

FOR A SUSTAINABLE FUTURE

SNCB Corporate Social Responsibility Report 2011

Destination better



About...

...the UN Global Compact Network

The United Nations Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption:

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.
- Principle 2: Make sure that they are not complicit in human rights abuses.
- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- Principle 4: The elimination of all forms of forced and compulsory labour.
- Principle 5: The effective abolition of child labour.
- Principle 6: The elimination of discrimination in respect of employment and occupation.
- Principle 7: Businesses should support a precautionary approach to environmental challenges.
- Principle 8: Undertake initiatives to promote greater environmental responsibility.
- Principle 9: Encourage the development and diffusion of environmentally friendly technologies.
- Principle 10: Businesses should work against all forms of corruption, including extortion and bribery.

Endorsed by chief executives, the Global Compact is a practical framework for the development, implementation, and disclosure of sustainability policies and practices, offering participants a wide spectrum of workflows, management tools and resources — all designed to help advance sustainable business models and markets.

Overall, the Global Compact pursues two complementary objectives:

1. Mainstream the ten principles in business activities around the world.
2. Catalyse actions in support of broader UN goals, including the Millennium Development Goals.

With these objectives in mind, the Global Compact has shaped an initiative that provides collaborative solutions to the most fundamental challenges facing both business and society. The initiative seeks to combine the best qualities of the UN, such as moral authority and convening power, with the private sector's solution-finding strengths and the expertise and capacities of a range of key stakeholders. The Global Compact is global and local; private and public; voluntary yet accountable. (Source: UN Global Compact)



...a COP

When joining the Global Compact, companies make a commitment to issue an annual Communication on Progress (COP), a public disclosure to stakeholders (e.g., investors, consumers, civil society and governments) on progress made in implementing the ten principles of the UN Global Compact, and in supporting broad UN development goals.

The COP is the most important expression of a participant's commitment to the Global Compact and its principles. (Source: UN Global Compact)

...the scope of this report

This COP is limited to SNCB; it does not report on the activities of its sister companies Infrabel and SNCB Holding, nor its subsidiaries and its participations.

...the reporting year

All actions described in this report took place in 2011 (unless otherwise stated). The data also refer to 2011.

How to read this report?

The report is built around three sections. The first section describes the profile of SNCB, its strategic challenges and its Corporate Social Responsibility (CSR) strategy. You will also read about SNCB's corporate governance approach. The following sections explain our CSR efforts towards our four main target groups: our customers, our employees, our stakeholders and society. In the final part of the report you will find an overview of our fleet and the details of our reporting methodology.



Table of contents

- 2011 Highlights 5
- CEO's message 6

- Organization 7
- SNCB's approach to CSR 19

- Committed to meeting our responsibilities*
- Responsibility towards our customers: improve quality of our service 22
- Responsibility towards our employees: anchor sustainability into corporate culture 36
- Responsibility towards our stakeholders: operate cost-effective services 51
- Responsibility towards society: contribute to a sustainable mobility 59

- Fleet overview 72
- Reporting methodology 78

2011 highlights

PEOPLE

Operational safety (page 24)

66.5% of our trains are equipped with the automatic train control system TBL1+

Assistance to Passengers with Reduced Mobility (PRM) (page 26)

+/- 81,000 support interventions

PLANET

Sustainable mode of transport (page 27)

36,993 tons of CO₂ emissions from passenger train operations saved compared to 2010

Energy efficiency (page 44)

24% lower fuel and natural gas consumption in our workshops between 2005 and 2011 (weather corrected)

PROFIT & PERFORMANCE

Passenger growth (page 28)

229.2 million passengers transported

Productivity and efficiency (page 48)

BeLEAN project launched at Ostend and Salzinnes workshops

PEOPLE - PLANET - PROFIT & PERFORMANCE

Prime Sustainability Rating awarded by Oekom Research (SNCB Group) (page 21)



CEO's message

A 2010 global survey of 766 CEOs by Accenture and the UN Global Compact showed that 93 percent of CEOs consider sustainability critical to their company's future success. Even against the background of a global economic downturn, sustainability is acknowledged as a source of cost efficiency and revenue growth.

Since its establishment in 2005, SNCB has recognized the importance of business sustainability. Business sustainability is regarded as managing the 'triple bottom line'. According to this principle – summarized as the three 'P's (people, planet, profit) – a company must not only have an eye for creating economic surplus value, but also for social and ecological aspects.

This approach is a perfect fit for SNCB: enabling and providing sustainable mobility has been its core business for decades and conforms in every respect to the triple bottom line criteria. Nowadays, opting for the train is indeed equivalent to opting for the planet: trains are a low-carbon transport mode, offer a safe transport alternative, provide green employment and help solve congestion. In short, the train is an instrument that can and must contribute to the solution of a great many mobility issues.

In the coming years, SNCB also wants to continue to play the sustainability card in its business operations. The various responsibilities in this area are enormous: improve the quality of our service for our customers, integrate sustainability in the corporate culture for our employees, operate cost-effective services for our stakeholders and contribute to a sustainable mobility for society.

In this first SNCB COP report you will learn more about the initiatives SNCB took in 2011 to assume its corporate social responsibility, according to the commitment SNCB made when joining the UN Global Compact and its local Belgian Network in June 2011. SNCB supports the UN Global Compact principles and will continue to keep them in mind whilst implementing its business objectives.



Marc Descheemaeker
Chief Executive Officer of SNCB
President of the Passenger Forum of the International Union of Railways (UIC)

CHAPTER 1

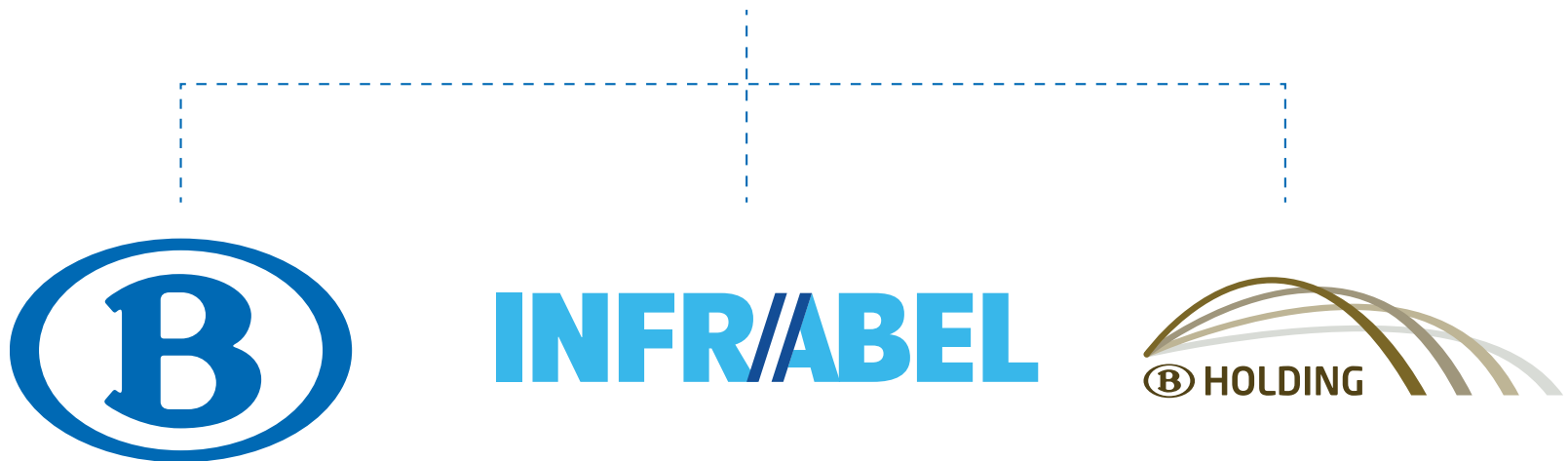
ORGANIZATION

Corporate profile

The Société Nationale des Chemins de Fer Belges (SNCB) is the incumbent rail operator on the Belgian market. It is a company with limited liability (public law company). The company underwent a complete restructuring in 2005. As of 1 January 2005, the former Belgian railway was split into three autonomous public companies, each with their own structure and tasks:

- SNCB: train operator in charge of passenger and freight transport (national and international)
- Infrabel: infrastructure manager
- SNCB Holding: in charge of general services (ICT), real estate and historical estate and the HR management of the entire group


SNCB Group



SNCB Mobility is SNCB's domestic passenger division. SNCB Mobility is expected to provide its passengers with a comprehensive range of national connections together with a number of destinations just across the Belgian borders.

The fares are set up in such a way as to promote home/work travel, home/school travel and mobility of the socially underprivileged.

Given the fact that passenger revenues cannot cover all costs, expenses for national passenger transport are co-financed by the government. The public service obligations SNCB has to fulfil in order to receive this government compensation are described in a management contract (the so-called 'contrat de gestion'). The domestic passenger rail market is currently not open to competition, so SNCB is the sole operator on the domestic passenger rail market in Belgium.

Find out more: www.sncb.be 





International passenger traffic and freight transport are SNCB's commercial services. SNCB does not receive government financing for its commercial activities (which are open to competition).

International trains are operated by SNCB Europe, SNCB's international passenger division. The high-speed trains Thalys, TGV (SNCF), ICE (DB) and Eurostar provide the international traveller with comprehensive service to the largest cities in our neighbouring countries. In the competitive international passenger traffic market, SNCB Europe cooperates with Thalys, DB and SNCF. Since September 2010, Eurostar has become an independent train operating company (Eurostar International Ltd.) which operates high speed traffic between Belgium and the United Kingdom.

Find out more: www.b-europe.com 

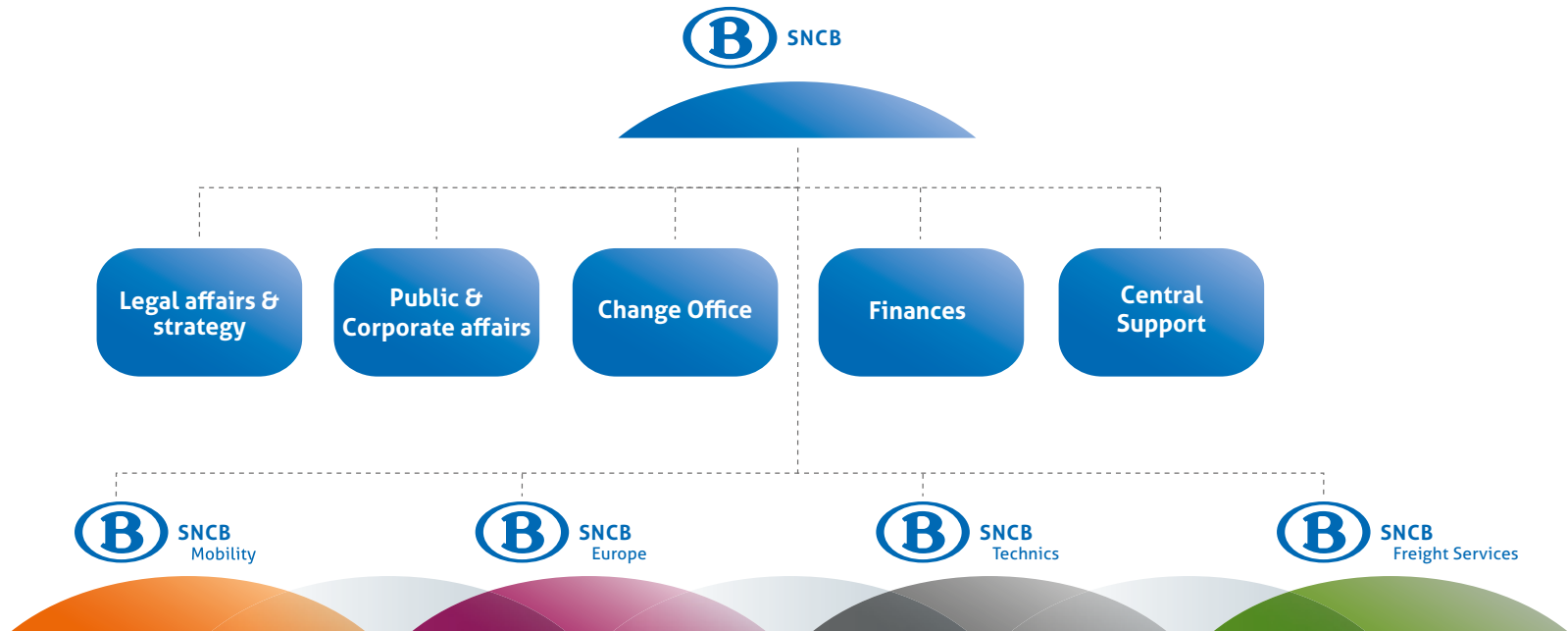


Freight Services and SNCB Logistics NV/SA are together responsible for conducting freight activities. Freight Services is SNCB's division that manages the freight stations. Freight Services conducts tasks such as shunting and marshalling in the freight stations. The other freight activities are provided by SNCB Logistics NV/SA. SNCB Logistics NV/SA has been an independent branch of SNCB and SNCB Holding, operational as railway operator for freight transport since 1 February 2011. SNCB Logistics and its subsidiaries offer services on freight axes and in market segments such as steel and container transport. The majority of the subsidiaries are responsible for commercializing freight transport. Their activities also include container transport, inland shipping and sea transport. The activities of SNCB Logistics and its subsidiaries are not covered in this report.

In order to ensure that its activities function effectively, SNCB is also responsible for purchasing, maintaining, managing and financing its rolling stock. The SNCB Technics department operates a range of workshops across the country for maintaining and managing rolling stock.

