



Annual Report 2012

A FIRST FOR INFRABEL!

The Annual Report 2012 constitutes a real hit for Infrabel! Firstly, because the reams of paper have been abandoned and replaced with an **electronic version**, and secondly because it is the **first Sustainability Report** from Infrabel. Although the key points of our activities in terms of **Corporate Social Responsibility** can be found in the section “**In tune with society**”, the expectations of our stakeholders are also reflected in the sections relating to Infrabel's four other strategic priorities, namely **safety, punctuality, capacity** and **finance**.

CHAIRMAN AND CEO MESSAGE





In many ways, 2012 was a **challenging year** for Infrabel... A year of **strategic choices and remarkable achievements**... A year in which we set the scene for the railway system of the future... A year marked by an unfavourable economic climate and arduous efforts in terms of investments... A year in which we joined forces and were able to achieve **maximum results using minimal resources**.

Despite the economic recession and the increased strain on public resources, we managed to keep the company **financially sound** whilst still **realising our planned investments**. Thanks to the completion of the **Diabolo railway line**, among other things, we were able to optimise our capacity. At the same time, the **accelerated implementation of TBL1+** brought about an increase in safety. Finally, with **ETCS**, we immersed ourselves into the subject of safety to such an extent that Belgium is now viewed as a role model and expert in this field.

Our deepest wish is to continue on this chosen path. Both the design of a **new multi-annual investment plan** (2013-2025) that we have proposed to the federal government and our brand new **strategic plan** reflect a deliberate vision and provide us with a **solid foundation** on which to build. And so we step forward to meet the future with unshakable dedication as we continue to fight for what we believe in: **a safe, punctual and sustainable Belgian railway network** that can meet the growing need for mobility in our country and in Europe.

Luc Lallemand
CEO

Christine Vanderveeren
Chair of the Board of Directors

2012 IN A NUTSHELL

JAN

Five years of Traffic Control

FEB

The Bascoup track and switch workshop celebrated its 100th anniversary in 2012

MAR

First conventional railway line in Belgium equipped with ETCS technology

APR

European Commission signs letter of intent for the implementation of ETCS

MAY

Two goods trains collide near Godinne. No one was seriously injured in this accident

JUN

Official inauguration of the Diabolo infrastructure

JUL

RailTime applications for iPhone, Android and iPad downloaded more than 100,000 times.

AUG

Start of track installation for the Liefkenshoek rail link

SEP

Infrabel presents its ETCS test train at the InnoTrans transport fair

OCT

13,000 visitors at the Infrabel Open Business Day

NOV

New control centre registering all incidents on the railway network 24 hours a day

DEC

New railway infrastructure in the Port of Zeebrugge

2012 IN FIGURES

12,168

COLLEAGUES

992

FEMALE COLLEAGUES

1,857

LEVEL CROSSINGS

209

SIGNAL POSTS

3,592

KM OF TRACKS

5,751

KM OF MAIN TRACK OVERHEAD LINES

4,470

MAINLINE TRACK DEVICES

7,683

CIVIL ENGINEERING WORKS

11,169

SIGNALS

OUR IDENTITY

WHO ARE WE?

Infrabel is the infrastructure manager and operator for the Belgian railway network. Every day, we ensure that the Belgian railway infrastructure runs efficiently: tracks, overhead lines, switches, signals, level crossings, etc.

Our colleagues maintain, renew, modernise and develop this infrastructure and strive to offer a safe and reliable railway network for all the trains of tomorrow. To do this, we use the most advanced technologies. Infrabel allocates track space and coordinates all of the train journeys made on Belgian territory from its signal boxes.

VALUES

Service

The needs of our – direct and indirect – customers occupy a central position in our philosophy and conduct. We put all of our dedication, accuracy and determination into the safety, punctuality and quality of the solutions we offer our customers.

Passion

All of us are driven by the same passion for our field. We work proudly, enthusiastically, professionally and transparently every day in the interests of the company and of society.

Team

We build upon our rich diversity to create team spirit and solidarity in the work place, at every level of our company. We foster communication, cooperation, mutual respect and professional and personal development.

VISION

Infrabel aims to become the crossroads of Europe thanks to its safe and high-quality railway network. It is our ambition to become a strong link in a sustainable transport system that aids Belgian and European socio-economic development.

