



Annual Report

An annual report like no other...

You have in your hands the paper version of Sibelga's integrated annual report. In addition to the traditional look back at the past year, this integrated report is an effective tool to measure how Sibelga is living up to its commitments and its progress.

Here you can find out about our flagship projects, but also about how Sibelga creates value for society as a whole.

Want to find out more?

A digital version of this annual report with additional and multimedia content will be available from 22 June 2022 at:

<https://2021.sibelga.be>





Serving Brussels better than ever

2021 was yet another eventful year for Sibelga, with the energy transition, the pandemic, as well as a host of new projects. Sibelga and its teams took on all these formidable challenges to turn them into exciting opportunities.

The actions undertaken in 2021 by Sibelga and its partners inspire three observations.

- The decarbonisation of Brussels is underway and Sibelga, as a facilitator, is accompanying and supporting the public authorities in their efforts to achieve the objectives set by the Region.
- Digitalisation and the integration of smart technologies in the management of the network are continuing. They will make it possible to meet the (green) energy needs of all Brussels customers and to push forward with the energy transition.
- The fight against fuel poverty remains a major concern in Brussels. As a social supplier, Sibelga plays a leading role in ensuring access to energy for all.

Before we let you in on the concrete action Sibelga has taken on these points in 2021, we would like to thank Raphaël Lefere, who took on the role of Acting Chief Executive Office with gusto. We would also like to congratulate all Sibelga staff members for their contribution to the achievements described in this new annual report.

In conclusion, as the saying goes: "Alone we go faster, but together we go further." Sibelga works closely with the other energy market players, from the regulator to the public authorities, firms and the academic world. It is thanks to these synergies that we will continue in the months and years to come to make an inclusive energy transition in Brussels a reality...

Inne Mertens – Chief Executive Officer

Faouzia Hariche – Chair of the Board of Directors

2021 at a glance

JANUARY

FEBRUARY



Sibelga and all the members of the Synergrid federation are appointed ambassadors for the 2021 Sustainable Development Goals as part of the SDG Voices.



Sibelga is certified as a Top Employer for the 11th year running. A welcome recognition of its commitment to its personnel!



Part of the public lighting in the Bois de la Cambre is controlled in line with data collected in real-time during tests carried out until April.

JULY

SEPTEMBER



Sibelga's "Fairs and Festivities" teams install temporary power supply boxes to supply electricity to the vacci-buses, the mobile vaccination centres.



Sibelga has adopted an ethical charter that spells out the behaviour expected of everyone in order to ensure a kind and respectful working environment for everyone, without discrimination.

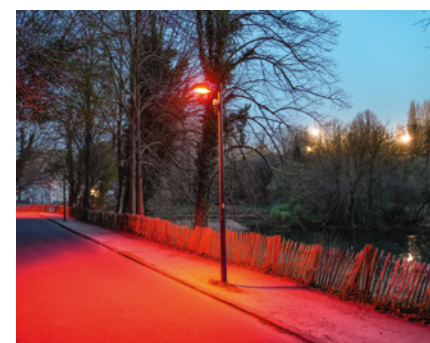


Sibelga receives a visit from Tinne Van der Straeten, Federal Minister for Energy, to discuss the future of the energy landscape in the Brussels-Capital Region.

APRIL

MAY

JULY



The first tests to modify the colour of public lighting to reduce its impact on bats are carried out in Jette as part of the "Bat Light District" project.



Unveiling of the first charging stations on public lighting poles in Woluwe-Saint-Pierre.



Some fifty Sibelga technicians are dispatched to Liege to help RESA following the floods.

OCTOBER

NOVEMBER

DECEMBER



Inne Mertens is appointed Sibelga's Chief Executive Officer. At the beginning of 2022, she will take over from Raphaël Lefere, who was appointed acting CEO.



The Belgian energy sector is equipped with a centralised data system and a new communication protocol to facilitate information exchange.



Validation of the regulations governing the RenoClick purchasing centre, which will enable public authorities to bring in Sibelga to handle far-reaching and sustainable renovation work.

