

# Deloitte.

## Building Better Futures

Towards a more sustainable,  
equitable, prosperous world

**2023 DELOITTE BELGIUM IMPACT REPORT**



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*Rolf Driesen, CEO Deloitte Belgium*

## EXECUTIVE SUMMARY

### A Message from our CEO

Since taking over the reins from Piet Vandendriessche, our CEO until May 2023, my leadership team and I have been working with many stakeholders to formulate our firm's strategy for the coming four years and create a bright future, together.

We are building on a successful fiscal year with double-digit growth of 11.3%. Deloitte was able to achieve growth in all six sectors and in all our services despite a slowdown in the second half of the year due to geopolitical uncertainties and economic headwinds. These developments—combined with the accelerating development of generative AI—are creating uncertainty in the short term, but will lead to opportunities in the mid-to-long term.

Our guiding Purpose remains constant: to make an impact that matters on our clients, our people, and society. It helps us navigate through a dynamic environment and short-term challenges.

### **Our core strengths are driving positive change**

As a balanced and multidisciplinary firm, Deloitte Belgium continues to house regulated (e.g. audit, accounting, tax) and non-regulated (advisory) businesses. This creates stability in today's dynamic business environment. We are proud of this multidisciplinary model. It enables us to bring value and positive impact to a wide variety of clients in all industries, each affected differently by changing economic cycles.

Starting from solid foundations, our four-year strategy aims even further. With sustainability high on everyone's agenda, we are channelling our multidisciplinary expertise into achieving our own sustainability goals, as well as those of our clients. Since embarking on our sustainability journey more than five years ago, we have made important CO2 emissions reductions.

### **Empowering our firm with talent**

Ensuring that our people have the right skillsets is key. We hire diverse candidates and provide a wide range of learning opportunities—from a comprehensive learning model to easy internal mobility—ensuring that our professionals grow.



This benefits our firm and clients, and if our people choose another career path, the business world at large.

In FY2023, 1,342 new colleagues joined our firm. This was fewer than our original target of 1,700, following a lower attrition rate and an anticipated decrease in client demand in the second half of the year. Half of all our newly hired junior and experienced employees are women. Our target for FY2024 is to welcome 1,040 new recruits.

Given the emerging shortage of specific profiles and skillsets in the labour market in Belgium and surrounding countries, we will increase our collaboration with other Deloitte Member

Firms and global delivery centres. We will complement our strong local workforce with the highly specialised teams of our international network, and will leverage new technology advancements at scale. This will enable us to drive sustainable growth for us and our clients, foster innovation, and address shared challenges.

We continue to appoint new partners, and to attract external hires at partner level. Of the newly appointed partners effective 1 June 2023, 35% are women.

#### **Creating a bright future**

Our strategy will build further on our strong foundations for

an even brighter future: creating growth, helping our clients achieve their ambitions, providing an attractive workplace for our people, and contributing to a more sustainable world.

This Impact Report captures the essence of our business and our commitment to continue making an impact that matters. I hope it brings you insights and inspiration for your bright future too.

#### ***Rolf***

Rolf Driesen

Partner and CEO Deloitte Belgium

## DELOITTE'S FIVE SHARED VALUES

### Deloitte's Five Shared Values

Our Shared Values are a set of core principles that guide our collective behaviour. They set the expectations we have for one another and define how we, as stewards of Deloitte, should behave. They provide common ground to unite us across cultures and geographies. And importantly, they help us to earn the trust and respect of our key stakeholders.

Our Purpose—to make an impact that matters—and our aspiration—to be the undisputed leader in professional services—define us. At the root of these goals are our Shared Values. They reflect our core belief that at Deloitte, ethics and integrity are fundamental and not negotiable.



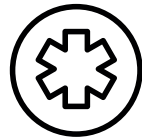
#### Lead the way

Deloitte is not only **leading the profession, but also reinventing it for the future.** We're also committed to creating opportunity and leading the way to a more sustainable world.



#### Serve with integrity

By acting ethically and with integrity, Deloitte has earned the trust of clients, regulators, and the public. **Upholding that trust is our single most important responsibility.**



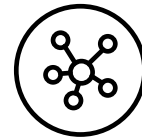
#### Take care of each other

We look out for **one another** and prioritise respect, fairness, development, and well-being.



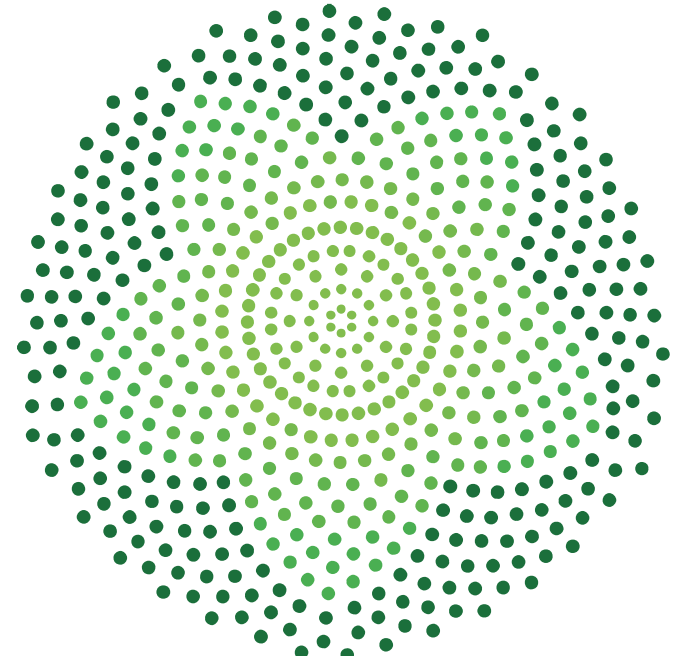
#### Foster inclusion

We are at our best when we **foster an inclusive culture and embrace diversity in all forms.** We know this attracts top talent, enables innovation, and helps deliver well-rounded client solutions.



#### Collaborate for measurable impact

We approach our work with a **collaborative mindset, teaming across businesses, geographies, and skill sets** to deliver tangible, measurable, attributable impact.



## SUSTAINABLE DEVELOPMENT GOALS

The United Nation's Sustainable Development Goals (SDGs), encapsulated within the [2030 Agenda for Sustainable Development](#), identify some of the biggest challenges facing our planet today, and call for action to address them. The 17 goals, and their 169 sub-targets, focus on a range of issues that are relevant and persistent throughout the world, such as reducing inequality, tackling pollution and ensuring economic prosperity for all. Achieving these goals requires the input of all governments, individuals, and organisations within global society, including businesses.

In order to contribute effectively, businesses must look to incorporate sustainable development across their entire business model, and position their core activity in a manner that contributes towards the SDG Agenda. Pursuing sustainable development through core business will lead to a more powerful contribution to the SDGs, and help to demonstrate a genuine commitment on the part of the business.

Throughout this impact report we have highlighted our contributions linked to the relevant SDGs.







## HOW WE SUPPORT OUR CLIENTS

With more than 5,900 employees and 10 offices in Belgium, Deloitte is the largest organisation in the field of audit, accounting, legal and tax advice, consulting, financial advisory, and risk advisory.

We provide services to the largest national and international companies, as well as to SMEs, non-profit organisations, government and public services. Deloitte Belgium realised a turnover of 786 million euros in financial year 2023.

Deloitte Belgium is the Belgian affiliate of Deloitte North and South Europe LLP, a Member Firm of Deloitte Touche Tohmatsu Limited that aims to deliver top quality professional services to its clients and provide great career opportunities for its people. Deloitte is present in more than 150 countries and deploys the talents of more than 457,000 people to deliver on its global strategy. Deloitte posted revenues of about 65 billion US dollars in financial year 2023.

### **Multidisciplinary model (MDM)**

Our teams of dedicated professionals take great pride in supporting our clients with multidisciplinary expertise, industry knowledge, and innovative solutions. The relationships with our ever-growing network are built on trust, enabling us to be there for organisations, in times of prosperity and in times of crisis.

Working in a multidisciplinary way is at the core of the legacy we've built, allowing us to serve clients with distinction, take care of our people, give back to our communities, and uphold the public trust. Our multidisciplinary model also provides a safeguard against market volatility. This is important to the long-term viability of the network, and makes possible significant investments in audit quality

and innovation. Deloitte professionals bring diverse backgrounds, knowledge, and skillsets that enhance capabilities as an organisation in delivering the highest quality client service.

### **Balanced service portfolio**

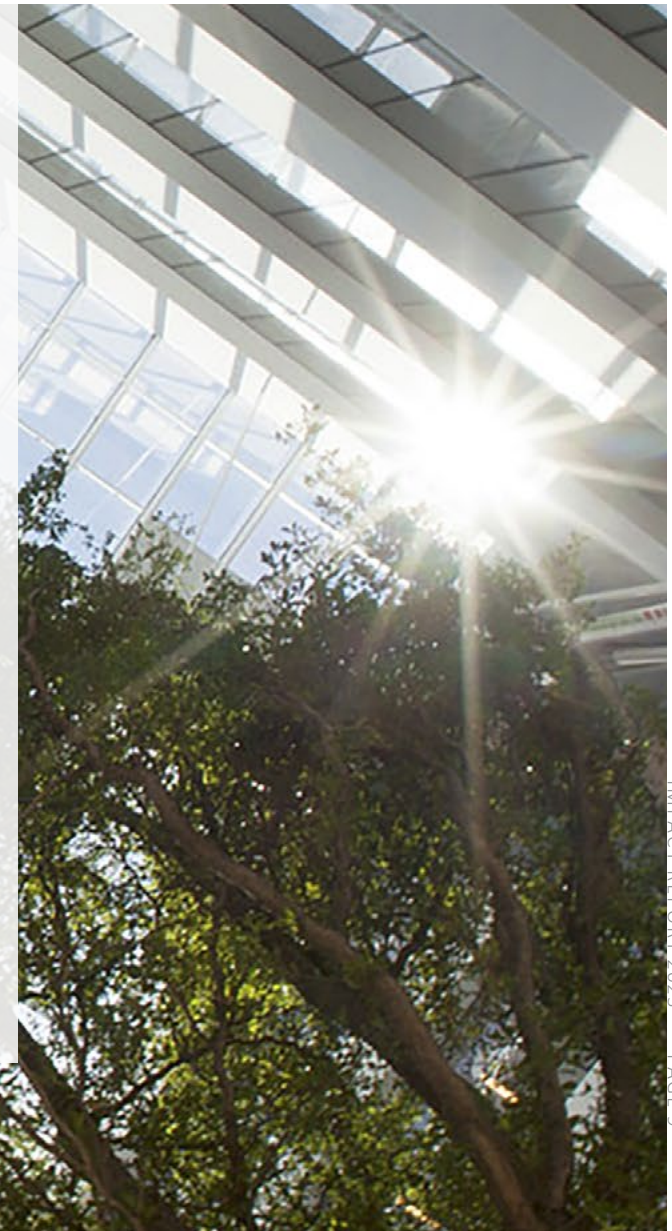
We bring deep industry expertise to six key industries: Consumer, Energy, Resources & Industrial Products, Financial Services, Government & Public Services, Life Science & Healthcare, Technology, and Media & Communications. Through Deloitte Private, we focus exclusively on serving privately-owned companies, family businesses, and individuals across all of our sectors and industries.

### **Trusted advisor**

By serving many of Belgium's most successful family companies and entrepreneurs, we have earned the reputation of being a trusted advisor. Our tailored, multidisciplinary offerings blend deep expertise and experience to deliver the best possible outcomes for our clients, enabling them to achieve their ambitions.

### **Digital transformation**

Digital transformation is how we future-proof a business: shifting legacy customer, business, and operating models into a new reality—where agility is the norm, human experience is the focus, technology and data are the enablers, and exponential value is the outcome.



**Growth**

At the close of FY23, Deloitte Belgium recorded a net revenue of 786 million euros, an increase of 11.3% compared to FY22.

With this successful year, we continue our double-digit growth trajectory. At the same time, we are well-positioned to help our clients address their complex business challenges in the next year and beyond.

For more on Deloitte Belgium’s 2023 financial performance, visit [www.deloitte.com/be](http://www.deloitte.com/be)

“ We put our clients at the centre of everything we do and we believe we are at our best when we turn offerings into innovative solutions that help our clients achieve more and grow. ”

“ At Deloitte Private, we commit ourselves to invest in deep and meaningful relationships— based on trust and longevity— and be close with independent multidisciplinary advice during milestone moments. ”

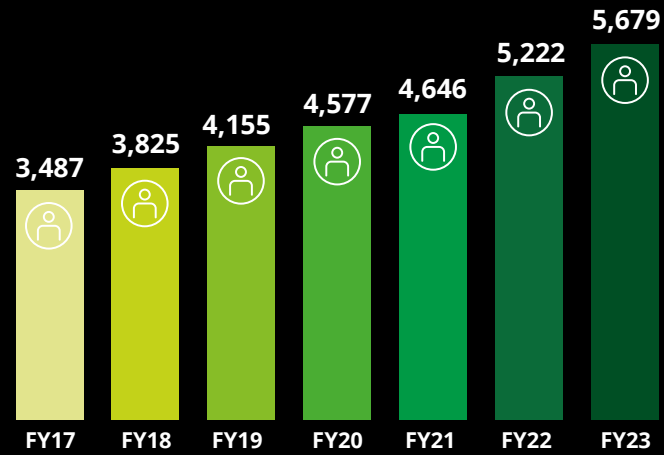
**KOEN BECKERS**  
MANAGING PARTNER GROWTH



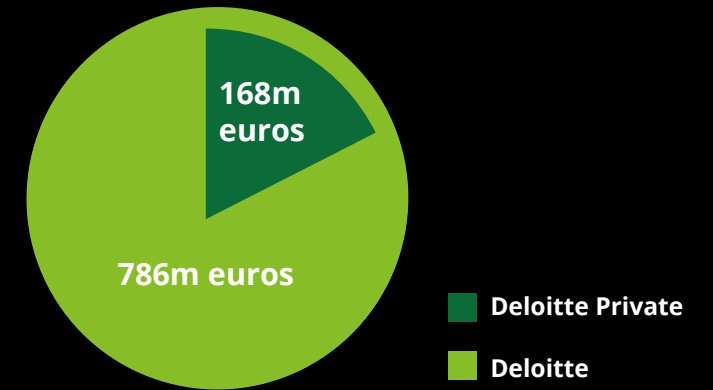
**MANU BREHMEN**  
MANAGING PARTNER DELOITTE PRIVATE



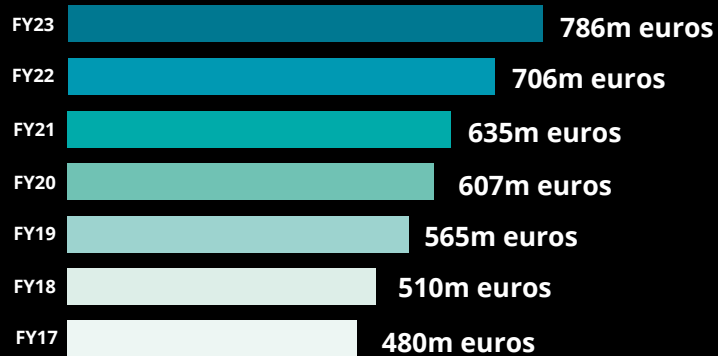
**Headcount**  
End of FY



**Revenue**



**Revenue Evolution**



**Revenue by Business**



# FUELED BY FEEDBACK

## Gaining valuable insights from our clients



We are committed to empowering our clients to excel. It is our mission to provide great client service and ensure that we are continuously improving to meet, and exceed, their changing needs. **The Net Promoter Score (NPS)** is one of the tools we use to gauge our impact on our clients.

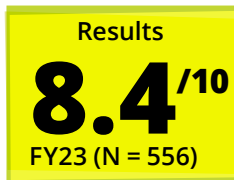
The NPS asks clients to answer a short survey, and depending on the feedback of all those surveyed, an organisation receives an aggregate score between -100 and 100. An NPS score above 0 is considered good, 50+ is excellent. Our clients stated that our main strengths are our people, our competent proactive teams with technical knowledge in multiple areas, and a good understanding of the clients' businesses.



We also send an **Engagement Review**, a brief survey at key milestones during a project to obtain rapid, direct feedback. It provides an understanding of how the client perceives the quality of our services, enabling us to build on our strengths and act on areas for improvement.



Promotion



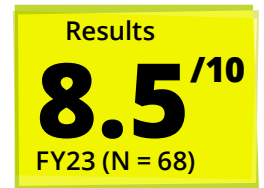
Engagement Quality



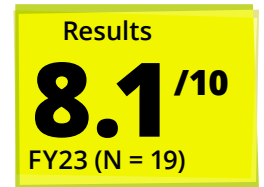
**Client Service Assessments (CSAs)** are comprehensive interviews with the client's C-suite conducted by an independent member of the Client Feedback team. These are conversations tailored to each client's experience and relationship with Deloitte. CSAs are performed to assess the strength of our client relationship on a strategic level, identify opportunities for improvement in our collaboration, and act on new intelligence and insights obtained from these interviews.



A **Bid Debrief (BD)** is an interview with the lead contacts directly involved in the tendering process at the client (or future client). Questions focus on people, price, and proposition. A BD gives us rapid, direct feedback from clients after a win or loss, providing a deeper understanding of what sets us apart from the competition to either win or lose a bid. This allows us to improve each stage of the proposal process and show ongoing commitment towards our clients.



Relationships



Proposal Quality

Client impact stories

# PRESERVING PROFITABILITY THROUGH ENERGY EFFICIENCY

Arvesta is Belgium’s largest full-service partner for farmers and horticulturalists. With over 120 years of experience, Arvesta is now active in agriculture, horticulture, pet food/ animal feed, and retail. Across all these domains and its 40 brands, the company strives to build the sustainable agriculture of tomorrow in partnership with farmers and market gardeners.

As a result of this diversity and mix of manufacturing and retail activities, Arvesta has a number of plants and retail sites across Belgium. With this level of physical infrastructure, energy is a critical cost component and a significant influencer on profitability. Recent energy market changes and cost increases, but also Arvesta’s continuous striving to be a pioneer in sustainable entrepreneurship, prompted Arvesta to launch a project with the goal of reducing energy costs and use by 20%. They reached out to Deloitte for help to develop a strategy and roadmap to achieve this objective.

“Arvesta has already taken important and impactful steps in recent years to keep energy costs under control, but saw Deloitte as a partner and accelerator to draw up a clear strategy and roadmap so that energy management can be conducted in a well thought-out, professional and sustainable way,” explains Cedric Jacobs, Indirect Procurement Manager at Arvesta.

## Measuring and monitoring post-implementation performance

To benchmark existing energy use, the Deloitte team’s initial step was to investigate the as-is through plant visits and interviews with Arvesta energy ambassadors. Outputs of this investigation were used to identify potential energy reduction actions, including quick wins and mid- to long-term initiatives.

Prioritising energy initiatives, the team proceeded to build business cases for each, then designed a proof of concept (PoC) for an energy monitoring solution, using historical data. These steps culminated in a roadmap for moving from the current as-is situation to the targeted to-be energy efficient position, including a monitoring solution to track progress.

This energy monitoring PoC was implemented in the first production plant and will later be rolled out to additional plants, and eventually to the other business units including retail.



Client impact stories

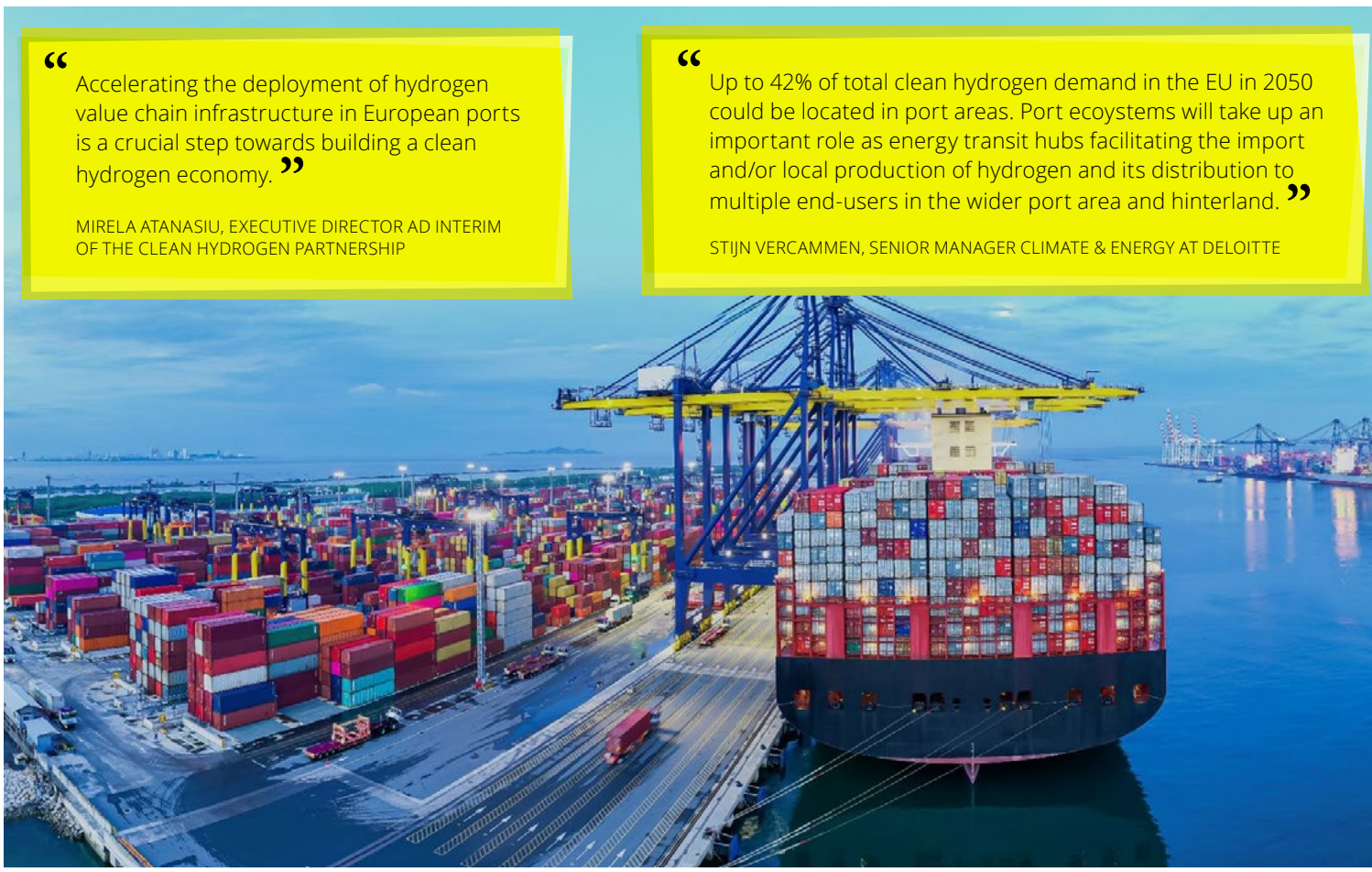
# HELPING PORTS TO KICKSTART THE CLEAN HYDROGEN ECONOMY



The Clean Hydrogen Partnership is a unique public-private partnership supporting research & innovation (R&I) activities in hydrogen technologies in Europe. The alliance's main objective is to contribute to the EU Green Deal and Hydrogen Strategy through optimised funding of R&I activities.

Our Climate and Energy team was engaged in a strategic study for the Clean Hydrogen Partnership that focuses on exploring the role of hydrogen in ports and industrial coastal areas. Part of the study's objectives is to establish a comprehensive hydrogen network that fosters collaboration and growth among all stakeholders in the hydrogen value chain. This is on the one hand achieved through a series of network events that bring together various individuals and organisations. On the other hand, the results of the study are publicly available and provide a path towards more clarity and the possibility of making well-informed strategic decisions for numerous stakeholders.