MISSION

Infrabel is the state-owned company responsible for developing and operating the Belgian railway network. Thanks to

the professionalism of our teams and high-performance technology, we can offer our customers a service focused on their current and future mobility needs.

OUR STRATEGY

In 2012, Infrabel launched a new strategic plan. The plan, entitled Focus, highlights the aims and priorities that the company uses to guide itself through all projects and processes.

FOCUS ON THE ESSENTIALS

We at Infrabel want to make our ambitious **mission** a reality, although the resources to do this are limited given the current climate. Our **company strategy** takes account of today's **challenges** and allows us to focus on the essentials. In the coming years, we aim to focus on managing our **core tasks**.

SAFETY FIRST

Safety comes before everything else in our strategy. Infrabel aims to belong to the top three European infrastructure managers, as far as total **social risk** and the installation of an automatic **train protection system** is concerned. That way, the network will become as good as flawless in terms of safety.

The main features of our strategy are outlined in the video.



“ In order to come to a list of the five top priorities, the expectations of stakeholders – the government, train passengers, society – were thoroughly analysed. From this analysis we identified five fundamental expectations and demands. ”

Guy Vernieuwe
General Manager Strategy

OUR ORGANISATION

Infrabel is made up of no fewer than 12,168 colleagues, spread right across Belgium. They fall under three directorates, each of which has its own core activities and aims. Five general service divisions support the organisation in various, specialist fields.

Want to know more about Infrabel? The video will tell you everything you need to know about our work!

INFRASTRUCTURE

The **Infrastructure** directorate ensures that the railway infrastructure is suitable for use. **Renewal** and **maintenance** of installations is a daily challenge for colleagues in this directorate.

RAIL ACCESS

Colleagues in the **Rail Access** directorate ensure the **correct distribution of railway capacity** and the allocation of **train paths** to railway operators. In addition, they coordinate the safety and punctuality action plans for the whole company and monitor major expansion projects.

NETWORK

The **Network** directorate takes care of the smooth running of rail traffic. Colleagues here coordinate, monitor and control **rail traffic** in real time from their signal boxes.

SUSTAINABILITY REPORT





Scope of the report

This first development report covers the period from 1 January 2012 to 31 December 2012. It does not concern the activities of Infrabel's subsidiaries and has been integrated into the annual report. Infrabel is committed to providing one Sustainable Development report per year.

The current report has been created around the company's five strategic priorities. The report's content has been determined based on:

- 6 round tables with passenger associations
- 5 safety desks with rail operators
- 6,793 questions asked by residents
- Analysis of press articles concerning Infrabel
- Working meetings of the following services: Corporate & Public Affairs, Human Resources, Finances, Environment and Procurement.

Stakeholders

Infrabel puts the expectations of these stakeholders at the heart of our strategy and has put various mechanisms in place in order to encourage dialogue with the following groups:

- Organisations representing workers
- Public authorities (federal, regional and local)
- Direct customers (rail operators) and indirect customers (passengers)
- Local residents
- Suppliers

These categories form part of a group that has been identified on the basis of stakeholder mapping carried out in 2010 and which is currently in the process of being revised.

Awards

In 2012, Infrabel won the following awards:

- **UIC Sustainability Award 2012**, awarded by the Union Internationale des Chemins de fer [International Union of Railways], in the "Energy and CO2" category
- **Peter Kraljic Excellence Award 2012**, awarded by the European Institute for Purchasing, for risk control in the domain of purchasing
- **Golden Public Tender Award 2012**, awarded by European & Belgian Public Procurement, for the Procurement Management Plan
- **European Prize for the Best Internal Audio-Visual Communication**, awarded by the Federation of European Business Communicators Associations, for the report produced on the work of Infrabel colleagues following the Godinne accident

Company profile

Infrabel is a public limited company active solely in Belgium, with its headquarters at Place Marcel Broodthaers/Marcel Broodthaersplein 2, 1060 Brussels. In the role of Belgian railway infrastructure manager, Infrabel's principle clients are passenger and freight transport rail operators, as well as companies benefiting from a direct link to the network. More detailed information on Infrabel's products and services is available [at our website](#).

GRI Application level

The present report on Infrabel's sustainable development has been created according to application level C of the Global Reporting Initiative (GRI). The GRI indicators are listed separately in the attached table.