

# # we make the move



Annual Financial Report 2021  
Fluxys Belgium



fluxys 

#wemakethemove  
**People**

Our goal makes us strong and agile.  
Together, we're making the transition to a  
bright energy future. With healthy and happy  
colleagues. Driven by the spark of discovery,  
we're paving the way into the future.



# Our employees: our most important asset



## Our approach

Our results and success are down to the commitment and talents of our employees, which is why we invest in supporting safety, health, well-being, development and constructive social dialogue. In light of the ongoing pandemic, we are focusing in particular on keeping our employees connected with the company, their work and each other.

## Our focus in 2021

-  Staying safe at work together to ensure our essential services, both at home and in the field, throughout the ongoing pandemic
-  Promoting well-being and health through targeted initiatives, including a framework for new hybrid working
-  Enabling our organisation to move with our growth strategy and taking steps towards digitisation and the future of work
-  Launching a new Employer Branding campaign focusing on our commitment to the climate-neutral energy landscape of the future



Investing in our employees is key because they are our engine. They give the best of themselves and we can count on them to build the energy system of tomorrow. Their creativity, drive and dedication: we are proud of them.

**7.8 / 0.22** 

**Safety**  
Frequency / Severity  
(2020: 6.4) / (2020: 0.15)

**884**

**Employees**  
(2020: 876)

**18 / 82**

**Diversity**  
Female / male  
(2020: 18) / (2020: 82)

**63 / 62** 

**Talent**  
Incoming / outgoing  
(2020: 59) / (2020: 58)

**3.72** 

**Development**  
Average number of training days per full-time equivalent (FTE)  
(2020: 3.42)

**71**

**Development**  
Number of employees taking on a new role within the company  
(2020: 69)

# Our people and organisation



Photo taken on the occasion of International Women's Day.

## Policy approach

We further honed our People & Organisation strategy in 2021 with a view to supporting the business strategy. Our People & Organisation strategy is built on three clusters, each of which is intended to prepare our company for the future through annual initiatives and programmes.

- Transforming
- Developing future-proof employees
- Offering meaningful work

## Transforming

We need to future-proof our organisation and employees in an evolving landscape. To meet this challenge, we are committed to strategies that allow employees to adapt to the new way of working and make our transformation a success.

We are striving to evolve into an open, self-learning community of interconnected teams with a common, shared goal: to successfully implement our strategy of leading the energy transition. All teams work together to transform future challenges into new opportunities.

To succeed here, we are enhancing our processes and practices based on a proactive, data-driven approach. We are attentive to changes and digitalisation to be ready for the future, meaning that HR is continuously revamping its working models and tailoring them to the new normal with a view to providing for an organisation that develops new business models while continuing to grow its existing activities.

## Developing future-proof employees

Our development and training policy ensures that members of staff have the relevant knowledge and skills. We offer a varied mix of learning tools: educational tasks falling within or outside the employees' job description, internal or external coaching, internal and external training, and an online learning platform.

There are also various digital learning portals with e-learning modules and a team of Digital Coaches to further develop our employees' digital skills.

The accelerated digitalisation triggered by the pandemic has also had an impact on the learning process: where possible, conventional training has been converted into digital or hybrid courses. The training on offer is constantly evolving to keep pace with the company's needs.

Fluxys Belgium applies the bottom-up principle: staff are expected to take charge of their own development and career, with the support of their managers.

Average number of training days per full-time equivalent

2021	2020	2019	2018	2018
3.72 <input checked="" type="checkbox"/>	3.42	6	6.14	6.23

In 2021, members of staff completed more than 24,000 hours of training. Almost half of the courses provided training in (gas) technology or safety or job-specific training. There were also courses to strengthen personal, digital and language skills. Partly as a result of the pandemic, employees quickly became familiar with the new forms of training.

Through our performance management, development paths and an annual talent review, we want to align the competencies of our employees with what the company needs to grow, innovate and successfully realise its strategy for the energy transition. In the same vein, we encourage internal job mobility and prioritise in-house candidates when seeking to fill vacancies or new positions. Our parent company Fluxys' international development also gives rise to opportunities for further career development.

