

## Our ALL /N pillars

It is our ambition to provide a truly inclusive environment with an equal playing field for all.

- 1 WORKING TOWARDS GENDER BALANCE
- 2 FOSTERING LGBT+ INCLUSION
- 3 SUPPORTING MENTAL HEALTH & WELLBEING
- 4 FOSTERING ETHNIC & CULTURAL INCLUSION
- 5 SUPPORTING NEURODIVERGENT TALENT



# Our ALL /N strategy

It is our ambition to provide a truly inclusive environment with an equal playing field for all



## Working towards gender balance

Our objective is to **attract and retain more women** across all levels of our organisation, supporting them to step into to **senior positions** regardless of whether they choose to have a family – resulting in improved gender balance at all leadership levels.



## Fostering LGBT+ inclusion

Our objective is to be proudly, visibly and unquestionably **inclusive of LGBT+ people**, providing an environment where all our LGBT+ colleagues feel **comfortable being themselves** without hesitation, and able to thrive.



## Supporting mental health & wellbeing

Our objective is to **prioritise the mental health and psychological safety** of our people, by facilitating **open dialogue** about mental health, taking steps to reduce the prevalence of workplace related stress and providing effective support for those who are struggling.



## Fostering ethnic & cultural inclusion

Our objective is to provide an environment that is deliberately and steadfastly anti-racist, where **multi-cultural diversity is celebrated** and our colleagues feel **safe from racial discrimination** at work.



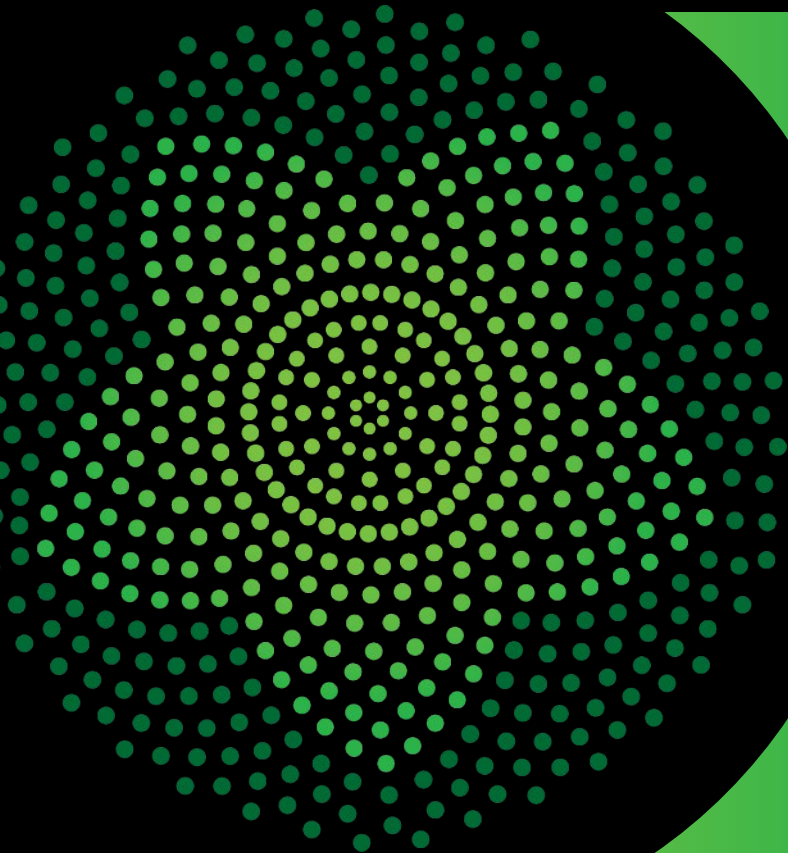
## Supporting neurodivergent talent

Our objective is to provide an environment that **embraces neurodivergent (ND) conditions**, tapping into a significant talent pool in an effort to become the ND employer of choice, by growing **awareness and understanding** so ND people feel welcome, understood and appreciated.