The project team achieved this by modelling demand and supply, developing potential business models, and mapping regulatory and technology barriers. Further, the team constructed four concrete case studies, serving as a blueprint for other stakeholders. The study results are published in multiple reports and will also help create impetus for stakeholders to come together and take a long-term perspective on the hydrogen transition.



“ Accelerating the deployment of hydrogen value chain infrastructure in European ports is a crucial step towards building a clean hydrogen economy. ”

MIRELA ATANASIU, EXECUTIVE DIRECTOR AD INTERIM OF THE CLEAN HYDROGEN PARTNERSHIP

“ Up to 42% of total clean hydrogen demand in the EU in 2050 could be located in port areas. Port ecosystems will take up an important role as energy transit hubs facilitating the import and/or local production of hydrogen and its distribution to multiple end-users in the wider port area and hinterland. ”

STIJN VERCAMMEN, SENIOR MANAGER CLIMATE & ENERGY AT DELOITTE

Client impact stories

# RETHINK THE WASTE MANAGEMENT INDUSTRY WITH DENUO



Denuo is the Belgian industry association of the waste and recycling sector. In a world where raw materials are becoming scarcer and companies want to produce sustainably, their more than 300 members share a common goal: to contribute to the transition to a more circular economy in Belgium.

The waste management and recycling industry sets a powerful example with its sustainability activities. Although the industry produces emissions in its value chain, it provides a significant net reduction in emissions through recycling and energy valorisation. In fact the industry prevents nearly twice the amount of emissions it produces through the value chain.

As part of its ambitions around the circular economy and climate, Denuo wishes to provide more insight into the role the sector can play in achieving European and national climate targets. In pursuit of this goal, Denuo approached Deloitte with a two-fold objective: to quantify the benefits of the sector and to help further reduce its emissions.

By investigating existing data and combining this with Deloitte's industry knowledge, we were able to provide Denuo with clear estimates on emissions created and emissions prevented. Deloitte then organised a workshop for Denuo members, bringing them together and facilitating the identification of additional opportunities to reduce the sector's carbon footprint.

“ We partnered with Deloitte because we feel that the sustainability service offering is really lived throughout the whole organisation and is mature, and secondly Deloitte is multidisciplinary. ”

STANY VAES, GENERAL MANAGER DENUO

“ The Denuo climate study is a good example of how Deloitte is embedding sustainability in all our services and value propositions, to help all our clients move the needle on sustainability. ”

PAUL DELESALLE, PARTNER AT DELOITTE



Client impact stories

# PATHWAYS TO A GREENER FUTURE

## Navigating the sustainable mobility transition

The automotive and mobility sector is at the core of the EU strategy for a zero-emission Europe by 2050. Deloitte was excited and proud to co-host, with FEBIAC, The Automotive & Mobility Transition Pathway Event in Brussels in June 2023.

The Federation Belge et Luxembourgeoise de l'automobile et du cycle (FEBIAC) represents at national, European, and global levels the interests of Belgium-based manufacturers, importers, and suppliers in all areas of road transport. A business leader in sustainability and future of mobility, Deloitte is helping businesses navigate the energy transition.

This event brought together industry representatives, mobility experts, and Belgium's minister for mobility to strategise and debate this critical topic. Business leaders from across road, rail, air, and water transport sectors provided their perspectives and contributed to a very successful forum.



“ We are at a pivot point where the entire mobility ecosystem is striving to keep Belgium moving in a more sustainable way. I was delighted that Deloitte was able to host this important event. ”

ALED WALKER, PARTNER, AUTOMOTIVE & MOBILITY LEADER AT DELOITTE



Client impact stories

# RIDING MOTORCYCLES TOWARDS A MORE SUSTAINABLE FUTURE

The European Association of Motorcycle Manufacturers (ACEM) is the umbrella body that represents some of the largest motorcycle and moped manufacturers in the EU and the UK. As part of its remit, ACEM develops and advances policy positions and plans around areas such as competitiveness, safety, mobility, and sustainability. As a lower-emission alternative to cars, motorcycles offer a unique mobility opportunity while improving carbon footprint. As we all look to move more sustainably, this industry forms an important part of the solution.

ACEM approached Deloitte when developing a sustainability vision that would become an agreed, consistent policy for the industry. The team set about building consensus with CEOs and ACEM representatives through a series of surveys and thought-provoking interactive workshops, culminating in Vision2030+, the motorcycle industry's vision towards sustainable mobility.


This report outlines the industry's view on how to power two-wheelers to better respond to current and future consumer needs and align with the European Union's sustainability objectives.

The collaboration with Deloitte enabled the ACEM members to visualise the way forward while building consensus across the diverse membership for concrete actions and a strategic roadmap.

“ Through Vision 2030+, the motorcycle industry is gearing up to be a part of tomorrow's European transport system, with advanced and increasingly sustainable products meeting different societal needs, such as personal mobility, leisure, and last mile deliveries. Recognition and support by policymakers will be key to turn it into reality. ”

ANTONIO PERLOT, SECRETARY GENERAL,  
EUROPEAN ASSOCIATION OF MOTORCYCLE MANUFACTURERS (ACEM)

 <https://acem.eu/vision2030>

 [The Motorcycle Industry's Vision for Decarbonisation](#)





# GAINING GROUND TOWARDS SUSTAINABILITY IN FLANDERS



Fluvius is the Flemish public utility company responsible for the networks in all Flemish cities and municipalities, bringing electricity and natural gas to homes and removing wastewater and sewage. It's also charged with public lighting on Flemish streets. In its mission to help build the Flanders of tomorrow, the organisation is instrumental in making the energy transition possible.

As part of this pursuit, this network company is investigating the usability and efficacy of biomethane in the energy mix and its impact on decarbonisation and the transition towards climate neutrality in its managed networks.

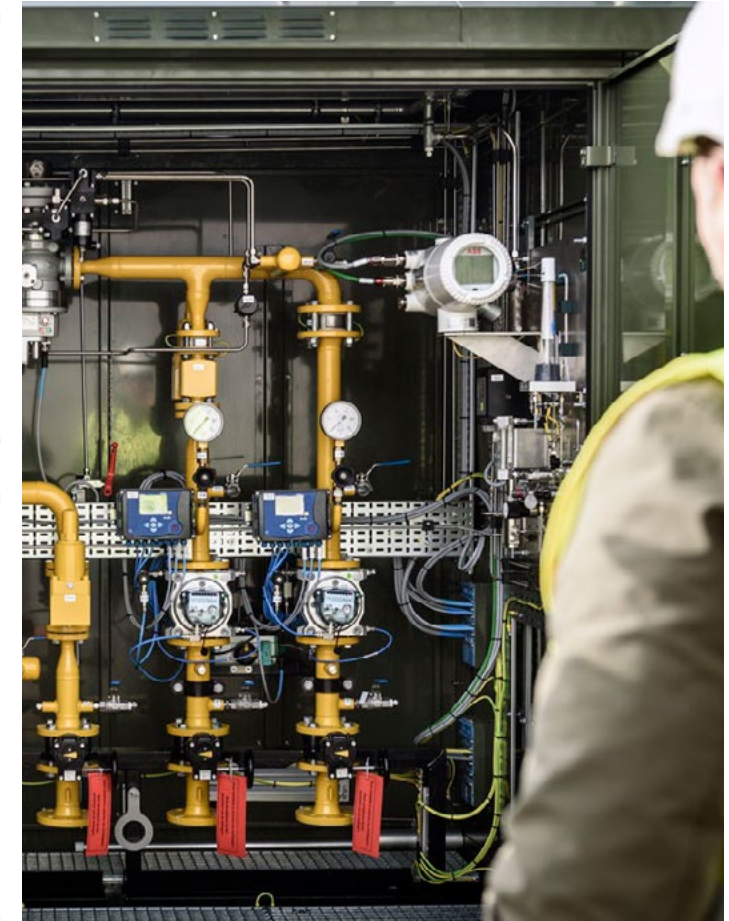
Deloitte supported Fluvius by assessing the supply and demand profile of biomethane and building a business case for its use. Our Climate and Energy team presented the enterprise with a strategic view on the potential role of this alternative energy source, offering policy recommendations that will be delivered to public authorities. Together, Deloitte and Fluvius aim to further facilitate users in this essential energy transition.

“ Biomethane is a no-regret path to pursue. Biomethane enables an acceleration of the greening of the energy system and a reduction of the associated total system costs. At the same time, it promotes a local circular economy and reduces our dependency on energy imports. By putting in place the right regulatory framework and incentives, a significant potential can be unlocked, corresponding to more than 15% of the future energy consumption of clean molecules in Flanders. ”

STIJN VERCAMMEN, SENIOR MANAGER CLIMATE & ENERGY AT DELOITTE

“ The energy transition is an ‘and-and’ story. Next to electrification, we will need clean gasses, such as biomethane and hydrogen for the energy mix of the future. Today biomethane is underexposed in Flanders, although there is potential to also develop this energy carrier. At Fluvius we bring parties together, on the one hand through our pipeline network, but also on the other hand by bringing together interested developers and users to develop supply and demand. ”

JORIS SOENS, TRANSITION MANAGER AT FLUVIUS



# HELPING NORTH SEA PORT OPTIMISE AND SUSTAIN ITS TALENT POOL



North Sea Port is the 60-kilometre-long cross-border port area that stretches from Vlissingen on the North Sea coast in the Netherlands, some 32 kilometres inland to Ghent in Belgium. It's a central hub in Europe with a focus on multi-modality and transiting a wide variety of goods, creating an impact on global trade. The strategic location and surrounding capacity mean the port still has significant growth potential and the opportunity to provide long-term employment growth to the Ghent region.

To further actualise the economic potential of the port, several stakeholders, both Flemish and Dutch, committed to developing a port action plan, focused on employment and labour mobility: publicising vacancies, and providing vacancy-oriented training and cross-border access to the port. Another critical deliverable was increasing the sustainability of the talent pool. The port and related companies are important employers for the whole region. Thus the initiative aimed to identify the appropriate profiles of potential employees and ensure these profiles were attracted to, and kept, in the region.



## Aligning diverse players

As one of the key stakeholders, the city of Ghent approached Deloitte to assist in creating and maintaining a stable strategic partnership with a clear mandate and goals. This partnership brought together a wide cross section of industry, local authority and employment partners. They worked effectively towards a shared vision: creating a service centre for training and employment at North Sea Port, now officially named North Sea Port Talent.

As a first step, the Deloitte team ran a series of workshops with representatives of the port ecosystem: companies, local authorities, and employment agencies. Testing the waters, the team encouraged open 'cards-on-the-table' communication by all relevant parties to jointly develop and agree upon a clear value proposition.

This exploratory phase facilitated the Deloitte team in identifying those partners willing to invest in North Sea Port Talent. Working with this group, the Deloitte team then supported the partners in defining the business model and strategy of the service centre. Finally, to ensure the continuity and stability of the initiative, Deloitte and the partners created a three-year business plan and identified the most appropriate legal structure for the partnership.

As a result, the partners (City of Ghent, North Sea Port, VDAB Oost-Vlaanderen, Provincie Oost-Vlaanderen, Dethon and Gemeente Terneuzen) established North Sea Port Talent. The experience of the partnership and the clear mandate of the new organisation clears the way to address the labour sourcing challenges of the many and varied partners of the Port and its surrounding areas.

It's strongly believed that North Sea Port Talent will help move players from a competitive, zero-sum talent market environment to a more cooperative model with shared resources and goals. This will serve to increase the overall size of the available talent pool, as well as its quality and suitability.

The initiative is currently actively pursuing two workstreams. The first is working to operationalise North Sea Port Talent as a fully functional organisation. The second is piloting a number of hands-on trial projects currently focusing on science, technology, engineering and mathematics (STEM) profiles.

Client impact stories

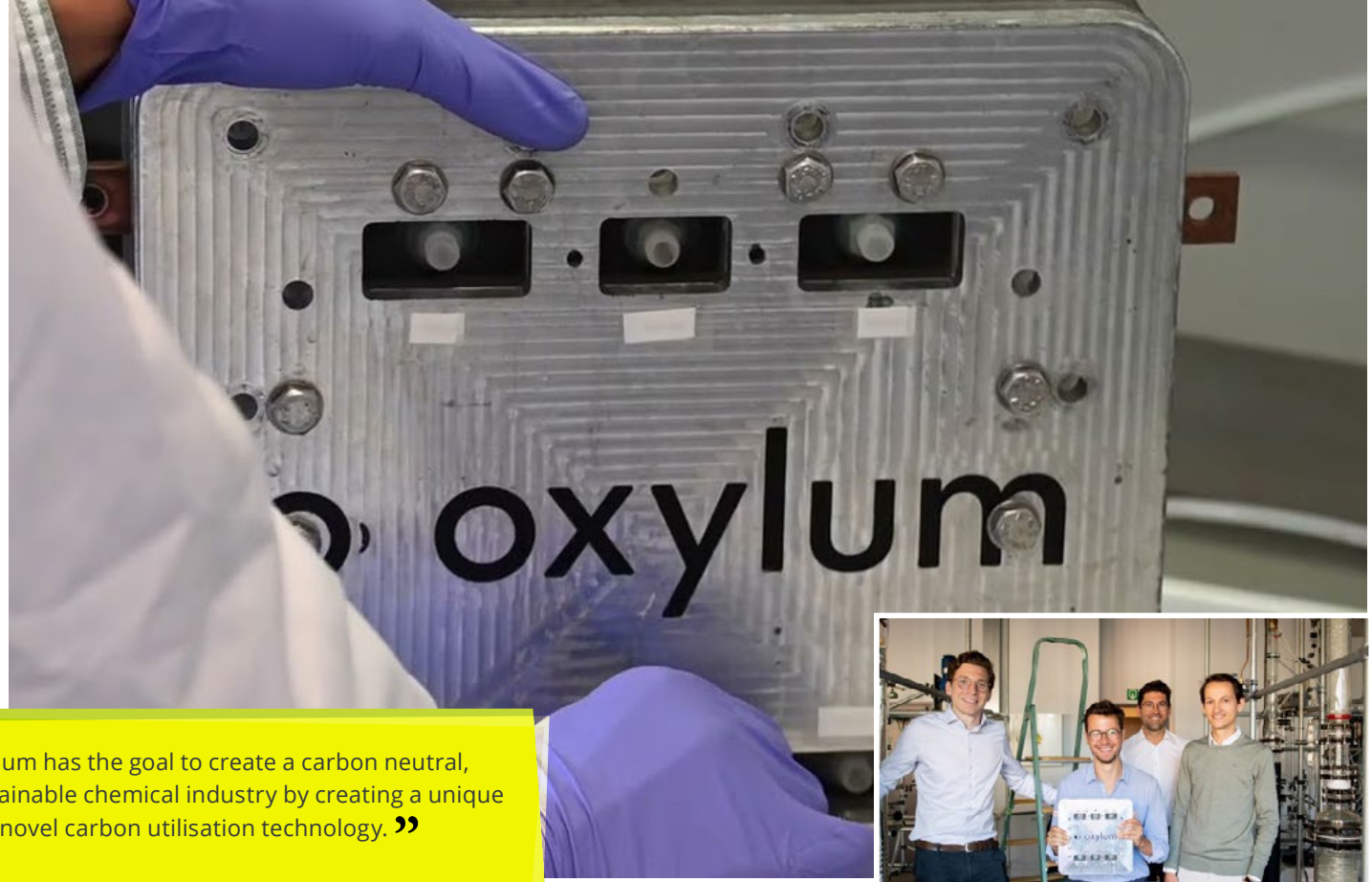
# GUIDING THE CHEMICAL INDUSTRY TO CO2 NEUTRALITY



Today's climate crisis urges us to rethink and reinvent our economy. CO2 makes up the vast majority of greenhouse gas emissions, therefore reducing CO2 emissions is key. Oxylum, a University of Antwerp spin-off, has developed an electrochemical CO2 conversion method to reuse CO2 as feedstock for the production of chemicals. This technology could assist the industry in making the shift from fossil-based carbon feedstock to circular carbon feedstock.

Oxylum faced two key challenges when it approached Deloitte for support: acquiring funds and navigating its technology in the IP spectrum. As scientists, they felt the need to consult with Deloitte on the go-to-market strategy and develop their business skills.

Deloitte assisted in fine-tuning their business case by conducting a deep-dive market analysis, defining the key value proposition and go-to-market strategy. In addition, we conducted an IP analysis and market scans to investigate Oxylum's freedom to operate and protect their intellectual property. Finally, Deloitte provided strategic advice on how to obtain the required funding and guided Oxylum through the investment round. With Deloitte's help, Oxylum is not only set to scale its innovation, but scale as a company.

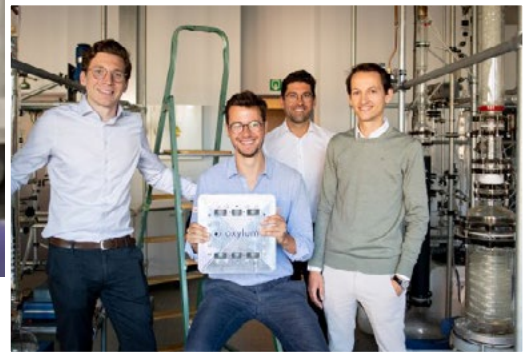


“ We need to focus on innovation and new technology and most importantly to scale technologies and innovation we already have. ”

FREDERICK DEBRABANDER, ENERGY, RESOURCES & INDUSTRIALS LEADER

“ Oxylum has the goal to create a carbon neutral, sustainable chemical industry by creating a unique and novel carbon utilisation technology. ”

BERT DE MOT, OXYLUM CO-FOUNDER



Client impact stories

## DEVELOPING A PLAN FOR A CIRCULAR AND NET-ZERO PLASTICS INDUSTRY

The plastics industry is being challenged to fundamentally change the way it operates in Europe. As packaging or as components of almost all manufacturing, it's difficult to find an industry that does not use plastic in some form. This diverse and complex industry is therefore essential to the creation of a sustainable future on this continent.

Plastics Europe, the organisation that represents plastics manufacturers across Europe, asked Deloitte for support in the development of its roadmap to become a circular and net-zero plastics industry by 2050.

We approached the project through four workstreams. Together, we developed a roadmap with milestones for 2030, 2040 and 2050. Then, we identified potential industry actions and critical enablers to achieve these targets. Key to the sustainability of the industry, this plan has three pillars: making circular plastics, helping to drive lifecycle emissions to net-zero, and fostering sustainable use of plastics.

### Bringing consensus to a divergent industry

Plastics Europe represents a broad range of organisations in this varied industry. A critical step in the change process was to ensure the engagement of several stakeholders. We leveraged the Deloitte Nzyme methodology (see page 38) to host two highly interactive sessions with industry stakeholders to jointly develop key elements of the roadmap, with support from those who will finally implement it.

Utilising the expertise of our Finance and Performance team, we created a dashboard identifying primary indicators and a baseline that will be used to measure and monitor progress towards defined ambitions. In addition, our Deloitte Digital team helped to develop a communications strategy that defined targets, channels, and messages to maximise the impact of the cross-industry plan through stakeholder communications.

Having access to the expertise of four disciplines under one Deloitte roof was a huge differentiator to this project's success.



Client impact stories

# TRANSFORMING FOOD SYSTEMS TO SUPPORT OUR ENVIRONMENT



Solina is a leading global food partner offering tailored ingredient solutions in Europe and North America. Its clients are in food processing industries (meat, meals, potato, vegetables, new protein food, and more), as well as foodservice and butchery markets. The company provides both dry solutions (seasoning and coatings) and liquid solutions (sauces and marinades). Solina makes food matter by contributing to the production of food that is good in every sense of the word: for people and the planet. Thus it aims to accelerate its sustainability ambitions and actions.

To achieve this goal, Solina recently launched a sustainability strategy project and approached Deloitte to help develop and implement this plan. Our Consulting team conducted this sustainability project in two sequential phases. First, a materiality assessment was performed to gain insights and identify the most material sustainability topics for Solina. This was accomplished through a series of internal and external interviews, during which Deloitte evaluated the significance of these topics for Solina’s internal business success, as well as its external importance (e.g. with customers, suppliers, etc.).

### Sowing the seeds of change

Subsequently, eleven sustainability domains with the greatest potential impact for Solina’s long-term success were identified. Our team categorised these eleven domains into five themes, in line with Solina’s strategy: (i) Innovations and Solutions, (ii) Environmental Impact, (iii) Sustainable Food System, (iv) People & Culture and (v) Performance & Reporting. Through interactive workshops with Solina’s stakeholders, a living sustainability roadmap for 2030 was formulated. This roadmap articulates ambitions and precise targets for the eleven sustainability domains.

Thus, the final outcomes for the client were threefold:

- Materiality matrix—including a competitive benchmark, as-is analysis and strategic recommendation.
- Strategic roadmap (i.e. ambitions, targets, KPIs and actions) on focus domains.
- Internal communication support plan (i.e. webinars) and a PMO toolbox to track and report against project milestones.

With this framework, Solina is taking significant steps towards a food system that is resilient and better for people and for nature.



## Client impact stories

## ASSISTING UCB TO MANAGE ITS ENVIRONMENTAL OBLIGATIONS

UCB is a global biopharmaceutical company dedicated to improving the lives of people living with severe illness. Compliance is critical for the company's operations. This applies to medical requirements, but also to other aspects such as environmental obligations.

In the wake of preparing for the operationalisation of new packaging legislation, UCB and Deloitte put their heads together and through merging the collective strengths of our teams in tax, supply chain, strategy & analytics, and SAP, we organised a half-day "Humble & Proud" session. Using Deloitte's new Nzyme methodology (see page 38), which amalgamates deep industry knowledge with the right interpersonal dynamics, the teams shared insights on packaging fees and plastic taxes. Our team brainstormed with the 15 UCB participants on how to best set up the company for success.

The interactive nature of the Nzyme methodology generated a high energy workshop with a great co-creation dynamic around sustainability and the circular economy. The passion from the Deloitte and UCB team combined with strong facilitation helped the teams to get a full view on the challenges in different departments and to envisage transversal solutions.



# TRANSITIONING TO A LOW-CARBON FLEMISH INDUSTRY WITH VLAIO



Flemish Innovation & Entrepreneurship (Vlaio) is the Flemish government body tasked with supporting Flemish companies to stimulate and support innovation and entrepreneurship and contribute to a positive business climate that strengthens sustainable economic growth. In the current climate, a key focus of the body is the sustainability of the industries and organisations being supported.

In 2023, Klimaatsprong (Climate Leap) was launched following a collaborative effort between Vlaio and Deloitte, which involved an in-depth analysis and a roadmap study: 'Circularity of carbon and carbon neutrality for Flemish industry' (2019). This initiative promotes the Flemish industrial energy and climate transition. Climate Leap unites ecosystem players, from policy makers and civil society to knowledge institutions, to drive innovation.

Vlaio asked Deloitte for support in initiating and running this project starting in 2023. The Infrastructure & Energy Solutions team and the Sustainability team guided the process, ensured deadlines were met, and became a sounding board for working groups, all to reach the scheme's ambitious goals.

Together, we're transitioning to a low-carbon Flemish industrial landscape.



# BEST MANAGED COMPANIES

## 26 Belgian private companies outperform the market

The Belgium Best Managed Companies programme recognises private businesses that demonstrate consistently strong business performance. They are shining examples of resilient entrepreneurship and sustainable growth, resulting in a positive lasting impact on their own company, their employees, and the future of our Belgian economy.