Find out more: watch our award winning corporate movie at www.SNCB.tv

SNCB Corporate structure



2011 at a glance

We carried 221.3 million national and 7.9 million international passengers.

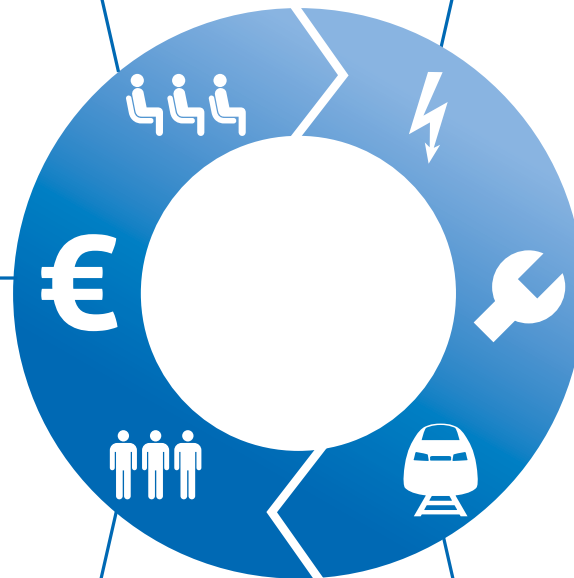
Our trains consumed 1.352TWh (1.6% of Belgium's electricity consumption).

We invested 3.27 mil. € (average) every working day.

We looked after 623 locomotives, 733 railcars and 1,511 carriages at our 13 workshops across the country.

We employed 18,896 FTEs (situation end 2011).

We operated about 1.2 million domestic passenger trains.





Strategic challenges

Between 2000 and 2011, the number of domestic SNCB passengers increased by approximately 58%. This passenger increase is unique: no other European railway company managed to realize such impressive growth figures.

Unfortunately, this growth process had a negative impact on the quality of domestic train service. Punctuality figures dropped and customer satisfaction followed a negative trend. Therefore, one of SNCB's top priorities is [to restore the quality of train services](#), with special attention to punctuality and the overall quality of passenger service.

On 15 February 2010, two passenger trains collided near the Belgian town of Buizingen. 19 people lost their lives in this terrible accident. SNCB is determined to do the utmost in order to increase the level of operational safety

and [to restore confidence in railway safety](#) so that rail will continue to be the safest form of ground transport.

The 2008 financial crisis followed by an economic downturn had a major financial impact on SNCB. In the context of the European debt crisis, it is more than ever necessary to aim at an efficient use of government contributions. It is a strategic priority [to restore financial results in a sustainable way](#).

In recent decades, global demand for mobility has grown spectacularly. The price society pays for this increase is enormous: we are all faced with congestion, road accidents and the emissions of greenhouse gasses. Demand for mobility is also set to rise over the coming decades. We need to find sustainable solutions to meet this growth. Rail is just such a sustainable solution. Trains are a very eco-friendly mode of

transport. SNCB should therefore play a central role in [responding to the surging demand for mobility](#).

Since the start of the 1990s, the European regulator has striven to progressively open the market for rail transport. International freight transport (2003), domestic freight transport (2007) and international passenger transport (2010) have already been opened. The final piece of this progressive opening is European Regulation 1370/2007 which provides for the liberalization of domestic public passenger transport. Pressure for the liberalization of domestic public passenger transport is increasing under pressure from the major networks (DB, FS, SNCF) which see the possibility herein to conquer new markets. SNCB must therefore actively [prepare for the liberalization of domestic passenger transport](#).

Corporate Governance

Corporate Governance is an important challenge in today's world; it must be given special attention and encompass 100% transparent rules. As a public law company, SNCB fully endorses this endeavour to raise awareness and improve the effective management and control of its activities. In the framework of its public service tasks, SNCB must be accountable to the State and its customers, the train passengers.

In terms of Corporate Governance rules, SNCB concentrates on the reference code imposed by Royal Decree of 6 June 2010 (Belgian Statute Book of 28 June 2010), except for explicitly different definitions from the Act from 21 March 1991 regarding the reform of some economic governmental companies.

Board of Directors

The Board consists of eight members including the Managing Director. Linguistic parity is respected. At least one third of the members of the Board of Directors must be of the opposite sex than the other directors.

The directors are nominated by the Annual General Meeting for a renewable term of six years, and can be reappointed. They are chosen for the complementary nature of their skills.



The Chairman of the Board of Directors is chosen among the directors by Royal Decree following discussion by the Council of Ministers and is appointed by the King.

The Managing Director is appointed by the King for a renewable term of six years. The Managing Director has a different linguistic role from the Chairman.

The Board meets whenever the interests of the company require it, or when at least three directors request a meeting, and at least four times a year. The Board of Directors generally meets on the first Friday of each month.

The Board has the power to take all steps necessary or useful in the accomplishment of the company's objectives. It supervises the work of the Executive Committee.

The Board can only legitimately deliberate and take decisions if at least a majority of its members is present or represented. Decisions of the Board are taken by simple majority of the votes cast. If a vote is tied, the chairman's vote is decisive. Certain decisions are taken with a two-thirds majority (such as approval of the Management Contract and any modifications to it).

Committees created by the Board of Directors

In order to be able to fulfil the relevant tasks, SNCB is not only supported by its Board of Directors but also by two specialised committees, the Audit Committee and the Nomination and Remuneration Committee.

The Audit Committee takes on the tasks entrusted to it by the Board of Directors. It is also responsible for assisting the Board by examining financial information, such as the annual accounts, the management report and intermediate reports. It ensures the reliability and integrity of financial reports on matters of risk management. It provides the Board with an opinion on the annual accounts.

The Nomination and Remuneration Committee gives an opinion on candidates for nomination as members of the Executive Committee and makes

recommendations to the Board on remuneration and benefits granted to members of the Executive Committee.

In addition, the Board of Directors from SNCB is also supported by the Orientation Committee.

The Orientation Committee gives recommendations on all measures that could have an impact on collaboration with regional transport companies.

The Orientation Committee provides advice on all measures that could impact upon collaboration with regional transport companies.

Executive Committee

The Executive Committee consists of the Managing Director, who chairs the committee, and the Executive Directors. The number of Executive Directors is determined by the Board of Directors. They are appointed by the Board of Directors on the recommendation of the Managing Director and after consultation with the Nomination and Remuneration Committee. Their appointments can be revoked by the Board of Directors. The members of the Executive Committee have full power to carry out their roles within the SNCB. Linguistic parity is respected.

The members of the Management Committee* are invited to meetings, together with the managers of the three departments under the responsibility of the Managing Director (Strategic and Legal Affairs, Central Support (Human Resources) and Public & Corporate Affairs).

The Executive Committee usually meets once a week.

In general terms, the Executive Committee is responsible for day-to-day management and for representing the company with regard to this management, as well as for executing Board decisions.

It also has responsibilities delegated to it by the Board and others imposed by law, such as negotiating the management contract.



* This Committee was created by decision of the Executive Committee on 4 January 2005. The Board of Directors, meeting on 16 April 2007, ratified its agreement with the Committee's composition and decided that the managers of the three departments under the responsibility of the Managing Director (Strategic and Legal Affairs, Human Resources and Public & Corporate Affairs) should attend its meetings.

Monitoring bodies

In addition, SNCB also encompasses monitoring bodies such as the Government Commissioner and the College of Commissioners.

Government commissioner

The SNCB is subject to supervision by the Minister responsible for public enterprises. This supervision is exercised by a Government Commissioner appointed by the King, who can also revoke the appointment on the Minister's recommendation.

The commissioner is invited to all meetings of the Board of Directors and the Executive Committee, and sits on these committees in an advisory capacity. He also attends and advises meetings of the Audit Committee.

The Government Commissioner verifies that the law, the statutes and the management contract are observed. He makes sure that SNCB's policies do not hinder its public service vocation.

He reports to the Minister responsible for public companies. He also reports to the Minister for the Budget on all decisions by the Board of Directors or the Executive Committee that will affect the general budget for state spending.

College of Commissioners

In all independent public companies, control of the financial situation, annual accounts and compliance with the law and statutes in the operations to be described in the annual accounts is entrusted to a College of Commissioners with four members. The members of the College bear the title of commissioner. They are appointed for a renewable term of three years.

Board of Directors and Management Committees (on 1 January 2012)

	Number of men	Number of women
Board of Directors SNCB	5	3
Audit Committee	2	2
Nomination and Remuneration Committee	2	2
Executive Committee	4	-

CHAPTER 2

SNCB's approach to

**CORPORATE
SOCIAL
RESPONSIBILITY** (CSR)

CSR Strategy

Committed towards customers, employees, stakeholders and society

SNCB has been working since 2005 on strategic integration of a triple bottom line approach in its business model (abbreviated 'PPP'). Its activities should generate economic, societal and ecological added value.

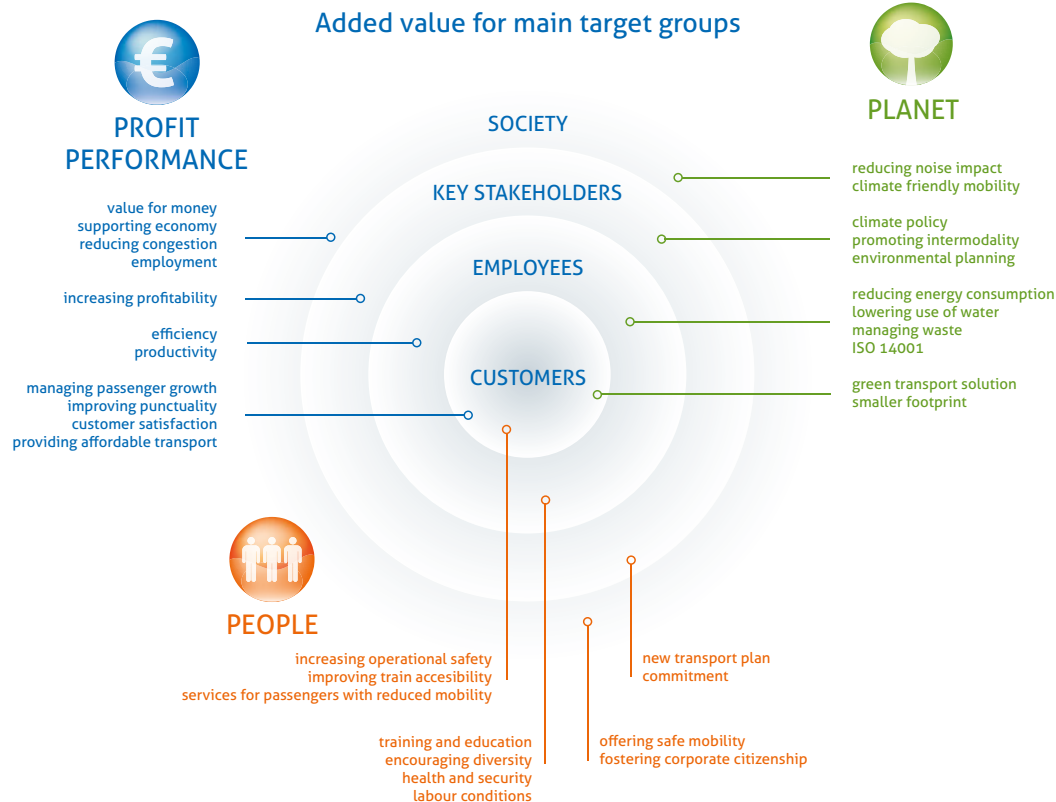
Together with the two traditional pillars, 'People' and 'Planet', the 'Profit' pillar is being expanded with the concept of 'Performance'. Within this slightly modified framework, answers to the strategic challenges facing SNCB can indeed

be better contextualized. The traditional triple bottom line is in this way broadened to 'People', 'Planet' and 'Profit & Performance'.

Within this triple 'P' framework, we have identified several added value indicators. We have attempted to formulate a (quantitative) target for as many added value indicators as possible so that progress in the coming years can be measured in an objective manner.

The added value indicators in turn are distributed across four target groups: at the core are our customers, followed by our employees, our stakeholders (associations and official bodies that influence SNCB policy) and society.

Corporate social responsibility means that we are committed to meeting our responsibilities towards our customers, our employees, our stakeholders and society.



UN Global Compact Membership

In early June 2011, SNCB submitted a request to become a member of the United Nations Global Compact. The UN approved this request so that SNCB is a fully-fledged member of the Global Compact Network. With this, SNCB underscores that it endorses the principles of the Global Compact and that these principles systematically constitute part of the business strategy.

Together with 61 other Belgian companies, SNCB forms part of the local Belgian Global Compact Network.

Find out more: www.globalcompact.be

Prime sustainability rating by Oekom

In 2011, SNCB Group's sustainability efforts were analysed by Oekom Research, one of the world's leading rating agencies for internationally-acclaimed studies in sustainable investment and sustainability ratings. SNCB Group has been awarded a "Prime" sustainability status. This means it ranks among the world's best companies within the rail transport and logistics sector and fulfils the industry-specific minimum requirements defined by Oekom Research (best in class).



CHAPTER 3

RESPONSIBILITY TOWARDS OUR CUSTOMERS

improving the quality of our service



Introduction

In recent years, SNCB has seen an enormous increase in the number of passengers and has invested heavily in new trains, better service and in its employees. This has not yet produced the desired results: the quality of service took an unacceptable step backwards and is currently insufficient for a number of essential indicators such as punctuality.

It is therefore essential that SNCB assumes its responsibility towards its customers by improving the quality of its service. One of the challenges for the coming years is to focus the operating structures even more on the needs of the customer and in this sense to streamline the level of quality the customer desires and the organization.

