

# **Sustainable Development Goals**

## Facilicom Group | 2018 Annual Report



## Facilicom Group works on the Sustainable Development Goals

With its [Sustainable Development Goals](#), the United Nations has prepared a worldwide agenda for sustainable development. Facilicom Group also reserved a prominent place on the agenda for sustainable objectives. We achieved a positive impact in 2018 in various ways.

In spite of the differences between the divisions, we naturally have a lot of things that bind us. The theme of happiness at work, given a central place in our strategy in 2018, is a key binding factor. Various cross-division projects show that we roll up our sleeves to translate the pay-off Happy People Make Happy People into daily practice. We work together on initiatives to make our employees happier, to make them feel more engaged with our organisation, with optimal performance for our clients, and on that basis, to reinforce the happiness at work of our clients' employees.

Based on its recent shift towards client excellence and operational excellence, Facilicom Group contributes significant added value to society. As one of the twenty largest employers in the Netherlands, we make the difference, both in commercial and social terms. We see that the divisions increasingly create synergies based on joint efforts, building on the focus on working together on creating an inspiring living environment for everyone. For example, regarding HR, the divisions share knowledge and experience regarding recruitment and retention of personnel. Additionally, the commercial directors work together and support each other as a team in order to reinforce our market-driven focus. For example regarding marketing automation and lead generation.

### SUSTAINABLE DEVELOPMENT GOALS: THIS IS WHY

Working together on an inspiring living environment for everyone; that is Facilicom Group's mission. This is why it makes perfect sense to use the United Nations' Sustainable Development Goals as a guidance. There are other reasons to embrace those goals as a Dutch organisation. In [a recent survey](#) regarding the application of Sustainable Development Goals in Dutch organisations, PwC sets out no less than eleven reasons. For example, the United Nations' Goals create a shared language in reporting on the social role of companies. In addition, the quest for solutions to the problems underlying the objectives create possibilities to market new products and services. And commitment to the Sustainable Development Goals encourages cross-sector partnerships and public-private partnerships. Moreover, this is a great opportunity for companies to take their responsibility. For Facilicom Group, the above reasons are a great incentive to get to work with the worldwide goals. We trust that many other companies will follow our lead.

In particular our commitment to health, prosperity, inclusivity, sustainability and safety, which are the central themes of Sustainable Development Goals 3, 8 and 11, are closely in line with our core activities, and with our mission to work together on an inspiring living environment for everyone. [Read here](#) how we got to work with that in 2018.

## Our Sustainable Development Goals



### Sustainable Development Goal 3

## Ensure healthy lives and promote well-being for all at all ages

Our mission to work together to create an inspiring living environment for everyone, which is also expressed in our pay-off 'Happy People Make Happy People', means that Facilicom Group is committed to the wellbeing and health of our employees during their entire career. Last year, we invested in a range of initiatives ensuring that our colleagues work in a safe, healthy and pleasant environment. We also make steps to reinforce sustainable employability.

### 1. Working on a healthy work floor for everyone

Facilicom Group employs professionals in a wide variety of work environments, performing cleaning work, serving meals in restaurants, ensuring safety in and around buildings and providing care and support to clients and patients on a daily basis. This concerns work that our employees perform with high commitment and involvement, but at times can also be demanding. This is why vitality on the work floor is a continuous point of attention for Facilicom Group.

## Prevention

Compared with the previous financial year, Facilicom Group's sick leave rate increased in 2018, from 5.8% to 6.5%. Our aim is to limit the sick leave rate to a maximum of 5%. We aim to be one of the healthiest companies in our sector, showcasing our full commitment to caring for our employees and their families. This is why we are looking for measures that have a positive impact on the work-life balance, a healthy lifestyle, motivation and skills. All divisions have prepared prevention plans that give insight into the concrete points of attention and actions to encourage and support our employees regarding health and wellbeing - both for themselves and for their families.

Genuine, personal attention for our employees is considered a basis for good prevention in our company. Our focus on happiness at work is a central theme in all we do for that very reason - also in our sick leave policy. In addition to the measures and actions we take as part of our sick leave policy, this also involves a cultural change. Based on the pay-off Happy People Make Happy People, we prioritise activities that contribute to happiness at work at various levels in the organisation. We listen to our employees, we are aware of what goes on in the work environment, and give space to autonomy and development. This also enables us to take the right preventive measures concerning health and vitality.