Private companies that translate strong business performance—based on a clear strategy supported by solid capabilities and employee engagement—into excellent financial results, deserve special recognition. And that’s just what the Best Managed Companies programme is about. In the 2023 edition, 26 Belgian private companies, selected by an independent jury, were awarded the highly-regarded quality label.



### Two new laureates are awarded the Best Managed Companies label

Our sixth edition once again brought together the vibrant entrepreneur community to connect and exchange insights, further emphasising the importance of a strong commitment by leadership and employees. This is one of the four main pillars of the programme. During the awards ceremony, we welcomed two new laureates, Alides and Beddeleem, into the community of this year’s Best Managed Companies, and also announced the companies that retained their label. To mark the special occasion, the laureates were announced during a gala event at our Deloitte Gateway building to celebrate this incredible achievement.

### Coaching that makes an impact

The Best Managed Companies programme has been supporting Belgian companies for over six years, keeping them focused on their ambitious goals and challenging them to deliver sustainable success. Throughout the entire process, the companies benefit from the guidance of a Best Managed Companies coach from Deloitte.

“ This inspiring community of laureates values collaboration, knowledge sharing, and best practices, allowing members to share their expertise and solutions with each other. We are happy to see that this results in exciting new collaborations and growth opportunities. ”

BRUNO PEELAERS, PARTNER DELOITTE PRIVATE AND BEST MANAGED COMPANIES PROGRAMME LEADER

### Meet our 26 laureates

Congratulations to this year’s group of laureates.



#### New laureates:

Companies that have been awarded the Best Managed Companies label for the first time.

- ALIDES
- BEDDELEEM

#### Requalifying laureates (years 2, 3):

Companies that have re-applied and successfully retained their Best Managed designation for two or three years.

- AERTSSEN GROUP
- BELGIAN PORK GROUP
- ELNEO
- LOCINOX
- N-SIDE
- SPRIMOGLASS
- TECHNORD
- VK ARCHITECTS+ENGINEERS

#### Gold laureates (year 4):

Companies that have maintained their Best Managed designation for four consecutive years.

- PROVAN
- Q&D GROUP
- SAEY
- STADSBADER
- VANDENBUSSCHE
- VANHEEDE ENVIRONMENT GROUP
- ZUIDNATIE

#### Requalifying Gold laureates (years 5, 6):

Companies that have successfully retained the Best Managed Companies label for five or six consecutive years.

- CE+T GROUP
- E.D.&A.
- EASI
- EASYFAIRS
- GOLAZO
- LVD GROUP
- SOUDAL GROUP
- VANBREDA RISK & BENEFITS
- VANDERSANDEN GROUP

For more info about the Belgium’s Best Managed Companies visit [www.bestmanaged.be](http://www.bestmanaged.be)



# DELOITTE'S 2022 TECHNOLOGY FAST 50

## Loop Earplugs wins Fast 50 award, Venly named Rising Star

The Deloitte Technology Fast 50 competition is aimed at fast-growing technology companies founded and headquartered in Belgium. Given their significant contributions to the future of our economy, they deserve special recognition and support—and that's exactly what this competition provides.

This past year's Fast 50 Awards Ceremony brought together key players from Belgium's tech scene. Deloitte helps expand the networks of technology entrepreneurs by connecting start-ups and scale-ups with corporate and family-owned companies and investors. Deloitte aims to stimulate cross-fertilisation and further encourage technological innovation in the vibrant Belgian scale-up ecosystem.

“The start-up and scale-up scene in Belgium is strong and growing. It was a record-breaking year for Deloitte's Technology Fast 50 programme as we not only saw a double-digit increase in the number of participants for the Fast 50 ranking and the Rising Star preselection, but they are active in a wider range of fields.”

SAM SLUISMANS, PROGRAMME LEADER DELOITTE'S TECHNOLOGY FAST 50

### Fast 50

Loop Earplugs earned the top spot in Deloitte's 2022 Technology Fast 50 ranking with an impressive growth in turnover of 15,275% in the past four years. Loop Earplugs also received the award for fastest growing company in the Life Sciences & Health Care category. The Antwerp-based company, which produces stylish and protective earplugs, was founded in 2016 and had to reinvent itself during the challenging COVID

times, achieving remarkable success especially in international markets.

### Rising Star

Having impressed the independent jury chaired by Duco Sickinghe, Managing Partner of Fortino Capital, with its pitch, Venly was named this year's Rising Star. The blockchain technology provider's mission is to continue to grow as a developer platform and integrate in more platforms so that eventually everyone can experience the promise and value of blockchain technology.

### Raising the roof for tech innovation

The event attracted more than 300 representatives from exciting young tech companies, as well as corporates, investors and other actors from the entire start-up and scale-up ecosystem. After the event, a series of videos created specifically for the start-up and scale-up community was launched on the Fast 50 website and various social media platforms, along with the promotion of the growth stories podcasts.



Rising Star Winner 2022: Tim Dierckxsens, Venly





Fast 50 Winners: Loop Earplugs





**Learn more about this vibrant ecosystem on [www.fast50.be](http://www.fast50.be)**

Discover the stories behind these companies with our Fast 50 podcast!

English

French

# CLIMATE-LED TRANSFORMATION

## Boosting our impact

As the world transitions to net zero, Deloitte’s Changing Tomorrow Today sustainability campaign continues to guide clients on the path to real change that protects our planet and our people.

For many years already, Deloitte professionals have been supporting clients on their climate journey. Whether it’s redefining their climate strategies; embedding sustainability into their operations and value chains; meeting and adapting to new tax, disclosure, and regulatory requirements; or accelerating the transformation of their organisations and value chains; we turn the challenges of climate change, the circular economy, ESG reporting, and sustainable finance into competitive advantages.

Through innovative approaches, digital solutions, deep industry experience and lessons learned from our own journey, Deloitte helps clients to reframe and rethink their future through strategic decision-making and ecosystem development.

Deloitte is uniquely positioned to bring sustainability fluency to our clients and network. To do this, Deloitte has developed a multidisciplinary and cross-industry platform with a structured programme focusing on learning, marketing, alliances with relevant vendors, and acquisitions, to ensure an integrated and qualitative offering for our clients.

One of the platform initiatives was the launch of an internal sustainability learning journey, which includes four hours of mandatory courses. This journey provides all Deloitte employees with the right knowledge and tools to engage in client conversations on sustainability, each in their own field of expertise and industry. From junior to partner, in every business unit and in all industries, everyone is part of this (learning) journey.

In addition to this, since FY22, 5,580 Deloitte Belgium employees completed the mandatory WorldClimate e-learning “Rewrite our future”, helping to drive positive change on a global scale.





**Deloitte.**  
**Mobility Week**  
Mix & Move

## OUR JOURNEY TOWARDS A MORE SUSTAINABLE FUTURE

### Embracing impactful sustainability

At Deloitte, we strive to live our Purpose every day, which is to make an impact that matters for our clients, for our people, and for society.

We know that it's not possible to be a leader in today's world without prioritising sustainability.

As part of a global network, we have a responsibility and an opportunity to positively contribute to a more sustainable world. By leveraging our worldwide position and guided by our set of Shared Values, we're taking a pioneering and proactive stance to lead the way with the environment in mind.

We all know the crisis-level impact of climate change and the worldwide need to implement green recovery. We're doing our part to help the world achieve the goals of the Paris Agreement through a global climate strategy centred on changing behaviours within our organisation and among those we influence.

That is why we are tackling the climate crisis head on with our global *WorldClimate* programme that drives responsible choices within our organisation and beyond.

*WorldClimate* is our transformation to become a sustainable firm, with science-led targets for reducing our carbon footprint. This requires holistic thought and action, so we're making sustainability central to how we work. We're inspiring and empowering our people to own the change, collaborating with external partners and sharing the experience with our clients.

*WorldClimate* has many aspects.

- It's about **sustainability and transformation**. These aspects are equally important, because meaningful change requires holistic, firm-wide change.
- It's **collaborative**. As well as our own change, we promote wider change through how we work with clients and suppliers.
- Our **people** are central to the transformation. They innovate and act to make change happen, and share what we're doing beyond the firm. It involves practical action. We reduce our carbon footprint through what we do, not what we say.



Having embedded sustainability across our operations, this ensures that our strategies and activities are measured against our sustainability objectives. This drives the right actions across our organisation, such as empowering our people and engaging our ecosystems on responsible climate choices.

For our firm, sustainability means being part of the next generation of companies that operate from an environment-first mindset to improve ecosystems, rebuild communities, and restore nature.

Acting in a regenerative way, we prioritise the environment by encouraging our people to make eco-friendly choices at work and home, and transition to a low-carbon economy.

In 2017, Deloitte Belgium embarked on its sustainability journey setting ambitious goals around three key impact areas: mobility, travel, and infrastructure.

Since then, we are also working on eco-friendly initiatives to green our firm: waste reduction, sustainable procurement, and green certifications.



## Deloitte NSE: Environment and Energy Policy Statement

This is the environmental policy of Deloitte North and South Europe (Deloitte NSE). As part of Deloitte NSE, a global network of Member Firms, Deloitte Belgium adheres to and implements the Deloitte NSE Environmental and Energy Policy Statement.

We commit to:

- Achieve science-based net-zero with 2030 goals.
- Implement sustainability governance driven from the Executive level and embedded into business processes.
- Review progress and report publicly against our environmental and energy targets (including 1.5°C-aligned science-based GHG reduction targets).
- Invest in meaningful market solutions for GHG emissions we cannot eliminate.
- Incorporate energy and water efficiency into the design, refurbishment and operation of our estate.
- Optimise internal environmental conditions and reduce our impact on local air quality, to contribute to health and well-being.
- Use resources and manage waste according to circular economy principles.
- Convert 100% of our new ordered cars to electric & hybrid vehicles by 2023. Convert 100% of our fleet to electric & hybrid vehicles by 2026.
- Reduce our business travel GHG emissions (in line with our published targets).
- Work with our suppliers to reduce GHG emissions (in line with our published targets) and tackle other environmental impacts in our supply chain.
- Map the biodiversity impacts of our operations and supply chain, and set a net gain target.
- Educate our staff on their environmental impacts and empower them to take action on climate change in their working and home lives.
- Collaborate with clients and external stakeholders to create and scale climate solutions and stimulate the green economy.

In addition, we will:

- Conform to all relevant compliance requirements relating to the environment and energy.
- Maintain procedures to mitigate the risk of pollution.
- Pursue a programme of continuous improvement of our procedures and performance.
- Ensure that our policy is clearly communicated both internally and publicly.

This policy will be reviewed and updated on an annual basis or due to a material change of circumstances.

Richard Houston,  
NSE CEO





## OUR GREEN GOALS

### NSE WordClimate: Net-zero with 2030 goals

Deloitte's near term (2030) greenhouse gas (GHG) reduction goals have been validated by the Science Based Targets initiative (SBTi) as 1.5°C-aligned, science-based targets.

Deloitte has also committed to set long-term emissions reduction targets using the SBTi Net-Zero Standard.

#### Our near-term goals

- 1  **Reduce** Scope 3 GHG emissions from **business travel 50%** per FTE by 2030 from a 2019 base year.
- 2  **Reduce** absolute Scope 1 (fuel in buildings & fleet) and 2 (electricity in buildings & fleet) **GHG emissions 70%** by 2030 from a 2019 base year.
- 3  **Invest in meaningful market solutions** for emissions we cannot eliminate.
- 4  Help our major suppliers **set a science-based emissions reduction target of 67% by 2025.**

## CO2 REDUCTION

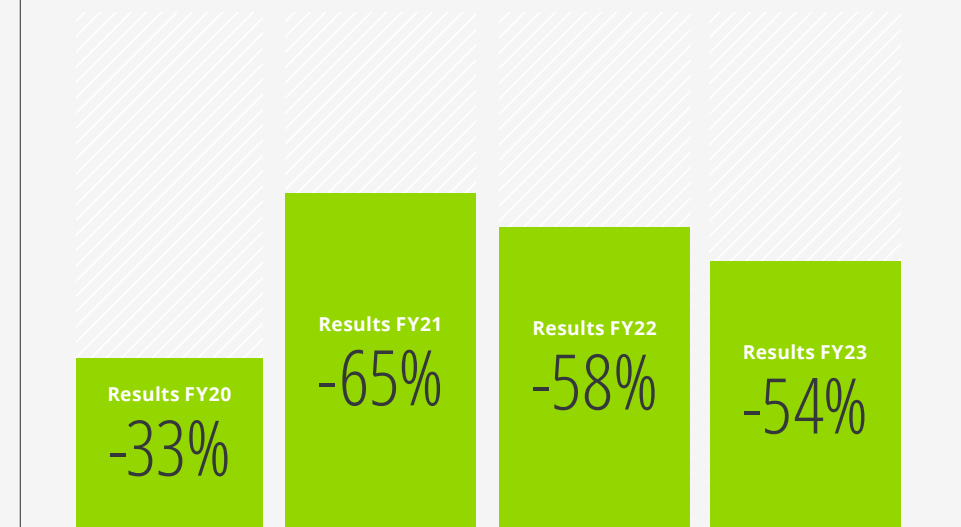


Over the last six years, Deloitte Belgium succeeded in cutting CO2 emissions by 54%. This achievement was the result of diverse initiatives in our impact areas, largely mobility. This strong start puts our organisation on a clear roadmap towards achieving its commitment to science-based net-zero with 2030 goals.

#### Programmes to achieve this goal include:

- Travel initiatives to reduce CO2 emissions by 70%/headcount by 2030.
- 100% EV & PHEV car fleet as from 2026.
- 65% reduction in CO2 emissions per m<sup>2</sup> in Deloitte's buildings by 2030.

#### Amount CO2 emissions reduction per headcount for mobility and business travel and per m<sup>2</sup> for real estate based on FY17 baseline



## SCOPE 1, 2 AND 3

### Greenhouse gas emissions by scope

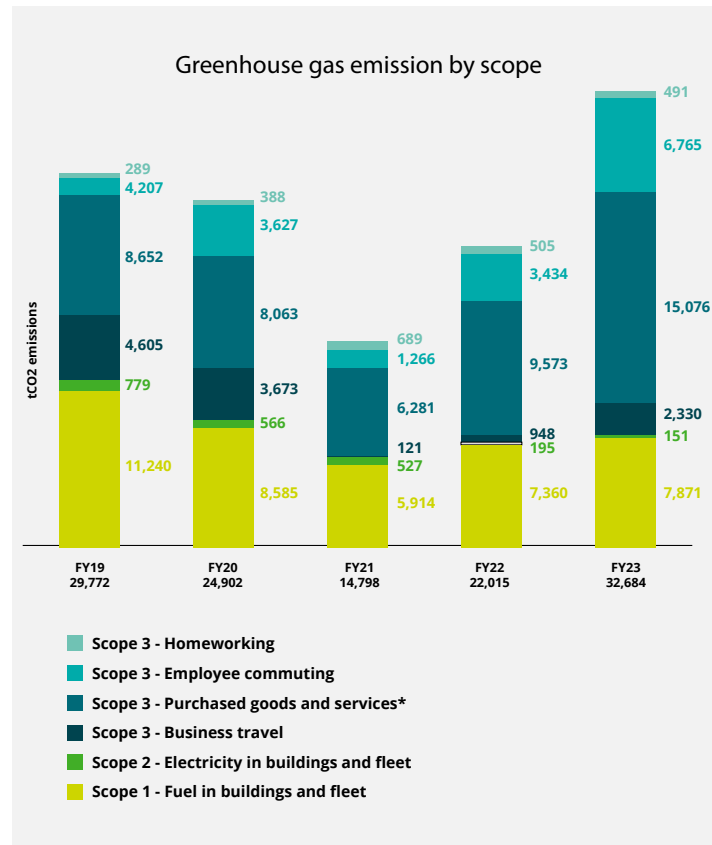
Scope 1, 2 and 3 is a way of categorising the different kinds of carbon emissions a company creates in its own operations, and in its wider value chain. This is in line with the SBTi Corporate Net-Zero Standard.

**Scope 1 emissions** — Scope 1 refers to direct emissions from gas usage and our owned vehicles powered by internal combustion engines.

**Scope 2 emissions** — Scope 2 refers to indirect emissions from the generation of our purchased electricity, district heating & cooling, and owned electric vehicles.

**Scope 3 upstream emissions** — Scope 3 upstream emissions include our emissions from business travel (air travel, rail, taxi, car rentals, reimbursed mileage); employee commuting (CO<sub>2</sub> emissions associated with the transportation of employees between their homes and their workplaces) and homeworking; and our purchased goods and services.

**Scope 3 downstream emission** — Scope 3 downstream emissions are indirect GHG emissions from sold goods and services and are not material for Deloitte Belgium.



### Creating impact beyond our value chain

While we work to transform our business and focus on reducing emissions in our value chain, we want to go beyond that and help accelerate the global transition to net zero by investing in innovative solutions.

We are purchasing Certified Emissions Reductions (CERs or carbon credits) generated by projects aligned with our Purpose agenda, equivalent to our Scopes 1 & 2, business travel, and homeworking/commuting emissions.

Following our approved Beyond Value Chain Mitigation (BVCM) strategy we are not purchasing offsets to cover PG&S emissions this FY. An investment will be made instead in skills-based carbon mitigation projects.

Looking ahead, we're continuing to shift our focus from compensation for past emissions to understanding how we can actively contribute to societal decarbonisation. This means using our reach and capabilities, skills, and financial investments, to protect and restore nature, amplify solutions that tackle emissions, and boost innovation.

Limited assurance was provided by BDO LLP at a consolidated Deloitte NSE level over all reported carbon metrics. This included consideration of the underlying country data in Belgium, Denmark, Finland, Greece, Iceland, Ireland, Italy, Malta, Middle East, Netherlands, Norway, Sweden, Switzerland, and the UK plus Jersey, Guernsey, Isle of Man, and Gibraltar.

\* The PG&S methodology is based on procurement spend data for 5 geographies (including UK as the largest). 4% of the PG&S emissions is based on actual supplier data submitted to CDP. This spend data is the basis for 74% of emissions, with the rest extrapolated. We apply a number of assumptions to the spend data, including how we allocate spend into procurement categories, how we treat our suppliers' reported Scope 3 emissions, the CDP sector emission factors we apply to each spend category, and the extrapolation factors. We continually review our approach to reduce the risks inherent in these assumptions and the impacts of year-on-year fluctuations. In FY2023, Deloitte revised the methodology for calculating real estate emissions included in reported purchased goods and services (PG&S) emissions to align with updated guidance from the real estate sector. As a result of the updated guidance, Deloitte has removed upfront embodied carbon real estate emissions from reported PG&S emissions. For comparability, this change in methodology has been retroactively applied to previously reported PG&S amounts, which has resulted in a recalculation and restatement of PG&S amounts and emissions totals for the base year and all the previous years' data shown in this report. We will continue to review our approach to Scope 3 reporting in the future, aiming to continually improve the accuracy of our disclosures. When these enhancements lead to a material change in a reported figure, we are committed to explaining the nature of the change, our reasoning for its appropriateness, and the percentage variance compared to previous methodologies.



Scope 1  
**24%**  
 7,871 tonnes  
 Fuel in buildings  
 and fleet



**-54%**  
 reduced CO2 gas  
 emissions compared to  
 2017 benchmark



**-71%**  
 reduced overall travel  
 CO2 emission compared to  
 2017 benchmark



Scope 2  
**0.5%**  
 151 tonnes  
 Electricity in  
 buildings and fleet



**-49%**  
 reduced overall fleet CO2  
 emission compared to  
 2017 benchmark  
  
**42.8%**  
 of the fleet is electric  
 or hybrid based



**-67%**  
 reduced building CO2  
 emissions compared to  
 2017 benchmark



Scope 3  
**75.5%**  
 24,661 tonnes  
 Business travel,  
 purchased goods &  
 services, employee  
 commuting &  
 homeworking



## ON THE ROAD TO NET-ZERO

### Our green mobility journey

In 2018, we launched our ground-breaking Mobility@Deloitte plan. With an eye towards our commitment to science-based net-zero targets with 2030 goals, we began the process of decarbonising our corporate fleet. Deloitte was the first company in Belgium to introduce such a green plan and we have been making great strides towards achieving those goals.

The key was to empower our employees to make greener choices. We supported them in widening and broadening their mobility options through a progressive multimodal mobility package. This meant moving from petrol car options to electrification, mixed mode transport, or car-free options. Since then Mobility@Deloitte options have continued to evolve. They now include pool cars for business use, park & ride at public transport hubs, bicycles, public transport commuting, and many other offers.

The ongoing education and awareness campaigns, including our Responsible Mileage programme, have succeeded in reducing both business and personal mileage and we continue to review our targets annually as our teams reduce their carbon footprint year on year.

And it's not just the company fleet. Smart Parking and the Get2Work app encourage employees to bring their own cars to work less often. The initiative has provided valuable insight and motivation to non-fleet car users and supported them in reducing their reliance on the traditional car commute.

#### Continuing our drive to fully electric fleets

As of May 2023, the firm's car list offers only fully electric options for all users, providing a number of accessible options to colleagues no matter their needs, from compacts to family cars and everything in between. We have expanded the offer to include new models with better range. Thanks to this, we're well on the way to achieving a fully electric fleet by our target date of the start of 2026. In the next years we'll phase out the remaining legacy fuel and hybrid cars.

As our expertise in the energy transition continues to grow, our organisation gains further insights into the supply chain impacts on sustainability. As such, we have turned our attention to how and where we procure our fleet. This fiscal year we adjusted our sourcing guidelines and are working within the SBTi certification standards. This ensures that decarbonisation starts with sourcing the vehicles and continues through to their use.



## MOBILITY WEEK

### On the road to more sustainable transportation

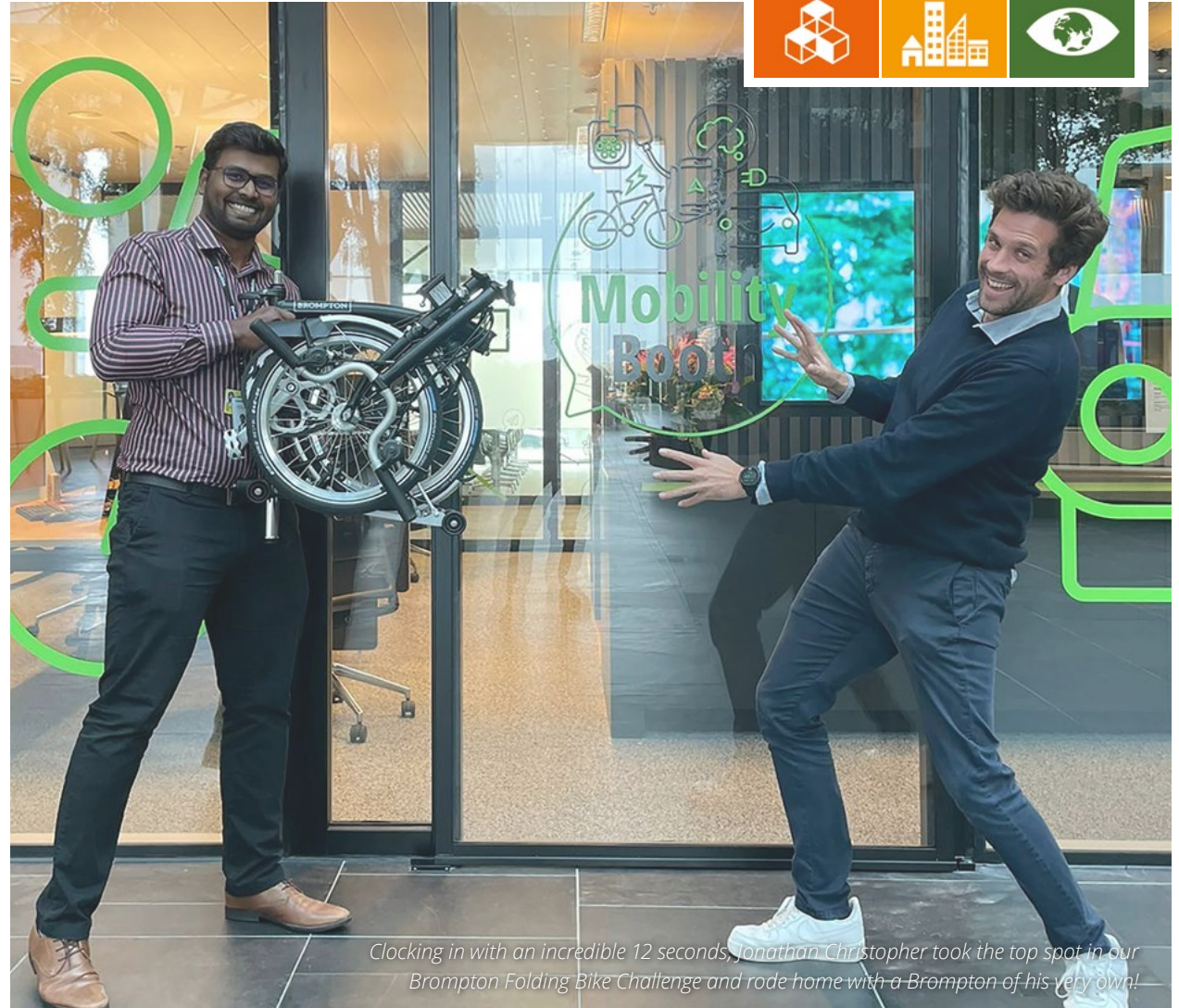
Deloitte has enthusiastically participated in European Mobility Week for several years, and the September 2022 edition was the biggest yet at our Deloitte Gateway office.