## Offering meaningful work as an attractive employer

As an attractive employer, Fluxys Belgium attaches great importance to ensuring that employees are familiar with the business context and the challenges that the company faces, as this fosters personal commitment to the company's vision, strategy and goals. Fluxys Belgium makes special efforts, using a variety of means, to give members of staff a better understanding of what changes are going on in the energy sector, how the company is adjusting its goals and strategy to address these developments, and what these goals mean for each individual staff member.

Based on its company objectives, Fluxys Belgium assesses its future staffing needs to gain a clear overview of which competencies are required now and in the future. This includes a sustainable, future-oriented approach to recruitment: we want what we offer as an employer to give employees proper meaning to their work in exchange for their drive, expertise and competencies. Our purpose shows what we stand for as a company in order to find the right match for future employees.

## How will you change the world?

Our hunt for talent continues unabated. Our new multi-media campaign helps us stand out in the highly competitive labour market in order to persuade talent to help build the carbon-neutral world of tomorrow.

In contrast to previous years, the ongoing COVID crisis prevented us from organising physical recruitment events and making direct contact with candidates. We switched to digital channels to attract new talents and completed the recruitment process alongside the candidates. This was a success: recruitment (63 employees) remained stable and internal mobility (71 employees) also continued to run smoothly.

## Indicators

	2021	2020	2019	2018
Members of staff	884	876	868	862
Women	157	155	154	150
Men	727	721	714	712
Ratio of women/men	18:82	18:82	18:82	17:83
Full-time	773	754	746	745
Part-time	111	122	122	117
Ratio of full-/part-time staff members	87/13	86/14	86/14	86/14
Open-ended contract	866	857	844	837
Fixed-term contract	18	19	24	25
Ratio of open-ended/fixed-term contracts	98/2	98/2	97/3	97/3
Internal mobility	71	69	70	39
Incoming employees	63 <input checked="" type="checkbox"/>	59	63	52
Outgoing employees (including those leaving due to their contract coming to an end or due to retirement)	62 <input checked="" type="checkbox"/>	58	56	61
Ratio of outgoing employees	3.2%	3.3%	3.7%	4%
Average number of training days* per full-time equivalent	3.72* <input checked="" type="checkbox"/>	3.42*	6	6.14

\* The number of training days in 2020 and 2021 was affected by COVID-19 restrictions.

The statistics on personnel have been calculated differently than in previous years in order to provide a more relevant image of our company's active workforce. The data are based on the active workforce of Fluxys Belgium and Fluxys LNG and do not include non-active employees (e.g. those on long-term sick leave). Unless otherwise specified, the statistics refer to the number of employees and not the number of FTEs.



# Health, safety and well-being at work



## Policy approach

Healthy, involved and happy employees are the driving force that makes the company accelerate and stand out. This approach is a central pillar of our Health, Safety and Environment Policy, which we see as a responsibility and commitment for both the company and its employees.

- Fluxys is committed to investing in occupational health and safety and incident prevention
- Employees and contractors have the individual responsibility to live up to that commitment in their actions.
- We continuously improve to further enhance our safety culture

## Related risks

### Risk

Circumstances and events that may harm employees. These may include illness or other health problems, mental health issues or physical injury.

### Controls and measures

- Active Health, Safety and Environment Policy
- Consultative bodies
- Absenteeism policy
- Feeling Good@Fluxys
- Global Prevention Plan
- External support available

## Consultative bodies

Fluxys Belgium is home to various bodies tasked with discussing and promoting employee and contractor safety, well-being and health.

### Internal Workplace Health & Safety Department (SIPPT/IDPBW)

This department ensures the proper implementation of well-being legislation, the prevention policy and the legal obligations for personal safety. It also issues various publications providing employees with all kinds of information on safety and well-being at work.

### Committee for Prevention and Protection at Work (CPPW)

Meeting every month, the CPPW is a consultative body between employees, the employer and management where they can discuss issues and problems concerning employee well-being. The committee makes proposals concerning, among other aspects, the policy for preventing accidents, incidents and occupational illnesses, the Global Prevention Plan and the annual action plan.

Furthermore, the CPPW regularly inspects Fluxys Belgium's manned facilities and takes part in analyses of serious accidents and incidents. Within the CPPW, ad-hoc working groups work on specific topics, such as work clothing.

