



## Building Better Futures

Towards a more sustainable,  
equitable, prosperous world

2024 DELOITTE BELGIUM IMPACT REPORT



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# Executive summary



## Executive summary

### MESSAGE FROM OUR CEO

Our financial year 2024 (June 2023 – May 2024) was the first full year of my mandate as CEO of Deloitte Belgium, and of executing our firm's four-year Bright Future strategy together with all the firm's leaders. The geopolitical challenges and economic headwinds already evident in 2023 have continued, contributing to slowdowns in various business sectors. That said, we have delivered stable growth despite this challenging environment. The firm's results reflect how our clients place trust in us, as we remain committed to their success by helping them adapt, evolve, and lead in their respective industries. Our investments in cutting-edge solutions, such as the AI Institute and our sustainability offerings, are just two examples of how we continue to innovate and elevate the services we provide.

As a balanced and multidisciplinary firm, Deloitte Belgium continues to house regulated (e.g. audit, accounting, tax) and non-regulated (advisory) businesses. Our multidisciplinary model enables us to bring value and positive impact to a wide variety of clients across all industries, each affected differently by the ebb and flow of economic cycles. We host key

events such as our Industry Weeks, ESG Week, Best Managed Companies, and the Technology Fast 50—platforms that showcase the specific expertise needed to guide industries through some of today's most pressing challenges.

We have also been working on the rollout (from October 2024) of a globally consistent, modernised "Storefront" that will make clearer the ways in which our firm's multidisciplinary expertise addresses our clients' current and future business needs.

#### **A more sustainable future**

Like our clients, we focus on our sustainability goals as a business and getting ready for CSRD integrated reporting from 2026. Sustainability is being embedded in choices we make concerning our office infrastructure and suppliers, for example. As a services provider, it is also crucial to engage our people in making sustainable choices, around mobility, travel, reducing food waste and so on. Our Deloitte Belgium ESG Week was one example of putting the spotlight on the cumulative impact of choices to "green the firm".





## MESSAGE FROM OUR CEO

### Investing in our people

As a professional services firm, we put our client at the centre—but we can only do so thanks to our people, who truly make the difference. This year, we have reinforced our commitment to nurturing the core business skills that help people to grow and thrive in their careers. The learning journey continues into the highest levels of our firm, with leadership development programs tailored to various career milestones.

Even in a more challenging economic cycle, we remain a sizeable employer in Belgium. In FY24, we welcomed 985 colleagues, being 487 who joined after their studies, and 498 experienced hires. We also work closely with colleagues in our international network, including global delivery centres, who complement our strong local workforce with highly specialised teams and skillsets.

The social dimension of our ESG agenda combines internal and external activities. This reflects how priorities at work and in life are intertwined: as Deloitteers, we strive for diversity, equity and inclusion (DEI) in our firm, as well as looking to promote and support DEI beyond our own immediate sphere. We have the privilege of learning from our Deloitte Foundation partners and from others who highlight where and how we can make a positive impact.

### A Bright Future

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. As we continue to grow, we remain mindful of the need to ensure long-term sustainable success, ultimately leaving the firm in an even stronger position than when we joined it.

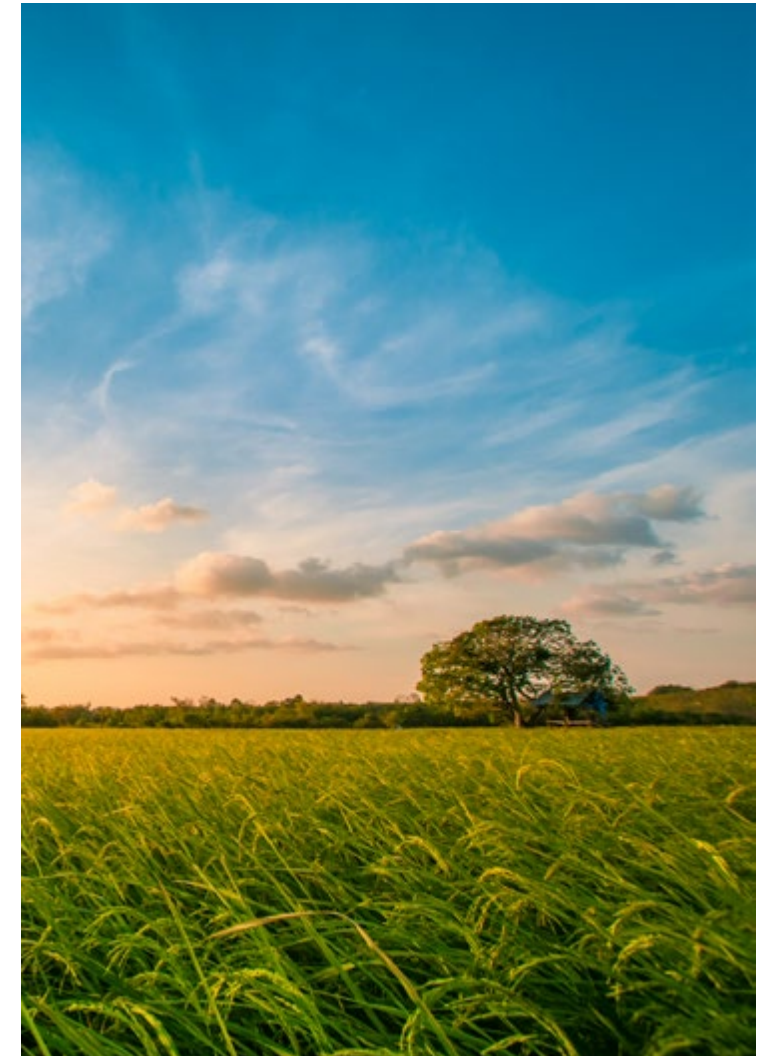
As we look to the future, I am confident that we have all the right ingredients to face the challenges ahead. Our focus on quality, innovation, the continued development of our people, and our unwavering commitment to our clients will ensure that Deloitte Belgium continues to be a trusted leader in the market.

Thank you to all our clients, our partners, and our people for continued trust and collaboration.

I hope that this year's Impact Report gives you some inspiring insights on how, together, we can each contribute to making an impact that matters.




**Rolf Driesen**  
Partner and CEO Deloitte Belgium





# 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.

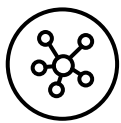
Our Purpose—to make an impact that matters—and our aspiration—to be the undisputed leader in professional services—define us. At the root of these goals are our Shared Values. They reflect our core belief that at Deloitte, ethics and integrity are fundamental and not negotiable.