## HelloFysio

### Top 3 injuries

- 1 Lower back 33%
- 2 Shoulder 15%
- 3 Knee 14%



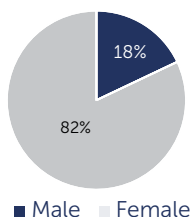
Do it yourself	481
Online HelloFysio registrations	39
Physical treatment programmes	16

The treatments are rated with an average score of

# 8.0



### Male/female ratio



Not having the right work posture is the most frequent cause of the onset of complaints

## Training and supporting programmes

One of our popular measures to keep the work floor healthy is HelloFysio, which consists of online physiotherapy sessions that employees can attend online, at work or at home, for example using a webcam or telephone. Employees discuss their complaints with a qualified physiotherapist and receive a personal treatment plan. What's more, all employees can use online videos to do exercises designed to prevent complaints.

Facilicom Group helps its employees live a healthier life with a range of training courses. We offer training for quitting smoking and online coaching via Actify, an initiative of Zilveren Kruis healthcare insurers to help the employees reach a healthy weight. Last year, Facilicom Belgium organised a range of training sessions regarding ergonomics and used a campaign in the catering and cleaning divisions to create awareness of the benefits of flu vaccinations. Last year Facilicom Group highlighted preventive measures for flu during the flu season. On a theme page of the online platform 'How comfortable are you with your work?', we shared tips to get through the winter in good health and fitness. Managers highlighted prevention in team discussions. Employees were given the opportunity to have a free flu jab.



Facilicom UK uses the Employee Assistance Programme (EAP). With this programme, Facilicom UK offers all British employees and their family members free support in achieving a good work-life balance. EAP serves to assist employees with personal problems that could have a negative effect on their work, health and/or well-being.

Facilicom Solutions ensures that managers are trained to effectively support employees on sick leave with reintegration.

2018 Job Satisfaction Survey	
<b>Facilicom Group</b>	
2018	73
2017	Not measured
2016	75
<b>Cleaning maintenance</b>	
2018	74
2017	76
2016	71
<b>Surveillance and security services</b>	
2018	Not measured
2017	6.7
2016	6.9
<b>Axxicom Airport Caddy</b>	
2018	Not measured
2017	7.0
2016	7.1
<b>Facilicom Solutions</b>	
2018	6.8
2017	7.4
2016	Not measured
<b>Incluzio</b>	
2018	76
<b>Belgium</b>	
2018	735



## Stepember

Walk at least ten thousand steps every day for one month. That is the idea behind [Stepember](#), a worldwide initiative to enthuse people about a healthy lifestyle. The average employee takes no more than three thousand steps per day. Joining in with Stepember gives more insight into different ways to have a healthy level of daily exercise. The Stepember foundation supports combating cerebral palsy (CP), an incurable posture and motion syndrome caused by brain damage.

Facilicom Group joined Stepember for the first time last year with over one hundred teams. A total of almost four hundred employees, encouraged by boot camps, lunch walking routes and a stair-walking promotion, took no less than 113,107,629 steps in September. Facilicom Group's performance was good for a national top three Stepember place. Additionally, we collected over ten thousand euros for charity.

## Safety

A healthy workplace also implies attention for safety and preventing accidents. For this reason, all Facilicom divisions are SCC certified. Moreover, the divisions frequently organise training about prevention of aggression. All these factors serve to ensure awareness of safety and risks on the work floor, both in terms of our own employees and other people present.

Facilicom Group uses the Injury Frequency (IF) Index to measure safety on the work floor. Gom, Trigion and Facilicom Solutions annually measure this IF Index, comparing it with sector-wide figures if available.

Incident Frequency Factor			
<b>Facilicom Netherlands</b>			
Division	2018	2017	2016
Gom	3.80	3.30	6.00
Kleentec	8.96	-	-
Trigion Beveiliging	4.07	0.96	2.11
Safety Group	14.72	-	-
Facilicom Solutions	4.54	6.08	7.50
<b>Facilicom Belgium</b>			
Division	IF-factor		
Trigion	21.90		
Prorest	26.50		
Facilicom Facility Services (FFS)	16.98		
Facilicom Hard Services (FHS)	70.54		
Gom	16.28		
<b>Facilicom UK</b>			
Division	IF-factor		
Facilicom	4.48		
Trigion	0.00		

For Facilicom Solutions, safety is a specialist field of the department focusing on quality, occupational conditions and the environment (QHSE). The team members perform workplace visits to encourage the safety awareness of operational employees. This approach increases the employees' engagement in the safety theme and provides the organisation with additional insights about the safety risks on the work floor. In 2018, Facilicom Solutions updated its safety policy, highlighting the risks of working alone, the options of reinforcing desired behaviour and the use of personal protection equipment. An e-learning about safety issues was developed for new employees. This year, we will continue and expand pilots training employees to detect risks quicker and addressing colleagues accordingly.