### Local Joint Consultation Committee

The Local Joint Consultation Committee is a local consultative body between the trade-union and employer delegations. It is intended to keep an eye on events at local level and propose solutions that do not fall within the exclusive remit of other consultative bodies.

### CAO 90

Furthermore, collective bargaining agreement 90 (CAO 90) also provides financial incentives for employees to achieve specific collective health and well-being objectives and to cut Fluxys Belgium's greenhouse gas emissions, for example.

## Global Prevention Plan and psychosocial risks

The 2022-2026 Global Prevention Plan (GPP) focuses on occupational and process safety as well as the prevention of psychosocial risks and on well-being, health and moving around at work. Every accident is investigated, and our Health and Safety Advisors and managers on site take measures to prevent accidents recurring.

The GPP also pays particular attention to involvement in the new, hybrid way of working. In addition, the company is committed to lifelong learning, especially about using our infrastructure to transport other molecules such as hydrogen and CO<sub>2</sub>.

In 2021, 13 occupational accidents were recorded, including 11 that rendered the victim unable to work, resulting in a total of 311 working days lost. The accident frequency rate was 7.84 and the severity rate was 0.22.

According to figures from contractors, there were 10 occupational accidents involving Fluxys Belgium contractors, six of them resulting in the victim being unable to work.

Fluxys also pays attention to risks associated with moving around during working hours. In 2021, for example, we organised interactive workshops on road safety. Participants were given essential information and tips on how to travel safely and sustainably, both by bike and by car.

## Absenteeism

Fluxys wants to provide a safe and healthy working environment and guarantee the well-being of its employees. Measuring and following up on absenteeism gives us an objective view of employees' general health. The level of absenteeism is higher than that of 2020 but is still below the market average in Belgium. 48% of employees did not take sick leave in 2021.

We actively strive to support employees during their illness, in the run-up to their return and after they return to work. Individual guidance and support is available. This support is based on regular contact and cooperation between the employee involved, their manager, HR and the internal and external departments for prevention and protection at work.

## Preventive work on health

We work preventively on our employees' health through various projects. Attention is also paid to the mental health of employees. In 2021, for example, various actions were set up to support employees with a view to ensuring resilience and mental well-being.

## Training in health, safety and well-being

Fluxys Belgium uses various e-learning platforms to periodically remind its own staff and those of its contractors of the general safety rules. Every employee of a contractor scheduled to work at a Fluxys construction site or facility must complete the training module remotely and demonstrate that they are familiar with these rules.

In 2021, workshops were held on risk awareness, behaviour and, more specifically, the risks of exposure to welding fumes, dust and heavy metals. Employees were made aware of the importance of wearing respiratory protection.

Among employees, (gas) technical, safety or job-specific training accounted for almost half the number of hours of training completed.



walking together with heart 

In all, our employees and their colleagues from other Fluxys group companies walked 180,000 km in two and a half months in the spring of 2021. That's equal to 4.5 laps around the earth! In view of this amazing achievement, Fluxys Belgium donated €10,000 to the Belgian Heart League.

The initiative encouraged many employees to keep moving during COVID, sharing photos and organising special 'Fluxys walks'. Several colleagues also took part in city runs: the 20 km of Brussels and the AG Antwerp 10 Miles.



## 725 employee shareholders

At the end of 2021 and in early 2022, Fluxys Belgium staff were given another opportunity to buy unlisted shares in parent group Fluxys. Another success and sign of commitment and confidence: 725 Fluxys Belgium employees have now become group shareholders.

## Extensive engagement campaign

In 2021, Fluxys continued to focus on a wide-ranging health and well-being campaign and on the involvement and commitment of its staff, encompassing a range of aspects.

For the second year in a row, the pandemic had an impact on work. Large numbers of employees whose jobs allowed it continued to work from home during certain periods. For operational staff whose presence on site was required, the work organisation was adapted to ensure service continuity. This led to new ways of working and cooperating in a new work environment and structure.

### New way of working

Together with employees and social partners, we came up with a new way of working for those employees whose jobs allow them to work from home. They have the chance to work more from home up to two days a week.

We are also focused on hybrid working, i.e. how do you stay in contact with your colleagues, how do you work together, how do you exchange information, and so on, if you are no longer in the office together every day.