SNCB's vision concerning quality translates into the motto that the company launched in 2009 and on which all employees work day in day out to effectively achieve it: destination better!



People

Increasing operational safety

Safety, always a priority

Passenger safety is a top priority for SNCB. More than ever, SNCB is aware of the fact that operational safety is one of the most important policy areas.

SNCB's vision of safety

We consider safety as fundamental and as a vital element of the operation of the company. We are committed to guaranteeing the safety of customers, citizens, third parties and employees. We consider safety as an integral part of our business strategy and allow it to play a key role in all our daily activities. SNCB recognizes that the expectations of society concerning safety are continually increasing. In order to meet these expectations, SNCB will continue to develop its safety management intensively, with the objective of being recognized throughout Europe as a reliable railway company.

Since 2005, management has pursued a strategy which emphasizes the following fundamental objectives:

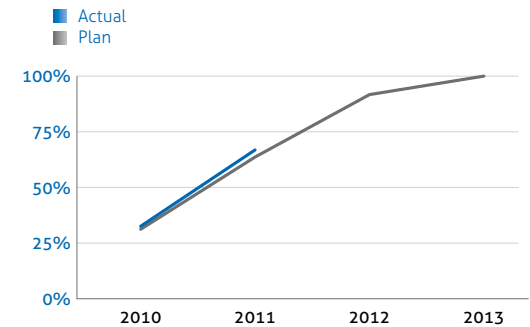
- Increasing the level of safety in the short-term
- Evolving towards an interoperable safety system

Increase the safety level in the short-term: TBL1+ on all trains by 2013

In order to provide the highest possible guarantee of safety on its trains, SNCB decided in 2005 to equip all rolling stock with the Belgian automatic stop system TBL1+ (Transmission Beacon Locomotive 1+). The TBL1+ system is based on a trackside beacon which sends an electromagnetic signal to an aerial located underneath the locomotive. The system detects a train 300m before a red signal and automatically stops it if it is travelling faster than 40km/h. The equipment used complies with the European ETCS system.

The train accident in Buizingen in 2010 confirmed the relevance of the choices SNCB has made in terms of safety technology. After the Buizingen accident, a decision was taken to accelerate installation of TBL1+ technology. SNCB's target is to ensure that 100% of rolling stock is equipped with the system by 2013. By the end of 2011, the TBL1+ system had been installed on 66.5% of the fleet.

Roll-out of TBL1+: plan vs. actual (% of fleet)



Short run target

all rolling stock equipped with TBL1+

Schedule

2013

Situation 2011

66.5% of all rolling stock equipped

Status



Towards an interoperable safety system: a European Train Control System (ETCS) on all trains by 2023

ETCS is an automated train control system that continuously displays the maximum allowed speed in the driver's cabin. Contrary to TBL1+, ETCS is a European safety system. Moreover, this system continuously monitors the train's speed and intervenes when necessary. SNCB aims at a 100% roll out of ETCS on its rolling stock by 2023. At the end of 2011, 22% of new rolling stock was equipped with ETCS.

Long run target

all rolling stock equipped with ETCS

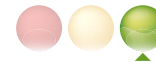
Schedule

2023

Situation 2011

22% of new rolling stock equipped

Status



Improving train accessibility

The accessibility of rolling stock remains one of SNCB's constant focal points. This will become even more important in future because of population ageing. That is why in the long-term SNCB would like to enable passengers with reduced mobility (PRM) to use the train with no or limited external assistance.

In order to reach this goal, wheelchair accessibility to rolling stock should improve. In line with this, 76 multifunctional M6 double-deck carriages have been taken into service in the past few years, 19 of which in 2011. These passenger cars have lowered access doors and offer increased space. Trains that are easy to access are not only advantageous for passengers with limited mobility, but also for passengers who carry a child's pram, suitcase or bike with them. By the end 2011, 22.5% of all SNCB trains were able to accommodate wheelchairs.

Expanding services for passengers with reduced mobility

Passengers with reduced mobility (PRM) are able to make use of a system of mobile teams which provide assistance in stations where no or insufficient numbers of staff are available. This service is called "B-for-You Assistance".

This assistance is provided in 114 stations, from the first to the last train of the day, seven days a week if a request is submitted to the Call Centre at least 24 hours in advance by internet or telephone. In addition, PRMs can be driven by taxi to one of these 114 stations from the 17 stations where no assistance is available. In 2011, SNCB Mobility employees officially provided assistance about 81,000 times to PRMs (of which 30.750 requests via the Call Centre, the other requests via the station). Furthermore, it is estimated that 'unofficial' assistance is provided to PRMs approximately 6,000 times each month (when no official request for this was submitted).

SNCB will also install 124 assistance points in these 114 stations for anyone with reduced mobility. These points will allow less-able people to request assistance or wait for help. 11 assistance points were installed in 2011.

Target

gradually increase number of trains that can accommodate wheelchairs

Schedule

not defined

Situation 2011

22.5% of all SNCB trains can accommodate wheelchairs

Status



Target

gradually expand and optimize services for passengers with reduced mobility

Schedule

not defined

Situation 2011

services provided in/from 131/552 stations
11/124 assistance points installed

Status





Planet

Staying a green transport solution

Nowadays, travelling with the train is equivalent to choosing a green way to travel.

In 2011, emissions for each SNCB passenger amounted to on average 22.8 g of CO₂ per kilometre. For a car passenger, CO₂ emissions amount to an average of 139 g of CO₂ per kilometre (European average, source: International Energy Agency). This is over 6 times higher.

CO₂ emissions for a train passenger on the Paris-Brussels route, for instance, are 27.9 kg less than for a person who makes the journey with the car; the difference in comparison to an aircraft passenger even runs up to 54 kg, or more than eleven times less CO₂.

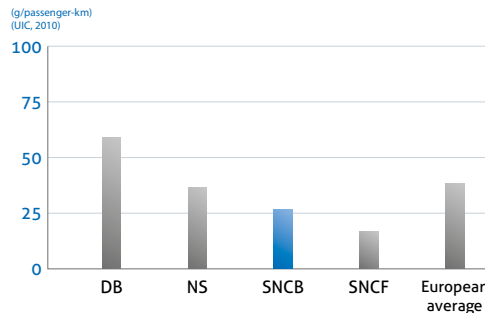
Carbon footprint of an average journey from Paris to Brussels

(CO₂ emissions in kg per passenger)
(Data source: www.ecopassenger.com)
(kg per passenger)



SNCB also scored well qua CO₂ emissions per passenger-km in comparison with other European train operators: in 2010, SNCB emissions were approximately 30% lower than the European average.

Specific CO₂ emissions from passenger trains (g/passenger-km) (UIC, 2010)



When it comes to energy consumption, figures show that the average journey by car requires half as much energy as a similar journey by train. Its large transport capacity and limited rolling resistance make trains exceptionally energy efficient. At rush hour, when trains have on average a load factor which is 3 to 4 times higher than cars, taking a train even becomes 7 to 9 times more energy efficient.

It is not because the train is an extremely environmentally-friendly means of transport today that this will remain the case in future. SNCB

therefore wants to make every effort to keep the train as green as possible. In 2011, SNCB commenced an eco-driving project in which all train drivers received advice about how they could drive the train in an environmentally-friendly way.

In addition, SNCB also started a project whereby in the coming years, all trains will be equipped with an energy metre. This will enable improved monitoring of energy use by trains.

These measures should make it possible to be more efficient with energy consumption of the trains. SNCB is in fact striving to use 1% less traction-energy per passenger-km annually between 2010 and 2020.

Target

specific primary energy consumption of 1.130 kJ per passenger-km

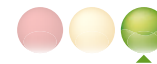
Schedule

2020

Situation 2011

1.165 kJ per passenger-km

Status





Profit & Performance

Improving punctuality

For several years, the punctuality of train traffic has been under pressure. Despite strict follow-up of delays and an analysis of the problem, in recent years SNCB has made little progress. Punctuality is the result of a complex interplay of factors that have been put under pressure by the robust growth of the number of passengers, more intensive use of the railway network, infrastructure works and the age of the trains.

Punctual driving is a vital concern for SNCB. Delays are the greatest annoyance of the customers and do not benefit the image of the company. With the punctuality action plan, SNCB, in collaboration with Infrabel, wants to win the battle against the clock. The action plan contains more than 100 measures in 6 different areas such as transport planning and scheduling, rolling stock.... These measures should have positive impact on punctuality in the short and medium-term.



Punctuality: we are working on it!



HER MATIN, ATELIER D'OSTENDE

NICO PRÉPARE LE DÉPART DU TRAIN IC OSTENDE-EUPEN

Nico est un dépanneur, dont le rôle est de s'assurer que les trains du matin démarrent sans problème. Nico peut s'attendre à ce que son équipe soit très bientôt renforcée. Une initiative de la SNCB destinée à améliorer la ponctualité des trains. Allez voir Nico en pleine action sur www.sncb.be/nousytravaillons


La ponctualité. Nous y travaillons chaque minute.

Destination Mieux  SNCB

In June 2011, SNCB launched a national campaign to make it clear to its customers and the general public that we are working on punctuality. The campaign kicked off with a direct mail to all 476,000 season ticket holders: a notable letter with the headline, "We are not satisfied". The letter could be exchanged for a free first-class train ticket.

The campaign starts with the assertion that SNCB employees are committed at every moment of every day to punctual trains. Three

types of professions are presented in the campaign: a technician in a workshop, a sub-stationmaster and a train repairman. It has to do with real employees in real situations who were photographed and filmed shortly before the advertisements appeared. On www.sncb.tv, they explain what they do and how they work to ensure more punctual trains.

Find out more: www.sncb.tv 

Target

punctuality rate
(before neutralization) of 90.0%

Schedule

2015

Situation 2011

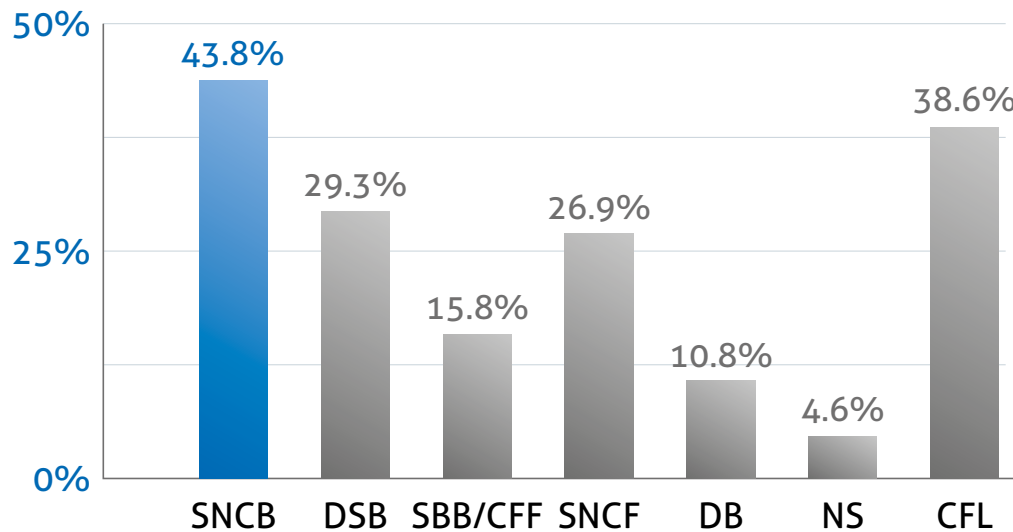
87.0%

Status 

Managing passenger growth

Domestic passenger transport has experienced very strong growth since 2000. Between 2000 and 2011, SNCB transported up to 58% more passengers (from 139.9 mil. passengers in 2000 to 221.3 mil. passengers in 2011).

Growth in the number of passengers transported 2000-2009 (incl. international)



The increase in passengers in recent years was even so great that SNCB became the European leader by far.

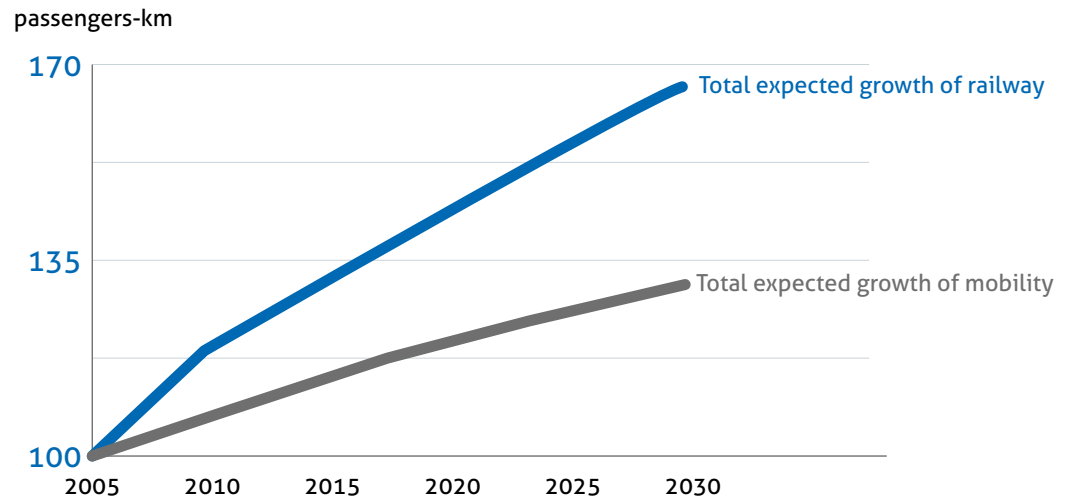
As well external factors such as increasing general mobility, congestion on the roads, the price of fuel and greater environmental awareness among many, tariff measures by the government also had a stimulating effect and contributed significantly to growth.