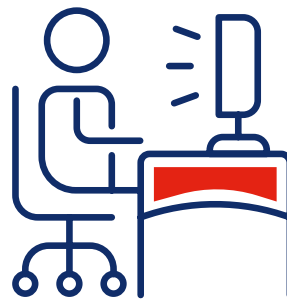
## 2. Sustainable employability

Facilicom Group considers it important for employees to be fit, healthy and motivated at work, and continue to be employable. This is why we offer a wide range of training, study and retraining options. Because people who continue to develop know more and can do more. That contributes to both short-term and long-term happiness at work.

### Platforms and programmes

Sustainable employability is a recurring agenda item for the HR Committee, in which the HR Directors of our divisions convene. The theme receives structural attention and is specified via various action lines. For example, the platform 'How comfortable are you with your work?' gives employees tips about being healthy, fit, motivated and engaged in their work, and about the work-life balance. Furthermore, fifty of our [ambassadors for happiness at work](#) have completed a training programme, enabling them to embed this theme within all levels of the organisation.

### GoodHabitz



A total of

**28,077**

online training courses  
were attended by

**1,992**

employees

In addition, we stimulate employees to continue to learn with various online and offline training programmes. Gorn allows employees to attend training for specialist cleaning and Dutch language training.

Via GoodHabitz, we offer employees of all Facilicom Group divisions free online training. The over one hundred available modules serve to give employees practical, applicable insights that contribute to better performance and more happiness at work. In 2018, almost two thousand employees started one of the training courses. In particular the modules on advice-style selling, company emergency response (BHV) and Excel were popular.

## Mobility Center

The Mobility Center helps Facilicom Group employees find a new internal or external position. Employees can discuss their talents, skills and career options with consultants. Additionally, the Mobility Center organises application training, workshops on career development and training for managers supporting their employees regarding sustainable employability.

## Facilicom Foundation

The Facilicom Foundation supports initiatives that contribute to an optimal living environment for everyone. This support consists of sharing expertise, deploying volunteers and/or allocating budget.

The Facilicom Foundation has ANBI status (Public Benefit Organisation) and accepts applications from Facilicom employees and external foundations and charities. Facilicom Group makes 400,000 euros available for this purpose. The board - consisting of Facilicom staff and external persons - and a network of 23 ambassadors from all divisions are committed to further expansion of the foundation.

In 2018, [seventeen projects](#) nominated by employees were granted financial support. Among other things, our contributions served to buy special swings for children with multiple handicaps. We also organised a garden



party for physically handicapped people and developed course materials for language coaching of asylum seekers. A long-term partnership was established with ten foundations. These foundations will receive financial support and Facicom employees have committed to volunteering.

In June 2018, the first edition of the Facicom Challenge took place. A total of 346 Facicom employees were made available for volunteering for a charity for half a day. The experiences with both the foundations and the employees were so positive that we have decided to make the Facicom Challenge an annual event.

## Young Facilicom

The internal [Young Facilicom network](#) gives employees up to age 35 the opportunity of sharing new contacts, ideas, knowledge and skills. This way, Young Facilicom provides an important contribution to making the organisation future-ready. The network is a key instrument in engaging and retaining young and ambitious professionals within Facilicom Group and the divisions.

Inspiration, connection and development are key themes in all activities organised by Young Facilicom. During training sessions, conferences and seminars, themes such as visibility, networking and influence are highlighted. Young Facilicom simultaneously serves as an advisory body for management (including the top layer), representing a new generation of professionals and managers

In October 2018, the new board members of Young Facilicom took office. Ara Hovsepjan (Gom), Linda Zandink (Trigion), Nesrin Ozcan (Albron), Rogier Kelderman and Judith Scholtes (Facilicom Solutions) will do their utmost to increase the relevance of Young Facilicom and increase the number of active members.