Deloitteers were encouraged to rethink their commute for the week and make more sustainable journeys. Rewards were offered to those who did, from breakfast on arrival at the office to interesting gadgets for cyclists who braved the Belgian weather.

Our mobility team hosted a tandem bike ride and treated riders to a picnic in the vibrant beauty of the Deloitte forest. For those who had racked up the kilometres on their bikes during the year, maintenance and repair services were available from a range of bike shops throughout Belgium to keep us all rolling.

The week played host to a range of educational events, starting with a webinar on electric driving. Throughout the course of the week, our onsite mobility village hosted experts from Luminus, Skipr, and SNCB/NMBS, who answered questions and provided great clean-mobility tips.

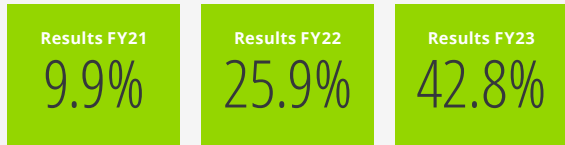
Mobility Week closed with an inspiring lecture from KUL professor Johan Driesen. As one of Belgium's leading experts on fleet electrification, sustainable energy, and innovative mobility, he captivated the Gateway auditorium participants and live-stream followers with exciting insights into the latest trends in sustainable mobility.



*Clocking in with an incredible 12 seconds, Jonathan Christopher took the top spot in our Brompton Folding Bike Challenge and rode home with a Brompton of his very own!*

# COMPANY CARS

## Electric or hybrid vehicles

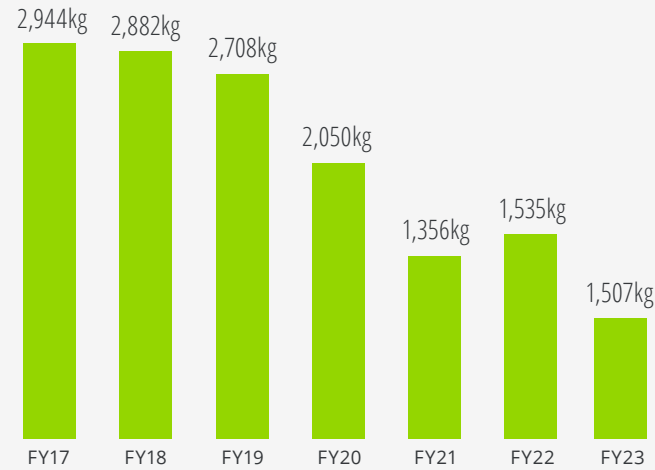


Our FY23 ambition was to achieve 25% electric or hybrid vehicles and convert 100% of new orders to electric and hybrid vehicles.

By 2026, we aim to have a fully electric and hybrid fleet.

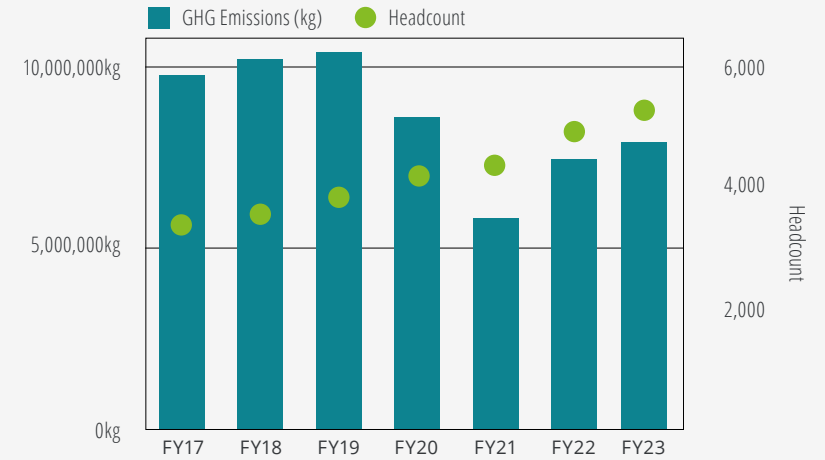


## Company car CO2 emissions (kg/employee)\*



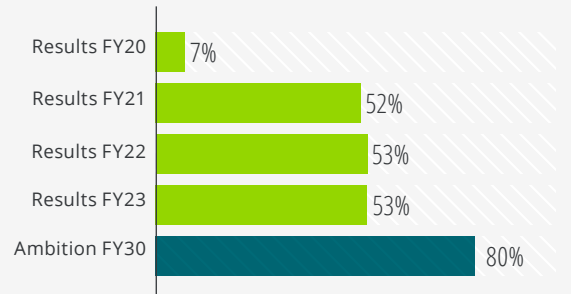
\* Sum of overall CO2 emission / average of our headcount / CO2 is calculated by multiplying the employees' company car fuel consumption by a factor per fuel type coming from the official DEFRA document (Department for Environment, Food and Rural Affairs).

## Fiscal year GHG emissions (kg) Headcount (Mobility Filter)



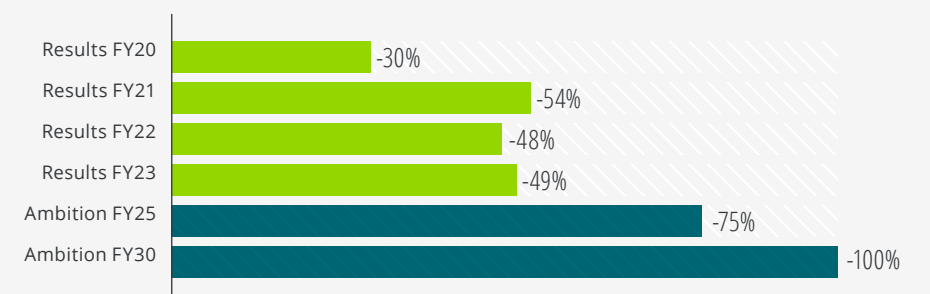
## % of parking spots with charging stations for electric & hybrid vehicles

Baseline FY17



## CO2 emissions produced by company cars

Baseline FY17



## MOBILITY

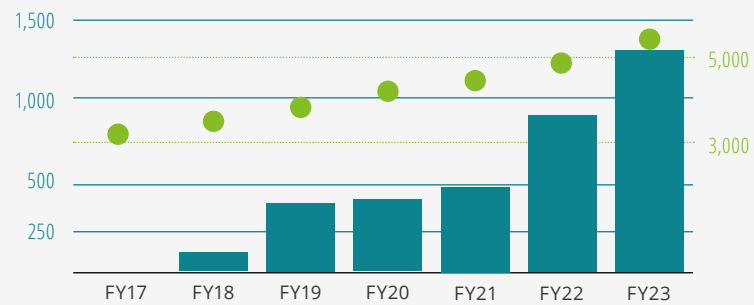


## Active bicycles

Total number of package &amp; MyChoice bicycles per headcount



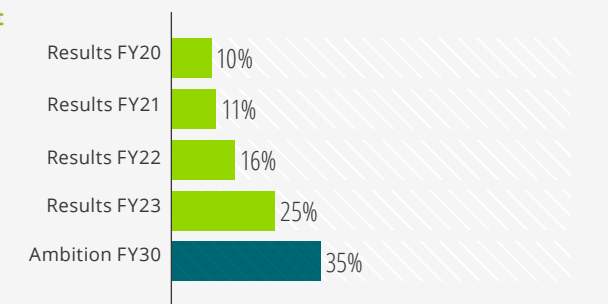
## # of bicycles



## Headcount

## % of parking spots with charging stations for electric &amp; hybrid vehicles

Baseline FY17



## Sustainable mobility

Percentage of our employees who have signed up for the Skiplr app

Results FY23

65%

## Bicycle uptake

Employees who opted for a bicycle in their mobility package or through MyChoice

Results FY23

1,333

## INFRASTRUCTURE

### Working together for a greener future

Keeping our climate pledges on track is not something we can achieve alone. Our suppliers play an essential role in our sustainability journey. That's why we go to great lengths to carefully select suppliers whose climate commitments match ours.

Although we do not own our office buildings, we have been working together with our landlords to implement positive, lasting change. With sustainability on top of the agenda for most organisations, landlords are now more open to discussing our ideas than even three years ago, and they are increasingly inclined to go along with our vision. They not only approve the plans but are also willing to co-invest in the changes to become more sustainable. Our aim is to find the best solution for the fit-out for every project in every office by implementing recyclable flooring, reusable walls, etc.

#### Assessing energy use to become more self-sustainable

Over the past few years, Deloitte Belgium has conducted independent energy audits to optimise each of our offices. As a result, we have made small adaptations or enhancements that can have an impact on the CO2 emissions of our offices. Examples of these changes include the installation of LED lights in the Ghent, Leuven, Hasselt, and Gateway parking areas, plus identifying and optimising heating installation settings in collaboration with our maintenance company.

#### Powering our buildings with solar

Until 2021, our focus was on reducing our consumption and increasing the efficiency of our energy usage (e.g. implementing LED lighting, optimising heating curves, etc.). As there is a limit to how much consumption can be reduced, we're now exploring ways to become more independent and less reliant on traditional energy sources. To achieve our goal of being self-sustainable, we're installing more solar panels in our buildings and developing more joint ventures to invest in alternative, greener energy sources. At Deloitte's Gateway office, for example, we're working together with Brussels Airport to investigate the possibilities of green energy production.



*Solar panels line the roof of the Deloitte Ghent office.*

## INFRASTRUCTURE

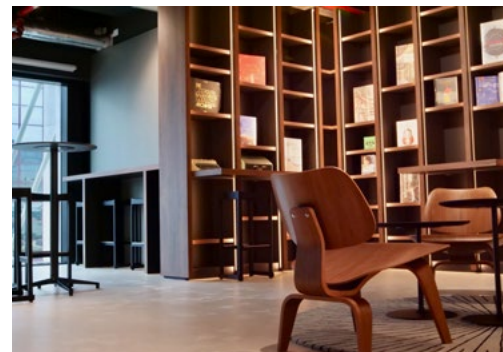
### Expanding our headquarters in Brussels Airport's old terminal

Since the first quarter of 2023, we began using an additional 1,800m<sup>2</sup> space in the old airport terminal located next to our headquarters. The two-storey building includes a floor that extends Gateway's office space, with desks and meeting rooms. Designated as a client space called Nzyme, the second floor has been designed as a contemporary space to answer the pressing needs of our time: an environment where our clients can make the best human decisions in a sustainable and hybrid way.

Fully equipped for up to 20 in-person and 30 virtual guests, this cutting-edge environment helps us to reduce our carbon footprint while maintaining a global reach with Nzyme's high-end video communications technology.

Together with designers and Beddeleem, the construction company involved in this project, we've carefully selected sustainable furniture and recycled materials. The floor is covered with naturally-based linoleum in combination with Cradle to Cradle Certified carpet. Our custom-made furniture and the chairs in the Nzyme lunch area are constructed out of recycled materials.

And the best part: our supplier Beddeleem has doubly offset the wood used during the project by planting 559 trees.



*The Nzyme space at the Deloitte Gateway building*

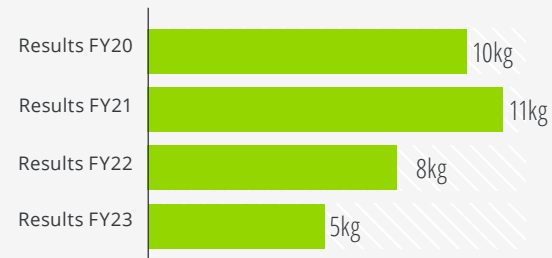
# INFRASTRUCTURE



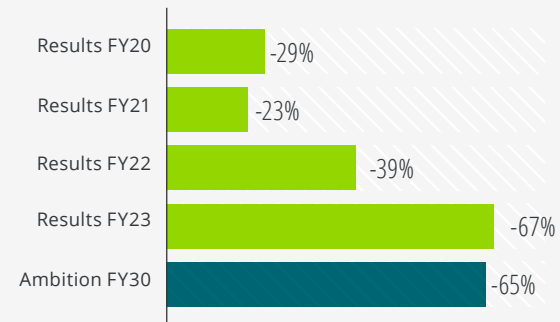
## CO2 emissions per m2 produced by our buildings

Baseline FY17

### Weight



### Reduction



CO2 is calculated by multiplying the energy consumed in our buildings (electricity, gas, heating, water, and heating oil) by a factor per energy type coming from the official DEFRA document (Department for Environment, Food and Rural Affairs).

## Renewable electricity consumption

Compared to total consumption



Bike storage in our Deloitte Liege office

## INTERNATIONAL TRAVEL

### Less is more

Deloitte's business is to work closely with clients, and this involves business travel. However the intensity of travel continues to evolve as we, together with our clients, want to work actively on decreasing CO2 impact through adapted ways of working with tools that support hybrid working.

This change not only makes good business sense, but also strengthens corporate responsibility. New operating principles allow us to significantly reduce the amount of travel, and we have developed more options to reduce the CO2 impact of our remaining necessary journeys.

#### Journey towards a greener future

Our firm has been very thoughtful about how to offset unavoidable air travel emissions and find new ways to do business while caring for the environment. The European and global heat emergencies experienced in summer 2023 continue to demonstrate why this is such an imperative for all of us personally, and Deloitte corporately.

The rising cost of international travel and our desire to be a key contributor in sustainability encourage us to continually re-examine how we operate. Deloitte Belgium's collaboration model is constantly evolving, redefining where and how people work together. We have also created more environmentally-conscious travel guidelines, supporting our commitment to smart, purposeful travel.

These altered behaviours are the reason we were able to achieve a 71% reduction in travel per headcount over FY17 levels.



13 CLIMATE ACTION



Colleagues Yolaine Englebert and Jérémy Ngamilu from Tax & Legal shared their green mobility journey with colleagues during an internal sustainability-related travel campaign.



## INTERNATIONAL TRAVEL



### Partnering for behaviour change

Recognising the impact of our actions on the planet, we're using this opportunity to proactively shape how we travel for business in the future.

Our recently launched Sustainable Delivery Clause initiative will build this commitment into our client engagements. It introduces a carbon clause into the engagement letter with clients. We commit to work together with our clients to keep engagement related emissions to a minimum in line with science-based targets consistent with a 1.5°C future. This will reinforce more sustainable behaviours during client engagements, such as travelling by train not plane (especially under 500 km), and choosing economy instead of business class flights, as well as opting for video and phone conferencing or hybrid meetings whenever possible.

### Awareness campaigns are taking flight

A substantial part of the solution is heightened awareness within Deloitte, as well as our clients, of the need to work sustainably. For example, FY23 saw the campaigns 'Green up your international business travel' and the Sustainability Delivery Framework (SDF).

These campaigns raise internal awareness about sustainable working practices—such as using trains instead of cars or planes, using multimedia studios and other hybrid meeting tools, and reducing travel for client projects—while empowering teams.

More awareness campaigns are planned for FY24, as the leadership increasingly supports sustainable choices.

To help our people decide on the optimal method of travel and to keep carbon emissions top of mind when making bookings, our travel partner provides an estimate of CO2 consumption by mode during the reservation process for business travel.

### Flying right to support sustainability

While air travel is sometimes unavoidable, this doesn't mean we cannot reduce our carbon footprint. Increasingly when it comes to group travel, we're partnering with airlines to see where the use of Sustainable Aviation Fuel (SAF) is possible. SAF provides cleaner alternatives to fossil fuels, achieving reduction in lifecycle greenhouse gas emissions compared to traditional aviation fuels.

During FY23, Deloitte Belgium invested 70,000 euros in SAF. In the future we want to continue collaborating with the aviation industry to make airlines more sustainable.

These types of innovative solutions can be part of a menu of options we can choose from, either to do business remotely or in-person, with the lowest carbon footprint while maintaining business efficacy and client satisfaction. Our commitment is to continue to lead in this critical space, partnering and collaborating with the travel industry in finding newer and more sustainable travel solutions moving forward.



### Leveraging sustainable aviation fuel

Did you know that a sustainably-produced aircraft fuel is a critical component of making carbon-neutral flying a reality?

With the global growth in air travel, the aviation industry is investing in alternatives to fossil jet fuels to reduce flight emissions. One innovation is **sustainable aviation fuel (SAF)**.

SAF is a next-generation aviation fuel, made from 100% renewable waste and residue raw materials, like used cooking oil.

An important part of sustainable air travel, particularly in the short term, alternative aviation fuel will contribute to the industry's emissions-reduction strategy, in combination with flying less and in a more carbon-efficient manner



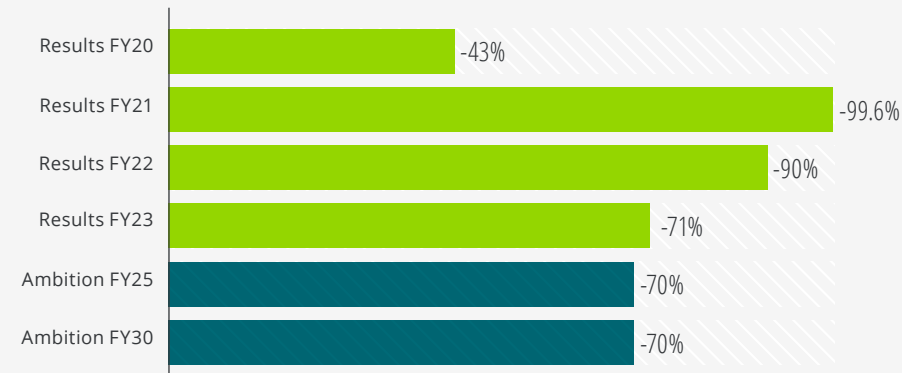
## INTERNATIONAL TRAVEL



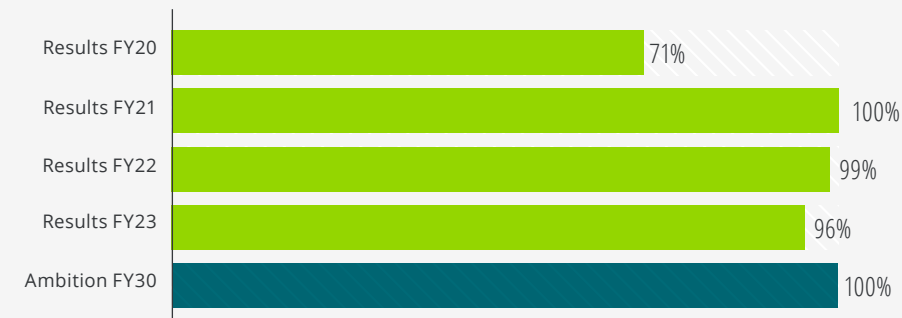
### International business travel

Reduction of CO2 emissions per headcount produced by employee travel

Baseline FY17



### Business trips to neighbouring countries by train within a radius of 500km from Brussels



### Air mileage

Reduction of kms flown per headcount

Baseline FY17



\* Travel heavily impacted by the COVID-19 pandemic

## GREENING OUR FIRM

### Sustainability is more than just CO2 reduction or offsetting

We are striving to become a truly greener firm. Since reducing greenhouse gas and finding renewable energy solutions are the heart of a fossil-free future, we are working on eco-friendly initiatives focused around the following.

#### Our three focus areas

waste reduction



sustainable procurement



green certifications



This requires the full commitment of all Deloitte's to use energy and resources more efficiently and consider all the ways we can potentially reduce waste.

Another important part of Deloitte's strategy focuses on our people. While their impact on climate is not a part of Deloitte's measured footprint, we recognise that one of the most powerful ways to promote action on climate change is through our people. Our ambition is to enable our people to make positive climate choices at home and at work, and to amplify these actions through their personal networks.

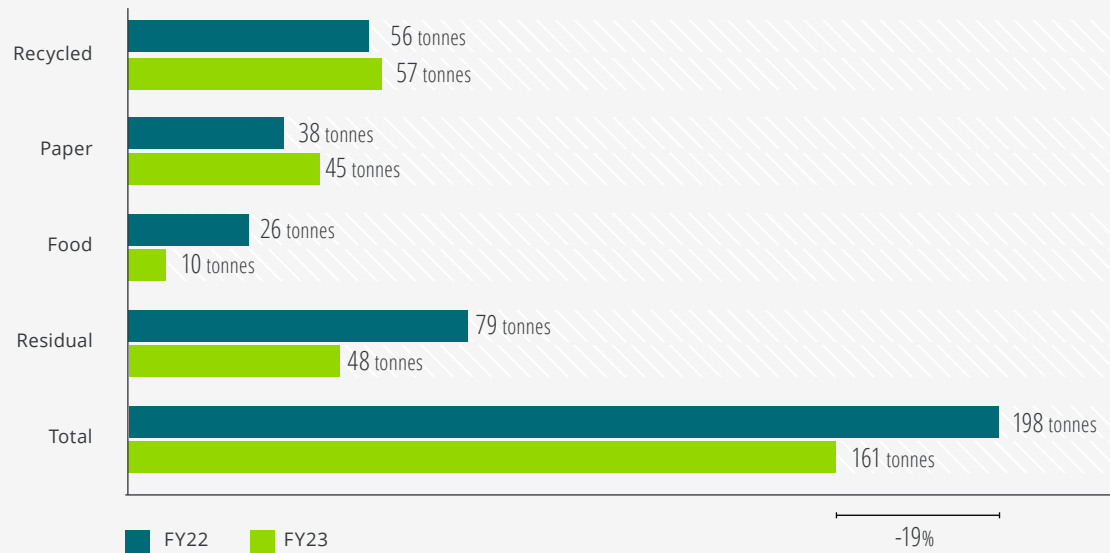
Deloitte rolled out the Giki app at the end of FY23 to shed light on the impacts of travel, food, home, and purchasing decisions, and to suggest positive climate actions our people and their families and friends can take today.



## GREENING OUR FIRM

### Residual waste reduction

Waste composition for the total of our offices



At our offices in Gateway, Ghent, Leuven, and Liège, the Ecosmart waste collection is in place. Collection stations are installed at various central locations in the office where our people can separate waste into four different bins. Ecosmart regularly collects all sorted waste from the office and turns it into raw materials which can be used to create new products.