In the next phase, we will also look at solutions for employees for whom working from home is less straightforward.

We are also considering overhauling the office layout. In general, the function of the office is increasingly shifting from a pure workplace to a meeting place. This trend stems from the experiences gained during the ongoing pandemic.

### Feeling Good@Fluxys

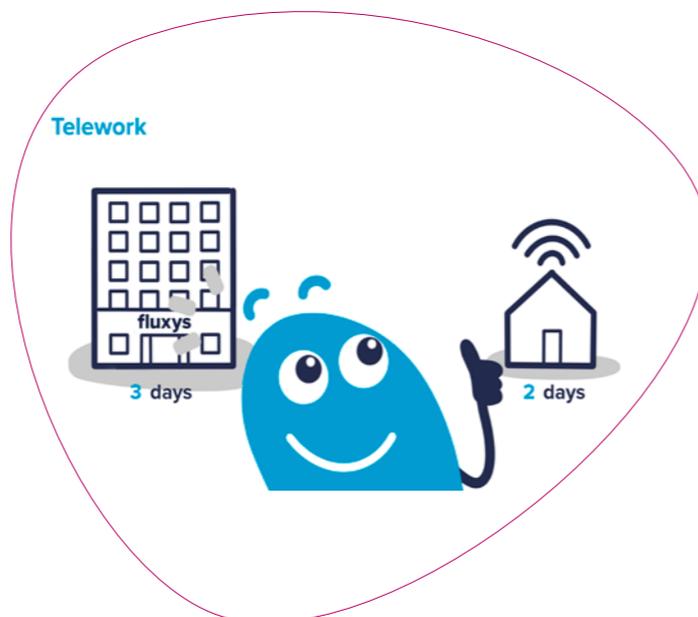
Employees who were experiencing difficulties or simply needed a chat could contact an advisory centre for well-being services. The SEPPT/EDPBW Duty Officer was on hand to provide psychological and ergonomic support and advice. The SIPPT/IDPBW also supported staff in this changed situation and launched several communications around working at home and self-care. Fluxys Belgium supports employees who make use of external psychological help.

### Fit@Fluxys

Under the professional guidance of a sports coach, online exercise classes were held to encourage employees to regularly stretch their legs.

### Healthy@Fluxys

To optimise working from home, ergo coaches are on hand to give employees tips on the best way to sit at their desk and how often they should alternate between working while sitting down and standing up.



## Indicators

	2021	2020	2019	2018
<b>Incapacity for work among staff</b>				
Occupational accident resulting in more than one day's incapacity for work	11 <input checked="" type="checkbox"/>	9	15	12
Frequency (number of occupational accidents divided by the number of hours worked)	7.8 <input checked="" type="checkbox"/>	6.4	11	8,9
Severity (number of days of absence divided by the number of hours worked)	0.22 <input checked="" type="checkbox"/>	0.15	0.12	0.26
<b>Incapacity for work among contractors</b>				
Occupational accident resulting in more than one day's incapacity for work	6 <input checked="" type="checkbox"/>	6	10	8

**90%** of employees have fun at work

In the autumn, we conducted the VIBES survey on staff engagement and well-being. 87% of staff took part.

The survey gauged how employees feel about working at Fluxys and about their work specifically (variety, adequate information, relationship with superiors and colleagues, participation, etc.), as well as their perception of work (do employees enjoy their work, do they feel involved, do they experience stress or work pressure?).

76% of employees feel involved or very involved and 90% have fun at work. Workload does appear to be an area of concern.

The results will be discussed in all teams and with the trade unions. Based on this feedback, we want to take actions that will contribute to employees' engagement and experience at work.

**vibes.**

# Social dialogue



## Policy approach

Good industrial relations are vital for company cohesion and activity development, which is why Fluxys Belgium engages in transparent, constructive social dialogue with all employees, members of the works council, the committee for prevention and protection at work, the trade union delegation and executive representatives.

## Digitalisation

In view of the measures taken to prevent the spread of the coronavirus, Fluxys Belgium organised social dialogue digitally. Alongside the usual meetings, several additional consultations were held to liaise with staff representatives on adjusting measures to align with government guidelines.



# Diversity



## Policy approach

Fluxys Belgium encourages diversity without using positive discrimination quotas. Our HR policy is based on individual competencies. Openness to other realities, other people's ideas and individual differences is a basic requirement expected of every employee and screened as standard during the selection process.