ALL /N: Building a foundation of **Respect & Inclusion**

# Deloitte Shared Values

Our guiding principles, with fostering inclusion and taking care of other as part of our core DNA



## 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.

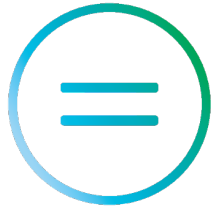
# A foundation of Respect and Inclusion

*The foundation of our D&I strategy is Respect and Inclusion. We develop our people – from senior leadership to all employees - on everyday inclusive behaviours. We offer inclusive leadership training, conversation guides, practical tips and guidance.*



- As of 2021, we deliver inclusive leadership labs, growing our leaders as role models for inclusion. While activating all our Partners, (Senior) Directors and (Senior) Managers, they discover how biases can negatively impact teams and gain insights on what they can do as an individual to positively influence inclusion, and ultimately grow more successful teams.
- Launched in 2017, our internal diversity sounding board which is a balanced group of people who come together to discuss specific themes and give feedback about Diversity and Inclusion. The group exists of 100+ members (represented across genders, ages, BU, and nationalities) and shares a strong motivation and willingness to speak up and shape our D&I agenda.
- Our conversation guides help people to feel more confident talking about common diversity-related topics, including race, sexual orientation, gender identity, religion, disability, neurodiversity, intersectionality and mental health. In 2021, we shared an award-winning series of educational shortfilms called 'Can you see me?', alongside an ongoing emphasis on the importance and power of allyship for all under-represented groups.
- Our mandatory Respect & Inclusion training urges everyone to foster inclusive behaviours, mitigate bias and call out non-inclusive behaviours.
- In October 2021, Deloitte Belgium CEO Piet Vandendriessche signed a charter to commit to having more inclusive panels at our activities. Inclusivepanels.be is an initiative involving Women on Board, Women in Finance and many other organisations, with several of Deloitte's clients also pledging their support.

# Working towards gender balance



*Our goal is to achieve a fair representation of all genders throughout Deloitte Belgium, increasing the number of women in business units and national governance bodies. To achieve this, we developed the firmwide Gender Diversity initiative which aims to pinpoint the issues, set change targets and develop measures to improve the current gender balance in our leadership. While closing FY21 with 16% female partners, we are working toward a more gender-diverse partnership to increase to 20% representation by 2023 and 30% by 2030. The key objectives of the initiatives are related to recruitment, promotion & succession, performance management, communication, culture, and governance.*

- Our recruitment processes and employer branding activities are set up to achieve an equal intake of women and men, a goal we have nearly reached. We do this via tactics and processes, such as recruitment targets for junior, experienced and partner hiring; gender-neutral job descriptions; diverse representation of interviewers and ambassadors in recruitment events; and presenting diverse candidate slates for all positions.
- We are carefully monitoring our promotion and succession through a yearly talent pool identification exercise, projecting the gender balance of our leadership pipeline; gender equity analyses on pay, bonuses and promotions; aspirational gender goals in leadership roles; and performance management.
- We want to get the right message across, internally and externally. Via transparent communication about the challenges of diversity in the organisation, we build awareness. For example, we created eminence about women in technology, by organising High Tech Tea networking events; we specifically communicate about and towards our Parents at Deloitte, an internal network of all (future) parents and care-givers; we celebrate our ambitions via theme days like International Women's Day (IWD) – a yearly opportunity to engage our people in making a greater impact in our gender diversity and inclusion approach. Specifically on IWD 2021, Dr. Marion Debruyne, Dean of Vlerick Business School and Professor in Marketing Strategy & Innovation, spoke at our Deloitte Inspires webinar - highlighting the value of Purpose within an organisation, why we should always pursue innovation, and the importance of calling out gender bias and inequality.
- Through our Senior Manager Development Journey, we've launched an inclusive development programme built around a three-pronged framework that focuses on our shared values, personal attributes, and leadership capabilities. Personal development is a lifelong process, and we believe it is imperative to equip our future leaders with the support and tools they need to continue their learning journey and reinforce their capabilities along the way.
- We measure and report gender diversity progress via scorecards on hiring, promotion, succession, attrition, performance and wellbeing. Doing so, our Gender Balance Diagnostic Tool enables our firm to self-assess progress along the gender diversity maturity model.