“Click to Collect” invites Deloitters at Gateway to order their sandwich or salad online and pick it up at the PitStop in the Atrium, so cafeteria staff only prepares what is ordered, limiting food waste.



## TOO GOOD TO GO

One of the best ways to have an impact on climate change is to pay attention to what's on your plate. Food is responsible for around 30% of greenhouse gas emissions globally and the average household wastes around 30% of the food it buys.

At Deloitte's Gateway and Ghent offices, our people have the opportunity to change this. Along with our catering partners, Belgocatering and Compass, we have teamed up with Too Good To Go, an app on which you can order delicious takeaway food made from leftovers. All the food still tastes fantastic but would be thrown away if isn't saved. By downloading the free Too Good To Go app, our people can order a Magic Bag to fight against food waste while enjoying a nutritious meal.

### FY23 results:



**1,479** meals saved



**3.6** tonnes of CO2 saved



## CLICKING OUR WAY TO A GREENER WORLD

As the largest search engine based in Europe, Ecosia has the potential to be a powerful tool for driving change. The organisation invests the bulk of its expendable funds in long-term projects and tree-planting organisations. With the unique proposition, 'Every search on Ecosia helps reforestation efforts around the world', users can actively contribute to tackling climate change, proving that tiny actions add up. It takes just 45 searches to plant a single tree, meaning everyday searches can have a significant impact on our planet.

### Ecosia in a nutshell

Over the years, Ecosia has planted more than 175 million trees in the 35+ countries where its environmental projects are active, thus contributing to removing 6.1 million tonnes of CO<sub>2</sub>. This also made it possible to restore 62,078 hectares of deforested land, protect biodiversity, and help thousands of people build a better future for both themselves and their communities.

Ecosia's activities align with Deloitte's commitment to reaching net-zero by 2030. For example, Ecosia gives basically all its profits to tree planting. And to minimise its carbon footprint, it builds solar farms to supply the energy it uses. Combined with trust and transparency, these initiatives makes Ecosia attractive to people who care about the planet.

By encouraging the use of Ecosia, we create an opportunity for all Deloitte's to engage in a meaningful cause and strengthen our commitment to sustainability together.



## GOING GREEN TOGETHER

### Sustainable procurement

To help the world achieve the goals of the Paris Agreement on climate change, the global Deloitte organisation has launched *WorldClimate*, our enhanced strategy to drive responsible climate choices within our organisation and beyond. A key element of our strategy is the concept of “going green together”.

For example, we expect our suppliers to not only do what is good for business, but also help us contribute to the Paris Agreement goals. We strive to encourage and support our suppliers to actively take initiatives with a positive impact on the environmental, social, and economic supply chains. We’re also using sustainability criteria to assess suppliers within the sourcing process. Our ambition is to work with suppliers who are willing to contribute in a substantial way to our objectives.

Deloitte’s Supplier Code of Conduct outlines our environmental expectations. These include resource efficiency, emission reduction, responsible use of toxic and hazardous pollutants, sustainable disposal of materials, and waste reducing and mitigation.



Suppliers are critical to our sustainability efforts. Therefore, they must fully engage and align with our sustainability strategy and aspirations. Suppliers shall commit to corporate climate actions with science-based, short- and long-term targets. Ultimately, 100% of their electricity should come from renewable sources by January 2030.

### Continuous improvement

As part of our Sustainable Sourcing Policy, we provide each supplier with a list of sustainability goals that we work on together. These may include reduction of greenhouse gas from facilities, fleets, and travel; printed paper consumption; residual waste; benefits to society; economic growth; and the EcoVadis label. Each supplier should obtain (at least) an EcoVadis Medal level Silver within 12 months of the commencement of its contract with Deloitte.

Based on this list, the supplier delivers a zero-measurement report in the first six months after signing the agreement. This report is a baseline of the supplier’s current situation for the listed sustainability topics. Then we work together to define and agree on KPIs, with the supplier developing a structured improvement plan.

On a quarterly basis, during our performance meeting, we review and discuss the ongoing initiatives. Once a year or upon our request, the supplier will provide a continuous improvement report on all realised and future initiatives.



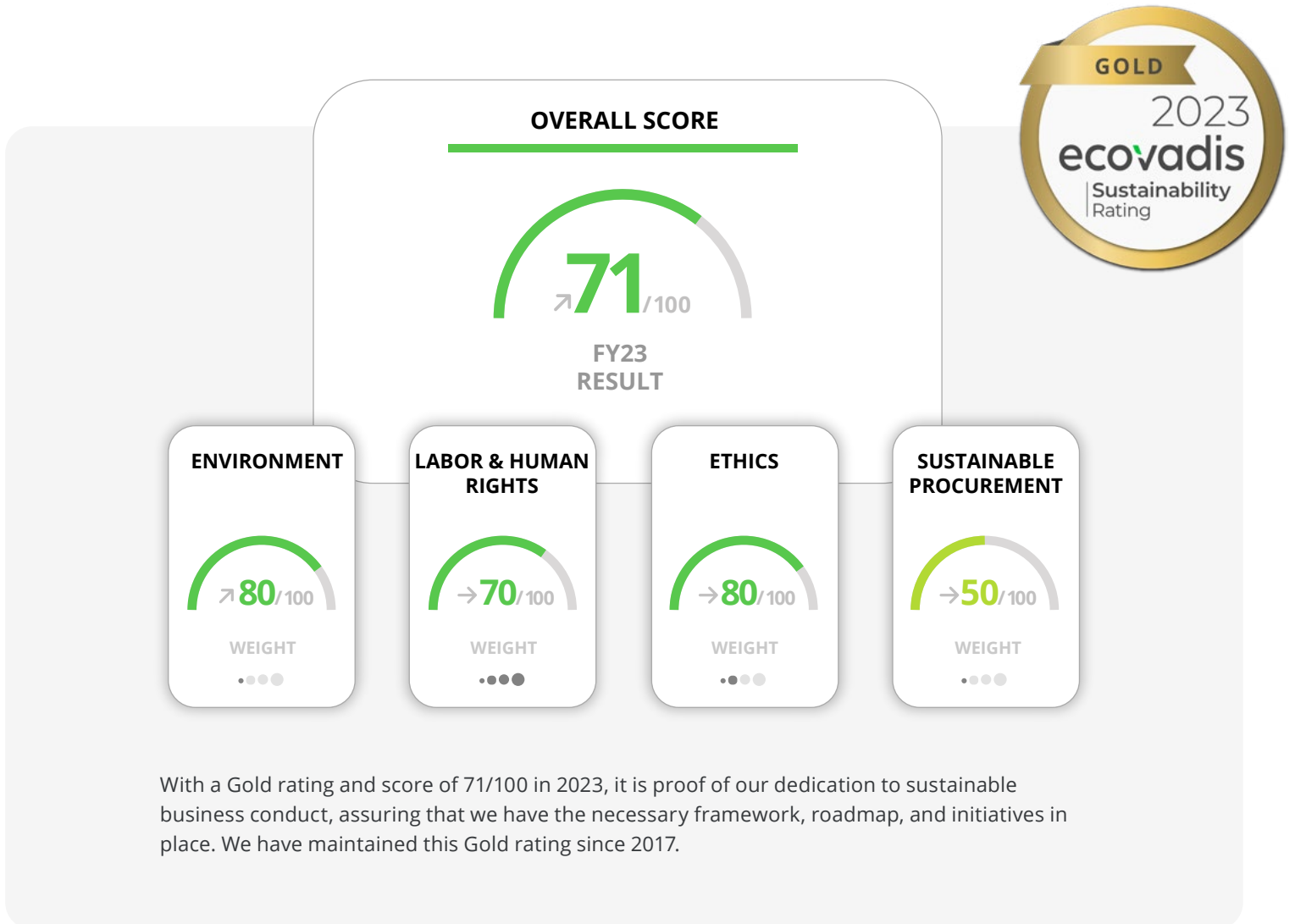
## PRACTICE GREEN PROCUREMENT

Embedding sustainability into our procurement processes means that we can be certain that we are working with partners, clients, and suppliers that uphold the same standards of environmental and social responsibility as we do and proactively seek solutions that meet these standards.

EcoVadis is a collaborative platform, which allows companies to assess their environmental and social performance as well as those of their suppliers.

The EcoVadis assessment is thus a cloud-based questionnaire that evaluates the sustainability maturity and corporate social responsibility (CSR) performance of an organisation.

EcoVadis combines technology and CSR expertise to deliver simple and reliable supplier scorecards. These scorecards cover 21 CSR criteria along four main themes—Environment, Labor & Human rights, Ethics, and Sustainable Procurement—and result in a company’s overall rating. Additionally, the scorecards provide guidance on strengths and improvement areas, which the rated companies may use to focus their sustainability efforts and develop corrective action plans to improve their sustainability performance.





## ENVIRONMENTAL PERFORMANCE SCORECARD FY23

## Main ambitions

	Measurable KPIs	Baseline FY17			Baseline FY17			
		FY21 results	FY22 results	FY23 results	FY21 TARGETS	FY23 TARGETS	FY27 TARGETS	FY30 TARGETS
FLEET	1 <b>Overall fleet greenhouse gas reduction</b> % CO2 emission reduction per headcount	-54%	-48%	-49%	-25%	-50%	-90%	-100%
	2 <b>Electrifying our fleet</b> % of electric & hybrid vehicles in the total number of cars	10%	26%	43%	Achieve 5%	Achieve 25% & 100% for new ordered cars	Achieve 100% by 2026	Keep 100%
	3 <b>Multimodal mobility</b> % of headcount (HC) moving to non-traditional packages (baseline FY19)	58%	63%	77%	Achieve 55%	Achieve 65%	Achieve 80%	Achieve 80%
TRAVEL	4 <b>Overall travel greenhouse gas reduction</b> % CO2 emission reduction per headcount	-100%	-90%	-71%	-25%	-65%	-70%	-70%
FACILITIES	5 <b>Overall facilities greenhouse gas reduction</b> % CO2 emission reduction per m <sup>2</sup>	-23%	-39%	-47%	-25%	-50%	-60%	-65%
	6 <b>Greenhouse gas offsetting</b> % of residual emissions offset using meaningful carbon credits and Beyond Value Chain Mitigation (BVCM)	100%	100%	100%	N/A	100%	100%	100%
WASTE REDUCTION	7 <b>Printed paper consumption reduction</b> % reduction of paper consumption	-87%	-84%	-85%	-50%	-95%	-95%	-98%

## ENVIRONMENTAL PERFORMANCE SCORECARD FY23

## Enabling initiatives

	Initiatives & projects	Baseline FY17			Baseline FY17			
		FY21 results	FY22 results	FY23 results	FY21 TARGETS	FY23 TARGETS	FY27 TARGETS	FY30 TARGETS
FLEET	2.1 <b>Charging point for EV &amp; HV per office</b> % of parking spots with charging infrastructure compared to the total number of parking spots at our offices	52%	53%	53%	30%	60%	75%	80%
	3.1 <b>Public transport usage (Skipr)</b> % headcount with active subscriptions	56%	56%	65%	N/A	N/A	N/A	N/A
	3.2 <b>Number of bicycles (package &amp; lease bicycles)</b> % headcount with bicycles (baseline FY19)	11%	16%	25%	10%	20%	30%	35%
TRAVEL	4.1 <b>Flight distance reduction</b> % km flown per headcount	-100%	-87%	-66%	-25%	-55%	-60%	-60%
	4.2 <b>Low carbon solution for travelling to neighbouring countries</b> % of train bookings in total bookings	100%	99%	96%	Achieve 70%	Achieve 80%	Achieve 100%	Achieve 100%
FACILITIES	5.1 <b>Renewable energy</b> % of renewable energy consumed by Deloitte compared to total consumption	86%	88%	89%	N/A	40%	80%	100%
CERTIFICATIONS	7.1 <b>Ecovadis certification</b> towards a more sustainable procurement	Gold rating 70/100	Gold rating 70/100	Gold rating 71/100	Gold rating + Achieve 70/100	Gold rating + Achieve 75/100	Gold rating + Achieve 80/100	Gold rating + Achieve 85/100
	7.2 <b>BREEAM Standards</b> (category: construction) Every new building receives the BREEAM standard with a minimum of level Gold	No new building in 2021	Liège office BREEAM with Very Good level	No new building	Very Good level For GTW office	Very Good level Each new build	Very Good level Each new build	Very Good level Each new build



## PEOPLE AND PURPOSE

### **New fundamentals for a boundaryless world**

In a boundaryless world, work isn't defined by jobs, the workplace isn't a specific place, and many workers aren't traditional employees. Those who partner with workers and experiment with what's possible will create sustainable work models and elevated outcomes—making work better for humans and humans better at work!

The 2023 Deloitte Human Capital Trends Report 'New fundamentals for a boundaryless world', is clear: returning to the past way of doing business is not an option. Belgian respondents recognise that the boundaries that have traditionally governed the rules of work—the way jobs are organised, where work happens, and who qualifies for specific roles—are falling away.

### **People & Purpose are at the heart of it all**

Boundaries that remain are much more focused on human dynamics and how people interact with and engage with work. Building an engaged workforce with responsibility and reciprocity is at the core of traversing this new landscape.

Today, we're recognised by our clients for the quality of our people, the service they provide, and the way they deliver it. So, attracting and retaining the best talent is key to our success. We know that to foster and nurture the best people in a competitive talent marketplace like Belgium, it's crucial to be a people-centred and Purpose-led business.



Ensuring that we continue to be a Tier 1 attractive employer means utilising our Simply Irresistible Organisation model. Based on seven pillars (meaningful work, supportive management, positive work environment, growth opportunities, trust in leadership, health & well-being, and recognition & reward), this solid framework ensures that we have an engaged, diverse, and inclusive workforce.

**Engaging people, activating Purpose**

Cultivating an engaged workforce starts with creating an impactful and sustainable People & Purpose experience, which has never been more important to our firm. It runs through everything we do, from ensuring the growth and well-being of our people, to inspiring diversity and making responsible business choices. It's only when all our people feel fully accepted and connected to our Purpose that we will successfully navigate this new world together.



“ The best recipe for creating an impact that matters is bringing a diverse group of talented people together, who share a clear purpose, starting from the ‘why’ in everything they do. ”

INGE DIELS  
MANAGING PARTNER PEOPLE & PURPOSE



**My work is meaningful and challenging**

Challenging Work  
Meaning & Purpose



**My performance is supported**

Feedback  
Individual Strengths  
Support & Coaching



**My work environment is positive**

Collaboration  
Culture, Trust & Respect  
Equality, Diversity & Inclusion  
Flexible Working  
Technology, Tools & Resources



**My development and growth opportunities are wide ranging**

Quality Development  
Opportunities  
Learning



**Leadership is trusted and transparent**

Autonomy & Ownership  
Inclusiveness & Trust  
Communication and Openess  
Inspiring  
Integrity



**My health and well-being is a priority**

Health & Well-being  
Workload  
Being Myself



**My impact is recognised and rewarded**

Recognition  
Transparency

**Headcount**



**5,947**

At the end of September 2023

**5,679**

At the end of Fiscal Year 2023  
(31 May 2023)

♀ **48%**

♂ **52%**

**Employee vitality**



**37%**

Of staff use flexible leave solutions



**86%**

“My choices around flexibility are respected”



**17**

Employee Net Promoter Score

**Diversity and inclusion**

Workforce composition  
by gender  
(31 May 2023)



Partner	<b>22%</b>	<b>78%</b>
Sr. Director	<b>18%</b>	<b>82%</b>
Director	<b>33%</b>	<b>67%</b>
Sr Manager	<b>45%</b>	<b>55%</b>
Manager	<b>48%</b>	<b>52%</b>
Junior/ Senior/ Exp. Senior	<b>51%</b>	<b>49%</b>

Workforce inflow  
by gender  
(FY23)



Experienced Hires	<b>48%</b>	<b>52%</b>
Campus Hires (of SEP23)	<b>49%</b>	<b>51%</b>

**Meaningful work**



**78%**

“My work is meaningful and makes an impact that matters”

**20%**

New promotions

**Learning and growth**



**259,272**

Total number of training hours for FY23



More than  
**1,300**

New colleagues during FY23



**81**

#Nationalities working at Deloitte



**88%**

“My work environment is respectful, supportive and inclusive”



### Employee engagement

More than

**22,000**

hours volunteered

Almost

**2,000**

Deloitte's participated

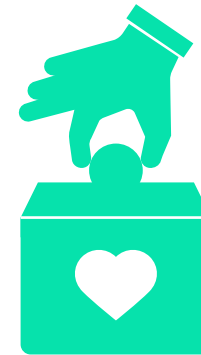


### Purpose investment

Over

**3,300,000 euros**

contributed to purpose



### Monetary donations

Almost

**748,000 euros**

total donations



### Lives impacted

Almost

**128,000**

people reached

### WorldClass target:

**71%** of our total WorldClass target reached (750,000 lives)



### Deloitte Foundation Partners

**8** Strategic Deloitte Foundation Partners

## Growth &amp; Development

## HELPING HIRING MANAGERS FIND THE BEST FIT



It's a cliché, but also a truism: our people are at the core of everything we do. And we know that if we want to attract the best talent who uphold our Shared Values and assimilate well into our company culture, we need to pay particular attention to the hiring process, and in this case to supporting the hiring managers themselves.

It's no secret that the search for quality candidates has become more competitive in recent years. This has created an opportunity for Deloitte to stand out and again raise our own standards. Grasping this opportunity, we have been focusing on up-skilling hiring managers. We recently defined the key drivers to generate a great candidate experience and we've asked hiring managers to commit to bringing these elements to life. We then launched a strong information campaign to keep focusing on these drivers of recruitment excellence.

To further embed these principles into the process, during FY23 we developed a specific Hiring Manager training programme, and to date, have trained up to 100 partners. We truly believe that the incorporation of these drivers into the recruitment and interview process will serve us and the candidates themselves, keeping the candidates at the centre and better connecting them to the Deloitte experience we're offering.



## A WELCOMING START

Last year we welcomed hundreds of experienced colleagues and recent graduates to Deloitte. Building a true experience for our new joiners is a practice of making them comfortable, and helping them to assimilate quickly into our company culture.

Making every new joiner feel part of our community from day one ensures a smooth and exciting onboarding journey. On their first day at Deloitte, each new employee is welcomed by one of our executive members, giving them a chance to get connected, discover our Purpose, and experience our interactive work environment.





## Growth &amp; Development

## A SPACE WHERE EVERYBODY BELONGS

Since our goal is to attract and retain the world's top talent, it's important that all nationalities feel welcomed, integrated, and can become a true Deloitte.

Creating a workplace where everyone feels like they belong is a journey. We support all international hires throughout the entire process with several exclusive integration initiatives: from tailor-made pre-boarding sessions and dedicated Meet & Greet events to language courses and cultural awareness training.

Moving to Belgium from abroad entails a lot of changes like relocating to a new country with a new culture and several new languages. Our international buddy programme helps make this transition easier. The role of the international buddy is to help the new hire feel welcome, not only at Deloitte, but also in Belgium.

Expanding out, our international Deloitte network brings people together to connect, exchange experiences, and feel included.



“ After moving from Germany to Belgium two years ago, I reflected on the difficulties and questions I had during my own relocation experience. I felt motivated to help someone going through a similar situation in the future, because I recognised the value of having a supportive network during the transition phase, which may be difficult. Furthermore, I am interested in cultural interactions and was inspired to promote a diverse and inclusive work environment. The international hire network gave the platform and support system for this, and I am glad that I volunteered to be Nikolay's buddy and to assist his journey. ”

**LUCIE MOVVA**, SENIOR CONSULTANT, RISK ADVISORY



“ Honestly I think requesting an 'international buddy' was the best decision, which I made in preparation to come to Belgium. In the first few months you are faced with so many troubles, issues and misconceptions that you need to ask thousands of questions every day. It's helpful to have someone nearby, who already went through this transition, to share the general rules, tips, and tricks. And you never have a headache about who to ask. Lucie was perfect in her buddy role, knowledgeable and responsive at the same time. The International Hires Network gives you the opportunity to expand your social circle very fast. That's really important to not feel alone in a new country. ”

**NIKOLAY CHUGUNOV**, MANAGER, CONSULTING



## ALWAYS-ON LEARNING APPROACH

As our people drive our success, we invest in their personal development and professional growth by creating an exceptional and memorable development experience. We empower our people to pursue a learning journey while ensuring our business remains at the forefront through an unwavering commitment to continuous learning. This is critical to futureproof our business and ensure we continue to lead.

At the heart of our commitment to learning is our belief in innovation. One example of this innovation is our Delight Learning platform, which is the gateway to all of our learning resources. Through our blended learning approach, we provide formal in-class trainings as well as digital learning paths and activities. With more than 2,500 lessons on a wide range of topics—from Cloud to coaching, PowerPoint to Powerful storytelling—there are a multitude of technical courses, soft skill learnings, and resources for our people to explore, learn, and grow.



### Developing the leaders of the future

Nowhere is this commitment to learning more evident than in our leadership programmes. We require confident leaders at all levels who reflect the diversity of our society, so we are dedicated to nurturing the leaders of tomorrow. Our focus is on opening doors to diverse developmental opportunities, equipping managers and partners with the skills and connections they need to excel at every stage of their careers.

New managers have access to our Discover programme, with the coaching, connections, and support they need to excel in their new leadership role. Newly-promoted senior managers are enrolled in our Explore programme, where they gain clear insights into their leadership capabilities as they better understand their strengths and improvement goals to further drive their career and hone their leadership capabilities.

### Setting up new leaders for success

Newly-promoted partners participate in our Lead Beyond programme, designed to support them during their early years in the partnership. Plus, our Milestone programme continues to provide ongoing learning, development, and peer support to help them excel in their new roles.

In fact, we're designing three new Milestone programmes which will focus on different stages of the partner lifecycle. Each deliver a tailored experience that will support our partners' transformation individually and collectively into extraordinary leaders within the vast context of Deloitte.



## Growth &amp; Development

## CAREER CHANGE PROGRAMME HARNESSES TALENT



We recognise the value of our people, and are proud to have a culture that promotes employee development and internal mobility. In 2023, we strengthened our internal mobility programme with the launch of our Career Switch campaign.

In short, it encourages more internal movement within our organisation. Having a robust internal mobility strategy allows our people to seek out roles that align to their interests, foster personal growth, and create a competitive advantage.

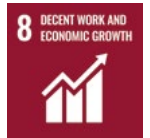
Implementing internal mobility into our DNA begins with fostering a culture of trust where everyone feels free to speak openly about their career goals. It also involves setting up structures to create transparency around internal career opportunities.

### **Career counselling sessions**

To help with these decisions, the firm launched career counselling sessions with internal counsellors. There, colleagues can discuss the practicalities around switching roles, based on their own unique strengths and aspirations. Last year, we held 250 sessions over five career-counselling days, helping many Deloitteers determine their next step in their career journey.

### **Job Centre**

One initiative that facilitates internal mobility is our Job Centre, a place that offers Deloitteers additional opportunities to make an impact based on their strengths and aspirations. By taking up assignments elsewhere in the company, our people discover new horizons, expand their network within Deloitte, and may even consider making a permanent move afterwards. A win-win for all!



## Diversity, Equity &amp; Inclusion

## EMBRACING DIFFERENCES



Fostering diversity, equity, and inclusion (DEI) is a value that's woven through our culture, and is owned by all our people at every level. At Deloitte, we want everyone to feel empowered to be themselves and to thrive at work—in every country, in everything we do, every day. This can only be achieved by providing a workplace culture characterised by inclusive everyday behaviours and built on a foundation of respect and appreciation for diversity in all its forms.