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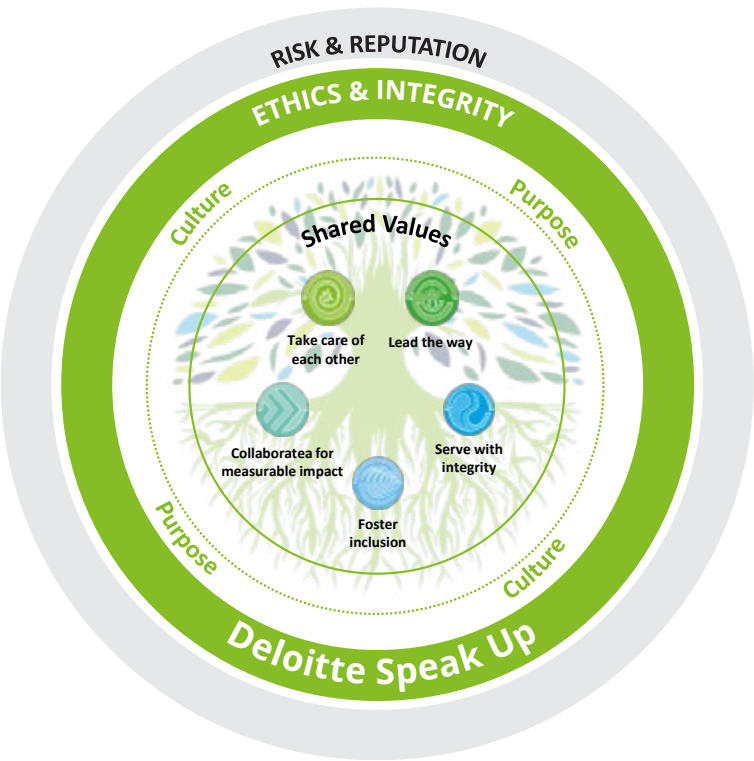
**Lead the way**  
Deloitte is not only **leading the profession, but also reinventing it for the future.** We're also committed to creating opportunity and leading the way to a more sustainable world.
- 

**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.



# Navigating our sustainable journey through Double Materiality

## PREPARING FOR INTEGRATED REPORTING BY 2026

Sustainability has long been a cornerstone of Deloitte's ethos, but it is the adoption of the Double Materiality framework, a key component of the Corporate Sustainability Reporting Directive (CSRD), that has brought unparalleled clarity to our most pressing focus areas.

The Corporate Sustainability Reporting Directive (CSRD) is a crucial part of the EU Green Deal, aimed at enhancing corporate transparency and accountability regarding sustainability. This directive requires EU companies to disclose their environmental and social impacts, as well as the effects of their sustainability initiatives on business performance. Moreover, the CSRD incorporates governance aspects, ensuring that companies' governance structures and practices align with sustainable objectives.

### Roadmap towards 2026

Deloitte Belgium will be required to report in accordance with the CSRD for FY26 by October 2026. The CSRD is based on the concept of double materiality, which acts as a guiding compass for companies, enabling them to realign their strategies by carefully examining material impacts, risks, and opportunities. Organisations will have to disclose how their business activities impact the planet and its people, as well as how sustainability opportunities, goals, and risks affect the financial health of the business.

To prepare for integrated reporting by 2026, Deloitte Belgium has embarked on an ambitious three-year roadmap, reflecting our commitment to sustainability and transparency:

- **FY24:** We have focused on legal scoping and defining reporting boundaries. During the double materiality assessment, we evaluated the impacts, risks, and opportunities to identify which topics were material and matched our strategic pillars with these material topics. The double materiality exercise resulted in a list of data points, policies, and action plans we will have to report on. This was followed by a gap assessment against the European Sustainability Reporting Standards (ESRS) to investigate which information is available and where the necessary policies and action plans will have to be enhanced or created.

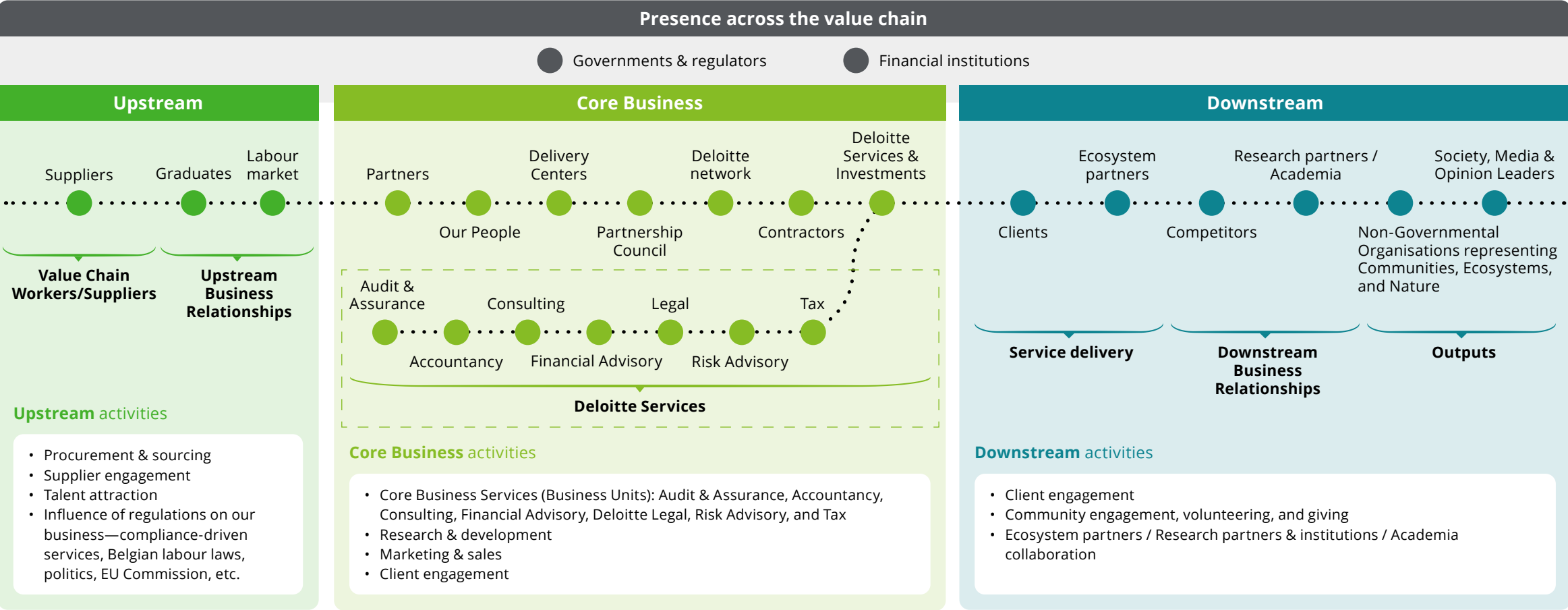
- **FY25:** We will focus on building a robust foundation. An investigation into our current governance, processes, and controls will inform us of the necessary transformations, not only to ensure that our operations are well-structured and effective, but also to ensure that our sustainability information that runs through these processes, or results from these processes, is captured in a structured, correct, and uniform way. Standard reporting procedures need to be created and aligned throughout the entire organisation to ensure that transparent and accurate information can be reported. Newly designed processes and controls will be implemented throughout the year, setting the stage for future success.
- **FY26:** Our focus will shift to performance management and control. We will implement relevant technologies to ensure timely and accurate reporting.