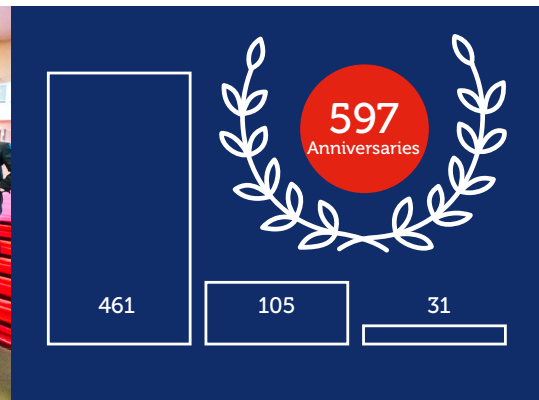
### Enthusiating students about clean

In an ageing society, engaging and binding employees starts at school. The Zadkine Startcollege, an MBO (Senior Secondary Vocational Education) with three locations in the Rotterdam area, has partnered with Gom to prepare students for a successful trainee placement or job with the cleaning division for some years now. A special programme gives students new insights into the balance between working, learning and living. Simultaneously, the school and the cleaning company are committed to enthusing students about a trainee placement or a job with Gom.

Students are also actively involved in Gom's new initiative to counter litter in school buildings. At the main location of Zadkine at Benthemplein in Rotterdam, an [experiment](#) is currently conducted, aiming to persuade 16,000 students to keep the restaurant clean and orderly. For this purpose, the pilot uses interactive bins and positive psychology principles. Furthermore, Gom and Zadkine are partners in conducting an [action programme](#) for awareness of students and pupils of their share in waste and pollution.

## Anniversaries

In line with our vision of sustainable employability and our commitment to our employees' happiness at work, Facicom Group pays a lot of attention to service anniversaries. On 11 October 2018, the company celebrated the anniversaries of 597 employees in the Beatrix Theatre in Utrecht.



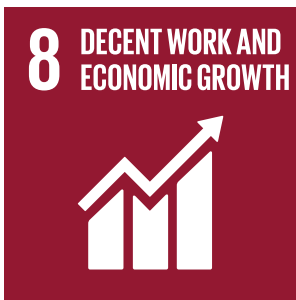
## Incluzio makes every neighbourhood a better neighbourhood

Incluzio provides assistance and help in living, working and at home, contributing to a society where everyone counts and everyone joins in. In 2018, the over 2,600 employees personally supported a total of 34,000 people. We also ensured that another 54,000 people received the remote-assistance that they needed. This is based on technology such as personal alarms and medication checks.

Incluzio explicitly works at district level. For example via community centres, sports clubs, schools, health centres and general practitioner clinics. In 2018, we were operational in 75 municipal areas, including large cities such as Utrecht. Our clients rated our Utrecht district teams with a high score of 7.9.







Sustainable Development Goal 8

## Promote inclusive and sustainable economic growth, employment and decent work for all.

Responsible economic growth and an inclusive work environment are part of Facilicom Group's DNA. This is expressed in the fact that we have 94 nationalities in our workforce. We also conduct specific activities in terms of social return, integrity and sustainable collaboration.

### 1. New developments within social return

Social return is a high-priority item on Facilicom Group's agenda. We structurally take initiatives designed to increase employment participation of people with poor job prospects on the job market. Facilicom Group offers work placements, work experience places and jobs. Furthermore, the purchasing department factors in social return in its partnerships with suppliers.



## Buitengewoon

In 2018, Facilicom Group launched the social enterprise [Buitengewoon](#) (Out of the Ordinary). This organisation aims to assist people who have trouble fitting into the job market in finding a job.

Last year, we met with [dozens of candidates](#). Over twenty people were offered a trial placement, work experience placement and/or a job within Facilicom Group via Buitengewoon.

Initially, Buitengewoon was mainly active in the Utrecht area. Here we collaborate with the Inclusio district teams, the City of Utrecht and other social entrepreneurs in the city. Meanwhile, we have expanded into other regions, and we are reviewing more options of helping candidates to work at the sites of the divisions.



## Appreciation for our employees



Our commitment to happiness on the work floor means that we clearly let our employees know that we appreciate them. Team meetings and the annual celebration of anniversaries are used to that effect, in addition to other ways.

