	/	Flood-proof
Water buffering using wadis, delayed water drainage through green roofs, delayed discharge into the Leigracht.	Paved area/total area Created water buffering	Flood-proof
Follow-up of the future quay at SIGMA height + elevation of the terrain **coordinate with future height levels**.	/	Flood-proof

KPI m² paved area/ total area

Paved area/ total area

Type (m² @ % paved)	surface area	surface area for paving	2020: landscaped or marketed surface area	2020: landscaped or marketed surface area for paving
Corridor (m², 0% paving)	117,969	0	82,148	0
Wadis (m², 0% paving)	31,219	0	13,455	0
Roads (m², 100% paving)	67,046	67,046	13,012	13,012
Core (m², max. 100% paving)	128,475	128,475	14,375	14,375
Edge (m², max. 65% paving)	89,607	58,245	13,181	8,568
Logistics (m², 100% paving)	116,298	116,298	116,298	116,298
Total (m²)	550,614	370,064	252,469	152,253
Total (% compared to surface area)	100%	67.21%	45.85%	27.65%

KPI m³ wadi (water buffer) created

Wadi (water buffer) created

	volume achieved (m³)	volume to be achieved (m³)	total
Buffer 1 in m³	4,554	0	4,554
Buffer 2 in m³	8,050	0	8,050
Buffer 3 in m³	0	2,170	2,170
Total in m³	12,604	2,170	14,774
Total in %	85%	15%	100%

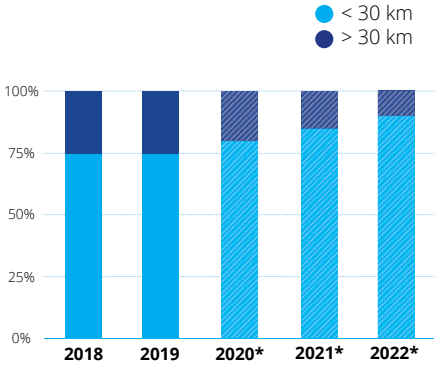
8.5. Economic win-win

Ambition	KPI	Chapter
BGAD is a **public-private partnership** and maintains partnerships with the University of Antwerp (UA – BlueAPP), BlueChem, CIFAL Flanders (supporting SDGs), VOKA, Natuurpunt, chair Dennie Lockefeer and others.	/	BGAD in relation to the surroundings
BGAD is developing a **sustainable, innovative, eco-effective and future-oriented business park**.	/	BGAD's mission
BGAD initiates **partnerships and synergies** between well-informed companies using an identification tool.	/	Eco-effective companies
BGAD facilitates **synergies**; both on the site and with the surroundings.	GRI 204-1	BGAD in relation to the surroundings
BGAD **coordinates the commercialisation** with Port of Antwerp (PoA) and Business & Investments (B&I).	/	Targeted commercialisation

KPI Share of expenditure on local suppliers & contractors/total expenditure on suppliers & contractors (GRI KPI 204-1)

Expenditure to the local economy (%)

	2018	2019	2020*	2021*	2022*
< 30 km	75%	75%	80%	85%	90%
> 30 km	25%	25%	20%	15%	10%



***** Target

The above figures apply to 94% of the total expenditure on remediation, elevation and infrastructure works (REI). The other 6% includes one-off and insignificant expenses.

8.6. Research and development

Ambition	KPI	Chapter
BGAD takes on an **exemplary role** in the sustainable development of business parks and the creation of synergies.	/	BGAD as innovator
BGAD focuses on **attracting knowledge companies (R&D branches) and stimulating partnerships and open innovation**.	/	Blue Gate Antwerp as an innovation centre
BGAD closely involves **incubator BlueChem and the pre-incubator BlueAPP** in the development of Blue Gate Antwerp.	/	Blue Gate Antwerp as an innovation centre
BGAD facilitates collaboration with the nearby prison in the context of **social employment**.	/	BGAD in relation to the surroundings
BGAD provides a **Facility Point** where training or lectures can be held.	/	Blue Gate Antwerp as an innovation centre
BGAD promotes the exchange of knowledge between the education sector and the work field.	/	Blue Gate Antwerp as an innovation centre

8.7. Renewable energy

Ambition	KPI	Chapter
BGAD stimulates the use of green and/or renewable heat and energy.	/	To make it CO_2 neutral
BGAD is installing a heat network on the site that will connect to the heat transport network that runs from Wilrijk to Nieuw-Zuid.	/	CO_2 neutral heat
In the settler conditions BGAD requires that settled companies must use at least 40% of their roof area for solar panels, conclude green energy contracts and comply with the quick scan REG (Rational Energy Use).	/	CO_2 neutral energy
BGAD maps the existing infrastructure on site to facilitate energy sharing and the coordination of consumption.	/	Digital twin

8.8. Upgrading biodiversity and environmental quality

Ambition	KPI	Chapter
BGAD **remediates** the polluted soil in accordance with BATNEEC and the soil remediation plan (BSP).	GRI 304-3	Remediation
BGAD is creating a **green corridor and landscaping of the private plots**, modelled on the Hobokense Polder. During this, use is made of the 'Zadenbank stad Antwerpen' (city of Antwerp seed bank) and this is supplemented. Where possible, poor soil is used.	GRI 304-1	Biodiversity
The park regulations require **settled companies to contribute (financially) to the maintenance of the site**.	/	Biodiversity
BGAD makes arrangements for the **collective management of the green zones** through the park management.	/	Biodiversity
BGAD aspires to a **'BREEAM Communities Excellent'** certificate for the whole site.	/	Sustainable site and buildings

KPI Description of the site (GRI KPI 304-1)

See textual description in Biodiversity.