This roadmap not only demonstrates our commitment to compliance but also underscores our aspiration to lead in sustainability, driving positive change through our actions and collaborations. Through a compliant and transparent report, we aim to improve our sustainability performance.



# Double Materiality assessment process

## VALUE CHAIN AND CREATION





## DOUBLE MATERIALITY

### **Recognising Deloitte Belgium's value chain: creating lasting impact**

At Deloitte Belgium, we understand that making an impact goes beyond our own activities. That's why we have mapped our value chain and identified all relevant stakeholder categories. This comprehensive value chain covers the full spectrum of activities, resources, and relationships integral to Deloitte Belgium's business model and its external environment. By investigating our value chain, we can identify where various impacts, risks, and opportunities arise, and understand their effects. Additionally, this process helps pinpoint the stakeholders within our value chain, giving us critical insight into whom to engage with to better manage these impacts, risks, and opportunities.

Our purpose at Deloitte Belgium is to make an impact that matters for our clients, our people, and the society in which we operate. This purpose drives our strategy and everyday actions. Reflecting our commitment to sustainability, innovation, and meaningful impact, our value chain is structured into three primary stages: upstream, core business activities, and downstream.

#### **Upstream**

The upstream segment of our value chain involves the essential activities required for our business to exist. It begins with the procurement of materials and services, focuses on our primary resource—talent—and is shaped by the regulatory environment that governs our operations. By engaging high-quality suppliers, attracting top talent, and adhering to relevant regulations, we establish a solid foundation for our core activities.

#### **Core business activities**

This stage encompasses the services we provide, research and development, marketing, and sales. Our aim is to make a meaningful impact not only by serving our clients but also through our R&D, ensuring both clients and employees are proud to work with and at Deloitte. Our people are the driving force behind Deloitte Belgium, professionals from diverse backgrounds, all committed to delivering exceptional value. Partners, as senior leaders and co-owners, shape the direction and success of our firm, while the Partnership Council ensures fair treatment and leadership succession. Our delivery centres, as international hubs, provide specialised services and support, while contractors and the Deloitte Network collaborate to deliver comprehensive solutions.

#### **Downstream**

In this phase, we focus on client engagement, community involvement, and collaboration with ecosystem partners. Key stakeholders include clients, who drive our commitment and sustain our business; ecosystem partners, such as technology providers and strategic alliances, who enhance our service offerings; and competitors, who push us to continually innovate. Research partners and academia contribute to knowledge generation and innovation, while Non-Governmental Organisations (NGOs) advocate for social, environmental, or humanitarian causes. Society represents the broader community affected by our decisions, and we aim to create meaningful value for both clients and society, addressing significant societal and environmental issues.

To build trust, we believe in practising what we preach. Collaboration with government agencies and bodies such as the Instituut van de Bedrijfsrevisoren (IBR) is essential, ensuring compliance. Similar partnerships with financial institutions help maintain the continuity of our business.

Deloitte Belgium generates value in numerous ways: for our clients, through our services and the ecosystems we create; for society, through our work, training programmes, tax contributions, and community support initiatives; and for our employees, by fostering a culture of equity, purpose, and belonging, while enhancing their skills and experiences. We are committed to innovation and digital transformation, which allows us to offer cutting-edge solutions and maintain leadership in our services. By proactively addressing social, political, and economic challenges, we aim to contribute to a more sustainable future.

Deloitte Belgium's value chain reflects our dedication to making an impact that matters, guided by the core principles of sustainability and innovation. Through our upstream, core business, and downstream processes, we strive to create lasting value for our stakeholders and society.



## DOUBLE MATERIALITY

### Identification of stakeholder groups and defining the engagement methodology

Through our value chain analysis, we identified our key stakeholders and determined whom we needed to engage with to better understand our societal impacts, business risks, and opportunities.

Depending on the stakeholder group, their involvement varied across the identification, evaluation, or validation stages of Deloitte Belgium's impacts, risks, and opportunities. Recognising that each stakeholder group requires a tailored approach, we employed a range of engagement methodologies to capture a comprehensive perspective (see detailed table below). Where possible, we utilised existing engagements, such as client feedback sessions, to enrich the assessment process.

### Benchmarking relevant topics

A key element of our stakeholder landscape includes our peers within the consulting industry. By benchmarking against a select group of these peers, we sought to determine which sustainability topics were most relevant and which were less so. This benchmarking process, combined with insights from internal experts and external subject matter authorities, enabled us to move beyond the initial ESRS list of topics to a more nuanced understanding of key sustainability issues.

Stakeholders	Identification	Evaluation	Validation
Our people		✓	
Deloitte network	✓		
Partners		✓	✓
Clients & their shareholders		✓	
Regulators		✓	
Competitors	✓		
Financial institutions		✓	
Suppliers		✓	
Academia		✓	
Graduates		✓	
Media, opinion leaders		✓	
Non-Governmental Organisations		✓	
Society		✓	

## DOUBLE MATERIALITY

### Identification of impacts, risks, and opportunities

In collaboration with our team and subject matter experts, we conducted a deeper analysis of the identified topics to determine the corresponding impacts, risks, and opportunities (IROs) across the value chain. This process involved assessing both potential and actual IROs to ensure they reflected the concerns of our stakeholders and the broader industry context.