Trigion annually awards prizes to employees and teams that excel in enthusiasm and skill. Both employees and clients can put in their votes.

At the [2018 Trigion Awards](#), a total of thirteen employees and teams received an award.

In 2018, a special token of appreciation was issued to Hasan Saglam, who works with Gom Fleet Services. During the 2018 Golden Service Awards, he won the [Cleaner of the Year Award](#).

## PSO - Performance Ladder For Enhanced Social Enterprise

Various business units of Facilicom Group have been awarded a certificate on the Performance Ladder for Enhanced Social Enterprise (PSO) of the Netherlands Organization for Applied Scientific Research (TNO) and PSO-Nederland. This certificate is the nationally recognised quality mark for social enterprise. Gom and Facilicom Solutions have reached the first level.

The PSO is also a spearhead in the [Sustainable Procurement Code](#).

Asking suppliers and chain partners to collaborate with PSO certified parties enables us to contribute more to the solution to the issue.

Social return		
Division	PSO Level	% of total number of employees
Gom	1	-
Safety Group	3	-
Axxicom Airport Caddy	-	14%
Buurtteamorganisatie Sociaal Utrecht	-	8.3%
WMO Radar	-	5%
Albron	-	10%

## 2. Integrity on the work floor

For a people company like Facilicom Group, issues such as integrity, equal treatment and behaviour in interactions are essential. This is why we take concrete actions to guarantee the desired behaviour within our company.

Our Company Code of Conduct is based on the principles of the United Nations Global Compact initiative and sets out clear guidelines about the integrity we expect on the work floor. Conscientiousness and integrity are the key words.

A whistle-blower scheme makes it possible for employees to report abuse without running the risk of being adversely affected themselves. Our scheme was prepared in consultation with the Central Works Council.

Each division has a complaints procedure for complaints from clients, suppliers and other external parties. Employees can address any complaints and reports they do not want to discuss with their manager by contacting an internal confidential counsellor. Ten employees in Facilicom Group fulfil the role of independent confidential counsellor in addition to their regular work. This ensures they reflect the organisation and are familiar with the company and the work floor.



### Code of Responsible Market Conduct

Gom, Trigion and Albron have signed the [Code of Responsible Market Conduct](#). Additionally, an increasing number of Facilicom Group's clients signs the Code. This serves to show that parties agree that the quality rather than price is leading when tendering a contract. The initiative is intended to prevent a downward pricing spiral, thereby contributing to healthy work conditions for the employees in the sector. Ellen Groenewoud of Trigion and Geert van der Laar, CEO of Facilicom Group, are members of the so-called Code Chambers and play an active role in further development of the Code of Responsible Market Conduct.

Gom Hospitality and Ibis Styles Haarlem City Hotel recently won the [Best Practice Award](#). The award is presented annually to companies that successfully implement the principles of the Code of Responsible Market Conduct for the cleaning and window-cleaning sectors. The jury praised the way in which both companies genuinely appreciate and focus on the employees. In addition, the contracted cleaners and the hotel employees work as a single team.

### 3. Working together on the future

Facilicom Group aims to add value to its clients, now and in the future. Customer Excellence is one of our strategic pillars for that reason. In the past few years, we have taken new steps to optimise our client orientation. We monitor client satisfaction and client loyalty with regular surveys expressed in the Net Promoter Score and the retention rate. This serves to build long-term partnerships enabling us to make the difference in social terms.

Retention rate			
Netherlands	2018	2017	2016
Trigion	88%	90%	89%
Safety Group (Trigion business unit)		92%	-
Gom	87%	92.6%	91%
Kleentec (Gom business unit)	97.6%	-	-
Facilicom Solutions	84.3%	88%	-
Incluzio*	100%	100%	-
<i>De ZorgCentrale.nl, an Incluzio business unit, is not included in these figures.</i>			
Belgium			
Facilicom Solutions incl. Facilicom Hard Services	75%	-	-
Gom	97%	-	-
Prorest	98%	-	-
Trigion	99%	-	-

Net Promoter Score (NPS)		
Facilicom Netherlands	2018	2017
Division	NPS score	NPS score
Gom	-22	-17.1
Trigion	-13	-15.0
Facilicom Solutions	7	20.7
Breijer	-18	-
Total Facilicom Group	-	-14.2