KPI Description of the habitat recovery (GRI KPI 304-3)

See textual description in Remediation.

8.9. Transparent company policy

Ambition	KPI	Chapter
BGAD organises **stakeholder consultations** through, for example, an information evening, management committee, stakeholder survey, etc.	Number of events a year	Our stakeholders Community
BGAD **reports** on its business activities in a CSR report and in doing so adopts an exemplary role with regard to transparent business policy.	/	Transparency & CSR policy
Under the settler conditions BGAD **requires settled companies to prepare a CSR report**.	/	Transparency & CSR policy
BGAD **communicates** through different channels: website, social media, events, etc.	/	Community
BGAD facilitates a **park management organisation** with the settlers as members.	/	Park management for support

KPI Number of events a year

Target: One event a year.
This KPI is included as a KPI in agreement with the park manager for the purpose of community building.

8.10. Public-private partnership

Ambition	KPI	Chapter
BGAD stands for business integrity; honest management and transparent communication with regard to the entire cluster of companies.	/	A unique match between public and private
BGAD wants to make BGA a model project in which sustainable development is pursued so that the public partner can learn from this and transfer gained knowledge to other projects.	/	A unique match between public and private
BGAD aims to guarantee continuous quality control of the business park by means of a permanent public-private relationship between the park management and the City of Antwerp.	/	Park management for support

8.11. Attractive public domain

Ambition	KPI	Chapter
BGAD is developing the site in line with the **plan for aesthetic quality** and in doing so guarantees physical accessibility and valuable destination.	/	Valuable destination of the BGA site
BGAD preserves the **industrial heritage** and is responsible for its maintenance and conservation.	/	Valuable destination of the BGA site
BGAD promotes the use of **infrastructure for urban farming** and aspires to optimise the plan for aesthetic quality with regard to greenhouses on roofs.	/	Valuable destination of the BGA site
BGAD is looking into whether it is relevant to **open the Facility Point to local residents and other parties not settled on the site**.	/	Facility & Congress Point
BGAD facilitates collaboration with the nearby prison in the context of **social employment**.	/	Valuable destination of the BGA site
BGAD is looking into whether there are **other ways** in which an even more positive contribution can be made to the community: e.g. including art in the park, exhibition, temporary features in APC warehouse, etc.	/	Valuable destination of the BGA site

8.12. Sustainable water management

Ambition	KPI	Chapter
BGAD aims to prevent water shortage.	GRI 303-1 GRI 303-3 GRI 306-1	Sustainable water use
BGAD is only including native plant species in the landscape design that do not require irrigation.	/	Sustainable water use
BGAD promotes the reuse and buffering of rainwater at each building.	/	Sustainable water use

KPI Water extraction by source (GRI KPI 303-1)

KPI Water recycled and reused (GRI 303-3)

KPI Water discharge; quantity and designation/use (GRI KPI 306-1)

Water discharge quantity and designation/use

Source	Designation	Quantity (m³)
Groundwater ground drainage	Reuse on site	18.000 m³ (7.5%)
	Discharge into the Leigracht	232.000 m³ (92.5%)
Total		250.000 m³ (100%)

The figures are an estimation for the period 2017 - mid-2020. In the future, BGAD will install meters to better map the extraction, discharge and reuse.

All water is purified between source and destination.

9. Lexicon

APC warehouse

The former warehouse of Antwerp Petroleum Company, one of the oil companies that was located on the BGA site before the redevelopment. After renovation, BGAD aims to repurpose the APC warehouse to a Facility and Congress Point.

Plan for aesthetic quality

A plan drawn up to create, preserve and enhance aesthetic quality in scenic areas. The plan formulates preconditions and design guidelines for the design of public space, as well as statements about the desired aesthetic value of the buildings in relation to public space.

Blue Gate Antwerp

Blue Gate Antwerp, the business park being developed by BGAD.

BGAB

Blue Gate Antwerp Building NV, the project developer of the buildings on the BGA site.

BGAD

Blue Gate Antwerp Development NV, the project developer of the BGA business park.

BGAPH

Blue Gate Antwerp Public Holding NV, the organisation of public partners within BGAD.

Bopro

Bopro Sustainable Investments nv is a co-founder and private shareholder of BlueO'pen. Bopro Sustainable Investments nv also includes management of the development within BGAB. The subsidiary Bopro is responsible for sustainability management, commercialisation and safety coordination for the entire BGAD site.

Competitive dialogue

An award procedure, issued by the government, for complex (financial, technical, legal, etc.) projects. The procedure is that the government and the candidates negotiate first about the content and specifications of the tender documents and agreements. During these negotiations it is possible to eliminate some candidates. Only after this procedure has been completed should the remaining candidates submit quotations. From that time the tender documents may no longer be changed.

Park management

The park management is responsible for the day-to-day management and implementing BGAD's vision in the business park. This includes the management and maintenance of the business park and the running of the Facility Point. The park management of the site has been outsourced by BGAD to Quares.

Park management structure

The non-profit association in which all users unite and consult with each other and with BGAD and the City of Antwerp (via AG Vespa). The non-profit association aims to guarantee long-term relationships between public and private partners.

PPP

Public-private partnership. BGAD is the PPP, the public partner is BGAPH and the private partner is BlueO'pen.

REI

Remediation, Elevation and Infrastructure works. These works are carried out by the private partner BGAD, and more specifically DEC and DI.

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