Despite strong growth in recent years, it seems unlikely that SNCB will attain the extremely ambitious growth targets imposed on it by the government (25% more domestic passengers in the period 2006-2012, or 234.4 million domestic passengers in 2012).

The Belgian Federal Planning Bureau expects that demand for railway transport will also continue its strong growth in the coming decades. According to the Planning Bureau, this growth will even outstrip the total growth of mobility.

Total expected growth of mobility vs. growth of railway

(Source: Federal Planning Bureau)



The long-term challenge for SNCB, therefore, will also consist of accommodating the expected growth of demand in a timely and effective manner.

Target

234.4 million domestic passengers
(+25% vs. 2006)

Schedule

2012

Situation 2011

221.3 million domestic passengers

Status



Improving customer satisfaction

In order to gauge subjective customer satisfaction, SNCB Mobility has developed its own tool: the quality barometer. The customer's perception of quality is evaluated on the basis of the quality barometer.

In recent years, the quality barometer revealed a sharp decline. For general customer satisfaction, the average score out of 10 decreased from 6.93 in 2008 to 6.28 in 2011.

	Average score out of 10			
	2008 (n=11,524)	2009 (n=13,994)	2010 (n=12,633)	2011 (n=12,366)
General customer satisfaction	6.93	6.92	6.41	6.28

Various studies and surveys clearly demonstrate that information is a very important element of customer satisfaction. Customers want access to correct and current information always and everywhere. SNCB responded to this in 2011 with the development of all sorts of applications via internet, sms, smartphone and mobile information stands. An overview:

Via internet

- Real time train information via the travel planner on the NMBS homepage
- Real time train information via the mobile website m.nmbs.be

Via sms

- Real time train information via SMS 2828 (paid)
- Free real time train information for season ticket holders via the 'My Train Info' application

Via smartphone

- 'Train Information for smartphones' application

Via mobile information stands

There are total of 115 mobile information stands installed in 58 stations. These mobile information stands inform the customer about disturbances to train traffic and provide information about the new timetable or about other changes.

SNCB also tries to improve customer satisfaction by introducing new, more reliable and more comfortable rolling stock.

In 2011, modernization of the SNCB fleet was effectively accomplished. Delivery of the M6 double-deck carriages was completed, so SNCB now has 492 units. Refurbishment programs of M5 and Break motor-cars are running. Delivery of the Type 18 locomotives is well under way after a homologation period which took longer than anticipated. The first, brand-new T18 locomotives have been travelling on the Ostend-Eupen connection since July 2011.

The arrival of the T18 locomotives signifies a comprehensive upgrade to the fleet. The investment has also made a positive contribution to improving punctuality: the modern locomotives are very reliable, which should significantly reduce the number of minutes of delay and cancelled trains. The T18 is equipped with all necessary safety systems (ETCS, TBL 1+ ...) and can reach a maximum speed of 200 km/h.

Target

120 T18 locomotives in operation

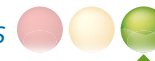
Schedule

end of 2012

Situation 2011

48 T18 locomotives in operation

Status



Providing affordable transport

As a public service provider, SNCB wants to offer all sections of society a chance to take the train for professional as well as leisure-time journeys. The policy is a product of history: from the very birth of the railways in Belgium, the intention of the government was to let all social classes pay according to their financial means. Thus, starting in 1854, children under the age of three could ride free of charge if they did not occupy a seat; children between the ages of three and eight received a 50% reduction; and soldiers travelled at half price. In 1865, student fares with reductions of up to 60% were introduced.

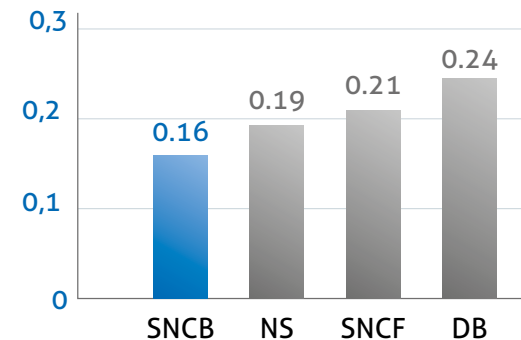
Today SNCB offers free travel opportunities for up to 4 accompanying children, the visually impaired and their carers, journalists, passengers with National Recognition, police officers (in uniform) and, last but not least, home to work commuters (when the employer pays 80%, the State settles the remaining 20%). Reduced prices are available for large families (50% discount), mothers-to-be (free 1st class upgrade), job seekers (€ 1/journey or 75% off in 2nd class), people with a lower income (50%

discount), military personnel (50% discount), youth and students (Go Pass, Campus Card...), over-65s (senior ticket) and leisure trips (50% discount during weekends...). SNCB is actually striving to simplify its discount formulas so that customers can find the most appropriate formula more quickly. This product simplification should also lead to curtailment of the number of instances of aggression against train guards (see *infra*).

As concerns pricing policy, SNCB is bound by what the management contract with the government requires. SNCB can revise prices one time annually (in February) within the limits stipulated by this management contract. In February 2011, fares increased on average by 1.24%.

In comparison to neighbouring networks, SNCB prices are inexpensive. In 2011, a SNCB customer paid € 0.16 per kilometre for a second-class ticket for a distance of 30 km. A customer of NS, on the contrary, paid € 0.19; at SNCF it was € 0.21; and at DB € 0.24 per kilometre. (Source: SNCB Mobility)

Ticket Price (2011)
2nd class - 30 km (in €/km)



Progress indicators

Punctuality	2008	2009	2010	2011
Before neutralization (of external causes and major investment works)	90.2%	88.9%	85.7%	87.0%
After neutralization	94.3%	92.9%	90.4%	91.9%
Assessed according to passenger numbers	88.7%	87.1%	82.9%	84.6%
Measured over the entire journey	91.2%	88.8%	85.7%	86.8%
Including cancelled trains	n/a	n/a	84.2%	85.5%
% of delays caused by SNCB	46.4%	46.4%	45.8%	42.1%
Number of trains cancelled	14,288	21,556	25,192	22,154
% of total number of trains	1.1%	1.7%	1.9%	1.7%
% of train cancellations caused by SNCB	52.4%	52.4%	50.7%	42%

Operational safety	2008	2009	2010	2011
% of trains equipped with TBL1+	n/a	2.2%	32.2%	66.5%

Number of passengers	2008	2009	2010	2011
SNCB Mobility (million)	206.1	210.1	215.1	221.3
SNCB Europe (million) (* Eurostar cut off as from September 2010)	10.6	10.3	9.2 ^(*)	7.9 ^(*)

Energy consumption (trains)	2008	2009	2010	2011
Primary energy use of electric passenger trains (TJ)	11,472	12,070	12,849	12,073
Primary energy use of diesel passenger trains (TJ)	531	513	481	568
Total primary energy use of passenger trains (TJ)	12,003	12,583	13,330	12,641
Specific primary energy use of passenger trains (kJ/passenger-km)	1,154	1,207	1,256	1,165

Quality barometer results	2008	2009	2010	2011
General satisfaction	6.93	6.92	6.41	6.28
Reception and services in the stations	7.21	7.17	6.96	7.00
Cleanliness in stations	6.68	6.74	6.58	6.62
Comfort on the trains	7.04	6.99	6.83	6.87
Cleanliness on the trains	6.76	6.76	6.53	6.52
Frequency of trains	6.54	6.52	6.23	6.17
Train punctuality	5.99	5.88	5.22	4.82
Information on the trains	6.77	6.68	6.40	6.22
SNCB personnel on the trains	7.64	7.60	7.42	7.38
SNCB personnel in the stations	7.32	7.28	7.08	7.09
Information in the stations	7.14	7.11	6.80	6.74
Purchase of a ticket	7.63	7.47	7.14	7.26
Price	7.08	6.78	6.60	6.68

Affordable transport	2008	2009	2010	2011
Average fare adjustment	+2.29%	+5.9%	+0.57%	+1.24%

Accessibility / Services for passengers with reduced mobility	2008	2009	2010	2011
Number of stations with accessibility services for passengers with limited mobility	103	113	114	114
Number of assistance points in use	0	0	0	11
% of trains that can accommodate wheelchairs	n/a	n/a	18.3	22.5
Number of support interventions to passengers with reduced mobility (officially registered) (*) Only six months	n/a	54,311 ^(*)	104,056	81,384

New / refurbished rolling stock	2008	2009	2010	2011
Number of new locomotives	0	0	0	48
Number of new carriages	53	81	66	19
Number of refurbished railcars	13	9	6	7
Number of refurbished carriages	14	33	34	35

CHAPTER 4

RESPONSIBILITY TOWARDS OUR EMPLOYEES

anchoring sustainability in the corporate culture

Introduction

Anchoring sustainability in the corporate culture means establishing a culture in which employees hold common assumptions and beliefs about the importance of balancing social equity, economic efficiency and environmental accountability.

To this end, SNCB employees serve to formulate an answer to the challenges of tomorrow which are situated within each pillar of the triple bottom line. Against the background of increasing interculturalism, a crooked age pyramid (nearly half of SNCB employees will reach natural retirement age in the coming ten years) and onrushing liberalization, more and more attention will also have to be paid to increasing productivity and accentuating care for the environment.





People

Encouraging diversity

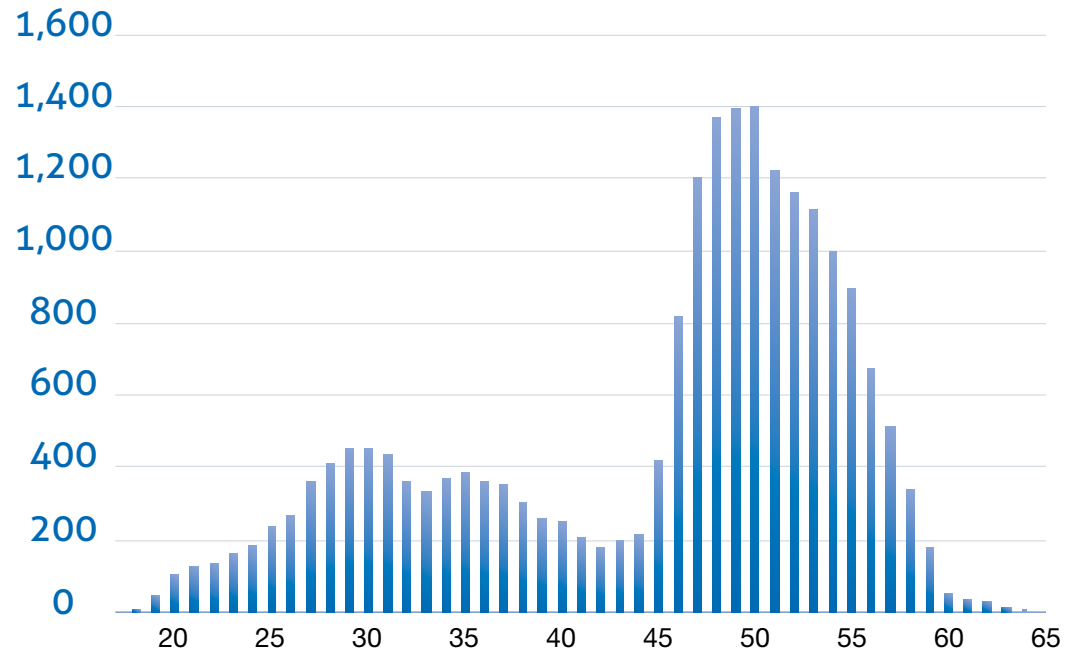
SNCB wants to profile itself as a company where diversity is important. Staff regulations do guarantee equal treatment of all employees, but in order to provide a better response to the changing social context, in 2006 the three companies of the SNCB Group implemented a diversity policy. This diversity is manifested at different levels: sex, origin, handicap, education level and age are criteria that SNCB wants to take into consideration. Respect for everyone and appreciation for every employee are important in this.

The importance of diversity is also clearly illustrated by the recruitment campaigns (at the level of the SNCB Group). The message is simple: every function is open to everyone who meets the requirements, irrespective of age, sex, origin....

Age

SNCB has a disproportionately large number of older employees in service, many of whom will leave the company in the coming years. In the coming five years, approximately 22% of the staff will leave; in the coming 10 years that is even 56%. About 60% of all staff is older than 45.

Number of employees/age



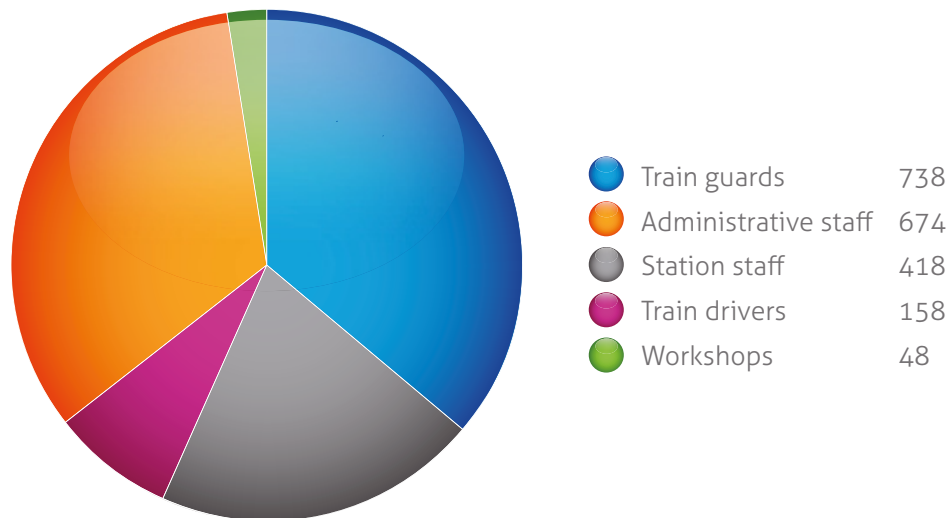
This situation creates a double challenge: attracting a sufficient number of recently educated and motivated staff, and at the same time ensuring the transfer of knowledge from the old to the new generation. The new generation will also have to work in a different context: with increasing liberalization, it is not unthinkable that new players will come forward for

train maintenance. For freight cars, competition has been active for a few years, but evolution is also likely for passenger equipment. It suffices to look at the Netherlands, where various train companies are already active: the newcomers contract out to specialized private companies or handle it themselves.