### Defining scales, thresholds, and time horizons

After identifying the IROs, our next step was to quantify their effects and likelihood of occurrence. To ensure a fair and consistent evaluation, we standardised the assessment criteria, considering factors such as scale, scope, irremediable nature, and likelihood. Financial severity was aligned with the financial materiality standards set by our external auditors, while other scales were harmonised with Deloitte Belgium's existing Enterprise Risk Framework (ERF). Recognising the ever-evolving nature of climate and sustainability issues, we also incorporated time horizons aligned with our four-year strategic cycle, ensuring that our approach remains both relevant and forward-looking.

### Impacts, risks, and opportunities assessment

Engaging with a broad range of stakeholders provided us with valuable insights into the actual and potential impacts (both positive and negative) that Deloitte Belgium could have. This engagement also helped us prioritise the risks and opportunities that require the most attention. For impact materiality, we evaluated the severity of negative impacts and the significance of positive impacts, as well as the likelihood of these impacts occurring, with a focus on short, medium, and

long-term horizons. For financial materiality, we assessed the potential financial effects and the likelihood of these risks and opportunities materialising.

### Validation and implementation

The results of our double materiality assessment culminated in a list of 18 material topics, which were subsequently approved by Deloitte Belgium's Executive and Partnership Council.

- Anti-corruption
- Board and corporate governance
- Brand reputation and international identity
- Digital transformation
- Diversity, equity, and inclusion
- Economic performance
- Employee well-being
- Employee value proposition
- Ethics and integrity
- Greenhouse Gas (GHG) emissions
- Impact of client services
- Innovation
- Privacy and data security
- Quality of services
- Social impact
- Sustainable and responsible supply chain
- Talent attraction
- Talent training and development

These material topics have been mapped to the relevant ESRS topics (see detailed table on pg. 13), ensuring alignment with the corresponding disclosure requirements.

The double materiality process now serves as a cornerstone for our sustainability disclosures and guides our priorities on key sustainability issues. Where specific KPIs do not currently exist, we are in the process of developing metrics to measure and disclose our performance in these material areas in future sustainability reports. The materiality assessment will be reviewed and updated at least annually, with more frequent updates triggered by significant changes in our business environment. Looking ahead to the FY26 reporting year, we aim to focus on transparency, further align our double materiality assessment with our strategy, and set up additional required processes so that we can begin investigating performance, with the long-term goal of improving sustainability.





## DOUBLE MATERIALITY

DELOITTE TOPIC TERMINOLOGY	ASSOCIATED ESRS	ESRS TOPIC TERMINOLOGY	ESRS SUB-TOPIC TERMINOLOGY	ESRS SUB-SUB TOPIC TERMINOLOGY
GHG emissions	ESRS E1	Climate Change	Climate Change	Climate change adaptation
				Climate change mitigation
				Energy
Sustainable & responsible supply chain	ESRS E5	Resource use and circular economy	Resources inflows, including resource use	Resources inflows, including resource use
	ESRS G1	Business conduct	Management of relationships with suppliers including payment practices	Management of relationships with suppliers including payment practices
Employee well-being	ESRS S1	Own workforce	Working conditions	Secure employment - own workforce
				Working time - own workforce
				Adequate wages - own workforce
				Social dialogue - own workforce
				Freedom of association, the existence of work councils and the information, consultation and participation rights of workers
				Collective bargaining, including rate of workers covered by collective agreement
				Work-life balance - own workforce
				Health and safety - own workforce
Talent training & development	ESRS S1	Own workforce	Equal treatment and opportunities for all	Training and skills development
Employee value proposition	ESRS S1	Own workforce	Working conditions	Adequate wages - own workforce
Talent attraction	Entity-specific topic	/	/	/
Social impact	Entity-specific topic	/	/	/

## DOUBLE MATERIALITY

DELOITTE TOPIC TERMINOLOGY	ASSOCIATED ESRS	ESRS TOPIC TERMINOLOGY	ESRS SUB-TOPIC TERMINOLOGY	ESRS SUB-SUB TOPIC TERMINOLOGY
Diversity, equity, and inclusion	ESRS S1	Own workfoce	Equal treatment and opportunities for all	Gender equality and equal pay for work of equal value - own workforce
				Training and skills development - own workforce
				Employment and inclusion of persons with disabilities
				Measures against violence and harassment in the workplace - own workforce
				Diversity - own workforce
Impact of client services	Entity-specific topic	/	/	/
Privacy & data security	ESRS S1	Own workforce	Other work-related rights	Privacy - own workforce
	ESRS S2	Workers in the value chain	Other work-related rights	Privacy - value chain
	ESRS S4	Consumers and end-users	Information-related impacts for consumers and/or end-users	Privacy - consumers and end-users
Anti-corruption	ESRS G1	Business conduct	Corruption and bribery	Prevention and detection, including training Incidents
Board & corporate governance	ESRS G1	Business conduct	Corporate culture	Corporate culture
Economic performance	Entity-specific topic	/	/	/
Innovation	Entity-specific topic	/	/	/
Ethics & integrity	ESRS G1	Business conduct	Corporate culture	Corporate culture
			Protection of whistle-blowers	Protection of whistle-blowers
Quality of services	Entity-specific topic	/	/	/
Digital transformation	Entity-specific topic	/	/	/
Brand reputation & international identity	Entity-specific topic	/	/	/

# Navigating the EU Taxonomy

## CHALLENGES AND OPPORTUNITIES IN THE EU TAXONOMY ASSESSMENT JOURNEY

In the ever-evolving landscape of sustainable finance regulations, the EU Taxonomy – Regulation (EU) 2020/852 - stands as a significant framework that applies to large companies across Europe. The EU Taxonomy is a uniform classification system that defines which activities are “green” i.e., environmentally sustainable, and a methodology to calculate the “greenness” of a company’s activities. It helps businesses and investors identify sustainable economic activities, with the main goal of creating a common language for sustainable finance and to contribute to the EU’s ambition of becoming climate-neutral by 2050 and meeting the targets set by the Paris Agreement.