## Related risks

### Risk

A lack of diversity in the workforce can lead to a business organisation that lacks the necessary skills, talents and experience.

### Controls and measures

Equal opportunities policies that encourage diversity by promoting equity, merit, personal development, work-life balance and shared responsibility

## Encouraging diversity in recruitment

Fluxys Belgium wants to use its Employer Branding communications to target diverse, complementary profiles so that candidates from different backgrounds, views or preferences feel welcome.

As regards diversity on the Fluxys Belgium Management Board, the Gas Act (Article 8/3) stipulates that at least one third of those on the Board of Directors must be of a different sex from the other members.

## Diversity in experience, too

Fluxys Belgium also devotes considerable attention to diversity in terms of experience. This approach translates, for example, into the continuous recruitment of young people with no or very limited work experience (job starters).

We welcomed 63 new employees in 2021, 10 of whom had limited work experience or who had fewer opportunities on the labour market.

## The same criteria for everyone

The criteria applied for employee remuneration, evaluation, career development, training and the work-life balance are identical for both men and women. The difference in the average basic salary between men and women is due to the fact that the composition of both categories differs with regard to seniority, type of role, and the division between old and new salary conditions.

## Indicators

	2021	2020	2019	2018
	<b>884</b>	876	868	862
<b>Incoming employees</b>				
< 30 yr	<b>54%</b> <input checked="" type="checkbox"/>	49%	40%	60%
30-50 yr	<b>41%</b> <input checked="" type="checkbox"/>	44%	51%	36%
> 50 yr	<b>5%</b> <input checked="" type="checkbox"/>	7%	9%	4%
Men	<b>75%</b> <input checked="" type="checkbox"/>	69%	68%	71%
Women	<b>25%</b> <input checked="" type="checkbox"/>	31%	32%	29%
<b>Outgoing employees</b>				
< 30 yr	<b>32%</b> <input checked="" type="checkbox"/>	28%	28%	33%
30-50 yr	<b>61%</b> <input checked="" type="checkbox"/>	62%	56%	56%
> 50 yr	<b>7%</b> <input checked="" type="checkbox"/>	10%	16%	11%
Men	<b>79%</b> <input checked="" type="checkbox"/>	83%	69%	69%
Women	<b>21%</b> <input checked="" type="checkbox"/>	17%	31%	31%
<b>Executives</b>				
< 30 yr	<b>10%</b>	9%	6%	5%
30-50 yr	<b>55%</b>	57%	63%	64%
> 50 yr	<b>35%</b>	34%	31%	31%
Men	<b>85%</b>	87%	86%	87%
Women	<b>15%</b>	13%	14%	13%
<b>Salaried staff members</b>				
< 30 yr	<b>8%</b>	6%	7%	7%
30-50 yr	<b>46%</b>	49%	52%	57%
> 50 yr	<b>46%</b>	45%	41%	36%
Men	<b>81%</b>	80%	81%	80%
Women	<b>19%</b>	20%	19%	20%
<b>Management</b>				
< 30 yr	<b>0%</b>	0%	0%	0%
30-50 yr	<b>25%</b>	39%	50%	45%
> 50 yr	<b>75%</b>	61%	50%	55%
Men	<b>89%</b>	89%	89%	85%
Women	<b>11%</b>	11%	11%	15%
<b>Board of Directors</b>				
< 30 yr	<b>0%</b>	0%	0%	0%
30-50 yr	<b>25%</b>	18%	18%	20%
> 50 yr	<b>75%</b>	82%	82%	80%
Men	<b>65%</b>	68%	68%	65%
Women	<b>35%</b>	32%	32%	35%
<b>Average basic salary ratio</b>				
Men	<b>100%</b> <input checked="" type="checkbox"/>	100%	100%	100%
Women	<b>91%</b> <input checked="" type="checkbox"/>	93%	91%	89%

The statistics on personnel have been calculated differently than in previous years. The data are based on the active workforce of Fluxys Belgium and Fluxys LNG and do not include non-active employees (e.g. those on

long-term sick leave). Unless otherwise specified, the statistics refer to the number of employees and not the number of FTEs.

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future