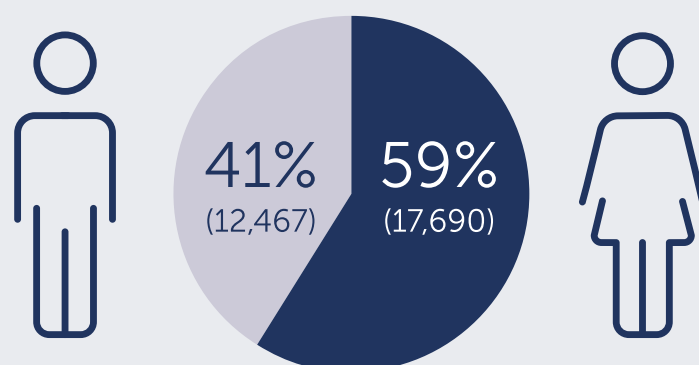
## Gender equality at Facilicom Group

Sustainable Development Goal 8 refers to inclusive economic growth and decent work for everyone, directly overlapping with the theme of gender equality set out in Sustainable Development Goal 5. Facilicom Group is of the opinion that inclusivity is integral to equal treatment of men and women.

We continue to take steps concerning the gender ratio in our boardroom. Since 2018, two of the seven members of Facilicom Group's Governing Board are female. Forty percent of the Board of Directors are female, and in the Group Management Board team, women are actually in the majority.

In 2018, the Company convened a [special meeting with the title 'Women to the Top in Facilicom Group' to encourage women](#) to realise their career ambitions. Based on the results of an internal survey, the female attendants talked about their ambitions and the obstructions and impediments they experience in that context. Annette Onrust, author of the book 'Topvrouw in zeven stappen. Jouw weg naar de boardroom' (Top Woman in seven steps: Your Way to the Boardroom), shared her vision, experiences and advice.

Facilicom UK annually reports on differences in the average remuneration of male and female employees in the division. However, the statutory calculation system for the gender pay gap [has its limitations](#). For example, this method compares the total number of employees irrespective of job title. From the recent [Gender Pay Gap Report](#), it was clear that the difference in salaries for men and women within Facilicom UK has been reduced to 5.3%. Trigion's median gender pay gap was actually negative with -13.68%. This is a significantly better score than other companies in the United Kingdom: the national median gender pay gap is no less than 18.1%.







## Sustainable Development Goal 11

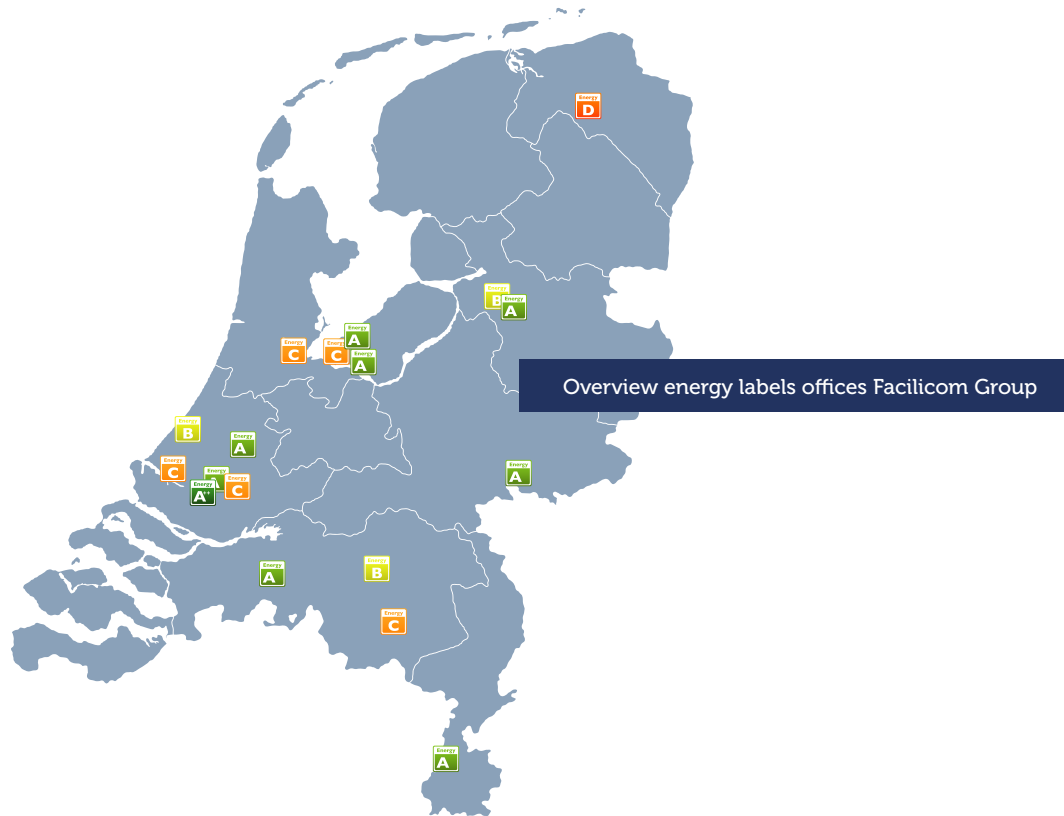
# Make cities and human environments inclusive, safe, resilient and sustainable