Our value creation model

OUR RESOURCES

01

FINANCIAL CAPITAL

- Equity of €859,756,896
- Fees for the use of distribution networks
- €3,594,243 in subsidies received shared with other partners

02

MATERIAL CAPITAL

- 6,420 km of high and low voltage power cables
- 2,932 km of medium and low pressure gas pipelines
- Network of 87,476 luminaires

03

INTELLECTUAL CAPITAL

- Management of electricity and gas consumption data
- Sibelga Academy: our training centre

04

HUMAN CAPITAL

- 1,080 employees (75% men and 25% women)
- 23 different nationalities at Sibelga

05

SOCIAL AND RELATIONAL CAPITAL

- 19 municipalities served
- 19 Public Welfare Centres (CPAS)
- All households in Brussels
- 28 local, regional and federal partnerships

06

NATURAL CAPITAL

- Energy consumption of the site: 5,836,016 kWh
- Partnerships for biodiversity conservation



OUR RESULTS

01

SAFETY FIRST!

- Brussels residents' data managed securely
- 10:29 minutes: average downtime for low-voltage electricity incidents
- 1 fluid accident with injuries

02

INNOVATION-FRIENDLY STRUCTURE

- 7,975 smart meters installed
- 7,200 new generation connected luminaires
- 6 new innovative technologies tested

03

PARTNER OF THE ENERGY TRANSITION

- 1 energy community in Brussels
- 9 projects commissioned under the SolarClick programme
- 14 energy performance improvement projects

04

LOW-CARBON FUTURE

- 37.91% self-generated energy on our administrative site
- 1,380 tonnes of CO₂ saved through HVAC work as part of the NRClick programme

05

AN EMPOWERING EMPLOYER

- An average of 43.65 hours of technical and non-technical training per employee
- 13 years: average length of service per employee
- 129 permanent and temporary recruitments

06

IMPROVED QUALITY OF LIFE

- 4,125,938 MWh of electricity transported
- 10,281,384 MWh of gas transported
- 91.4% of Brussels customers satisfied following the opening of meters by Sibelga
- More than 4,412 low-income households supported by Sibelga



Our 6 undertakings

“As a trusted partner, we aim to improve the quality of life of all the citizens and communities of Brussels by providing reliable, innovative and sustainable solutions.”

- 01

SAFETY FIRST!

We are uncompromising when it comes to network safety and excellence.

8

9
- 02

IMPROVED QUALITY OF LIFE

Sibelga is a trusted partner that aims to improve the quality of life of all of Brussels’ citizens and communities. At any time.

11

15
- 03

PARTNER OF THE ENERGY TRANSITION

We are a partner of the energy transition in the heart of Europe by fostering the development of energy communities, connecting and mobilising existing players.

7

17
- 04

LOW-CARBON FUTURE

We want to contribute to a low-carbon future while maintaining the balance between affordability, reliability and customer focus.

12

13
- 05

INNOVATION-FRIENDLY STRUCTURE

We provide a structure conducive to innovation and collaboration by fostering technology, data sharing, partnership and entrepreneurship.

9
- 06

AN EMPOWERING EMPLOYER

We create an engaging and empowering environment that encourages our employees to work together while setting great store by diversity.

8

Safety is our top priority

1,300

remote-controlled substations on the Sibelga network

40,498

calls handled by Sibelga's dispatching



A SECOND YEAR OF COVID-19

In response to the pandemic, Sibelga continued to ensure the safety of its customers and its teams. Constant attention was paid to all the workers, particularly the members of those services that are essential to perform the Sibelga missions: dispatching, on-call technicians, logistics, etc. A dedicated committee was set up within the company in order to be able to take the appropriate decisions throughout the year and to follow the recommendations of the authorities

NO COMPROMISE ON PERSONAL SAFETY

Despite the fact that the number of accidents is falling for the fourth year running (11 accidents in 2021, compared with 12 in 2020) and the frequency rate is below the set limit (6.90 in 2021, with a limit of 7.50), Sibelga will not rest on its laurels. An electrical arcing accident in 2021, fortunately without serious injury to the victim, is a reminder of the vital importance of constant need for vigilance and compliance with procedures in our business.