# Fostering LGBT+ inclusion

*When we launched our GLOBE programme in 2018, we brought together colleagues that identify as LGBT+ and allies - providing visible, trusted points of contact, learning how we can all contribute to creating and upholding an inclusive environment, regardless of sexual orientation. We drive LGBT+ inclusion via awareness and education, human rights policies and celebrating diversity.*



- Our Global Code, our Global Anti-discrimination and Anti-harassment Policy, our Supplier Code and our Commitment to Responsible Business Practices reflect our commitment to the UN Standards.
- Championing an inclusive world, is really at the heart of Deloitte’s Purpose. We activated our GLOBE members to visit the Brussels Schools as a volunteer to create awareness and invited the students to rate their school on LGBT+ inclusiveness. This project was in close collaboration with our new partner Forbidden Colours.
- In March 2022, we organised 2 classroom Allyship trainings to inspire our LGBT+ Allies. Because we believe that Allyship is not about intent but focused on actions and impact. A dedicated LGBT+ Allyship Learning page is available on Delight Learning with interesting global and local resources to support the community.
- On IDAHOBIT, we listened to the lived experiences of Gabriel Goffoy, driving conversations on allyship with 497 attendees.
- We launched our LGBT+ inclusion pins on World Pride Day 28/6, proudly and visibly wearing our pins and showing our support for the community.
- Pride at Deloitte is a celebration of diversity, bringing together GLOBE members, friends, family and allies. #Open was the theme for Belgian Pride Brussels 2021 where we walked with the rainbow communities in the Parade and sponsored the Belgian Pride organisation. On Antwerp Pride 2021, our GLOBE members celebrated together again. Deloitte sponsored Skyfall activation at the top of the Pride Village and joined the Pride Parade throughout Antwerp.
- We prolonged our partnership with Open@Work – a cross-company network, focusing on LGBT+ inclusion in the workplace.
- We celebrated International Pride Month with full month multichannel activation to create awareness, to educate, to connect and celebrate amongst Deloitte Allies. (social media, virtual screens, Pride Good Vibes, Spencer video message, Photobooth at Atrium, rainbow stairs, etc.)
- Global has developed a new digital resource “Demystifying LGBT+ Inclusion”, for all practitioners across Deloitte. This 25-minute module aims to provide an accessible and easily digestible introduction to LGBT+ inclusion – and raise awareness of the importance of LGBT+ inclusion and equip learners with the knowledge to have confident and respectful conversations about LGBT+ inclusion.
- Deloitte Global recently refreshed its Global Diversity, Equity and Inclusion (DEI) RfP pack for business needs. The RfP pack highlights leading practices from across the Deloitte organisation, globally, to help you share Deloitte’s DE&I story.



# Supporting mental health & wellbeing

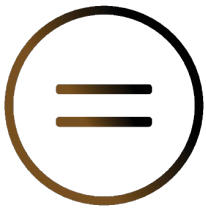


*We consider the mental wellbeing of our employees a top priority. In 2021 we launched our wellbeing charter, empowering our employees to take their wellbeing in own hands. It includes 9 steps to create new experiences, connections, and a positive outlook. Putting the charter into practice enables us to maintain good health by avoiding stress, boosting our mood, and ensuring we stay healthy.*

- We offer our employees an Employee Assistance Programme, providing them with free access to an external network of professional psychosocial prevention advisors and therapists through our partners Securex and Pobos. It gives them the opportunity to discuss, get advice or coaching on professional or personal challenges. These conversations are kept confidential and do not need to pertain to work.
- Our Energise@Deloitte programme has been inspiring and energising our people for years, and this past year is no exception. During the pandemic, we reimagined our fitness offering as Energise@Home to provide our talent with a range of activities that maximise self-care in these unusual times. The first challenge of 2021 was our Office Tour Challenge, which encouraged employees to walk or run 560 kilometres—the total distance between all Deloitte offices in Belgium—in three weeks together with up to six colleagues. More than 600 Deloitteers formed 109 groups to enjoy the challenge, tracking their progress and sharing updates on social media. Through our Energise@Deloitte platform, we've offered a variety of group e-classes like yoga and family workouts, to help our people remain active and connected. Our keynote webinars featuring superb guest speakers like Stijn Swijns, former Special Forces Operator, and Nina Derwael, Olympic gold medalist, have sparked creativity and helped improve focus, mental resilience, form healthy habits, and improve working from home with ergonomics tips.
- Uniting our people from afar, our monthly town hall webinars kept us connected while working remotely. While they originally came about as a response to the pandemic, our town halls have since grown into a monthly communications channel to update everyone on our progress. Most importantly, the webinars provide our people with the chance to have their voices heard via Wellbeing Pulses, nurturing our firm's understanding of the Wellbeing of our people.
- We also recognise the need for our people to know where and how to seek support when they are facing challenges. In the light of World Mental Health Day 2021, October 10th, our leadership underlined the importance of being able to talk about mental health at work - and that it's OK not to be OK. Supported by this message, we launched a self-serve course to 'Empower your wellbeing', providing resources to support our professionals and help them take care of each other - offering dedicated podcasts featuring Deloitte professionals, resources spanning articles, videos and education sources.
- Looking beyond our organisation, we believe that all businesses should prioritise the mental health of their employees and work to remove the stigma that still too often exists within our societies. This is why we are proud to be a Founding Partner of the Global Business Collaboration for Better Workplace Mental Health (GBC) which was established in January 2021 to advocate for, and accelerate, positive change toward mental health in the workplace on a global basis.
- Deloitte is also focused on conducting research and publishing thought leadership on the importance of mental health at work, with the Deloitte Global 2020 Millennial Survey containing detailed information on mental health for the first time in the survey's history. In 2021, Deloitte Global again provided vital insights into the mental health of millennials and Generation Z both before and during the COVID-19 pandemic, with the critical findings published in a white paper.