The importance of an inclusive, safe, resilient and sustainable world as set out in Sustainable Development Goal 11 directly touches on the sustainability theme that traditionally is a continuous item on Facilicom Group's strategic agenda. Our commitment to an inspiring living environment will only truly be realised when the interests of people, environment and society receive cohesive attention. In 2018, our [CO<sub>2</sub> ambition](#) provided us with plenty of opportunity regarding reduction of power consumption, smart technology, the circular economy and dialogue.

## 1. CO<sub>2</sub> ambitions at a faster pace

Facilicom Group's [ambition is CO<sub>2</sub> neutrality by 2030](#). This is 20 years sooner than agreed upon in the Paris Climate Agreement. We are therefore taking many steps to improve the environmental performance of our own activities. Additionally, we can support our clients achieving their climate objectives, among others concerning energy savings and CO<sub>2</sub> reduction.





We apply the trias energetica to achieve our ambitious goal. This means that in the first place, we save energy as much as possible. In the second place, we use green power - energy from renewable sources. We use energy derived from fossil fuels only as a last resort.

We intend to buy 100% renewable electric power and heat, and generate clean energy on a large scale internally. For this purpose, we provide wind turbines, solar farms, heat recovery stations, heat/cold storage and battery storage. In 2018, we successfully submitted a subsidy application to place solar panels on Facilicom Solutions' building at Geysendorfferweg in Rotterdam. With these solar panels we will generate 95,000 kWh annually.

To reduce the energy consumption, we are implementing various measures in our buildings and our fleet. Among others, we test the use of ionisation to purify the indoor climate in our office buildings. Meanwhile, 99% of Facilicom Group's fleet of 1,718 vehicles has an A or B energy label. Electric vehicles are getting more popular. Since last year, the employees of Gom Specialistische Reiniging in Amsterdam are [driving electric vans](#). Trigion [introduced an electric service van](#) at High Tech Campus Eindhoven, where we are creating a safe work environment. Additionally, we significantly expanded the options for using electric transport for our employees.

## 2. Smart use of smart tech

Based on various pilots and experiments, Facilicom Group is exploring the opportunity to optimise our own operations and our service provision to clients using smart technology. This enables us to make projects, buildings and public spaces safer, more resilient and more sustainable.

Facilicom Solutions is developing a CO<sub>2</sub> Performance Ladder to monitor and support progress of all initiatives. Facilicom UK is already climate neutral and as the front runner, shares its experience with the other divisions.

## Virtual Reality

Virtual Reality technology can make work processes more efficient, minimising energy consumption. This is why we are actively looking for smart applications. Last year, for example, Gom introduced [virtual reality tours](#) to prepare potential cleaners for their work in a hotel, hospital or museum. Facilicom Solutions conducted pilots with Augmented Reality to provide remote support to installation engineers, allowing them to work better and faster.



## Sensing and robotisation

Using sensor technology in buildings gives us new information to, for example, provide services more efficiently and with lower energy consumption. [Optim-eyes](#), a measuring system for cleaning and the clean experience launched by Gom last year, is a great example. Pilots with data-driven cleaning, among others in Rotterdam and at our head office in Schiedam, are set to deliver new insights regarding services making cleaning more efficient and optimising the clean experience.