AN INCREASINGLY RELIABLE NETWORK

A growing number of high voltage substations are equipped with a remote control system, which reduces downtime in the event of an incident. By the end of 2021, around 1,300 of the 6,000 substations in the network were equipped. Measures are also being taken to strengthen the security of supply points, which are essential for the supply of Brussels customers. Finally, Sibelga has broadened its scope of responsibility by taking over certain technical functions that were previously managed by the transmission system operator Elia.

DATA PROTECTION AND SYSTEM SECURITY

Sibelga ensures that the data of Brussels customers is protected. For example, their consumption data is managed securely, based on legal requirements and for well-defined purposes. Moreover, 2021 saw Sibelga put in place various measures to be able to detect and react as quickly as possible to a potential attack on its servers and networks.

Serving customers in Brussels and the community

7,200

luminaires controlled as part of a dynamic lighting test in the Bois de la Cambre

324,000

Brussels customers supplied with rich natural gas



A NETWORK THAT EVOLVES WITH THE CITY

By the end of 2021, the municipal street lighting network will have 7,200 remotely controllable light points and 6,700 LED luminaires. These technologies allow energy savings, more precise control of each light point and better detection and management of faults, for the benefit of all users. What's more, 273,000 new customers were connected to rich gas as part of the conversion of the Brussels network to this gas with a higher calorific value. Finally, as is the case every year, Sibelga managed several hundred worksites in the 19 Brussels municipalities in line with the scheduled renewal of its facilities and in response to requests linked to the capital's urban development.

SERVING THE PEOPLE OF BRUSSELS

Sibelga is constantly improving its services for the benefit of the people of Brussels. In 2021, the satisfaction rate for meter work was 87.8%, compared to 82.4% in 2020. To improve the customer experience during large-scale construction projects, such as the construction of new apartment buildings, a complex worksite coordinator was appointed in 2021.

They are responsible for passing on the customer's requests to the relevant departments (sometimes more than ten!) and for monitoring the entire worksite. Finally, Sibelga is helping to combat fuel poverty. In 2021, a mobile energy monitoring application developed by Sibelga was tested with around thirty families in collaboration with the public welfare centre (CPAS) of the City of Brussels. In addition, Sibelga's customer service organised a telephone campaign to inform 2,000 customers eligible for winter protection about their situation and their rights.

SOLIDARITY IN TIMES OF CRISIS

Following the devastating floods in July 2021, some fifty Sibelga technicians went to the scene to lend a hand to their Liege counterparts from RESA. In addition to this human support, equipment such as pumps and generators were sent by Sibelga's logistics department.

Hand in hand to prepare the future

492

charging points for electric vehicles being deployed in Brussels

46

public authorities who are members of the MobiClick purchasing centre



WITH THE BRUSSELS REGION AND MUNICIPALITIES

As a facilitator of the energy transition, Sibelga supports the transition to low-carbon mobility in Brussels. In 2021, a deployment plan was drawn up for the installation of 492 charging points for electric vehicles in Brussels in collaboration with the VUB, the Region and the Brussels municipalities. In addition, Sibelga helps public authorities to green their fleets with MobiClick, a purchasing centre dedicated to the purchase of electric or CNG commercial vehicles and recharging stations. The renovation of buildings, which accounts for 56% of greenhouse gas emissions in Brussels, is also a regional priority. The RenoClick programme will enable the beneficiary public authorities to carry out in-depth renovation work on their buildings with the help of Sibelga.

WITH OTHER ENERGY MARKET PLAYERS

Since the end of 2021, a new federal central data system and a new communication protocol facilitate the exchange of data between Belgian energy suppliers and network operators. This centralised system will make it possible to react to changes in the energy market: dynamic tariffs,

multiple contracts for the injection and withdrawal of electricity, integration of smart meters, etc. These market developments, which are essential to the energy transition, are also the subject of discussions within the working groups launched in April 2021 by the Synergrid federation.

BUT NOT ONLY...