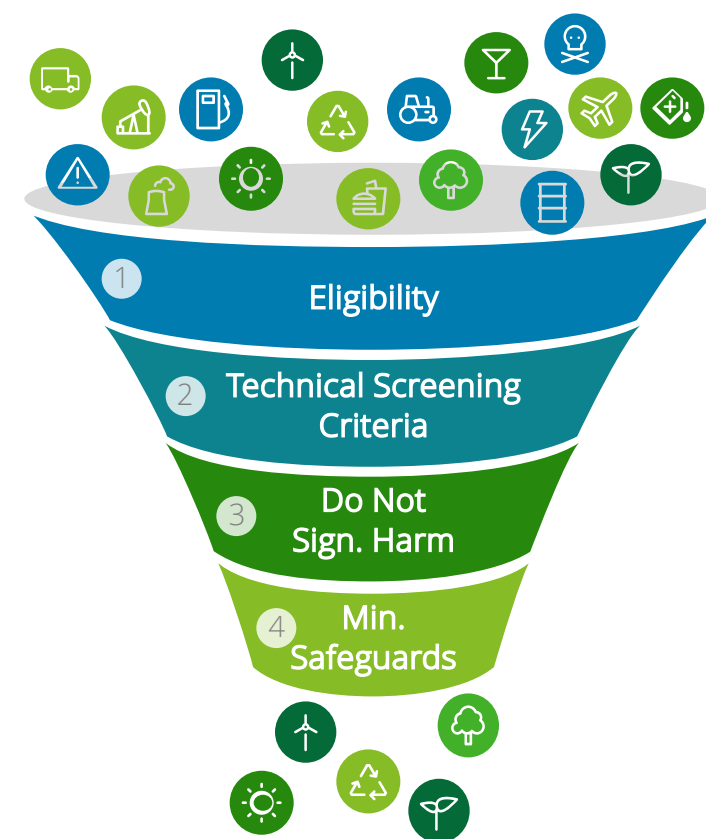
For an economic activity to be considered environmentally sustainable (‘Taxonomy-aligned’), it must

- significantly contribute to one or more of the EU’s six environmental objectives (climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control, protection of biodiversity and ecosystems),
- not significantly harm any of the other environmental objectives and
- comply with minimum social safeguards, including human rights, labour rights, anti-corruption measures, etc.

To measure progress towards these objectives, the EU Taxonomy defines a set of Key Performance Indicators (KPIs) which help businesses and investors track their environmental impact and identify areas for improvement.

The whole process for assessing, calculating, and in the end reporting on EU Taxonomy eligibility and alignment, is a rigorous exercise and requires meticulous data collection, technical analysis, and documentation. Whilst Deloitte Belgium is not currently within its scope, we recognise the importance of preparing for future reporting obligations, which will commence for us in 2026, and we have initiated a thorough assessment of our eligibility and alignment under the EU Taxonomy framework.

The assessment process presented us with a complex and technical challenge, and it became apparent that this exercise would require an exhaustive evaluation of our operations. We began the process of assessing our revenue-generating activities (professional services activities) against the economic activities outlined in the EU Taxonomy Climate and Environmental Delegated Acts. For the time being, our core revenue-generating services are not covered in the above-mentioned Delegated Acts, therefore we shifted our focus on other areas; most notably, our mobility and real estate activities, and the respective expenses occurred.







## EU TAXONOMY

Our mobility-related activities mainly include the management of Deloitte's corporate fleet and the overall Mobility@Deloitte plan, while the real estate activities include our office buildings and leased properties, and related aspects such as charging stations. Assessing our expenses, both capital expenses and operating expenses, including rent/acquisition and the provision of professional mobility devices such as bikes and automobiles for our people, took centre stage in our evaluation. The evaluation process for these activities include, for example, verifying that our properties meet high energy efficiency standards, use circular materials, are safe against climate risks, and that our corporate fleet complies with stringent CO2 emissions thresholds.

Meeting the minimum social safeguards are another critical component of our EU Taxonomy alignment efforts. Our company already complies with most of these requirements through established internal policies, including our Human Rights Statement, Anti-Corruption policy, Code of Conduct

policy, and others. These policies ensure that Deloitte Belgium already adheres to international standards on human rights, upholds fair labour practices, maintains a strong stance against bribery and corruption, and highlights our overall commitment to ethical and responsible business practices.

Identifying gaps in our current practices and areas where improvements are needed to fully align with the EU Taxonomy was a critical part of this evaluation. We have recognised the need for enhanced data collection and analysis to better understand the environmental impact of our activities as well as the alignment of certain policies to support more sustainable practices. To address these gaps, we have developed comprehensive action plans that involve both internal and external stakeholders, which will ensure that our mobility and real estate activities comply with the EU Taxonomy criteria and contribute positively to our overall sustainability objectives.

As we progress on this journey, it is crucial to acknowledge that as explained, the EU Taxonomy and its complexities require a comprehensive and ongoing effort to ensure compliance and transparency. To this end, we will continue to engage with stakeholders, gather feedback, and refine our policies to achieve full alignment with the EU Taxonomy framework. Our proactive stance and rigorous approach not only prepare us for future reporting requirements but also confirm our reputation as a company dedicated to sustainable practices, transparency, and ethical business conduct. We are confident that our EU Taxonomy alignment efforts will drive positive change within our organisation and contribute to the broader goal of a greener future.



# Business



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## Clients at the centre

With our 5,705 employees and 11 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 819 million euros in financial year 2024.

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 460,000 people to deliver on its global strategy. Deloitte posted revenues of about 67.2 billion US dollars in financial year 2024.

### **Delivering integrated and multidisciplinary solutions**

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.

### **Serving clients with industry focus**

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. 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.



At the close of FY24, Deloitte Belgium recorded a net revenue of 819 million euros, an increase of 4.4% compared to FY23.

For more on Deloitte Belgium’s 2024 financial performance, visit [www.deloitte.com/be](http://www.deloitte.com/be)