**Nurturing neurodiversity**

Following World Autism Awareness Day on April 2, we organised a Lunch & Learn session for our neurodiversity (ND) community, allies, and talent professionals. The aim: to grow awareness for our neurodivergent colleagues to feel understood, respected, and included at Deloitte, while acting as a catalyst for change within our firm and wider society.

In parallel to these endeavours, we created a community of ND ambassadors. It consists of over 30 cross-BU practitioners keen to make a direct impact on people's lives as a buddy or counsellor for our neurodivergent teammates.

**Illuminating incredible women**

Each March 8, we take the time to reflect on—and celebrate—the achievements of women, both within and outside our organisation.

To mark this year's International Women's Day, we organised a session focused on the importance of #EmbraceEquity. Guest speaker Ine Van Wymersch, the newly-appointed national drug commissioner, shared her journey to becoming the youngest, and only woman, public prosecutor in the country, inspiring and reminding us why equity is a must-have.

**Brimming with pride all year round**

Championing for an inclusive world is really at the heart of Deloitte's Purpose. That's why we've come a long way from waving flags and dancing in the streets at city Pride events. In fact, 2023 is dotted with year-round support for our LGBT+ community: from LGBT+ History Month and storytelling events to guest speakers, inclusion pins, quizzes, and powerful partnerships.

Our internal LGBT+ networking group launched a new name, 'Proud', which encapsulates this year's mood.

**Proud of our partnerships**

Pride is a celebration of diversity, bringing together Proud members, friends, family, allies, and partners. One mantra continues to ring true with regards to our partnerships with our rainbow communities: the more the merrier.

Celebrating with long-time partner Antwerp Pride, glitter and glamour was fully embraced at Antwerp Pride 2022, with a "Queertopia" panel discussion, brightly-coloured parade and of course, the Deloitte-sponsored Skyfall tower.



Proud Deloiters at the 2023 Antwerp Pride celebration

## HELD IN HIGH ESTEAM

Educating and equipping young people and women with the skills they need to achieve success in technology and business fields is critical to building a more inclusive and prosperous nation.

Together with the European Commission, the European Innovation and SMEs Executive Agency (EISMEA), and the European Women's Association, Deloitte supports projects that boost the confidence of girls and women in choosing careers in these domains.

Currently 81% of ICT specialists in the EU are male and only 23% of ICT graduates are female. Despite efforts to move the needle, women's representation in entrepreneurship, science, technology, engineering, arts, and mathematics (ESTEAM) fields remains low.

ESTEAM aspires to change this by breaking gender barriers and encouraging girls to achieve greatness in these areas. How? This three-year initiative aims to enhance the digital and entrepreneurial competences and skills of women and girls, raise their awareness of STEM careers, and boost their confidence in pursuing this path.

Dedicated ESTEAM fests are organised regularly. So far, 648 girls between the ages of 9 to 18 and 372 women have participated in 11 events across six European countries. ESTEAM communities are flourishing. More than 300 women and girls participate in online webinars and a dedicated mentorship programme. Online groups help build a borderless space for women to develop their competences, exchange ideas with like-minded peers, and empower each other.

### Empowering tomorrow's entrepreneurs

Deloitte's sponsorship with Vlaamse Jonge Ondernemingen (Vlajo) and Les Jeunes Entreprises (LJE) is another initiative that fosters a more inclusive and diverse society. Vlajo & LJE nurture entrepreneurial spirit in students. Through various programmes, they prepare young minds for the professional world. Our organisation plays a pivotal role in this effort. Deloitte volunteers offer guidance to prepare young people for the labour market, serve on juries, and sponsor the Deloitte Innovation Award. We also organise 'Future of series' sessions, providing insights into emerging fields such as the Future of Learning and Food and Media. During the school year, 'The Deloitte Innovation Camp' hackathon challenges students to develop innovative solutions, bridging the gap between education and real-world application.



## ACCELERATING GENDER EQUALITY

We believe prioritising gender equality is both the right and the smart thing to do. Right, because it's about fairness, respect and empowerment. Smart, because diversity results in greater collaboration and better business decisions.

### Pledging to do our part to eliminate pay discrimination

Holding equality as a value has been an integral part of Deloitte's modus operandi for some time now. That's why we incorporated two levels of assurances, both nationally and globally.

Locally since 2022, we created a yearly reporting and assurance process to monitor gender pay equity. Next to that, our Consulting & Global Employer Services (GES) businesses created and piloted a method that determines the root causes of pay inequality and adjusted pay gap. After piloting in 2023, the goal is to implement this method throughout the organisation in 2024.

As part of its ALL IN Inclusion strategy, Deloitte has developed a methodology to provide pay-equity visibility and assurance. Piloted in FY20 and FY21, it helps identify statistically-significant gender pay differences on a like-for-like basis, and is part of our zero tolerance approach to gender pay inequity.

It appears that our efforts are ahead of the curve and being echoed at government level. In April 2023, the EU parliament adopted a new GPE directive, requiring companies to share information about how much they pay women and men for work of equal value, and take action if their gender pay gap exceeds 5%. EU countries have up to three years to adapt national legislation to take into account these new rules.

### Achieving gender balance at all levels

We have set ambitious targets for gender balance which take into account different aspects: gender balanced hiring, parity at leadership levels, equal client exposure for women, equal access to industry leadership roles, and monitoring the well-being and engagement of our people through our bi-annual Engage for Change survey and inclusion learning labs.

In keeping with the saying 'To measure is to know', we believe there are huge gains to be made in recording our progress. With this in mind, we run a global and local data-driven exercise to measure and benchmark our gender-balance progress. It allows us to see where we're coming from, where we're at, and where we need to go. This way we can create action plans to continuously move towards our gender balance goals.



Every talent counts

## SPARKING IMPORTANT CONVERSATIONS



Creating a Simply Irresistible Organisation includes helping our people to perform at their best. Meaningful conversations, future-focused coaching, and regular feedback are at the heart of our Performance Management experience.

The greatest strength of this approach, known as SPARK, is that it puts our people in the driving seat of their careers.

### The path to meaningful careers

Every year the SPARK journey starts with a conversation between coaches, coach, and business leader to define the 'Compass' for the upcoming year. It takes into account individual needs and aspirations, along with what they want to focus on. This is aligned with the needs of the team and the wider organisation.

The basis of SPARK is not talking about our people, but talking with them, a fundamentally different vision. Throughout the year, everyone involved participates in quality conversations. These cover needs, next steps, questions, listening, and constructive feedback—building blocks that help our people thrive and grow, leading to their overall well-being.

## MASTERING A MEANINGFUL CAREER

Deloitte's are encouraged to own their careers. What does this mean exactly? In short, embrace it as a lifelong journey of continuous learning, development, and personal growth, with the ability to pursue opportunities aligned to one's ambitions and career stage.

Personal ambitions evolve throughout a career. So at Deloitte we proactively initiate open conversations about individual aspirations. We then strive to strike a humane balance between these and the organisational goals. Every journey is unique, so open, frank, and transparent dialogue with candid feedback facilitates each of us to define our journey as we move through the career phases. This helps create a win-win personally and for the organisation.

### Meaningful jobs benefit all

At Deloitte, we keenly recognise the value of the experience, knowledge, and networks that employees bring to the organisation. This is why we actively engage with our employees to jointly craft rewarding roles. This shared responsibility and engagement supports us and the employee in our mission to ensure that every team member remains impactful and gains maximum job satisfaction. Success benefits our people and our firm, furthering our goal of remaining a Tier 1 employer throughout all career phases.



Every talent counts

## ENERGISING OUR PEOPLE AND CLIENTS

Well-being is on everyone's minds right now. We know that empowering our people is the secret sauce to helping them be happier and healthier at work. That's why our Energise@Deloitte programme is all about fun yet challenging activities that push people's limits and make a positive impact on their lives.

Last year, hundreds of Deloitteers took part in 28 Energise@Deloitte events: six cycling challenges, two golf tournaments, two hockey competitions, and 15 running events. Plus, three online challenges inspired our people to keep moving, boosting mind and body.

### Big achievements, big connections

Embracing the mission with gusto, 70 Energise@Deloitte ambassadors committed to six months of training and lifestyle changes, setting their sights on an epic challenge. Being surrounded by the support of professional EnergyLab coaches, family, friends, and colleagues led to consistent wins and strong connections. They persevered together and individually, building bonds that helped them to develop healthy habits and get results.

And all the hard work paid off! In June 2023, each one of our ambassadors successfully crossed the finish line at Lacs de l'Eau d'Heure. It was indeed a gratifying day for the Deloitteers who conquered either an Olympic distance triathlon, a 21-km off-road trail run, or a 90-km cycling competition.

These achievements translated beyond our firm. Our clients were invited to experience Energise@Deloitte. Riding the Brabantse Pijl Cyclo together was the perfect occasion to connect and make an impact for the Athletes for Hope Revalidatie Weide. For every participant, Deloitte contributed to the Oasis of Peace where children with physical and mental disabilities can enjoy the healing power of nature and miniature horse therapy.

Prioritising well-being goes beyond physical activity. It's about ensuring our people are connected with the support they need for a healthy mind, body, and soul.

Our well-resourced Mental Health & Well-being hub facilitates discussions, helps one spot the signs of poor mental health, and includes a listing of available services and support. For example, practitioners can access a coach or therapist through our external providers Pobos and Securex, which is always confidential.





Every talent counts

## KEEPING PULSE AND SHAPING CHANGE TOGETHER

Our people are integral to Deloitte's success: they make us who we are. Therefore, it makes sense to better understand what matters most to them. In this way, we can drive real and positive change across our organisation.

Twice a year we send out our Engage for Change survey to get feedback on our people's employee experience. It's not just another survey, it's a platform for voicing opinions. The high participation rate of 68% shows that our employees want to be heard. Thanks to their input, we engage in meaningful conversations and take informed decisions to keep steering our People & Purpose strategy in the right direction.

### Taking the pulse of how our people engage

Understanding how our people feel helps us to provide the best possible experience for everyone. The Employee Net Promoter score (eNPS) is our north star metric for measuring employee experience.

The eNPS works by scoring answers on a 10-point scale to the question, "How likely are you to recommend Deloitte as a great place to work?" and then subtracting detractors (score 6 or lower) from promoters (9 or 10). Scores can range from -100 to +100, with anything over 0 considered an acceptable score as this means you have more promoters than detractors in your business.

In our last two Engage for Change surveys, we reached an eNPS score of 20 and 17 respectively, which we are proud of. In follow-up questions we pulse for sentiment around the most important engagement drivers. This gives us more insight into what matters to our employees, and our favourability scores on experience drivers remain very high.



### Talent Sounding Board

Our Talent Sounding Board offers our colleagues the opportunity to give honest and authentic feedback on key People & Purpose topics. Together we are creating a listening culture through open dialogue.

Every talent counts

## CONNECTING THROUGH MUSIC

### An epic evening of sounds and celebration

There was magic in the air at Antwerp's Sportpaleis on December 15<sup>th</sup> during the Deloitte Celebration Concert, where we recognised the effort and commitment of our people with great music and good vibes.

Over 4,000 colleagues—many accompanied by their partners, children, and BFF buddies—joined us for an epic event featuring an exclusive line-up of some of Belgium's biggest artists. Talented Deloitte musicians, selected by a Tomorrowland jury, also got to wow the crowd during the opening act.

How we make a difference every day was in the spotlight too. Upon arriving at the venue, colleagues and their special guests were invited to discover how we make an impact that matters by exploring our Purpose programme and ongoing initiatives.



## Collaborating for impact

## GIVING BACK THROUGH IMPACT DAYS

Through our Impact Days, we collectively live our Purpose by volunteering on social and environmental projects that better our communities while connecting with each other.

Over the year, more than 1,800 Deloitte volunteers donated their time and skills to support diverse organisations across Belgium. Among the activities: setting up the National Games for Special Olympics Belgium, leading a hackathon, plogging (jogging and picking up litter) along the Belgian coast, and hosting workshops for young budding entrepreneurs.

Our colleagues have been sharing their time and skills to enhance people's lives and make a positive impact on the planet.



## NSE IMPACT AWARDS

The NSE Impact Awards is our flagship internal recognition programme that celebrates teams who bring our ambition and Purpose to life. During each cycle, unique projects are put in the spotlight, honouring the hard work of Deloitters across NSE.

In addition to our cycle-two winner Ella (see next page), one other project was recognised by the Awards Council for its extraordinary impact on our society.

### Advancing the fight against Ebola

Since 1976, Ebola has threatened Africa. In late 2022, a major pharmaceutical company requested Deloitte's support in facilitating an advisory board to explore pre-emptive vaccination strategies in Sub-Saharan Africa. It assessed healthcare and frontline worker needs while aiding priority nations. The Deloitte team researched Ebola outbreaks and reviewed scientific evidence on disease burdens.

In parallel, the team brought together global experts in Rwanda. Ten representatives from health institutions, ministries, and academia discussed vaccination policies across international and local levels. The result: a regional action plan guiding the client to expand Ebola vaccination in Sub-Saharan Africa, emphasising leadership and cooperation to prevent outbreaks.



## Collaborating for impact

**Meet Ella—the heroine helping children to stay safe online**

In Belgium, almost all households with school-age children have internet access. And while that opens up a world of opportunities to learn, play, and develop digital skills, there are risks. But now, comic book heroine Ella is helping them to browse safely.

**Navigating the net, safely**

Children are spending more time online and that heightens the likelihood of cyberbullying, being confronted with fake news, receiving phishing emails, or getting hacked. So how can parents and teachers equip children with the capabilities and confidence they need to navigate the net safely?

Enter Ella—the tech-loving star of a new comic book launched by Deloitte Belgium. She comes to the rescue when a hack causes trouble for her friends. Aimed at 10 to 12-year-olds, the story teaches children about online security such as firewalls and two-step verification.

Digital inclusion and safety have always been very high on our agenda at Deloitte and we've looked at how we can use our own strengths to have the largest impact. Through Ella and her adventures, we want to help make sure kids are well equipped when online.

**Tailored to children's needs**

Spearheaded in Deloitte Belgium by the learning and cyber teams, the project began its journey following several focus groups with people from across the country's education sector to explore cyber safety and digital inclusion among children.

The teams also sought inspiration from Deloitte US, which had already produced a number of Ella comic books, adapting the content for people in Belgium. Alongside this, they created a range of tools, including a lesson plan, games, and videos, to help teachers and parents use the materials.

Available for free in Dutch, French, and English, the comic book and toolkit can be found on the Deloitte website. Ella is also available in print, with the first copies sent to schools in April and May 2023. So far, the response has been overwhelmingly positive. We received more than 3,000 requests for copies and have already done three print runs. "We've now placed an order for 30,000. It has been amazing to see so much interest," says Annelies Reul, Strategic Purpose Advisor for Deloitte Belgium at the time.

**Assisted by ambassadors**

Essential to the success of the project are our Ella Ambassadors—Deloitte volunteers who visit schools to deliver lessons on cyber security. With their enthusiasm, and the increasing popularity of the comic book and toolkit, the aim is to impact at least 1,000 lives. And judging by the feedback from teachers, and the many emails from children who are enjoying reading about Ella's adventures, it's a realistic ambition.



## DELOITTE FOUNDATION

### Collaborating for impact

We believe that we make a **great societal impact** by using our skills and expertise to help people to develop job skills, improve education, and access opportunities to succeed. Deloitte has the global ambition to positively impact **100 million futures** by 2030 or **750,000 futures** in Belgium.

Living our Purpose goes hand in hand with working on meaningful projects. We firmly believe that when it comes to building our global future, enabling today's youth with the entrepreneurial skills they need, while prioritising inclusion, will make the greatest impact.

Here are some of the many ways in which our people collaborate to positively impact young people.

- Developing an early entrepreneurial spirit**  
 Deloitte volunteers have been working very closely with Vlaamse Jonge Ondernemingen (Vlajo) and Les Jeunes Entreprises (LJE) to provide feedback on business plans, serve on competition juries, advise the initiative's management, and offer the Deloitte Innovation Award.
- Empowering children to stay safe online**  
 Partnering with Child Focus to deliver internet safe classes, Deloitte's helped to deliver playful workshops which educate children on the risks they may face online.
- Offering students a Bright Future**  
 As part of a partnership with Be.Face, Deloitte contributed to Bright Future, a free career mentoring scheme designed to facilitate students' transition from higher education to employment.

- Helping youngsters to capitalise on growth**  
 In collaboration with numerous organisations, including Deloitte, CAPITAL offers young people aged 16 to 25 choices according to their professional and financial needs. To achieve this, CAPITAL calls on a broad network of associations, training partners, mentors, and employers to be entirely at the disposal of Brussels youngsters.
- Teaching children in Thailand**  
 For the past 15 years, the Deloitte Foundation has collaborated with Fund Isaan to bring digital literacy and language skills to students in one of the poorest areas of Thailand. Over this time, Deloitte colleagues have taught English skills and given digital bootcamps on AI, VR, robotics, and the metaverse to hundreds of students.



Collaborating for impact

# DELOITTE INSPIRES

Deloitte Inspires is a programme that puts the spotlight on impactful speakers who are making a difference by leading with passion and purpose. Through this thought leadership programme, we inspire our colleagues on a regular basis.



Founder of Capital, **Hassan Al Hilou**, described Youthshot, a method of co-creation developed by Hassan to build more disruption in the youth field, as well as different radical ideas on how the structure of youth development should be changed.



During his session, **Dr. Steven Laureys**, neurologist, neuroscientist, author, and keynote speaker, mixed fascinating science and inspiring anecdotes to explain how meditation can have a positive impact on mental well-being and business.



**Wouter Duyck**, Professor of Cognitive Psychology at Ghent University shared his thoughts on the importance of education and the role business plays.



**Ine Van Wymersch** joined us on International Women's Day to discuss her journey from being the youngest public prosecutor to her current role as National Drug Commissioner.



**Yulia Stark**, president of the European Women's Association, is an international keynote speaker, board member, and serial entrepreneur. As a firm believer that female leadership will change our society, Yulia explained how she strives to help women to embody their full potential and build a business they love.

Co-founder of MobileSchool.org and StreetwiZe, **Arnoud Raskin** joined us for the second time to impart his entrepreneurial passion. He founded an organisation to create a 360° impact on society and vulnerable young people worldwide, and another that develops high-impact learning products for companies.



**Erik Luts**, Chief Innovation Officer at KBC Group, revealed the secrets to creating world-class assets such as Kate, KBC's digital voice-controlled personal assistant developed using AI.



**Riadh Bahri** is an award-winning journalist and writer who has left his LGBT stamp on global stories. The activist spoke to Deloitteers about the importance of acceptance and inclusion, and his experiences and insights on diversity, equality, and inclusion.



## Collaborating for impact

## ONE YOUNG WORLD

## A new generation of leaders

Helping young people learn to lead, the One Young World summit unites the planet's brightest young talent, empowering them to build a better future for all. Two of our consultants proudly represented Deloitte Belgium at last year's event in Manchester.

Sometimes described as 'Davos for millennials', this landmark conference is the world's most impactful youth leadership summit. The annual event convenes over 2,000 diverse young leaders—representing over 190 countries and over 250 organisations—working to accelerate social impact and become influential change-makers. The community now has over 13,700 ambassadors, whose work has impacted 35.8 million people globally since 2010.

Delegates share a platform with political, philanthropic, and business leaders, engaging in workshops, panel discussions, speeches, and networking. The event tackles some of humanity's biggest challenges, such as conflict prevention, gender equality, ethical leadership, and health.





## Collaborating for impact

## SEASON TO CONNECT

Being Purpose-led, Deloitte intends to make an impact that matters all year round. But traditionally during the year-end, we place a special focus on less fortunate people.

Spiralling energy, food, and housing costs hit the underprivileged in our communities most heavily. That's why last year's Season to Connect campaign addressed poverty.

By connecting our people and giving back to society, here are some of the ways we lived our Purpose in FY23:

- In collaboration with several partners, our dedicated **Digital Shoebox** platform lets businesses and individuals donate a shoebox full of non-perishable goods. This past year, nearly 900 festive food boxes were donated to those in need, totalling around 46,000 euros.
- Via our **Give Your Energy** Challenge, more than 600 colleagues got moving and raised 51,000 euros for worthy causes such as Fund Isaan, SOS Kinderdorpen, De Warmste Week, Viva for Life, and MobileSchool.org.
- For **Saint Nicholas**, Deloitte Belgium donated chocolates to three local schools that support children with disabilities, reaching more than 1,700 children.



**889 Digital Shoeboxes** donated provided

**46,000 euros**

worth of meals for people in need



**Give your energy**

**611 colleagues**, consisting of 88 teams, took part raising

**51,000 euros**

for worthy causes








**Saint Nicholas Donation**

**1,750**

children with special needs received a sweet surprise

# PEOPLE PERFORMANCE SCORECARD FY23

## Main ambitions

Theme	Measurable KPIs	Baseline FY22	FY23	Target FY27	Target FY30
Learning & Growth	 Avg. number of training hours (equivalent) per person (headcount)	42h	45h	70h	80h
Diversity & Inclusion	 Workforce composition by gender (headcount) Workforce Inflow by gender (headcount)	See FY22 Impact Report	See KPI page 54		
	# Nationalities	82	81		
	% respondents who positively evaluates E4C "My work environment is respectful, supporting, and inclusive"	84%	88%	85%	85%
Employee Vitality	 % of staff (headcount) using flexible leave solutions	25%	37%		
	% respondents who positively evaluates E4C "My choices around flexibility are respected"	67%	86%	80%	80%
Attraction	 E4C (eNPS) "How likely would you be to recommend Deloitte as a great place to work?"	NA	17	30	30
Meaningful Work	 % respondents who positively evaluates E4C "My work is meaningful and makes an impact that matters"	74%	78%	80%	80%



## GOVERNANCE AND LEADERSHIP

Deloitte Member Firms, and in some cases the related entities, have their own leadership and governance bodies. To foster effective and responsive management within Member Firms, the management and governance bodies are required by policy to include:

- A formal management structure, including an elected Chief Executive Officer or Managing Partner who is responsible for managing the Member Firm and working with the Member Firm's leaders to align its strategies with those of the Deloitte organisation; and
- A governing body, such as a Partnership Council, to facilitate sound governance.

Deloitte Belgium is owned and controlled by partners. A partner's main focus day-to-day is on client service responsibilities and on people leadership. The responsibility for the daily management of the firm is in the hands of the Executive Committee, while a Partnership Council exercises an oversight function. This structure provides a robust and effective way to lead and manage the firm. Deloitte Belgium is part of Deloitte North and South Europe (NSE).



## NSE EXECUTIVE

The Deloitte North and South Europe Member Firm is led by the NSE Executive. The NSE Executive includes representation from clients and industries, businesses, geographies, and (internal) functions.

### Representatives of Belgium in the NSE Executive



**Rolf Driesen**  
CEO Belgium



**Geert Verstraeten**  
NSE Managing Partner  
Quality, Risk & Security,  
and Partner Matters

## NSE BOARD

The Deloitte North and South Europe Member Firm is governed by the NSE Board. The Board membership includes representatives from all geographies, Belgium included.

### Representatives of Belgium in the NSE Board



**Nikolaas Tahon\***  
Board Member



**Nathalie Vandaele**  
Board Member

Effective as of 1st June 2023

### Deloitte NSE

Deloitte NSE brings together around 65,000 professionals. Together, we make an even greater impact in each of our markets. By working as a unified firm and leveraging our network, we can achieve more—for our clients, our people and the communities we work in. Deloitte NSE comprises the following countries: Belgium, Ireland, Denmark, Finland, Iceland, Norway, Sweden, Italy, Greece, Malta, Netherlands, UK & Switzerland, Libya, Palestinian-ruled territories, Cyprus, Lebanon, Jordan, Iraq, Egypt, Saudi Arabia, Kuwait, Bahrain, Qatar, the Republic of the Sudan, the United Arab Emirates, Oman, and Yemen.