Energy communities continue to develop in Brussels. Thanks to the principle of energy sharing, they allow consumers to benefit from green energy produced by one or more self-producers in their neighbourhood at a reduced rate. Sibelga plays a facilitating role in this innovative market, which broadens the possibilities of access to green energy. April 2021 saw the launch of the Greenbizz.energy community, located in a business centre in Laeken. Two others are in the pipeline in Saint-Gilles and Anderlecht. The first concerns social housing.

A low-carbon future

6,684

tonnes of CO₂ saved thanks to the SolarClick programme

32,000

public building meters monitored by the NRClick Scan app

REDUCING CO₂ EMISSIONS IN BRUSSELS

Since their launch, the SolarClick and NRClick programmes have prevented thousands of tonnes of CO₂ emissions in Brussels. Implemented by Sibelga and Brussels Environment, they allow public authorities to install solar panels on the roofs of their buildings and to perform energy efficiency work. Since the first worksites in 2018, SolarClick has prevented 6,684 tonnes of CO₂ from entering the atmosphere. NRClick's energy efficiency work is saving around 1,380 tonnes of CO₂ per year. Furthermore, Sibelga manages 15 cogeneration units which, in 2021, resulted in CO₂ savings of around 5,722 tonnes (the equivalent of 6,000 return flights from Paris to New York per passenger).

PRESERVING URBAN ECOSYSTEMS

In 2021, Sibelga conducted tests to improve the impact of its infrastructure and buildings on urban flora and fauna. In Jette, the "Bat light district" project is looking at the potential improvement in the living conditions of bats as a result of adapting the intensity and/or colour of night-time street lighting.

It is being carried out in partnership with the municipality of Jette, Brussels Environment, Natagora and Engie Laborelec. In addition, Sibelga is testing the value of green roofs as part of the renovation of its buildings. In addition to their aesthetic appeal, these roofs offer advantages in terms of insulation, preservation of biodiversity, retention of rainwater and improvement of air quality.

AN EXEMPLARY SITE

In December 2021, almost half of Sibelga's 400 response vehicles were already running on CNG or electricity. Sibelga's commitment to reducing its carbon footprint also involves recycling and/or recovering its IT equipment. 272 kg of material was given to the company Out Of Use and allowed the planting of 93m² of forest in the Belgian nature reserves in partnership with Natuurpunt and Natagora. Sibelga is also raising the awareness of its staff about sustainable purchasing and giving them concrete tools, such as training or a charter, to encourage more conscious purchasing.



Innovation serving the transition

72

luminaires controlled as part of a dynamic lighting test in the Bois de la Cambre

8

first charging points installed on street lighting poles

PAVING THE WAY FOR THE STREET LIGHTING OF TOMORROW

The deployment of remotely controllable luminaires capable of communicating in real time with the municipal street lighting network opens up new possibilities. For example, bubble lighting can be used to increase the intensity of luminaires placed in the path of a pedestrian or cyclist as they move. This improves user visibility and reduces energy consumption. Initial tests are being carried out on a cycle path in Molenbeek. Another project is exploring the management of public lighting in a dynamic way, based on real-time weather or traffic data. A first test was carried out during the summer in the Bois de la Cambre.

MULTIFUNCTIONAL STREET LIGHTING POLES

Sibelga is weighing up the possibility of integrating charging points for electric vehicles on public lighting poles. For one, this solution would reduce urban congestion by taking advantage of existing facilities.

After initial tests on the car park of its Quai des Usines site, Sibelga has installed the first 8 terminals of this type in the municipality of Woluwe-Saint-Pierre. Further large-scale tests are planned.

WHAT IS THE FUTURE FOR HEATING IN BRUSSELS?

Natural gas will probably no longer be usable in its current state in Brussels by 2050. Sibelga monitors market trends and relevant technological and legal developments in order to identify the most promising technical solutions. For example, the development of heat pumps has been the subject of an initial analysis. The potential is there, but it requires a renovation of the Brussels building stock. In addition, Sibelga is exploring the potential of distributing green hydrogen as part of a consortium with Fluxys, ULB, UMONS and VUB. An innovation laboratory has been set up on a site belonging to Sibelga in Forest. A range of hydrogen production, storage, residential and semi-industrial technologies will be tested.