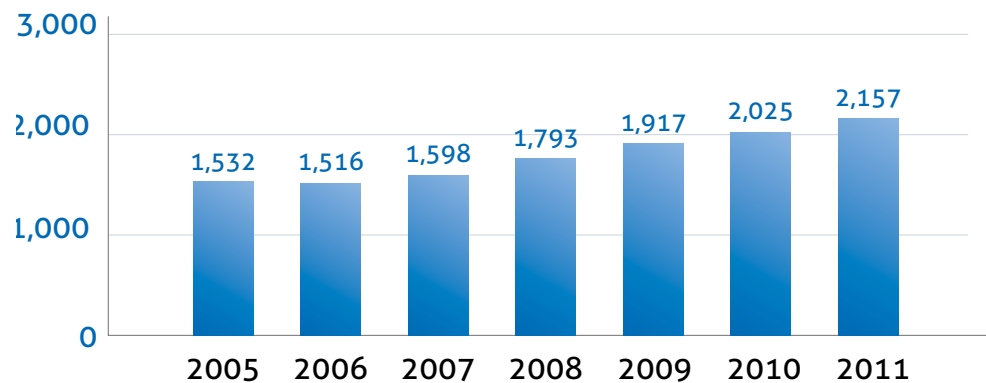
Women

At the end of 2011, SNCB employed 2,157 women. The railways used to be a male bastion (explained by the fact that some rather technical jobs have long been regarded as jobs for men), but female employees are gaining ground: their numbers have increased by 40.80% since 2005.

Number of women per job category (end 2011)



Number of female employees



On 1 April 2011, SNCB organized a 'Ladies Day' for the sixth time. By organizing these 'Ladies Days', SNCB encourages its female employees to further develop their ambitions. On this day, women from various personnel categories can participate in a variety of workshops and discussions about their function and experience within the company.

This year there were workshops around the themes of stress resistance, assertiveness, awareness of interaction and reaction, and so on. The discussions addressed themes such as "The perception of women within SNCB" and "Railway employee, a job for women?".

In conclusion, it is not insignificant to mention that SNCB makes no distinction between men and women when it comes to remuneration of its employees



Foreigners

The number of foreign employees is very difficult to ascertain. This is due to the fact that, on the one hand, an exact definition of 'foreign' has yet to be provided and, on the other hand, personnel data must be obtained without breaching the law on personal privacy.

Even though it is difficult to make a reliable estimate of the number of foreigners recruited by SNCB, it can be said with some certainty that it is quite low. Belgian nationality used to be a condition for access to a statutory position. Amendments to the Personnel Statute in 2007, however, formalized accessibility to statutory roles for any member of the European Economic Area and Swiss subjects. There are no restrictions at all regarding nationality for non-statutory positions.

At the end of 2011, SNCB employed 107 people of non-Belgian nationality (0.54% of all employees).

Reclassification

People who can no longer carry out their regular role for medical reasons can continue to work within SNCB thanks to a reclassification system for personnel within the company. In this event, the person who has been declared temporarily or permanently unfit can agree to re-employment. SNCB then looks for a position that suits the capacities of the person concerned in a role and at a scale that is suitable for that member of staff. At the end of 2011, 325 employees were declared medically unfit for their normal roles.



Fighting against aggression

Increasing aggression, verbal or physical, is a societal trend which SNCB has not escaped. Train guards are the primary victims of aggression (two-thirds of incidences). We can speak of a sharp rise in the number of incidences of aggression since 2009: in 2011, train guards reported 58% more incidences of aggression than in 2008.

In approximately 67% of instances, an invalid ticket is at the root of the problems. Another 10% has to do with train passengers who try to get on board after the departure signal has sounded. Furthermore, it sometimes has to do with conflicts between passengers or gratuitous violence.

A third of the number of instances of aggression concern physical violence. In many instances it remains limited to pushing and shoving, but in recent years the violence has taken on more intense forms. But all forms of aggression leave their traces. In 2011, 259 train guards were unable to work, which translates into 3,152 days of work missed.

For ten years now, train guards can call upon a 'buddy' after an instance of aggression. This is a trained conductor who offers emotional assistance after the fact and assists the person involved in the subsequent administrative tasks or accompanies him or her to the police or hospital. Buddies work on a volunteer basis.

SNCB currently has 180 individuals who are ready to support their fellow train guards. The system works exceptionally well and was also quickly introduced for train drivers and station staff.

SNCB works together with all partners to fight the phenomenon. A master plan was drawn up by the security services with a list of measures. SNCB will also always take the necessary legal steps in order to recuperate the damage they suffer.

Stimulating training and education

SNCB invests heavily in training its staff, and in particular train drivers. Train drivers play an essential role in the safety and continuity of train traffic. A good education is thus of crucial importance.

SNCB Technics uses the most modern training resources for this, such as simulators and computer-supported training, adjusted to the changing safety systems (ETCS). SNCB's two full-scale simulators (in Salzinnes and Mechelen) were completely renewed in this sense. The training centre for SNCB Technics train drivers already obtained an ISO 9001 certificate in 2010 and is recognized as an independent institute. The training is open for all potential drivers, also those from other operators.



Facilitating employee relations

Social dialogue and the unions

Social relationships play an important role in terms of sustainability. The directors and representatives from the recognized unions periodically negotiate sector-based conventions. These primarily apply to issues that directly involve the staff. Discussions result in a social accord protocol and generally relate to a defined period of time.

All SNCB employees are able to join a union of their choice. All SNCB employees are covered by collective bargaining agreements.

The joint bodies

The joint bodies each have a defined competency and the National Joint Commission works on personnel issues on a national level. The Personnel Statute may only be amended with its permission and there must be a two-thirds majority for this to occur. Each amendment of personnel regulations must also be presented for recommendation. It also issues recommendations relating to the management contract and checks the SNCB Group's economic and financial information.

The National Joint Sub-Commission is tasked with preparing questions that must be presented to the National Joint Commission.

Finally, the Regional Joint Commission is responsible for the issue in terms of local personnel. They monitor the evolution of employment at a regional level and also consider local conditions in terms of performance and break times, holidays and special employment schemes. They investigate proposals and complaints from personnel in relation to prevention and protection at work and the organization of work in general.



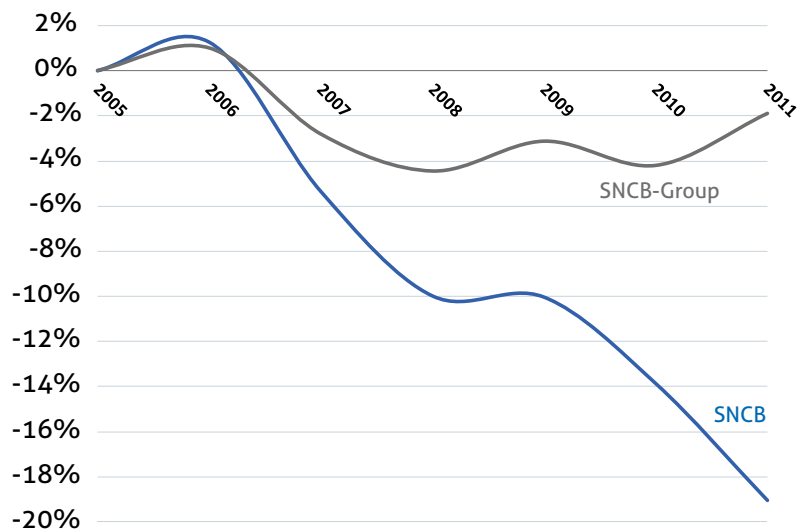
Planet

Reducing energy consumption in our workshops

The rising demand for energy and the need to limit CO₂ emissions requires that more attention is paid to energy efficiency. In its management contract with the State, SNCB is committed to help ensure that energy consumption in the buildings of the entire SNCB Group is reduced by 7.5% by 2012 and no less than 20% by 2020. SNCB has a good number of projects running in order to reach this objective. All workshops are subjected to an energy audit. These audits lead to an action plan for each workshop to limit energy consumption. Specific measures which have arisen from this are, for example, installation of air curtains, renewal of lighting and heating, implementation of combined heat and power... And it has been a big success, as between 2005 and 2011 the company already succeeded in using approximately 19% less energy in its workshops! Consumption of fuel oil and gas (weather corrected) even decreased by 24%* in this period.

Reduction of non-traction energy consumption

(weather corrected)



Target

reduce energy consumption of workshops by 7.5% by 2012 and 20% by 2020 (vs. 2005)

Schedule

2012

Situation 2011

-19% (vs. -1.9 SNCB-Group)

Status 

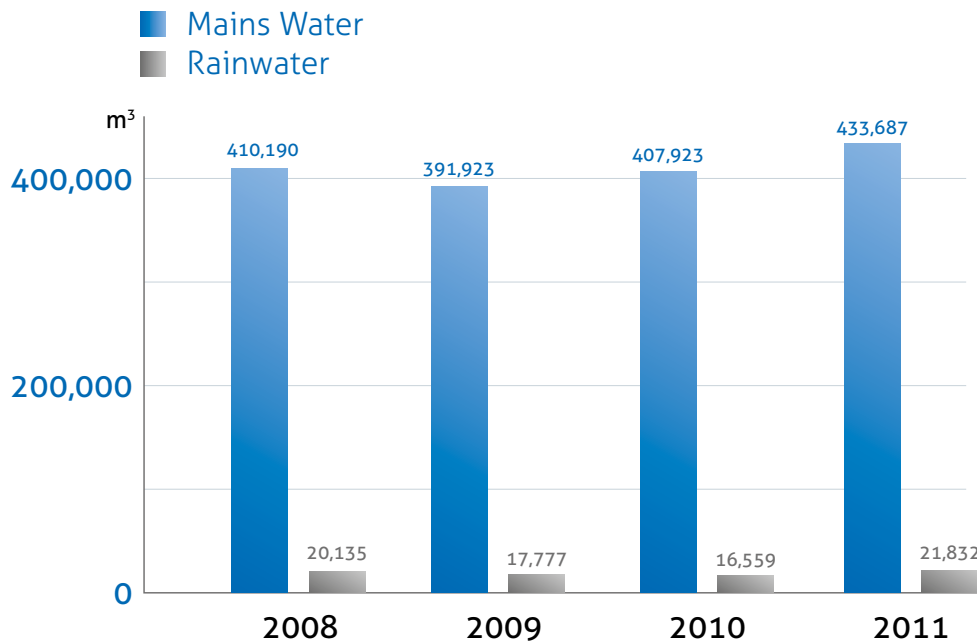
* Figures for 2011 include SNCB Logistics NV/SA to enable a correct comparison with base year 2005.

Reducing water use in our workshops

Water is a precious resource, for nature as well as humanity. It must therefore be used sensibly. SNCB is striving to reduce the use of mains water, to use more rainwater, to limit discharge of hazardous waste products into the waste water and improve recuperation of waste water after treatment.

The maintenance centres for the trains, including the 'train-washers', are the greediest consumers of water. In the maintenance centres, water is mainly used for sanitary facilities, showers, cleaning workshops, train-wash installations and filling the train water reservoirs. Rainwater is also increasingly being used for flushing toilets, cleaning workshops and washing the trains. Given the significant rise in water prices, the capture and use of rain water is economically interesting, however it is not free. Investments must be made in the infrastructure in order to capture it, and an internal distribution network with pipes and pumps must be installed.

Mains water use vs. rainwater use (m³)



Target:

reduce mains water use - promote rainwater use (no quantitative target defined)

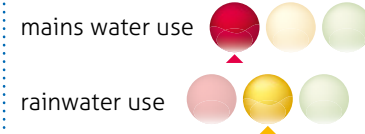
Schedule:

not defined

Situation 2011:

mains water use +6.3% (vs. 2010)
rainwater use +31.8% (vs. 2010)

Status:



Managing waste in our workshops

Waste prevention and improved sorting: these are the two cornerstones of SNCB's waste policy. A distinction is made between waste that is created in stations and trains, and waste that is produced by the workshops.

The workshop in Salzinnes (Namur) has 720 employees. In 2005, the workshop was awarded an ISO 14001 certificate for environmental management; this targets issues such as economical use of natural raw materials, limiting hazardous emissions and waste management.