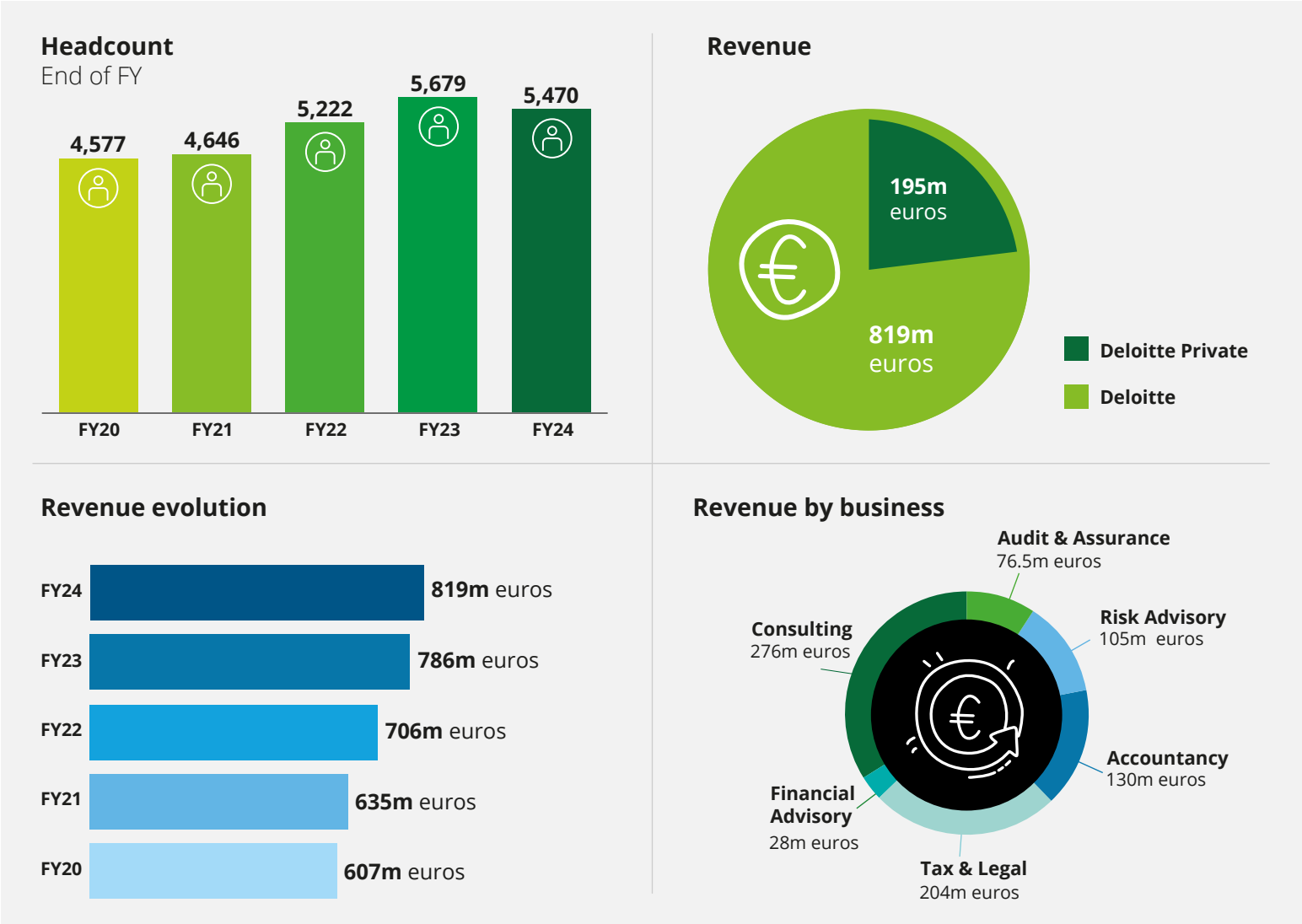
“Despite the challenging economic situation for many market sectors, Deloitte experienced increased demand and achieved revenue growth in most of the sectors it serves.

**Koen BECKERS**  
Managing Partner Growth



“Deloitte Private has strengthened its unique position as a trusted partner to Belgian family businesses across all segments by offering relevant, multidisciplinary services, not only to companies but also, through vertical integration, to families and family offices.

**Manu BREHMEN**  
Managing Partner Deloitte Private





# Gaining valuable insights from our clients

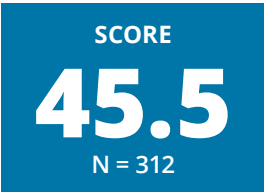


We are committed to empowering our clients to excel. It is our mission to provide great client service and ensure that we are continuously improving to meet, and exceed, their changing needs. **The Net Promoter Score (NPS)** is one of the tools we use to gauge our impact on our clients.

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.



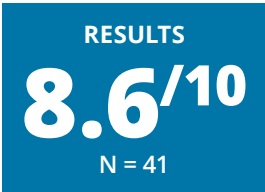
We also send an **Engagement Review**, a brief survey at key milestones during a project to obtain rapid, direct feedback. It provides an understanding of how the client perceives the quality of our services, enabling us to build on our strengths and act on areas for improvement.



Promotion



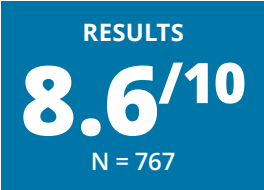
**Client Service Assessments (CSAs)** are comprehensive interviews with the client's C-suite conducted by an independent member of the Client Feedback team. These are conversations tailored to each client's experience and relationship with Deloitte. CSAs are performed to assess the strength of our client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



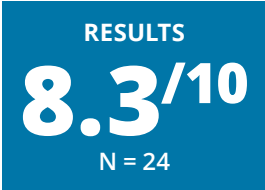
Relationships



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.



Engagement Quality



Proposal Quality

## IMPACT STORIES

# Empowering the Clean Hydrogen Partnership with the European Hydrogen Observatory

Leaders in the hydrogen sector need to plan their strategies while facing the challenges of changing regulations. To support their journey towards 2030 and 2050 targets, reliable and up-to-date data is crucial for informed decision-making. That's why the Clean Hydrogen Partnership turned to Deloitte for a solution.

Together we embarked on a mission to create the European Hydrogen Observatory, a centralised public platform gathering reports and other data from across the entire hydrogen value chain in Europe. It provides stakeholders with simplified access to the latest information, facilitating collaboration and driving the industry towards a sustainable and hydrogen-powered future.

After nine months of development, our team successfully built the European Hydrogen Observatory website. The centralised hub allows stakeholders to explore the wealth of data and reports available, eliminating the need to search across scattered sources. Our expertise in data management, visualisation, web development, and cybersecurity ensured a user-centric experience, with seamless navigation and effortless collaboration at the forefront.

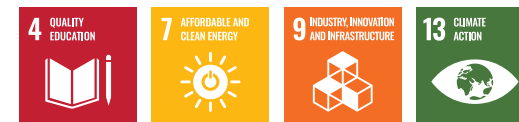
The Observatory was launched with a live event, where our team showcased the platform's functionalities, and renowned speakers in the hydrogen sector shared their insights.

“After nine months of development, the Observatory was launched during a live event, explaining the functionalities and sharing insights from renowned keynote speakers of the hydrogen sector. The live event was widely announced on different social media platforms to attract a large audience. The new platform allows easy access between cutting-edge research and insights from the hydrogen sector and acts as a one-stop shop in Europe covering data over the whole hydrogen value chain. The focus was not only on aesthetics, but also on user-centric experience, facilitating seamless navigation and effortless collaboration.