### Deloitte Global

Building on over 175 years of experience, our global organisation has grown in scale and diversity and now comprises approximately 457,000 people in more than 150 countries and territories, serving 90% of Fortune Global 500® companies. Our professionals deliver measurable and lasting results that help reinforce public trust in capital markets, enable clients to transform and thrive, and lead the way towards a stronger economy, a more equitable society, and a more sustainable world.

\*Nikolaas Tahon is also a member of the Global Deloitte Board since June 1, 2023

# MANAGEMENT

## Executive FY20-23

Deloitte Belgium is managed by the Executive under leadership of the CEO. Its members are appointed by the CEO after he or she has been elected by a vote of the partners. Membership includes the leaders of the Businesses plus leaders of central Functions, such as (but not limited to) Chief Operating Officer, Chief Financial Officer, Clients & Industries, People & Purpose, Innovation, or Risk & Reputation.

The Executive is responsible for general management, formulating strategy, and making budget and business plans. As a founding member of the Deloitte NSE organisation, Deloitte Belgium has a strategy aligned with Deloitte NSE. The Belgian Executive has also direct responsibility for the management of partner matters, including admissions and performance management.

The Chair attends the Executive meetings in an advisory capacity and to observe certain processes directly for governance purposes.

The CEO may serve a maximum of two mandates. The second CEO mandate of Piet Vandendriessche finished in May 2023. Therefore, the firm ran a sounding process in autumn 2022 to elect Piet's successor.



**Joël Brehmen**  
Managing Partner,  
Audit & Assurance,  
Risk & Reputation



**Eric Callewaert**  
Managing Partner,  
Clients & Industries



**Christophe De Waele**  
Managing Partner Digital  
Offerings and Flexible  
Delivery Models



**Kathleen De Brabander**  
Chief Financial Officer (CFO)



**Inge Diels**  
Managing Partner  
Talent



**Rolf Driesen**  
Managing Partner,  
Consulting



**Sam Sluismans**  
Managing Partner,  
Accountancy



**Hilde Van de Velde**  
Chief Purpose Officer



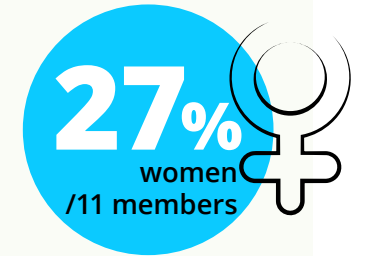
**Pascal Van Hove**  
Managing Partner,  
Tax & Legal



**Laurent Vandendooren**  
Managing Partner,  
Risk Advisory



**Piet Vandendriessche**  
Chief Executive Officer  
(CEO)



# MANAGEMENT

## Executive FY24-27

The rules of Deloitte Belgium set out a process for the selection of candidates for elected positions (CEO, Chair, Partnership Council). The process includes the setting-up of a Sounding Committee to run soundings in Belgium and to recommend a candidate for the role. The Deloitte Belgium 2022 Sounding Committee ran a survey, and held interviews to gather the views of each partner on the firm's priorities for the next four years, the desired leadership style, and the candidate(s) for the position of Geography CEO. Through the consultative process, the Sounding Committee gets a clear representation of the state of the partnership and the partners' expectations about the future leadership of the firm. The conclusions from the survey form a foundational, guiding framework for the CEO-elect and his or her leadership team.

Through this process, the partners gave their full support to Rolf Driesen as the Deloitte Belgium CEO for FY24-27. Rolf named his new Executive in January 2023. Since then, the new Executive has been preparing for the FY24-27 mandate, with a focus on further shaping the firm's ambition and developing FY24 plans. The outgoing CEO Piet Vandendriessche continued to work closely with the Executive and other leaders to deliver on the firm's plans for FY23. Together, Piet and Rolf ensured a smooth handover, with the strong stewardship that has always been an important part of our firm's long-term success.



**Koen Beckers**  
Managing Partner  
Growth



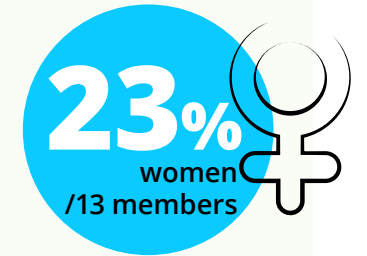
**Emmanuel Brehmen**  
Managing Partner  
Deloitte Private



**Joël Brehmen**  
Managing Partner Audit  
& Assurance, Risk &  
Reputation



**Eric Callewaert**  
Managing Partner  
Consulting



**Kathleen De Brabander**  
Chief Financial Officer (CFO)



**Patrick De Vylder**  
Managing Partner  
Delivery Transformation  
and Innovation



**Inge Diels**  
Managing Partner  
People & Purpose



**Annelies Dieusart**  
Managing Partner  
Tax & Legal



**Rolf Driesen**  
Chief Executive Officer  
(CEO)



**Marc Jordens**  
Chief Operating Officer  
(COO)



**Kasper Peters**  
Chief Strategy Officer  
(CSO), Financial  
Services



**Sam Sluismans**  
Managing Partner  
Accountancy



**Laurent Vandendooren**  
Managing Partner Risk  
Advisory

# BOARD

## Partnership Council FY21-23

The main governance and oversight body of the Belgian firm is the Partnership Council. It is led by a Chair. The Chair and the Partnership Council members are elected by the partners. The Partnership Council can have between six and nine members and must strive to be representative of the partnership's different constituencies, e.g. businesses, years as partner, regions, languages, and genders. The Partnership Council is required to have at least one-third of the members of a different gender than the others. In the current mandate, FY21-23, there are four women among the nine elected members. The Chair and our Belgian representatives on the NSE Board also count as members of the Partnership Council.

The Partnership Council has a governance and oversight role. Its main responsibilities relate to ensuring fair and equal treatment of partners, for example by overseeing of the management's processes for partner admissions or performance management. It also has specific tasks in relation to leadership succession and elections.

The CEO attends the Partnership Council meetings in an advisory capacity, ensuring (together with the Chair) good flows of communication between the management and governance bodies.

The CEO, Chair and Partnership Council members are all elected positions. They can serve a maximum of two mandates of (maximum) four years. In other words, the longest that a person can serve as CEO, Chair, or Partnership Council member is eight years.



**Nikolaas Tahon**  
Chair



**Manu Brehmen**  
Member of  
the NSE Board



**Steven Doms**  
Accountancy



**Philippe Delcourt**  
Risk Advisory



**Julie Delforge**  
Audit & Assurance



**Ine Nuyts**  
Audit & Assurance



**Catherine Pauwels**  
Financial Advisory



**David Roelens**  
Deloitte Legal



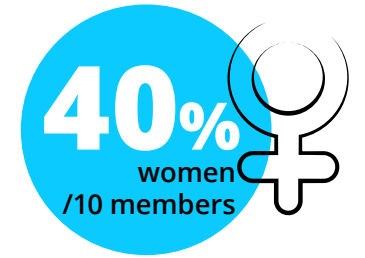
**Thomas Sibille**  
Tax



**Nathalie Vandaele**  
Consulting, Member of  
the NSE Board



**Frederic Verheyen**  
Consulting





## BOARD

### Partnership Council FY24-27

Nikolaas Tahon was first elected as Chair for a mandate from FY21-23. In accordance with the rules for elected positions, a Sounding Committee conducted a survey and interviewed each partner about the firm's priorities for the next four years, the desired leadership style, and candidate(s) for the positions of Chair and Partnership Council.

Through this process, the partners chose Nikolaas Tahon to serve a second mandate as the Deloitte Belgium Chair, for FY24-27. Nikolaas announced the new Partnership Council members in May 2023, with their mandates taking effect from 1 June 2023 (start of FY24). A combination of elected members, guests, and the NSE Board Members ensures representation of the partnership's various constituencies.



**Nikolaas Tahon**  
Chair, and member of the  
NSE Board



**Marc Abels**  
Consulting



**Christophe De Waele**  
Tax



**Philippe Dedobbeleer**  
Tax



**Guillaume Deschamps**  
Risk Advisory



**Wivine Massaut**  
Risk Advisory



**Ine Nuyts**  
Audit & Assurance



**Catherine Pauwels**  
Financial Advisory



**Anne-Line Servaes**  
Accountancy



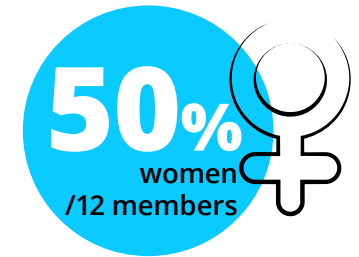
**Nathalie Vandaele**  
Member of the NSE Board



**Frederic Verheyen**  
Consulting



**Annick Vissers**  
Deloitte Legal



# PARTNERSHIP

## Partners of Deloitte Belgium

What is partnership? At its most basic, a business partnership is “an arrangement where parties agree to cooperate to advance their mutual interests”. That concept of cooperation, of collaboration to achieve common goals, is fundamental to our expectations of every partner at Deloitte.

Our partners are the leaders of our firm, and recognised as such internally and externally. Our Partner Model sets out the expected capabilities and attributes of a partner, both at the start of the partner career and through its evolution. It also includes commitment to our global Purpose—to make an impact that matters—as well as the global Shared Values which every partner is expected to embody.

That said, there is not one single vision of “a partner”, one career path or one style to adopt. Each partner is an individual, with their own unique style, and will each have different leadership journeys.

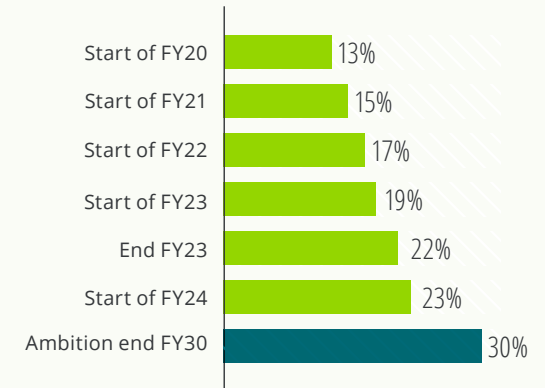
As well as collaboration, our partnership is built on the principle of fairness among partners, and on a commitment to stewardship. All partners are stewards of the firm’s long-term success, aiming to leave the partnership and the firm even stronger than when they joined it.

The Belgian partner community is a byword for a strong, positive sense of partnership. Those bonds of commitment to each other and to the success of the firm remain constant, and even go beyond the active career, with a thriving alumni partner community that enjoys regular social events.

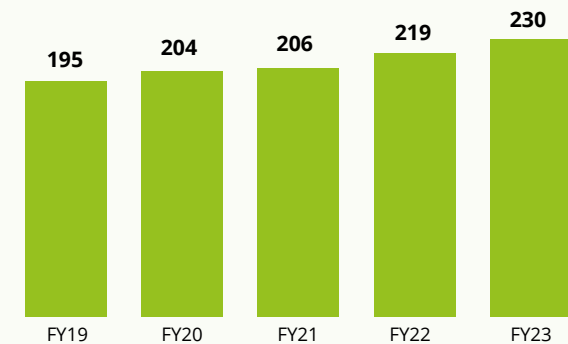


### Female partners Deloitte Belgium

Baseline FY20



### Partners in Deloitte Belgium at end FY



## PARTNERS OF DELOITTE BELGIUM

## September 2023

Last name	First name
Abels	Marc
Artois	Philippe
Baeten	Roeland
Baratto	Daniela
Beauduin	Axel
Beckers	Koen
Bertrand	Dries
Bertrand	Paul
Bille	Wesley
Bock	Vincent
Boeyens	Günther
Boone	Sabine
Bonte	Ellen
Borisova	Svetlana
Bouckaert	Didier
Boxus	Laurent
Brehmen	Emmanuel
Brehmen	Joël
Brugman	Eline
Bruneel	Timothy
Bulens	Joris

Last name	First name
Busigny	Yoann
Callewaert	Eric
Callewaert	Patrick
Camerlynck	Filip
Cardoen	Thomas
Carlier	Thomas
Cauwenbergh	Patrick
Chang	Bianca
Choudhary	Anshuman
Cleymans	Dirk
Clijnsner	Thomas
Clukkers	Koen
Coessens	Jurgen
Combes	Christian
Comeyne	Lieven
Corstens	Jan
Cox	Kristof
Crauwels	Gerhard
De Brabander	Kathleen
Decaestecker	Joke
De Clercq	Fabio

Last name	First name
De Clercq	Reinout
De Groote	Arno
De Mulder	Sara
De Ridder	Michel
De Schouwer	Bram
De Vlieger	Daan
De Vylder	Patrick
De Waele	Christophe
Debrabander	Frederik
Debusschere	Vincent
Declercq	Tom
Dedobbeleer	Philippe
Dehogne	Yves
Degadt	Charlotte
Dehoorne	Kurt
Delcourt	Philippe
Delesalle	Paul
Deleuze	Cedric
Delforge	Julie
Delhez	Philippe
Demilecamps	Pascal

Last name	First name
Derhaeg	David
Deschamps	Guillaume
Deschietere	Philip
Desmet	Ben
Dewilde	Patrick
D'hauwer	Els
D'heer	Frederik
Diels	Inge
Dieusaert	Annelies
Dingenen	Stijn
Docquier	Sophie
Domanova	Milena
Doms	Steven
Dorekens	Kelly
Driesen	Rolf
Eynatten	Wim
Falepin	Frederik
Fierens	Frederik
Foré	Jürgen
Fosty	Vincent
Fouache	Bram

Last name	First name
Gabriel	Michele
Georlette	Nicolas
Godeau	Marie-Noëlle
Goemaere	Jan
Gos	Lode
Govaert	Hans
Hallard	Christophe
Hallemeesch	Geert
Hameeuw	Gregory
Hannosset	Catherine
Hemelaere	Henk
Hendrice	Renaud
Hermans	Dirk
Hermans	Wim
Herreman	Samuel
Hillaert	Dieter
Hillen	Franky
Hody	Olivier
Hoste	Sophie
Houthaeve	Nico
Jacques	Yannick

Last name	First name
Jordens	Marc
Joucken	Patrick
Kessler	Thomas
Laschet	Carl
Lebersorg	Joël
Lemmens	Jeroen
Letellier	Valérie
Lommers	Matthias
Lowagie	Geert
Magnin	Corine
Magnus	Koen
Mantels	Kristof
Martens	Karolien
Massaut	Wivine
Massij	Anne
Maurau	Bob
Mertens	Marc
Milad	Sofian
Mintjens	Maren
Moors	Steven
Moreels	Maarten

Last name	First name
Moris	Nick
Mostmans	Maarten
Mzah	Sabri
Neijens	Koen
Nevelsteen	Liesbet
Niesten	Donald
Nowicki	Laurent
Nuyts	Ine
Ophalvens	Jens
Overdulve	Kevin
Paridaens	Tim
Pattyn	Jan
Pauwels	Catherine
Peelaers	Bruno
Peeters	Kathleen
Peeters	Toon
Peters	Kasper
Petrosovitch	Andro
Philips	Sarah
Pinxten	Karel
Poncelet	Pierre

Last name	First name
Popa	Cedric
Preckler	Sebastiaan
Prosman	Serge
Radu	Andrea
Ravelingien	Fran
Renders	Els
Renders	Tom
Rombauts	Yves
Sallamo	Mira
Schuddinck	Nancy
Servaes	Anne-Line
Shkolnik	Renat
Sibille	Thomas
Sluismans	Sam
Sohet	Frédéric
Sohier	Brecht
Stienen	Geert
Stragier	Annelies
Tahon	Nikolaas
Tack	Kathleen
Tilleux	Anne

Last name	First name
Trévisan	Vincent
Truyma	Bert
Van Baelen	Jo
Van Boxstael	Tom
Van Breedam	Sofie
Van Cauwenberge	Tom
Van Damme	Mathias
van den Nieuwenhuijzen	Michiel
Van Der Paal	Johan
Van Der Plas	Kevin
Van Der Sijpe	Diederik
Van de Velde	Hilde
Van Durme	Pieter-Jan
Van Durme	Yves
Van Gils	Michael
Van Grieken	Johan
Van Hoecke	Pieter
Van Holle	Frederik
Van Hoof	Stijn
Van Houtryve	Nicolas
Van Hove	Pascal

Last name	First name
Van Krunkelsven	Philippe
Van Looveren	Jan
Van Malderen	Joris
Van Malderghem	Liesbeth
Van Schoubroeck	Thierry
Van Tornout	Frederiek
Van Wesemael	Tom
Vandaele	Koen
Vandaele	Nathalie
Vandendooren	Laurent
Vandeweyer	Ben
Vandewijer	Hans
Vanhaecht	Jan
Vanhees	Gert
Vanrobaeys	Charlotte
Verbieren	Nele
Verbruggen	Annelies
Vergauwe	Jeroen
Verheggen	Hans
Verhellen	Marino
Verheyen	Frederic

Last name	First name
Verhoye	Christel
Veris	Caroline
Vermandel	Nicolaas
Verschueren	Cliff
Verschueren	Petra
Versmissen	Peter
Verstraelen	Glenn
Verstraeten	Geert
Verswijver	Piet
Vezbergiené	Agné
Viaene	Bert
Vlaminckx	Dirk
Vlaminckx	Johan
Walker	Aled
Wevers	Franky
Windelen	Tom
Wittemans	Hilde

## PARTNERS OF DELOITTE LEGAL\*

### September 2023

Last name	First name
Ceuterick	Alexis
Costermans	Caroline
De hornois	Kathleen
Demeestere	Stijn
Egger	Jürgen
Ex	Mathieu
Michiels	Christoph
Peeters	Astrid
Roelens	David
Smet	Filip
Stas	Danny
van de Werve de Schilde	Maximilien
Van Poucke	Els
Van tieghem	Marc
Verbeke	Alain-Laurent
Verdickt	Bart
Visschers	Annick
von Frenckell	Eric
Wustenberghs	Tim

\*Deloitte Legal - Lawyers is a private limited liability company with registered office in Belgium. Deloitte Legal - Lawyers BV/ SRL and Deloitte Belastingconsulenten BV/SRL have entered into a privileged, multidisciplinary cost-sharing agreement.

## ETHICS



Integrity, quality, and professional behaviour are the hallmarks of Deloitte's operations and its responsible business practice. Our Shared Values and Global Principles of Business Conduct are the foundation of our culture, shaping who we are and how we behave.

The Deloitte Belgium Ethics Programme consists of **three pillars**:

### Foster an ethical culture

Leveraging eLearnings, in-person workshops, and communication campaigns

#### eLearnings

In June 2023, we launched two new role-based eLearnings for our leadership. The courses help newly hired or promoted (senior) managers/leads and directors/specialist leaders to develop their role in building, strengthening, and demonstrating the ethical culture and values of Deloitte. The completion rates for managers/leads is 87% and 96% for senior managers/senior leads and directors/specialist leaders.

In October 2023, a new refresher course will be launched for all Deloitte employees.

#### Ethics Episodes

These are a series of real-life ethical dilemmas to help people recognise and promote ethical decisions.

The episodes provide insights into what happens when an ethical issue is reported to the Ethics team, and encourages our people to speak up.

### Ethics case management

Manage reporting channels, working with the Speak Up helpline, and respecting the incident handling process

#### Speak Up

The Ethics Programme encourages people to speak up when they observe or experience unethical behaviour. Each concern can be reported through various confidential channels and will be thoroughly investigated.

#### Reporting

Each year, we report anonymised case statistics to the Executive and the Partnership Council. The case statistics are benchmarked across Europe and even on a global scale. In FY23, the 'allegations per 100 employees' for Belgium was 1.27%, which is slightly higher than the benchmark (1%). This may partially be explained by the strong speak-up culture of our young population.

### Compliance

Compliance with ethics code and policies, Member Firm standards, international standards of quality, external assessments, etc.

#### Codes of Conduct, policies & other guidelines

We ask all of our people to read and understand our Code of Conduct and Policies. The Code of Conduct contains directives and rules for the daily professional activities and behaviour of Deloitte people.

#### Risk Assessment

Next to the compliance work, a yearly risk assessment is performed to measure the ethical risks within Deloitte.

## PEOPLE & PURPOSE

### Talent Sounding Board

These are regular, interactive bottom-up discussions with a diverse group of practitioners from all levels of the organisation, joined by the CEO and the Managing Partner People & Purpose. The aim is to get honest and authentic feedback on key people topics and to keep our finger on the pulse of what matters most to our employees. The sounding board creates a listening culture through open dialogue.

### Diversity, Equity & Inclusion (DEI) Advisory Board

The DEI Advisory Board provides recommendations on the firm's DEI agenda and priorities. The Board is composed of DEI Leads from the Businesses and a Community Champion per DEI pillar, with our Managing Partner People & Purpose as chair. The Board informs Ethics, Safety & Prevention Partners, People & Purpose Partners, and People & Purpose Leads. It is also co-accountable for steering the Internal Diversity Network and its input on five key DEI pillars: gender equality, LGBT+ inclusion, mental health & well-being, neurodiversity, and ethnic & cultural inclusion.

### Internal Diversity Network (IDN)

This year, we rebranded our Internal Diversity Sounding Boards as the Internal Diversity Network. We believe that championing DEI within our firm requires a whole network of eager people ready to make a difference. Our IDN is a diverse group of colleagues who come together to contribute to and enact our ALL *IN* strategy. They do this by discussing DEI themes, driving hands-on engagement, building communities, and providing input, insights, and feedback from the bottom up to support top-down action.

### ALL *IN* Strategy

In 2018, we formalised our diversity and inclusion priorities into a global strategy, ALL *IN*. ALL *IN* is working to foster an environment where all of our people live our values and understand the importance of an inclusive everyday culture empowered by inclusive leadership, and of designing and implementing targeted interventions to achieve a number of aspirational diversity goals.



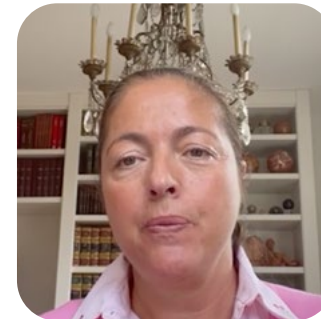
**Peter van Egmond**  
DEI Lead, Accountancy



**Kathleen de Brabander**  
DEI Lead, Audit and Assurance



**Sophie Docquier**  
DEI Lead, Consulting



**Anne Tilleux**  
DEI Lead, Deloitte Services and Investment



**David Logie**  
DEI Lead, Financial Advisory



**Sara De Mulder**  
DEI Lead, Risk Advisory



**Wivine Massaut**  
DEI Lead, Risk Advisory



**Olivier Hody**  
DEI Lead, Tax and Legal



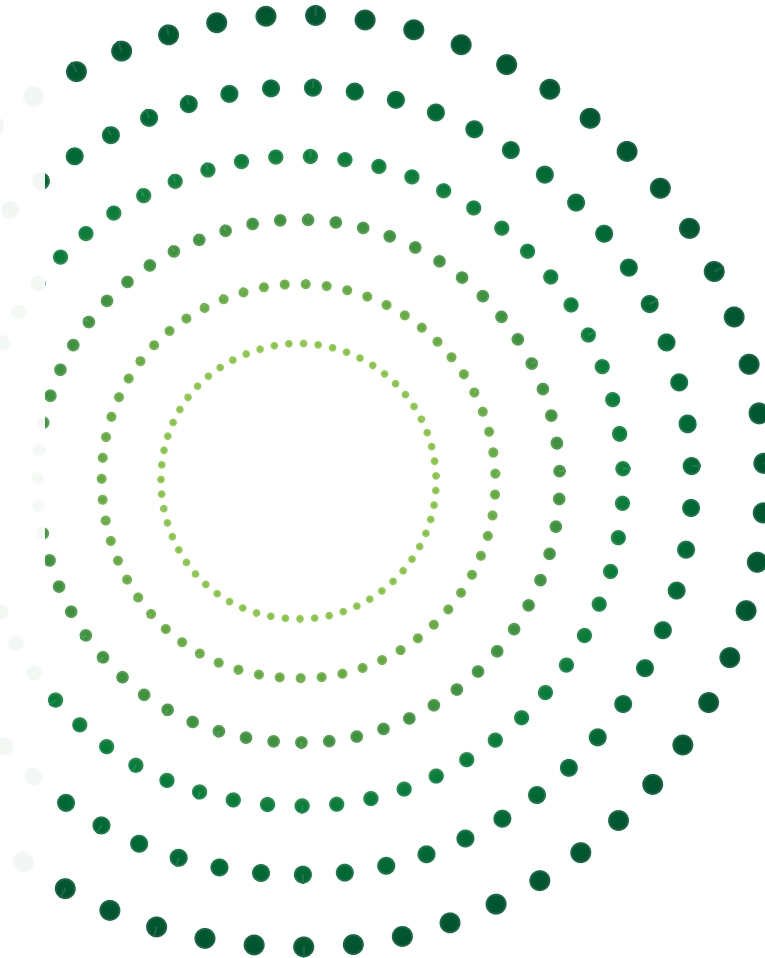
## PEOPLE & PURPOSE

### Purpose Champions

Purpose Champions are colleagues who live and breathe the Purpose mindset. They form a network representing our firm's population: with a good balance of Businesses and Industries, seniority, office location, and gender.