Waste management must comply with a vast range of parameters. Respecting existing legislation is the first priority, but there are

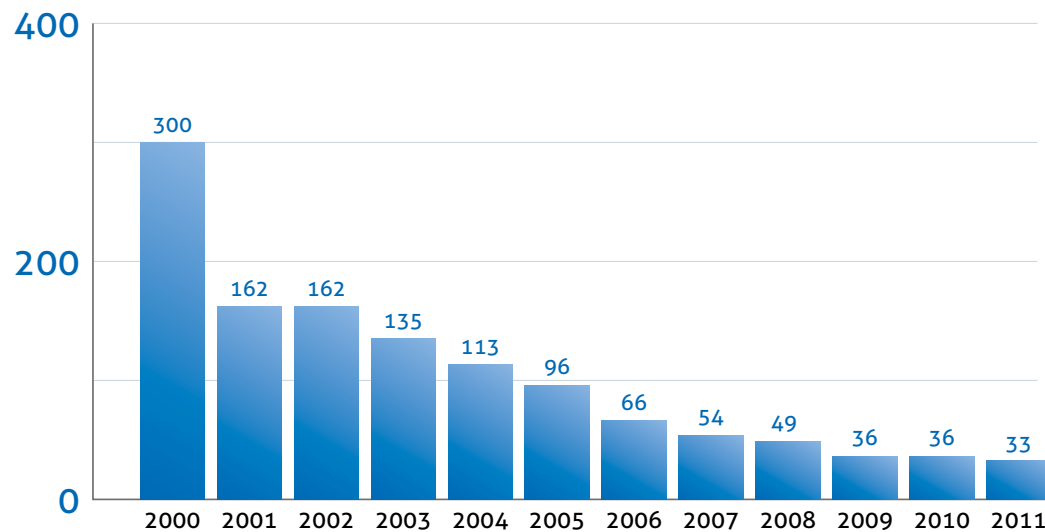
many other objectives alongside this: reducing costs (recycling options, compacting waste), ensuring that sorting processes are improved, raising awareness among employees, checking (certificate of non-conformity), researching and developing new recycling methods.

Every hall in the workshop has a mini-recycling centre with a range of recycled goods that can then be resold, including cards, hazardous plastics, empty paint pots, used filters, ink cartridges, batteries from the locomotives, spray cans, containers, brake discs, polystyrene.... The sorting team collects the waste every day.

In order to encourage effective sorting among the staff, the workshop employs the "5S-method" which raises awareness in the workshop by means of posters. A sorting guide has also been produced. The 5S method, like many other quality systems, has been imported from Japan and encompasses a method of labour organisation that focuses on order and neatness (and maintaining this).

The results are staggering: in 2000, before implementation of the 5S method, the Salzinnes workshop produced approximately 300 tons of non-sorted waste. In 2011, only 33 tons – or almost 10 times less - were produced!

Production of non sorted waste at Salzinnes workshop (tons/year)



Introducing environmental management systems

An environmental care or environmental management system is targeted specifically at managing performance in the environmental sector. Such a system includes a set of measures taken by an organization so that in all aspects of business operations, the 'environment' is systematically taken into account. In addition to compliance with extensive environmental legislation, the ISO 14001 environmental care system requires the organization to continuously have an eye for possibilities to improve its own environmental performance.

The Central Workshops in Mechelen, Salzinnes and Cuesmes and the Traction workshop in Antwerp have been ISO 14001 certified since the end of 2007. Between 2007 and 2011, no additional entities were certified.

SNCB is committed to have all workshops ISO 14001 certified by the end of 2012.

Target

all workshops ISO 14001 certified

Schedule

2012

Situation 2011

4/13 workshops ISO 14001 certified

Status



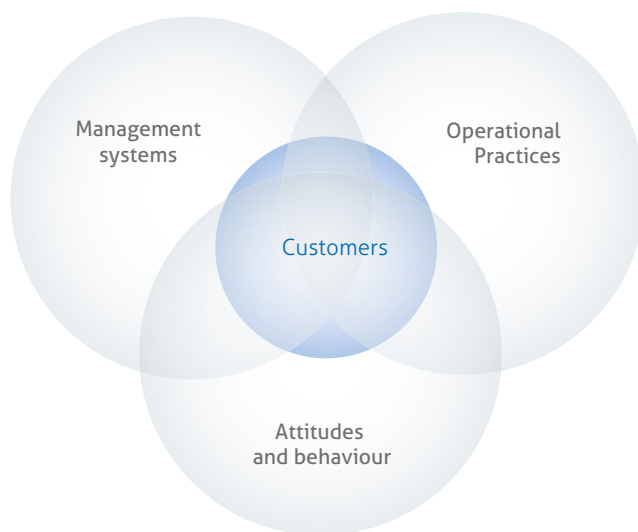


Profit & Performance

Increasing productivity and efficiency

Maintenance and repair workshops form the heart of SNCB. Without the daily efforts of more than 6,000 employees, no train can ride safely and comfortably. These workshops are facing a revolution. The Taylorian, strongly hierarchical approach of the working organization is being completely revised in order to provide an answer to the challenges of tomorrow. That is the commitment of the ambitious BeLEAN project: the introduction of lean management principles should lead to a more horizontal organization, empowerment of the employees on the shop floor, inspirational coaching instead of strict leadership and assertive teams. The final commitment: satisfied customers.

BeLEAN places the customer at the centre of the working organization. The focus is on what the customer considers to be added value. Operational practices and management systems are examined based upon this. The whole process is supported by the staff, so that their attitude and behaviour also play an important role in implementing the lean methodology



The introduction of BeLEAN is done in phases and with clearly defined project groups in the various workshops. The Ostend and Salzinnes workshops got things rolling in March 2011. In Ostend, a pilot project started with the electro-mechanics for electric traction. In Salzinnes, the logistics department, which is responsible for distributing replacement parts and components to the various workshops, was the first to take part.

Meanwhile, projects have been started up in workshops such as Mechelen and the Antwerp vehicle workshop, while in Ostend and Salzinnes other departments are also commencing BeLEAN. This does not only involve the shop floor: a number of departments of SNCB Technics central services have also started up the process.

Target

increase productivity by 4% annually

Schedule

2015

Situation 2011

project launched

Status

Progress indicators

Part time labour (situation end of year)	2008	2009	2010	2011
Number of part time employees (head count)	4,322	4,413	4,471	4,242
% of part time employment	20.53%	21.04%	21.9%	21.51%

Diversity (situation end of year)	2008	2009	2010	2011
Number of female employees (head count)	1,763	1,917	2,025	2,157
% of women newly recruited	n/a	16%	30%	26%
Number of employees with other than Belgian nationality (head count)	81	95	94	107
% of employees with other than Belgian nationality	0.38%	0.45%	0.46%	0.54%
Number of employees with disabilities (head count)	264	297	328	325
Number of employees older than 45 (head count)	13,870	13,458	12,766	11,704
% of employees older than 45 (FTE)	65.88%	64.15%	62.54%	59.34%

Employment safety	2008	2009	2010	2011
Number of instances of aggression against train guards	780	987	1,085	1,230

Absenteeism	2008	2009	2010	2011
Average days of leave per employee for non-work related illness or injury (of other indicator for absenteeism)	17.2	17.77	18.85	19.33

Waste management	2008	2009	2010	2011
Sorted waste from trains and stations (tons)	6,041	6,098	8,039	7,795

Emissions (non traction)	2008	2009	2010	2011
CO ₂ emissions from heating buildings with fuel oil (tons)	10,958	9,529	11,083	9,433
CO ₂ emissions from heating buildings with natural gas (tons)	19,881	20,117	22,831	15,665
CO ₂ emissions from use of electricity in buildings and installations (tons)	8,841	9,094	8,841	3,070
CO ₂ emissions from vehicle fleet (tons)	1,024	1,339	1,357	1,303
Total CO₂ emissions from buildings, installations and vehicle fleet (tons)	40,704	40,079	44,112	29,472

Energy (non traction)	2008	2009	2010	2011
Primary energy use for heating buildings with fuel oil (GJ)	150,116	130,540	151,825	129,222
Primary energy use for heating buildings with natural gas (GJ)	361,465	365,768	415,109	284,821
Primary energy use for use of electricity in buildings and installations (GJ)	402,226	440,322	431,132	382,648
Primary energy use for vehicle fleet (GJ)	14,347	18,523	18,863	18,060
Total primary energy use for buildings, installations and vehicle fleet (GJ)	928,153	955,153	1,016,928	814,751

Water use (workshops)	2008	2009	2010	2011
Mains water use (m ³)	410,190	391,923	407,923	433,687
Rainwater use (m ³)	20,135	17,777	16,559	21,832
Groundwater use (m ³)	9,347	10,308	5,492	2,632
Surface water use (m ³)	n/a	3,186	2,987	2,407
Total water use (m³)	444,977	424,044	434,146	460,558
% of grey water compared to mains water	8.5%	8.2%	6.4%	5.8%

Environmental management	2008	2009	2010	2011
Number of ISO 14001 certified workshops	4	4	4	4

CHAPTER 5

RESPONSIBILITY TOWARDS OUR STAKEHOLDERS

operate cost-effective services

Introduction

A public company such as SNCB has a duty to pay special attention to its interested parties or stakeholders. Associations and official bodies which influence the policy of the railway operator are among the key stakeholders of SNCB.

Our stakeholders constitute an important target group in this report. Through its financing mechanisms via the government, the railway in our country requires substantial financial contributions from the community. It goes without saying that it is expected from a company like SNCB that in exchange for this, it provides a balanced and high-quality offering of train services and in this pays great attention to adequate management of operational costs.





People

Developing a new train offer

In 2011, SNCB Mobility ran approximately 3,700 domestic passenger trains on every workday and approximately 1,900 every weekend day.

- trains that ensure punctual and fast intercity/interregional connections (IC/IR trains);
- trains that ensure local connections (L);
- rush hour trains or extra trains (P)
- trains on suburban connections in and around Brussels, as an intermediate step towards realization of a regional express network or RER (CR);
- tourist trains which must accommodate season-related needs (T).

The existing transport plan dates from 1998. Since then, the number of passengers has sharply increased. Adjustments are made annually (new trains and adjusted compositions), but a comprehensive renewal operation is necessary. Such an operation takes several years of preparation and must, among others, take into account the new railway infrastructure provided by the infrastructure manager, Infrabel.



SNCB Mobility is currently developing a new transport plan which will be introduced in 2013. The priorities of this plan are increased robustness, better connections (also with other modes) and a clear, punctual timetable. This plan will offer solace in the short to medium-term for accommodating the increasing number of passengers.

For the longer term, SNCB has conducted a strategic orientation study which maps out the future mobility demand and outlines the main points for a 2020-2030 offering. The

fundamental principles of the 2013 transport plan continue to apply, but receive a much stricter interpretation. The plan assumes a minimal service of two trains per hour and in each direction for all stations and stops (provided sufficient demand). The trains travel every half hour or every fifteen minutes, which significantly decreases the need for additional rush hour trains. Currently, 31% of trains in the primary scheduling do not travel according to the punctual scheme, which increases the risks of disturbances in the train service and thus has a negative influence on punctuality.

Engaging stakeholders

SNCB attaches great importance to providing information to its stakeholders: key stakeholders such as TreinTramBus, ACTP (Association des Clients des Transports Publics), the ombudsmen, RCG/CCU (Raadgevend Comité van Gebruikers/Comité Consultatif des Usagers) and FOD M&V/SPF M&T (Federale Overheidsdienst Mobiliteit & Vervoer/Service public fédéral Mobilité & Transports) are invited about four times per year for an informational meeting which presents projects which are about to be realized. SNCB is also ready to enter into dialogue with local authorities or clients in order to, for instance, discuss the consequences of a change to the timetable or to provide more explanation about recurring problems on certain connections.

Target

engage stakeholders through informational meetings

Schedule

yearly about 4 meetings
with key stakeholders

Situation 2011

3 meetings organised

Status 





Planet

Promoting intermodality

SNCB focuses on new technologies in order to address the challenges of intermodality.

The SNCB 'route planner' informs passengers about the timetable upon arrival in and departure from stations and stops, and proposes 'door-to-door' routes. The route planner has been launched via the official SNCB website and via a mobile website (m.sncb.be). For the coming years, SNCB is aiming at further development of all travel information during the entire route of the customer, from door to door. More and more, information will be available in tailor-made fashion, personalized for every customer. In doing so, SNCB is playing the hand of the newest technologies: mobile (smartphone, tablets ...), on social networks, via instant messaging and Bluetooth.

In 2011, SNCB took significant steps in preparing the introduction of a chip card. The card works on the basis of MoBIB technology used by the MIVB/STIB transport company in Brussels, and developed together with them. SNCB season ticket holders will receive the first instalment by mid-2012. Starting in mid-2013, season tickets will only be created and renewed as a chip card. It is estimated that some

520,000 season ticket holders (commuting train tickets and school train tickets) will make use of the new chip card.

In function of experience, in the near future the chip card can also be used for other SNCB products, such as tickets. There is an array of advantages of the 'MoBIB' card: the chip cards are sturdier, safer, smaller and fit perfectly into the customer's wallet.

The card offers a great many future possibilities: all public transport companies in Belgium share the technological platform. TMIVB/STIB is the first partner for combined season tickets. De Lijn and TEC are to follow. The chip card can thus develop into an actual multi-modal transport ticket, which can also offer other services in addition to public transport (parking, bicycle rental...).



Steering environmental planning

Transport by train holds multiple ecological advantages. One of the less commented trump cards of the railway system is the use of space. In comparison to car transport, rail needs three times less space to transport an equal number of passengers. This makes railways particularly interesting for densely populated areas. Railways are a perfect tool in the development of a sustainable environmental planning. Urban planners can take into account the presence of stations to concentrate industrial sites or new city areas, avoiding the use of open space for new constructions.

SNCB can stimulate the development of industrial or living areas by creating new services or stations. A good example was the opening of the “Noorderkempen” station in a rural, but rapidly developing area without any train services, on the newly built high speed line between Antwerp (Belgium) and Breda (the Netherlands). Actually it daily serves about a thousand commuters, but SNCB expects this number to grow in the near future. The service helps to reduce congestion on the saturated Antwerp – Breda highway in the region, which is an important transit axe for international transport.