**Valerie BOUILLON-DELPORTE**

Executive Director a.i. and Head of Unit Operations and Communication

Thanks to our collaboration with the Clean Hydrogen Partnership, the European Hydrogen Observatory has become a transformative platform, providing stakeholders with comprehensive insights, and facilitating collaboration and informed decision-making.



## IMPACT STORIES

# Helping Depro Profiles take proactive steps towards sustainability reporting

Depro Profiles, a leading company in the manufacturing industry, has recognised the importance of sustainability reporting in today's business landscape. And with the help of our sustainability experts, the company has taken proactive steps towards setting up a sustainability report and communication strategy for its clients and other stakeholders.

Our team helped Depro Profiles map out the core themes related to sustainability that are important for the company and its stakeholders. They also helped develop a methodology for reporting sustainability performance in line with the future legal framework.

The project's scope included creating a clear and detailed plan with the main actions, initiatives, responsibilities, milestones, and timing to achieve sustainability reporting. A materiality analysis was used to prioritise the key sustainability themes. The project allows the firm to transparently communicate its sustainability initiative to customers and other stakeholders.

With help from our team of sustainability professionals, Depro Profiles has taken a major step towards a sustainable future.



“Sustainability is a crucial pillar for a forward-looking, robust business model. Trends related to legislation, social awareness, financing, and customer preferences require us to clearly report and communicate our sustainability performance.

**Luc JONGBLOET**  
CEO of Depro Profiles





## IMPACT STORIES

# Meli partners with Deloitte to achieve full sustainability reporting compliance

Sustainability is a top priority for businesses today, and Meli is committed to formalising their sustainability efforts and delivering a Corporate Sustainability Reporting Directive (CSRD) compliant report.

To do this, Meli turned to Deloitte for support. We leveraged our multidisciplinary model to create a team of experts who assisted Meli in delivering a sustainable strategy and reporting project.

Our team of experts developed a map to assess the company's significant economic, environmental and social impacts as they apply to different stakeholders. It allowed Meli to organise its various sustainability initiatives and define the KPIs in compliance with CSRD. It is now able to consistently report on its sustainability progress according to Environmental, Social, and Governance (ESG) standards.

“ Deloitte structured our sustainability initiatives and provided the required insight to deliver a CSRD compliant report.

**Koen STEURBAUT**  
CEO of Meli

Meli's sustainability initiatives are now transparently reported, resulting in fewer specific requests from stakeholders. The sustainability report is well-structured and aligned with European standards. Meli can confidently report on their sustainability initiatives and progress within the ESG framework.





## IMPACT STORIES

# Deloitte guides Proterial through EU carbon compliance

Proterial, an international producer and supplier of materials, found itself facing significant financial and operational impacts due to the introduction of the Carbon Border Adjustment Mechanism (CBAM) under the EU Green Deal. As a company without its own manufacturing site in the EU, Proterial needed to navigate the complexities of CBAM compliance while maintaining its competitive edge.

That's when Proterial turned to Deloitte for guidance. With our deep expertise and structured approach, our team of experts proved to be the ideal partner. As an international and intercultural organisation ourselves, we understood the unique challenges faced by Proterial as a global company.

Our engagement began with an onboarding workshop, where our team thoroughly explained the CBAM requirements and their implications for Proterial. This workshop ensured that everyone within the organisation had a clear understanding of the regulation and its impact on Proterial's operations.

To address the creation of quarterly CBAM reports, we provided Proterial with hands-on support. Our team conducted workshops on emission calculation, involving both Proterial Europe and Proterial HQ in Japan, where goods affected by CBAM were manufactured. This collaborative approach ensured that emission calculations were accurately performed and aligned with CBAM requirements.

“CBAM puts a number of additional tasks and administrative burdens on producers and importers of goods in scope. Deloitte's expertise and structured approach to address the implementation of required processes and tasks enables us to cope highly efficiently with the requirements to be compliant. Being an international producer and supplier of materials with facilities all over the world, Deloitte's international and intercultural team and communication skills strongly support the collaboration on related subjects within our group on a global scale.

**Taishiro FUKUMARU**  
President of Proterial Europe

Our structured solutions enabled Proterial to thrive in the face of CBAM challenges, ensuring a sustainable and successful future for the company.

# PROTERIAL



# Consumer Industry Week

## NAVIGATING THE FUTURE LANDSCAPE

In the dynamic landscape of the Consumer Industry, Deloitte takes a multifaceted approach. Here are two examples that focus on innovation and sustainability: the Future of Food and the Future of Mobility.

### Future of Food: nourishing innovation

Deloitte's 2024 Future of Food Week served up a rich menu of enlightening internal sessions and client events, drawing more than 200 attendees. The week consisted of several deep-dive sessions exploring a range of topics, from the impact of Future of Food on M&A trends to the role of VAT in the Future of Food, and the intricacies of financing, funding, and transfer pricing.



All of the week's activities sprouted from our Future of Food purpose at Deloitte: Joining forces with clients to shape a food ecosystem that contributes to healthy people on a sustainable planet.

During the week, we covered a range of topics, including personalised nutrition, food waste, vertical farming, and sustainability in the food industry. Key speakers, including leading figures from the sector, shared their insights, contributing to the discussion on these important issues.

The Future of Food Week also planted the seeds for several innovative initiatives. A food truck with a focus on vegetarian food distributed 250 veggie bites, and our Zaventem restaurant offered an enhanced menu with vegetarian and vegan options.

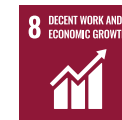
### Future of Mobility: Belgian attitudes towards electric vehicles

During the Automotive e-Motion Summit of Febiac, our Belgian Automotive lead, Aled Walker, presented the latest edition of Deloitte's Global Automotive Consumer Study. The study revealed that despite the rising number of electric vehicles, private consumers in Belgium continue to prefer vehicles with an internal combustion engine. Aled Walker shared these insights during the summit, which took place in the Skyhall from 20-22 February. As an alternative to the traditional 'autosalon', the summit featured days filled with inspiring keynotes and panel discussions, providing a platform for industry leaders to discuss critical issues impacting the automotive sector.

### Cultivating the future

Looking ahead, we're planning several upcoming projects and initiatives that align with Business, Environmental, Social and Governance themes. These include a case study on a major retailer's use of automation and IoT to enhance customer experience and production efficiency, and our support for a leading food company's acquisition of a majority stake in a bakery business. We're also assisting a prominent fresh produce association and a leading global food company with their ESG & CSRD compliance assessments.