# Fostering ethnic & cultural inclusion

*We strive to create an environment where all our people can maximise their potential, regardless of their ethnicity, race or any form of cultural background. As an organisation deeply committed to diversity and inclusion, Deloitte stands against the legacy of systemic bias, racism, and unequal treatment that continues to plague our communities. Within our organisation, we continue to drive global and local initiatives to increase diverse representation.*



- Summer 2021, Deloitte Belgium kicked-off Bright Future, a D&I and purpose programme, part of our Foundation Partnership with Be.Face. BrightFuture is a free mentoring scheme for talented students with difficult social or immigration backgrounds. The programme is designed to facilitate their transition from higher education to employment, while mentors guide them toward a better understanding of the world of work—knowledge that can't be learned in the classroom. 50% of Deloitte Belgium's summer job students get selected via the Bright Future programme.
- Our conversation guides help people to feel more confident talking about common diversity-related topics, including race, religion and intersectionality. In 2021, we shared an award-winning series of educational films called 'Can you see me?', alongside an ongoing emphasis on the importance and power of allyship for all under-represented groups.
- In April 2022, we opened reflection rooms in our Gateway, Ghent and Antwerp offices. These are non-denominational spaces that are open to everyone affiliated with Deloitte who would like to take a moment to pause, reflect, meditate, pray or contemplate during the day.
- In August 2022, we launched the Ethnical & Cultural e-learning Delight, providing our practitioners with the knowledge and tools to speak up against racism on the workplace.



# Supporting neurodivergent talent



*Recently, we also started focusing on neurodiversity - an umbrella term for conditions such as dyslexia, dysgraphia, dyscalculia, dyspraxia, Attention Deficit Hyperactive Disorder (ADHD) and Autism Spectrum Condition (ASC). These are cognitive differences in the human brain regarding sociability, learning, attention, mood, and other mental functions. In 2021, we started growing awareness about ND strengths and their competitive advantage for Deloitte, to be able to tap into a significant talent pool in an effort to become the ND employer of choice.*

- In August 2021, we launched our partnership with Autimatic, a company with the mission to match employers with talented people with Autism. In the Belgian market, there are more than 100K people with autism identified. More than 60% of this talent pool obtained a higher education. However, more than 80% of this talent pool is unemployed due to lower social skills or the absence of a context in which they can thrive. People with autism are typically very good at analysing and processing data, don't get bored easily, are very focused and have a great sense of ethics. By foreseeing remote work, a supportive network of 'Autimaticiens' and motivated buddies, we employ +15 Autimaticiens in 'triple A' tasks - Admin, Automation and AI – typically types of work in which talented people with Autism thrive. By outsourcing these tasks, we give oxygen to our teams, while fostering D&I in the workplace - making a direct impact on people's lives, our talent, our clients and societies we live in.
- In May 2022, we hosted our first "ND lunch and learn session" for our Talent Practitioners and ND ambassadors. Our goal was to to inspire with ND expert talks, shifting perspectives by sharing lived experiences; to connect our talent practitioners and ND ambassadors; to grow awareness about ND conditions, their strengths and challenges; to demystify Neurodiversity, creating more comfortable conversations around the topic.