Simultaneously, we are performing tests with systems for monitoring, forecasting and reducing energy consumption, both in our own offices and on client sites. We are also reviewing the options of better use of data flows. A pilot is currently ongoing to explore if data derived from motion detectors and lighting could provide useful insights into efficiencies for security and cleaning, for example. Such initiatives enable us to work towards smart buildings that are future-ready in terms of the energy transition and respond to adopting a climate-neutral and smarter built environment in a timely manner. The Building Decree sets out that all offices over 100 sqm must have at least energy label C by 1 January 2023. We estimate that about half of the offices do not currently comply with this requirement, which means that technical solutions are needed to realise the objectives. Facilicom Group's innovative, integral solutions can play a key role in this aspect.

Robotisation is another high-opportunity development. Cleaning robots can support employees with vacuuming and floor scrubbing. Pilots are conducted with [robots disinfecting spaces](#) using UVC rays. Recent pilots with care robots also provided positive results. Nano-coatings on kitchen equipment offers options for future improvement of hygiene in the hospitality and care sectors. At our Rotterdam site, our robot Bernadette is already a full member of the reception team.

More smart technology: [the new cleaning machines](#) that were put to use last year, saving Gom 13.1 million litres of water. These innovative machines also reduce the use of chemical cleaning agents.

We expect having more such smart combinations in the future. Of course, people are just as important as the technology in these efforts. Cleaning staff can play a key role in applying energy-saving measures in buildings, such as switching off devices, heating and lights. Furthermore, with our partners and stakeholders, we are discussing the option of compliance with the energy label C requirement before the year 2023.

### 3. Moving the circular economy forward

Facicom Group is aware of the opportunities and challenges of circular operations. We have seen an economy developing that fully reuses raw materials, an environment where waste no longer exists. This is an incentive for our organisation to apply circular principles in our own operations. We encourage our suppliers and partners in circularity and support our clients to give circularity an integral place in their operations.

#### The Green House

In 2018, the circular catering pavilion [The Green House](#) was opened in Utrecht. This initiative of Strukton, Ballast Nedam and Albron comprises a restaurant with its own urban farm, and a conference centre. The circular principles were applied in all phases, from the design of the building to creating the menu. The parties work with circular business models to ensure that the project has a conclusive business case for fifteen years. The Green House applies innovations regarding which we actively share knowledge. This enables successful concepts to be used in other places too, spreading the circular economy concepts.



## Circular economy initiatives

Various divisions are implementing initiatives to make our business operations and services more circular. As part of our commitment to ensuring [all buildings of Facilicom Group become sustainable](#), a circular design is implemented on the site of Facilicom Solutions at Geysendorfferweg in Rotterdam. In 2018, Facilicom Solutions prepared a development path to this end, specifying the stakeholders required to realise the objectives. We also pay attention to the opportunities of implementing a circular facility management concept and measuring the impact of circular activities.

Attention for circularity is also growing within the divisions. For example, since 2018, Gom's cleaning carts contain only second life plastics and the share of cradle to cradle toilet paper at client sites is increased to 10%. Simultaneously, the application of circular cleaning agents has significantly increased.

## Circular procurement

Circularity is also a theme in the [Sustainable Procurement Code](#) of Facilicom Group. The code is based on the principles of the United Nations' Global Compact and sets out the agreements we prefer to make with suppliers.

The agreements also help Facilicom Group to enhance its circular procurement, encouraging the application of circular work methods at our suppliers.

# 4. Innovating by sharing

Technological innovations and circular business models can make a key contribution to the inclusive, safe, resilient and sustainable cities of the future. These challenges also imply that organisations should be innovative and agile. Facilicom Group wants to be a front runner in current social developments. This is why we continuously find ways to improve the organisation. We actively share our expertise and experiences, both internally and with external parties, enabling us to make an even bigger difference.

## Test beds

Innovation is an agenda item in all divisions of Facilicom Group. Our own organisation frequently serves as the test bed. For example, we develop new solutions for our own operations, gaining knowledge to improve our services to our clients. We made progress in improving our waste management, for example, because we internally work towards zero waste. The practical experiences gained resulted in a new proposition last year: [Gom's Waste Scan](#).

## Sharing knowledge

Our expertise and experiences regarding sustainability, energy savings and CO2 reduction are shared with our employees, clients and other stakeholders. Recently, Facilicom Group's first Hackathon was convened: 60 colleagues sat down together to come to innovative solutions, for example regarding smart buildings. We best ideas resulting from the Hackathon will be worked out in more detail. Sustainable innovation is not something you can achieve in one day. It is a structural part of our to-do list.