Purpose Champions play the role of connectors to help activate, embed, and amplify our Purpose within the organisation. They are the link between our overall Purpose ambitions and the activation within different businesses and industries.

Champions are actively involved in implementing the Purpose sprints and initiatives, and in ensuring Purpose is embedded in everything we do, from business opportunities to impact on society to talent experience. They function as an important sounding board for the Purpose team and act as the voice of their business or industry. The champions also help to broadcast our Purpose narrative and stories. This is a key opportunity to activate our Purpose through our people.



### Purpose Advisory Group

As a Purpose-led organisation, we embed Purpose in everything that we do—including in every business decision, such as client and engagement acceptance processes.

Our Purpose acts as our compass, guiding us on which impact we want to make as a firm. By doing so, this allows us to prioritise engagements that are fully in line with our Purpose and values, but also to help identify risk areas.

When above-normal Purpose-related risks are identified, the Purpose Advisory Group (PAG) assists the Executive with decisions about client and engagement acceptance.

The PAG includes a number of standing members representing the relevant dimensions of our firm. Their role is to advise the Executive with respect to sensitive client and engagement matters.

## EMPLOYEE & EMPLOYER REPRESENTATION

In accordance with Belgian law, the employee & employer representation are elected every four years. Employee representatives in the Committee for Prevention and Protection at Work and in the Works Council represent the entire workforce, notwithstanding their affiliation to a trade union.

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

The Committee for Prevention and Protection at Work monitors different aspects of the well-being of employees and takes initiatives for improvement. The CPPW consists of employer delegates and a group of elected employee representatives.

This body gives advice and formulates proposals concerning the well-being policy in the organisation. Risk assessments related to the different health & safety domains are executed on a regular basis. Site visits and safety audits are carried out across the Deloitte offices in Belgium. The corresponding measures and training programmes, presented to the CPPW, are set-up in order to prevent hazards and to prevent and limit damage. The prevention plan; the annual action plan; and the changes, implementation, and results of both plans are also part of their area of attention.

A wide range of well-being related courses have been organised with a high number of participants since the start of 2023:

- Fire safety briefings (109 participants)
- Ergonomics related training (63 participants)
- Mental Health & Well-being (195 participants)
- First Aid (111 participants)

In addition, the CPPW supervises the functioning of the Internal Service for Prevention and Protection at Work.

### Works Council

The role of the Works Council is essentially to be informed and consulted about a range of economic and financial topics on the one hand, and employment and personnel matters on the other. It also has some limited decision-making powers, primarily over personnel issues.



# SUSTAINABILITY

## Creating a more sustainable world

At Deloitte, we believe the future of our people, planet, and profession depends on the business community taking measurable, decisive action on climate change.

That's why we launched the Green Sounding Board (GSB) in 2020 to give employees a voice in our sustainability journey. Reactivating the GSB and leveraging its network, the Climate Champion Network (CCN) will ultimately create a network of climate champions in every Business Unit and service line that activate and embed our sustainability programme in every part of our firm.

Our commitment to sustainability remains at the forefront of our organisational agenda, influencing key decisions, setting sustainable organisational directions and overseeing the delivery of the sustainability goals. Every two weeks, our Operations Executive convenes to deliberate on sustainability-related matters, fostering a collaborative environment where the COO, CFO, the heads of internal service departments, and Business Operational Leads are present.

Recognising the profound impact of our actions, we have directed our focus towards a holistic approach to sustainability. This approach aligns with our Connect, Contribute, Community, and Communicate framework, which serves as our guiding principles. Within this diverse group of dedicated Deloitteers who are deeply passionate about sustainability, we strive to strengthen our connections, inspire our professionals, and engage with our broader ecosystem. Our shared goal is to facilitate the transition to a low-carbon economy by expanding the discourse around sustainability and empowering our professionals to take meaningful action. At the heart of our efforts lies the mission of the CCN: to amplify the reach of *WorldClimate* communications and engagement, encouraging others to contribute to the cause and advocate for sustainable change.

Together, we are shaping a future that embraces sustainability as a fundamental part of our corporate identity.



## POLICIES

<b>Global Principles of Business Conduct</b>	<p>This articulates the standards to which we all must hold ourselves, wherever in the world we live and work. The Global Code outlines the commitments that each of us make. It is based on our Shared Values and reflects our core belief that, at Deloitte, ethics and integrity are fundamental and not negotiable. This Global Code applies across the Deloitte network and provides the foundation for how our people behave. Each Member Firm in the Deloitte network commits to the Global Code and, as appropriate, builds on it through more detailed codes of conduct. In addition to local codes, the Global Code is supplemented by Member Firm ethics programmes which provide support to build ethical judgment and decision-making skills in all Deloitte people. Each Member Firm has an appointed Ethics Officer, ethics training, and channels for consulting on difficult issues and reporting suspected misconduct, motivating our people to get involved in sustainable projects.</p>
<b>NSE Anti-Discrimination and Anti-Harassment Policy</b>	<p>This reflects Deloitte's commitment to providing our people with an inclusive and respectful workplace which is free of harassment, sexual harassment, and discrimination, where each person is treated with courtesy, dignity, and respect, and where there is equal opportunity for all to succeed.</p>
<b>NSE Code of Conduct</b>	<p>Includes the Global Code of Conduct and the Code sets out Deloitte's values and ethical principles that are critical to our reputation and continued success and are embedded in everything we do: how we serve clients, how we direct our businesses, how we work together as colleagues, and how we contribute to society. Fundamentally, the reputation of the firm rests on the personal ethics of everybody at Deloitte.</p>
<b>NSE Non-Retaliation Policy</b>	<p>This reaffirms the NSE Member Firm's long-standing commitment to maintaining a workplace free from retaliation and is intended to protect Partners, Directors, Professional Staff, and Support Staff (or any other reporter) who brings forward an ethics, compliance, or other related matter in good faith, or are involved in an ethics or related investigation, from retaliation.</p> <p>Member Firms are committed to maintaining a working environment that promotes ongoing and open communication among its personnel and will not tolerate retaliation against any person who has:</p> <ul style="list-style-type: none"> <li>• reported an ethics, compliance, or other related matter in good faith;</li> <li>• assisted or participated in an ethics, compliance, or related investigation or proceeding.</li> </ul>

## POLICIES

### Acceptable Use Policy

This explains how to protect all Deloitte Information Assets and Information Systems. The Policy relies on four security and privacy principles:

1. All information must be treated in accordance with its classification level and applicable data retention Policy.
2. The Deloitte Information Systems are only to be used for business purposes and reasonable personal use, in accordance with this Policy.
3. Unauthorised access to Deloitte Information Assets must be prevented at any moment.
4. Personal Information and Confidential Information must be protected at any moment and during any process, in line with this Policy, the Deloitte Privacy Policy and applicable privacy legislation. The Deloitte leadership is committed to protecting the confidentiality, integrity, and availability of the Deloitte Information and Information Systems. As such, the Acceptable Use Policy (AUP) applies to all Deloitte coworkers and contractors.

Deloitte has implemented training and awareness programmes for its personnel related to information security, confidentiality, and privacy policies and practices. Deloitte personnel are required to complete information security, confidentiality, and privacy trainings during the new-hire onboarding process, as well as an annual update course thereafter. The 45-minute e-learning "Secure our Future" has a completion rate of 79.4%. In addition, Deloitte conducts internal simulated phishing campaigns to raise awareness and reduce risk among personnel.

### Local Procedures and Guidelines related to Anti-corruption

This states that no forms of corruption whatsoever will be tolerated. The policy is guided by the following principles:

- No bribes are offered to win contracts.
- No bribes are accepted from potential suppliers or from other companies which wish to collaborate with Deloitte Belgium.
- At no time at all may the impression be given that bribes would be accepted.

### Employee Privacy Statement

This describes the personal information that Deloitte processes, why it's processed, and how it's processed to ensure the privacy and confidentiality of all employee information.

### Personal Relationships Policy (family and other ties)

This sets out a number of guidelines to deal with situations where the personal lives of staff members could have a major impact on their professional lives (in particular, certain relationships and certain family ties could constitute a risk of a conflict of interests, and could compromise the necessary guarantee of independence and objectivity). The guidelines help ensure that, through dialogue, healthy understanding, and mutual respect, a solution is found which does justice to the interests of all parties in the vast majority of the few cases that may arise.

### Independence Consultation and Discussion Policy

This contains the consultation and discussion requirements related to independence matters required in the complexity of today's business and regulatory environment.

### Independence Disciplinary Policy

This policy describes the rules applicable to violations of independence policies and procedures, since Deloitte provides audit and other assurance services.



# FUELED BY FEEDBACK

## Gaining valuable insights from our clients



We are committed to empowering our clients to excel. It is our mission to provide great client service and ensure that we are continuously improving to meet, and exceed, their changing needs. **The Net Promoter Score (NPS)** is one of the tools we use to gauge our impact on our clients.

The NPS asks clients to answer a short survey, and depending on the feedback of all those surveyed, an organisation receives an aggregate score between -100 and 100. An NPS score above 0 is considered good, 50+ is excellent. Our clients stated that our main strengths are our people, our competent proactive teams with technical knowledge in multiple areas, and a good understanding of the clients' businesses.



We also send an **Engagement Review**, a brief survey at key milestones during a project to obtain rapid, direct feedback. It provides an understanding of how the client perceives the quality of our services, enabling us to build on our strengths and act on areas for improvement.



Promotion



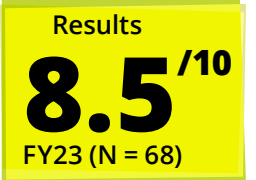
Engagement Quality



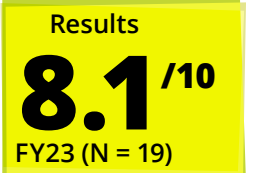
**Client Service Assessments (CSAs)** are comprehensive interviews with the client's C-suite conducted by an independent member of the Client Feedback team. These are conversations tailored to each client's experience and relationship with Deloitte. CSAs are performed to assess the strength of our client relationship on a strategic level, identify opportunities for improvement in our collaboration, and act on new intelligence and insights obtained from these interviews.



A **Bid Debrief (BD)** is an interview with the lead contacts directly involved in the tendering process at the client (or future client). Questions focus on people, price, and proposition. A BD gives us rapid, direct feedback from clients after a win or loss, providing a deeper understanding of what sets us apart from the competition to either win or lose a bid. This allows us to improve each stage of the proposal process and show ongoing commitment towards our clients.



Relationships

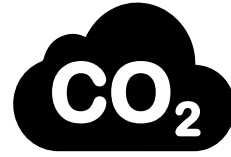


Proposal Quality

## Environmental



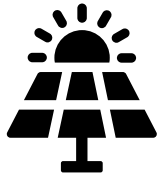
Scope 1  
**24%**  
 7,871 tonnes  
 Fuel in buildings and fleet



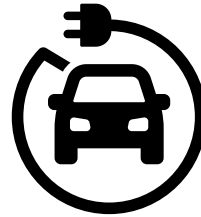
**-54%**  
 reduced CO2 gas emissions compared to 2017 benchmark



**-71%**  
 reduced overall travel CO2 emission compared to 2017 benchmark



Scope 2  
**0.5%**  
 151 tonnes  
 Electricity in buildings and fleet



**-49%**  
 reduced overall fleet CO2 emission compared to 2017 benchmark  
**42.8%**  
 of the fleet is electric or hybrid based



**-67%**  
 reduced building CO2 emissions compared to 2017 benchmark



Scope 3  
**75.5%**  
 24,661 tonnes  
 Business travel, purchased goods & services, employee commuting & homeworking



## ENVIRONMENTAL PERFORMANCE SCORECARD FY23

## Main ambitions

Measurable KPIs	Baseline FY17			Baseline FY17				
	FY21 results	FY22 results	FY23 results	FY21 TARGETS	FY23 TARGETS	FY27 TARGETS	FY30 TARGETS	
<b>FLEET</b>	1 <b>Overall fleet greenhouse gas reduction</b> % CO2 emission reduction per headcount	<b>-54%</b>	<b>-48%</b>	<b>-49%</b>	-25%	-50%	-90%	-100%
	2 <b>Electrifying our fleet</b> % of electric & hybrid vehicles in the total number of cars	<b>10%</b>	<b>26%</b>	<b>43%</b>	Achieve 5%	Achieve 25% & 100% for new ordered cars	Achieve 100% by 2026	Keep 100%
	3 <b>Multimodal mobility</b> % of headcount (HC) moving to non-traditional packages (baseline FY19)	<b>58%</b>	<b>63%</b>	<b>77%</b>	Achieve 55%	Achieve 65%	Achieve 80%	Achieve 80%
<b>TRAVEL</b>	4 <b>Overall travel greenhouse gas reduction</b> % CO2 emission reduction per headcount	<b>-100%</b>	<b>-90%</b>	<b>-71%</b>	-25%	-65%	-70%	-70%
<b>FACILITIES</b>	5 <b>Overall facilities greenhouse gas reduction</b> % CO2 emission reduction per m <sup>2</sup>	<b>-23%</b>	<b>-39%</b>	<b>-47%</b>	-25%	-50%	-60%	-65%
	6 <b>Greenhouse gas offsetting</b> % of residual emissions offset using meaningful carbon credits and Beyond Value Chain Mitigation (BVCM)	<b>100%</b>	<b>100%</b>	<b>100%</b>	N/A	100%	100%	100%
<b>WASTE REDUCTION</b>	7 <b>Printed paper consumption reduction</b> % reduction of paper consumption	<b>-87%</b>	<b>-84%</b>	<b>-85%</b>	-50%	-95%	-95%	-98%

## ENVIRONMENTAL PERFORMANCE SCORECARD FY23

## Enabling initiatives

Initiatives & projects		Baseline FY17			Baseline FY17					
		FY21 results	FY22 results	FY23 results	FY21 TARGETS	FY23 TARGETS	FY27 TARGETS	FY30 TARGETS		
FLEET	2.1	<b>Charging point for EV &amp; HV per office</b> % of parking spots with charging infrastructure compared to the total number of parking spots at our offices		52%	53%	53%	30%	60%	75%	80%
	3.1	<b>Public transport usage (Skipr)</b> % headcount with active subscriptions		56%	56%	65%	N/A	N/A	N/A	N/A
	3.2	<b>Number of bicycles (package &amp; lease bicycles)</b> % headcount with bicycles (baseline FY19)		11%	16%	25%	10%	20%	30%	35%
TRAVEL	4.1	<b>Flight distance reduction</b> % km flown per headcount		-100%	-87%	-66%	-25%	-55%	-60%	-60%
FACILITIES	4.2	<b>Low carbon solution for travelling to neighbouring countries</b> % of train bookings in total bookings		100%	99%	96%	Achieve 70%	Achieve 80%	Achieve 100%	Achieve 100%
	5.1	<b>Renewable energy</b> % of renewable energy consumed by Deloitte compared to total consumption		86%	88%	89%	N/A	40%	80%	100%
WASTE REDUCTION	7.1	<b>Ecovadis certification</b> towards a more sustainable procurement		Gold rating 70/100	Gold rating 70/100	Gold rating 71/100	Gold rating + Achieve 70/100	Gold rating + Achieve 75/100	Gold rating + Achieve 80/100	Gold rating + Achieve 85/100
CERTIFICATIONS	7.2	<b>BREEAM Standards</b> (category: construction) Every new building receives the BREEAM standard with a minimum of level Gold		No new building in 2021	Liège office BREEAM with very good level	No new building	Very good level For GTW office	Very good level Each new build	Very good level Each new build	Very good level Each new build

## ENVIRONMENTAL GLOSSARY PAGE

1. **Beyond value chain mitigation** - Refers to mitigation action or investments outside of a company's value chain. This includes activities that avoid or reduce greenhouse gas emissions, and those that remove and store greenhouse gas from the atmosphere.
2. **Biodiversity** - Biodiversity is the number of distinct varieties or types within a group of living systems: distinct genes in a species, species in an ecosystem, or ecosystems in a biome.
3. **Carbon dioxide (CO<sub>2</sub>) emissions** - Carbon dioxide (CO<sub>2</sub>) is released into Earth's atmosphere mostly by the burning of carbon-containing fuels and the decay of wood and other plant matter.
4. **Carbon footprint** - A carbon footprint is the total amount of greenhouse emissions that result directly and indirectly either from an individual's lifestyle, a company's operations, or the full life cycle of a product or service.
5. **Carbon neutral** - Any CO<sub>2</sub> released into the atmosphere from a company's activities is balanced by an equivalent amount being removed, called offset.
6. **Climate** - The weather experienced by a given location, averaged over several decades.
7. **Climate change** - from the United Nations Framework Convention on Climate Change (UNFCCC): a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods.
8. **Decarbonisation** - The process of reducing or eliminating carbon dioxide (CO<sub>2</sub>) emissions, primarily by transitioning to cleaner and more sustainable energy sources and technologies to combat climate change.
9. **Deforestation** - A reduction in the area of a forest resulting from human activity.
10. **Fossil fuels** - Non-renewable energy sources like coal, oil, and natural gas that are used to generate energy but they harm the environment due to greenhouse gas emissions.
11. **Global warming** - Global warming is understood to be caused by an overall, long-term increase in the retention of the sun's heat around Earth due to blanketing by greenhouse gases, especially CO<sub>2</sub> and methane.
12. **Greenhouse gas** - Gases, such as carbon dioxide and methane, that tend to trap heat radiating from the Earth's surface, thus causing warming in the lower atmosphere.
13. **Meaningful carbon credit** - Projects that are aligned with our Purpose agenda and that provide social value across one of three categories (1) Just transition (avoid fossil fuel), (2) Climate justice (avoid risk from climate change) and (3) Future financing (investments in nature-based solutions).
14. **Net Zero** - Refers to the balance between the amount of greenhouse gas produced and the amount removed from the atmosphere. Achieving net zero emissions means that the total emissions produced are countered by measures to reduce or remove an equivalent amount of greenhouse gas, ultimately mitigating the impact of climate change.
15. **Nonrenewable resources** - Any naturally occurring, finite resource that diminishes with use, such as oil and coal.
16. **Offset - Carbon avoidance** - Projects focused on preventing emissions from being released e.g. creation of a wind farm/investment in solar cookstoves.
17. **Offset - Carbon removal** - Projects focused on removing emissions already released e.g. reforestation/sea grass restoration/geological storage.
18. **SBTi** - Science Based Targets Initiative.
19. **Sustainability** - At its broadest level, environmental or global sustainability refers to Earth's ability to continue functioning in a manner that supports humans and other ecosystems.
20. **The Paris Agreement** - Aims to combat climate change by limiting global warming to well below 2 °C above pre-industrial levels, with an effort to limit it to 1.5 degrees. It seeks to achieve this by reducing greenhouse gas emissions and enhancing global resilience to climate impacts.
21. **Waste reduction** - Waste reduction, also known as source reduction, is the practice of using less material and energy to minimise waste generation and preserve natural resources.

## People

## Headcount

**5,947**

At the end of September 2023

**5,679**At the end of Fiscal Year 2023  
(31 May 2023)♀ **48%** | ♂ **52%**

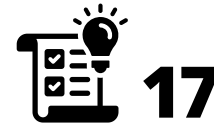
## Employee vitality

**37%**

Of staff use flexible leave solutions

**86%**

"My choices around flexibility are respected"

**17**

Employee Net Promoter Score

## Diversity and inclusion

Workforce composition  
by gender  
(31 May 2023)Partner **22%** **78%**Sr. Director **18%** **82%**Director **33%** **67%**Sr Manager **45%** **55%**Manager **48%** **52%**Junior/  
Senior/  
Exp. Senior **51%** **49%**Workforce inflow  
by gender  
(FY23)Experienced  
Hires **48%** **52%**Campus  
Hires  
(of SEP23) **49%** **51%**

## Meaningful work

**78%**

"My work is meaningful and makes an impact that matters"

**20%**

New promotions

## Learning and growth

**259,272**Total number of training hours  
for FY23

More than

**1,300**

New colleagues during FY23

**81**






#Nationalities working at Deloitte

**88%**

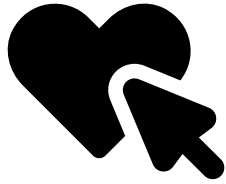
"My work environment is respectful, supportive and inclusive"

# PEOPLE PERFORMANCE SCORECARD FY23

## Main ambitions

Theme	Measurable KPIs	Baseline FY22	FY23	Target FY27	Target FY30
Learning & Growth	 Avg. number of training hours (equivalent) per person (headcount)	42h	45h	70h	80h
Diversity & Inclusion	 Workforce composition by gender (headcount) Workforce Inflow by gender (headcount)	See FY22 Impact Report	See KPI page 54		
	# Nationalities	82	81		
	% respondents who positively evaluates E4C "My work environment is respectful, supporting, and inclusive"	84%	88%	85%	85%
Employee Vitality	 % of staff (headcount) using flexible leave solutions	25%	37%		
	% respondents who positively evaluates E4C "My choices around flexibility are respected"	67%	86%	80%	80%
Attraction	 E4C (eNPS) "How likely would you be to recommend Deloitte as a great place to work?"	NA	17	30	30
Meaningful Work	 % respondents who positively evaluates E4C "My work is meaningful and makes an impact that matters"	74%	78%	80%	80%

## People



### Employee engagement

More than

**22,000**

hours volunteered

Almost

**2,000**

Deloitte's participated

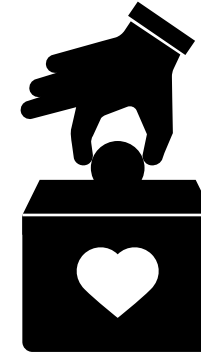


### Purpose investment

Over

**3,300,000 euros**

contributed to purpose



### Monetary donations

Almost

**748,000 euros**

total donations



### Lives impacted

Almost

**128,000**

people reached

### WorldClass target:

**71%** of our total WorldClass target reached (750,000 lives)



### Deloitte Foundation Partners

**8** Strategic Deloitte Foundation Partners



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