Profit & Performance

Increasing profitability

SNCB suffered heavily between 2008 and 2010 under the consequences of the economic crisis and under the sharp increase of a number of significant costs, such as energy costs. It is of essential importance to SNCB to reduce these losses as quickly as possible in order to guarantee a sustainable future for the company.

For this reason, the Board of Directors of SNCB in October 2011 approved a plan to achieve a positive operating cash flow (EBITDA by 2015). Between 2012 and 2015, SNCB will implement a number of reorganization measures, all with a view to the social importance of its activities and without unconditional dismissals.

The measures are aimed at more rational and more productive functioning. A limited number of staff members who are made redundant in a natural manner will not be replaced. Furthermore, a number of general costs such as consultancy, ICT, publicity, rent and cleaning of buildings will be reduced. Finally, the train offering will also be streamlined: starting at the end of 2012, 193 trains with a very low covering cost will be removed (approximately 5% of the total offering). An alternative will be offered for affected passengers.

Target

positive EBITDA

Schedule

2015

Situation 2011

EBITDA of -107.7 mil. €

Status



Progress indicators

Stakeholders	2008	2009	2010	2011
Number of annual informational meetings with key stakeholders	3	3	4	3

Profitability	2008	2009	2010	2011
EBITDA (mil. €)	-108	-288	-126	-107.7

CHAPTER 6

RESPONSIBILITY TOWARDS THE COMMUNITY

contribute to a sustainable mobility

Introduction

As one of the country's largest employers, we make a vital contribution to the economy, investing millions of euros. We keep employees and families moving and we provide an essential public service for many people. We also play an essential role in contributing to sustainable mobility: the train is a safe, climate friendly, increasingly quiet and congestion-free mode of transport.





People

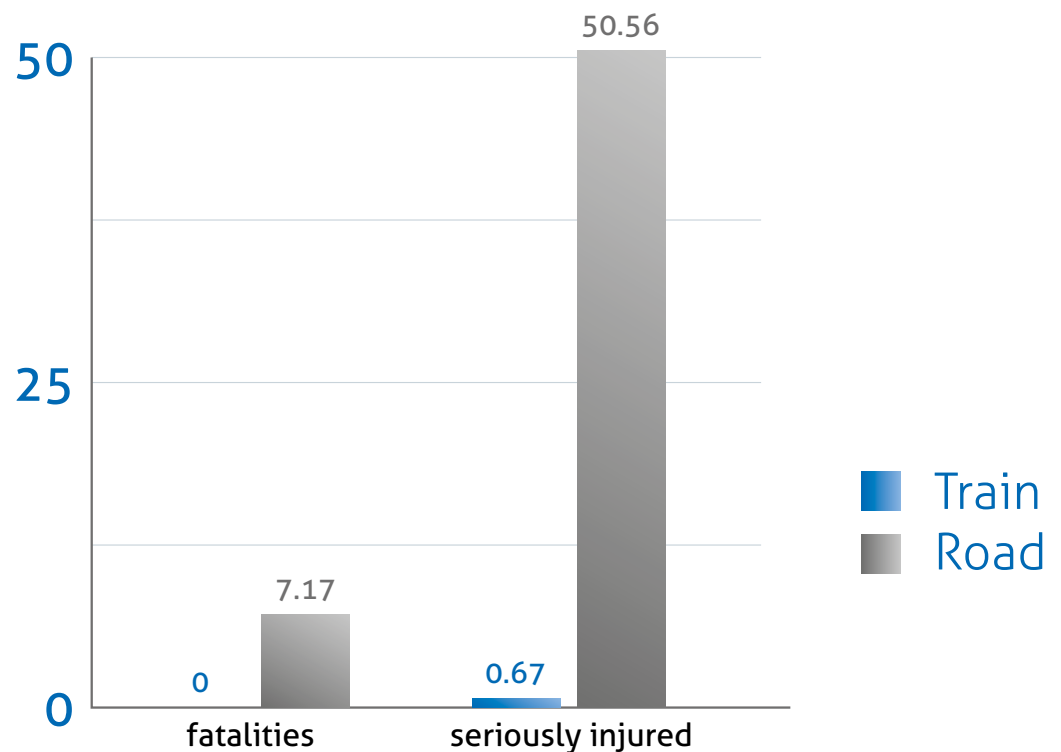
Offering safe mobility

The train is intrinsically a very safe means of transportation. In 2008, 2009 and 2011, no passengers died in accidents of which SNCB was at the cause. In 2010, 19 people lost their lives in a tragic train accident near Buizingen. The worst accident prior to Buizingen was the one in Pécroot in 2001, where regrettably 8 people died.

These figures do not take into account collisions at level crossings, suicides or accidents to be blamed on one's own carelessness. Suicides, for instance, take a great toll: an average of 90 people every year take their own lives by committing suicide on the tracks.

The train's high level of safety is even more apparent from a comparison with road traffic. In 2009 (the most recent year for which figures are available), there were 7.17 deaths per billion passenger kilometres, while the number of seriously injured rose to 50.56 (source: FPS Economy). In that same year, for the train there were 0 deaths per billion passenger km and 0.67 seriously injured per billion passenger km.

Fatalities and seriously injured per billion passenger km in Belgium
(Source: FPS Economy, 2009)



Fostering corporate citizenship

As a public enterprise, SNCB is committed to serving the community. The company supports several social initiatives every year.

27-28/08/2011

Oxfam Trailwalker: walking for sustainable agriculture

Oxfam Trailwalker is a unique team challenge to rid the world of poverty and injustice. It is a 100 km hike through the High Fens, traversed by teams of four people in a maximum of 30 hours. In 2011, proceeds of Trailwalker went to projects concerning sustainable agriculture, such as the education of farmers, improving productivity SNCB displayed its social engagement by offering participants a train journey free of charge to the departure point.

3/10/2011

Train against breast cancer

SNCB wants to point out to its passengers the necessary prevention of this illness which every year affects a great many women and their families. Therefore, on 3 October 2011, it committed a special Pink Ribbon train between Eupen and Ostend, inside which was a carriage dedicated to research and testimonies. The passengers could also get to know more about the purpose of this action and they could approach the doctors and patients present with their questions. During the first week of October, macarons were also sold on board the trains for the benefit of Pink Ribbon.

And during the entire month of October, train guards pinned a pink ribbon on their uniforms, the symbol of this action.

16/10/2011

International Day for the Eradication of Poverty

In recent years, SNCB has supported the International Day for the Eradication of Poverty. In 2011 it took place on 16 October. Belgian associations received 2,000 train tickets in total so that their members could travel to the International Day free of charge.

1/12/2011

Ribbons against AIDS

In December, SNCB supported the International AIDS Day. SNCB train guards could support this campaign on a voluntary basis by pinning on the characteristic red ribbon. Despite medical progress, attention for AIDS is still an absolute necessity.

13-23/12/2011

Fair trains: an end-of-year benefit with taste

From 13 to 23 December, Oxfam and SNCB organised the Fair Trains campaign for the sixth time in a row. During this campaign, chocolate truffles with a Fair Trade label were sold on SNCB trains. In this way we supported Oxfam projects for sustainable solutions against poverty and injustice in the South.

2011

SNCB standing up for Child Focus

SNCB has supported Child Focus, the foundation for missing and sexually exploited children, since 1993. When a worrying disappearance is reported, SNCB takes action. It coordinates printing and distribution of posters in the 72 largest stations in the country. The size of the network increases the chance of finding a missing child.

When discretion is desired, e.g. in the event of a runaway child, train guards receive small booklets with photographs. If they recognize the child in one of the many trains, Child Focus is immediately notified.

In addition to these quick and unpredictable interventions, SNCB also lends a hand in the printing and distribution of the two major awareness campaigns that Child Focus organizes annually. In this way SNCB hopes to be able to contribute to a decrease in the number of missing children. In the best case it can be a link in bringing a disappearance to a good end.



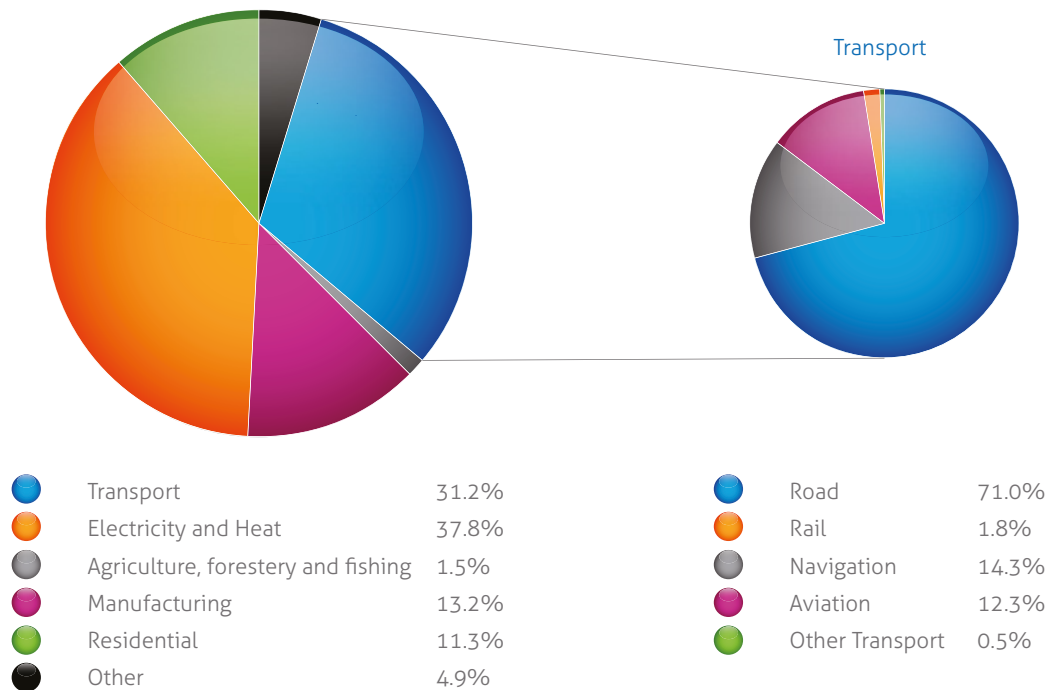
Planet

Delivering climate-friendly mobility

In 2009, the European transport sector (EU27) was responsible for approximately 31% of total CO₂ emissions from fuel combustion in Europe. Road transport accounted for 71% of all CO₂ emissions from European transport, railways for only 1.8%. Between 1990 and 2009, CO₂ emissions from European transport grew by nearly 28%: all transport modes – except railways – have increased their total emissions. (Source: International Energy Agency – International Union of Railways, 2012)

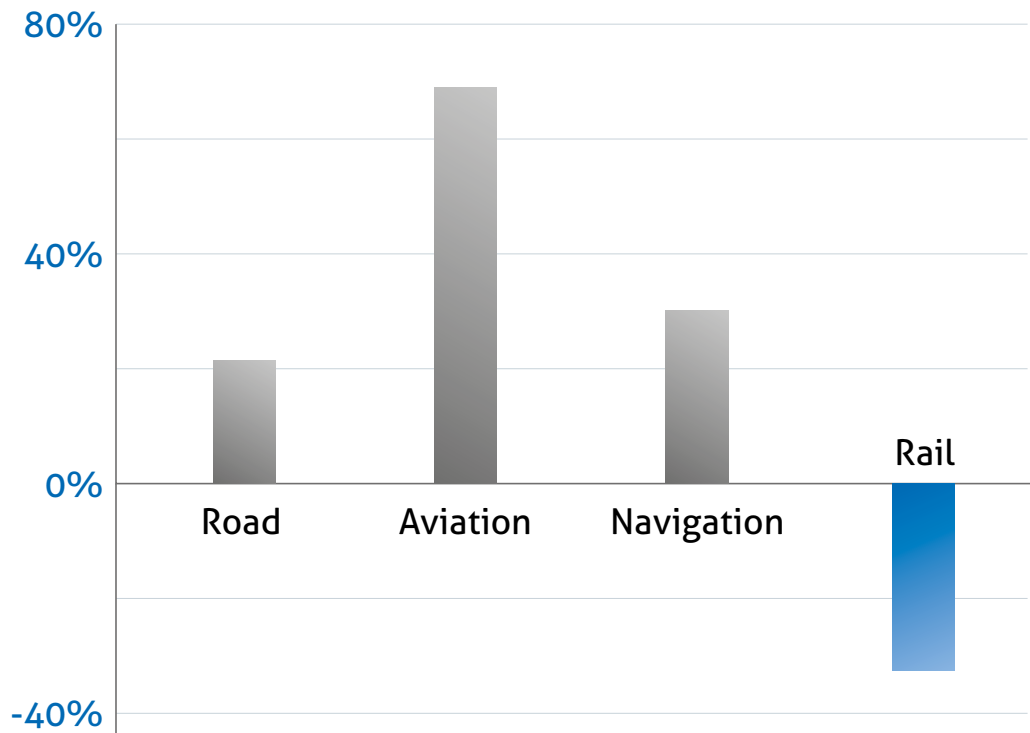
EU27 CO₂ emissions from fuel combustion by sector

(Source: IEA – UIC, 2012)



Change in CO₂ emission from fuel combustion per mode between 1990 and 2009

(Source: IEA – UIC, 2012)



Target

-50% CO₂ emissions per passenger-km from train operations compared to 1990

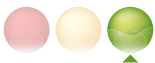
Schedule

2030

Situation 2011

-56%

Status



In Belgium, passenger rail has a market share of 7% but accounts for only 1% of all CO₂ emissions of road transport.