An empowering employer

129

recruitments

43.65

hours of training attended on average by employees

STRENGTHENING INTEGRITY AND DIVERSITY

In 2021, Sibelga adopted an ethical charter. This document spells out the golden rules to be followed in order to maintain a welcoming working environment for all: non-discrimination, respect, integrity, etc. These principles were already in force at Sibelga, but formalising them on paper underlines the importance Sibelga attaches to them and provides a concrete and common frame of reference. On the same note, at the beginning of 2021, Sibelga was awarded the title of Top Employer for the 11th year running.

PROMOTING THE WELL-BEING OF ALL

In 2021, the lunch area at Sibelga's headquarters was refurbished. Its employees have access to a welcoming space of 1,106 m² dedicated to meals, informal meetings, work and relaxation. In addition, an original campaign dubbed "the technician's week" was organised in the spring of 2021 to put field staff in the spotlight. Finally, as a result of the pandemic, Sibelga's working from home policy has changed. Employees who wish to work remotely, and whose role allows them to, may do so for

up to 2 days a week, subject to the agreement of their line manager.

SHARING KNOWLEDGE

Despite the lockdown, Sibelga employees received an average of 43.65 hours of training per full-time equivalent in 2021. The training offer is evolving: blended learning, which combines digital learning phases and classroom modules, is coming into its own. An e-learning platform has also been set up. In addition, Sibelga provides training for external audiences at its technical training centre. Since May 2021, it has been recognised as a training centre for polyethylene welding. Welders who work on gas distribution networks can obtain their welding passport and re-qualification at this centre. Finally, Sibelga has launched a new training programme for technical schools, available from the start of the 2021 academic year. It offers students the opportunity to learn about the gas and electricity business alongside Sibelga technicians and subcontractors.



Other perspectives on 2021

We give the floor to our partners and employees to shed light on different aspects of the year 2021...

LUCAS DEMUELENAERE

○
*Adviser in the cabinet
of Minister
Alain Maron*
○

“Encouraging more sustainable mobility is an important step towards improving air quality and combating climate change. The regional government, administrations, Brugel and Sibelga are working together to deploy a charging network for electric vehicles that is evenly distributed throughout Brussels. Thanks to an analysis based on concrete indicators, district by district, all motorists will be able to recharge in their own part of the city, at competitive rates and with green energy! ”



JAN WILLEMS

○
*Coordinator at the
Social Welfare Centre
(CPAS) of the City of
Brussels*
○

“Can smart meters help vulnerable households to manage their electricity budget? Inspired by pilot projects in Flanders and Wallonia, we wanted to test this hypothesis among our customers, with a helping hand from Sibelga. A mobile app has been developed. It is being tested by several households, with the help of our social workers. The project has been delayed due to the pandemic and the political situation, but it continues to make progress and the results are promising! ”



RAPHAËL LEFERE

○
*Chief Corporate
& HR Officer
at Sibelga*
○

“With its ethical charter, Sibelga renews and reaffirms its commitment to neutrality, independence and professionalism with regard to its customers and stakeholders. These are qualities that they are entitled to expect from a player with a 100% public shareholding, a monopoly and a central role in the Brussels energy market. For our employees, this charter contributes to a welcoming working environment by allowing a respectful and happy collaboration. ”



CÉLINE ZEEBROEK

○
*Employee in the
Recruitment & Selection
Department at Sibelga*
○

“Partnerships with schools and training centres play a major role in recruitment at Sibelga. Despite the pandemic, we were able to resume visits and training from September and launch the Tech4Students programme. Students are very interested in everything related to the energy transition. We are going to further integrate this dimension into the activities offered to them in future. ”



FARAH HOUSNI

○
*Gas trainer at
Sibelga*
○

“After 20 years in the field, I became a gas trainer at Sibelga’s Technology Centre. I’ve always enjoyed sharing my knowledge with new colleagues. Today, I train technicians and sub-contractors from Sibelga, but also from other companies, heating engineers and students. I see this as the natural next step on my journey at Sibelga! ”