But it is not because the train is today a very CO₂-friendly means of transport that we can rest on our laurels tomorrow. The European Commission wants to have a sustainable system of transport in Europe by 2050 and with this is aiming at a massive reduction of emissions of greenhouse gasses. The train can play a major role in this. That is why the railway sector has set ambitious long-term targets for CO₂ reduction:

- **target 2020:** European railways have committed to the reduction of specific CO₂ emissions from train operations by 30% compared to 1990;
- **target 2030:** European railways have committed to the reduction of specific CO₂ emissions from train operations by 50% compared to 1990;
- **vision 2050:** European railways will strive towards carbon-free train operation by 2050.

SNCB actively contributes to help realize these objectives. Between 1990 and 2011, specific CO₂ emissions in passenger transport decreased by no less than 56%. The decline is even so strong that the European target of -30% was already reached in 2005 and the target of -50% in 2008.



Reducing noise impact

Noise disturbances as well as vibrations are important issues when it comes to sustainable transport. Across Europe, millions of people are affected by noise, especially traffic noise. The impact of railway noise however tends to be limited to people living along rail network routes, and so affects far fewer people. Furthermore, a study by the European Commission (2004) has shown that the railway disturbs fewer people per unit of noise than road and air traffic.

Nevertheless, noise is still a key environmental issue for railways, and the European Union is introducing more stringent noise requirements for railway operations. Together with European

Directive 2002/49/EC relating to the management of environmental noise, the theme of noise is also addressed in various Technical Specifications for Interoperability (TSIs). A TSI has been in force since 2006 which imposes noise standards for new or converted rolling stock. The noise standard from the TSI applies as a legal standard.

In 2006, approximately 12% of SNCB train stock for passenger traffic met the European noise standard for new or converted train stock. In 2011 that was already the case for 21% of trains. The target is that by 2015, 38% of the rolling stock must be in compliance with the standard.

Target

38% of rolling stock in compliance with TSI Noise

Schedule

2015

Situation 2011

21% in compliance with TSI Noise

Status 



Profit & Performance

Fighting congestion

Traffic delays cost vast financial sums in lost productivity, not to forget wasted fuel.

Furthermore, due to the anticipated growth in road traffic, the congestion problem in Belgium will inevitably continue to increase.

Rail clearly offers solutions to traffic congestion: the train is the preeminent alternative to traffic jams for the commuter. Without the train, the flow of traffic to and from Brussels would indeed come to a standstill.

SNCB thus offers employers ready-made formulas with which they can convince their employees to opt for the train, thereby avoiding daily traffic jams on the roads.

Railease

Railease combines advantages of the train with those of the car. With this formula, employees can combine use of their leased car with the train, always in function of travelling. A journey from city centre to city centre, for example, is much more efficient with the train than with the car. In 2011, 93,691 people made use of Railease.



Third-party payer agreement

If companies agree to close a third-party payer contract with SNCB, their employees can then travel with the train at no charge. The employer commits to pay 80% of the journey railcard and the federal government contributes the remaining 20%. This formula has existed since 2005 and is a great success. The number of third-party payer agreements almost doubled between 2008 and 2011!

Contractual ticket on line

Thanks to this formula, companies can purchase and print their own tickets for their employees. It is an easy way to have tickets available quickly. And it is the ideal formula for occasional train trips by employees or clients. At the end of the month, the employer receives a detailed invoice of all tickets ordered. The growth figure of this formula is impressive: in 2011, about 34% more tickets were sold than the year before.



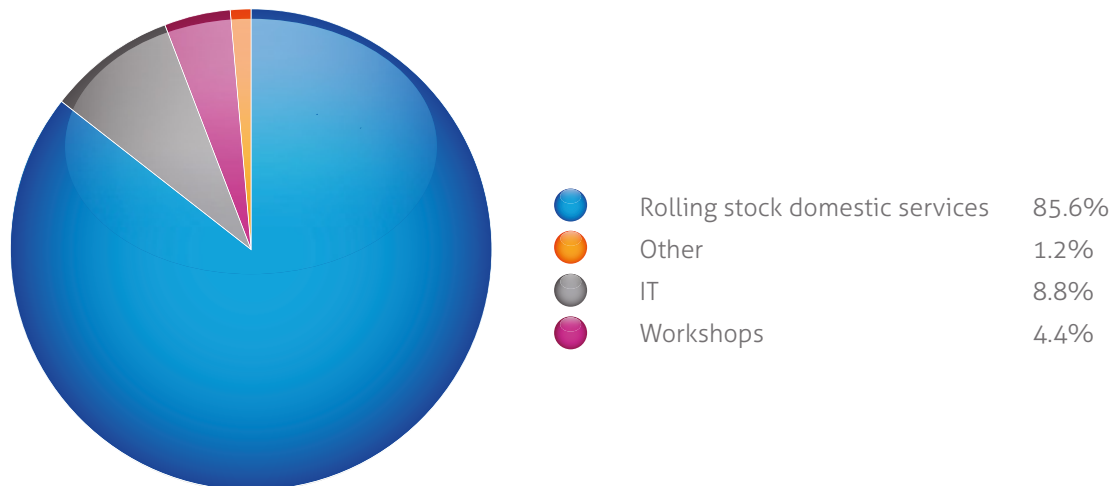
Providing value for money

In 2011, SNCB invested 686.7 million euros, 40.7% more than in 2010. That money went primarily for new trains. The last 19 M6 double-deck carriages were delivered in 2011. The influx of Type 18 locomotives started in 2011 after homologation of the machines in June. Furthermore, in the area of passenger equipment, modernization (M5, Break-power cars) and installation of TBL1+ are important investment items.

For future equipment purchases, SNCB is currently developing a project in which the entire life cycle cost is taken into consideration as an award criterion. The life cycle cost of the rolling stock will hereby be divided into different cost categories in which energy consumption and environmental cost (e.g. noise) are given a place.

SNCB continues to work on a thorough renewal of its management tools with the introduction of ERP-related applications. These include information management, customer relations management (CRM) as well as personnel applications, such as more optimal registration of activities in the workshops. The workshops also receive more resources, on the one hand for renovation works, on the other hand for investments in new workshops. The Charleroi workshop, for instance, is being expanded with a new maintenance hall.

SNCB investments in 2011



Rendering stable employment opportunities

Employees are the greatest asset of our company as they enable the growth and development of the railways.

At the end of 2011, SNCB employed 18,896 full-time equivalents. This makes SNCB one of Belgium's largest companies in terms of number of employees. In 2011, a total of 908 new employees were recruited.

About 98% of all SNCB employees work on a permanent basis (statutory basis). An employee that is recruited on a statutory basis does not sign an employment contract but falls under the remit of the personnel statute that sets out the legal terms and conditions of the statutory employee. The personnel statute encompasses definitions which relate to recruitment, remuneration, holidays, various rights and obligations, social advantages and pensions etc.

Non-statutory or temporary employees (about 2% of all SNCB employees) are recruited in order to meet extraordinary and temporary demands, to carry out tasks that require specific knowledge or requirements, to replace other staff during periods of absence or to conduct specific, additional tasks.

Progress indicators

Climate friendly mobility	2008	2009	2010	2011
Specific CO ₂ emissions from passenger trains (g/passenger-km)	27.5	26.5	26.8	22.8
CO ₂ emissions from electric passenger trains (tons)	246,900	238,244	248,613	205,188
CO ₂ emissions from diesel passenger trains (tons)	38,951	37,661	35,263	41,695
Total CO ₂ emissions from passenger trains (tons)	285,851	275,905	283,876	246,883

Safe mobility	2008	2009	2010	2011
Fatalities per 100 million passengers	0	0	8.1	0

Noise	2008	2009	2010	2011
% of rolling stock in compliance with TSI noise	14%	17%	18%	21%

Congestion	2008	2009	2010	2011
Numbers of Railease users (*) product launched mid 2008	46.332 ^(*)	108.084	61.238	93.691
Number of third-party payer agreements	3.091	3.954	5.391	5.907
Number of contractual tickets online	126.678	151.133	172.263	230.317

Investments	2008	2009	2010	2011
Amount invested (Mil. €)	357	432	407	687

Workforce (situation end of year)	2008	2009	2010	2011
Total number of employees (FTE)	20,216	20,118	19,542	18,896
Permanent employees (FTE)	19,880	19,701	19,116	18,493
Temporary employees (FTE)	336	417	426	403
Breakdown by job category (FTE)				
Train guards	2,596	2,618	2,552	2,480
General services	3,032	2,956	2,955	2,863
Station staff	4,512	4,195	4,008	3,670
Train drivers	4,094	4,414	4,170	4,063
Workshops	5,982	5,935	5,857	5,820
Total number of recruited employees	1,058	948	659	908

CHAPTER 7

FLEET OVERVIEW

Electric locomotives



T11

Construction year: 1985-1986

Max. speed: 140 km/h



T13

Construction year: 1997-2001

Max. speed: 200 km/h



T18-19

Construction year: 2011-2012

Max. speed: 200 km/h



T20

Construction year: 1975-1977

Max. speed: 160 km/h



T21

Construction year: 1984-1988

Max. speed: 160 km/h



T23

Construction year: 1955-1957

Max. speed: 130 km/h



T26

Construction year: 1964, 1969-1971

Max. speed: 130 km/h



T27

Construction year: 1981-1984

Max. speed: 160 km/h



T28

Construction year: 2007-2009

Max. speed: 160 km/h

Diesel Railcars



AM41

Construction year: 2000-2002

Max. speed: 120 km/h

Number of seats first class: 12

Number of seats second class: 138

Electric railcars



Thalys "PBKA"

Construction year: 1997-1999
Max. speed: 300 km/h
Number of seats first class: 120
Number of seats second class: 257



AM00

Construction year: 1962-1966
Max. speed: 130 km/h
Number of seats first class: 28
Number of seats second class: 152



AM05-06

Construction year: 1966-1979
(refurbished between 1999 and 2011)
Max. speed: 140 km/h
Number of seats first class: 28
Number of seats second class: 150



AM "Quadruple"

Construction year: 1975-1979
(refurbishment starts in 2012)
Max. speed: 140 km/h
Number of seats first class: 56
Number of seats second class: 302



AM03 "Break"

Construction year: 1980-1985
(being refurbished since 2009)
Max. speed: 160 km/h
Number of seats first class: 32
Number of seats second class: 221



AM09 "Sprinter"

Construction year: 1986-1989

Max. speed: 120 km/h

Number of seats first class: 40

Number of seats second class: 137



AM96

Construction year: 1996-2000

Max. speed: 160 km/h

Number of seats first class: 45

Number of seats second class: 167

Carriages



I6

Construction year: 1977-1978

Max. speed: 160 km/h

Number of seats first class: 54

Number of seats second class: 66



I10

Construction year: 1987-1988

Max. speed: 160 km/h

Number of seats first class: 66

Number of seats second class: 86



I11

Construction year: 1996-1997

Max. speed: 200 km/h

Number of seats first class: 60

Number of seats second class: 80



M4

*Construction year: 1979-1984
(refurbished between 1996 and 2009)
Max. speed: 160 km/h
Number of seats first class: 72
Number of seats second class: 104*



M5

*Construction year: 1986
(being refurbished since 2009)
Max. speed: 140 km/h
Number of seats first class: 142
Number of seats second class: 146*



M6

*Construction year: 2001-2011
Max. speed: 150 km/h
Number of seats first class: 124
Number of seats second class: 140*

CHAPTER 8

REPORTING METHODOLOGY

SNCB established a Corporate Social Responsibility report in line with the ten principles of the United Nations Global Compact. This overview indicates where the information regarding respecting and implementing these principles can be found in the report.

Issue area	Global Compact Principle	Report references
Human Rights	<ul style="list-style-type: none"> • Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights. • Principle 2: Businesses should make sure that they are not complicit in human rights abuses. 	<ul style="list-style-type: none"> • Customers – People – Increasing operational safety • Employees – People – Fighting against aggression • Employees – People – Facilitating employee relations • Employees – Progress indicators (diversity, employment safety, absenteeism)
Labour	<ul style="list-style-type: none"> • Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining. • Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour. • Principle 5: Businesses should uphold the effective abolition of child labour. • Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation. 	<ul style="list-style-type: none"> • Employees – People – Facilitating employee relations • Employees – People – Encouraging diversity • Employees – People – Encouraging diversity • Employees – Progress indicators (diversity)
Environment	<ul style="list-style-type: none"> • Principle 7: Businesses should support a precautionary approach to environmental changes. • Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility. • Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies. 	<ul style="list-style-type: none"> • Customers – Planet – Staying a green transport solution • Customers – Progress indicators (energy consumption (trains)) • Employees – Planet – Reducing energy consumption in our workshops • Employees – Planet – Reducing water use in our workshops • Employees – Planet – Managing waste in our workshops • Employees – Planet – Introducing environmental management systems • Employees – Progress indicators (emissions (non traction), energy (non traction), water use (workshops), waste management, environmental management) • Stakeholders – Planet – Promoting Intermodality • Stakeholders – Planet – Steering environmental planning • Community – Planet – Delivering climate-friendly mobility • Community – Planet – Reducing noise impact • Community – Progress indicators (climate-friendly mobility, noise)
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	No relevant report references. As a public law company, SNCB is bound to respect all legislation in the field of public procurement.

Colophon

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Design

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Photos

SNCB Corporate Communication / SNCB Holding

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This report is established in line with the ten principles of the United Nations Global Compact

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