As we look forward to the next Future of Food event series, our commitment to innovation, sustainability, and expanding industry knowledge will continue. Through these efforts, we aim to support our clients and play an active role in moving the industry forward.



# Energy, Resources & Industrial Products Industry Week

## EXPLORING THE FUTURE OF MATERIALS

Deloitte's Energy, Resources & Industrial Products (ER&I) Industry Week brought together our Deloitte professionals and clients for a series of insightful sessions, focused on enhancing our practitioners' industry knowledge and fostering networking, along with several client sessions aimed at inspiring and engaging targeted clients.

### Engaging with our clients

The highlight of the week is our Annual Flagship Client Event, which provides a platform for thought leaders to share insights and discuss key industry trends. This year's event focused on the Future of Materials.

In our rapidly evolving society, the demand for materials has surged, driven by their crucial role in applications such as medicine and defence, as well as the importance of critical minerals for a range of clean energy technologies, which are key to the transition to a low-carbon economy. Resources are not limitless and face growing global demand and shifting market dynamics.

During the client event, several esteemed speakers, including Pascal De Buck, CEO of Fluxys, Rob Ingram, CEO of INEOS Olefins & Plastics, and others, shared their insights and responded to compelling questions from the audience. Discussions centred on how organisations are navigating the current complexities and opportunities arising from advancements and evolving market forces in materials, and how the EU can lead the "New Industrial Revolution".

### Community engagement and innovative initiatives

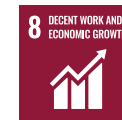
For our practitioners, ER&I Industry Week also offered a variety of engaging activities. It featured sector-specific training sessions, where practitioners learned about the latest sector trends and dynamics, as well as other inspiring learning sessions, such as Exploring the Applications of Generative AI within the ER&I Industry. These sessions empower them to deliver maximum value and represent the best of our firm to our clients. This week also saw the launch of several innovative initiatives. The first edition of the ER&I Project Carousel, embedded in the Community & Alumni Event, showcased impactful projects from the past year, followed by an award ceremony, keynote alumni speeches, and a networking reception.

### Making a positive environmental impact

As part of our commitment to sustainability, we partnered with Bebat to organise a successful battery collection campaign at our Deloitte Zaventem office. Colleagues were encouraged to bring in their depleted batteries, resulting in the collection of 66 kg of batteries, equivalent to nearly 3,000 AA batteries!

### Strengthening European industry

As we look forward to the next ER&I Industry Week, we remain committed to offering thought-provoking engagement and learning opportunities to our clients and practitioners. Next year's edition will focus even more on the competitiveness and future of European industry, a topic that is a top priority for our clients and society.





# Financial Services Industry Week

## FOSTERING COLLABORATION



The first week of February marked Deloitte's Financial Services Industry (FSI) Week, featuring a series of activities and events designed to make our mark on the industry, enhance practitioner knowledge, and foster collaboration between our business and clients.

The week began with our internal kick-off event and the Deloitte Inspires session on Financial Health. We were honoured to have industry experts from Belfius Bank and VZW Dagelijks Geld join our Deloitte specialists on stage. The speakers shared insights on financial health, discussed steps to raise awareness, and answered questions about achieving financial well-being.

On the same day, our Strategic Alliance sessions invited key partners to discuss their ways of working and how Deloitte can support them in delivering quality to clients. This session also provided a valuable networking opportunity to forge new connections within the financial services industry, allowing us to meet our alliance partners face-to-face.

The following day, we released our extensive study on sustainable investments. Conducted by Deloitte and KBC, the market study explored how sustainability influences retail customers' investment journeys. Through a survey of 1,000 investors in Belgium and discussion panels, we examined retail investors' perceptions of sustainable investing, their engagement with it, and their views on the information and performance related to sustainable investments.

This was followed by a presentation and panel discussion featuring speakers such as David Moucheron, CEO of KBC Bank; Alexia Bertrand, State Secretary for the Budget; and Hein Lannoy, CEO of Assuralia, Marie Lambert, Full Professor at HEC Liège, and others. The evening concluded with a networking event attended by over 140 industry experts and professionals.

Looking ahead, our next study will delve into the world of health insurance, so stay tuned. We aim to establish our study and presentation event as a recognised annual occurrence, continuing our commitment to fostering collaboration, enhancing industry knowledge, and promoting sustainability.

### Engaging with our community

Community connection was a key focus during the week, with activities aimed at raising industry and sector knowledge and making or rekindling connections. The FSI alumni event invited four esteemed alumni back to the Zaventem office to share their experiences working at Deloitte. Among them was Felix Denaeyer, an Olympic athlete who shared his story of perseverance in both his career and hockey to reach the highest level. The event concluded with a networking drink, allowing us to reconnect with our valued alumni.

Emphasising the development of our practitioners, we also organised Financial Services Industry training sessions. Targeting both junior and senior practitioners, we hosted nine separate

training sessions. Our managers and above were invited to deep-dive sessions on Cloud Banking, Generative AI, and Sustainability, while our junior profiles attended sector-specific training designed to provide a comprehensive overview of key industry topics.





# Government & Public Services Industry Week

## A CELEBRATION OF INNOVATION, COLLABORATION, AND IMPACT

The Government & Public Services (G&PS) Industry Week, which kicked off on 10 June, blended inspiration and collaboration. It brought together industry trailblazers, key public figures, and our own G&PS community, creating a platform to explore cutting-edge industry trends, showcase our most impactful projects, and strengthen bonds with clients and colleagues across the public sector.

### Shaping tomorrow: Government Trends 2024

The week began with a bang as we unveiled the Government Trends 2024 report, outlining eight key trends driving the “10x government” of the future. This launch set the stage for a packed week of discussions, workshops, and events that delved into every aspect of the G&PS industry.

### Deloitte Inspires: insights from industry giants

The Deloitte Inspires event drew over 500 of our colleagues, eager to hear from an impressive panel of experts. VRT EU journalist Rob Heirbaut, former president of the Federal Public Service Finance Hans D'Hondt, and Hilde Van de Velde, Deloitte's Global Lead Client Service Partner (LCSP) for European Institutions, shared their sharp analyses of the post-election landscape and shed light on how EU policy is shaping Belgium's public sector. The conversation was insightful, engaging, and full of takeaways for the future.

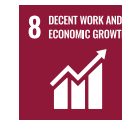
### Empowering public organisations: G&PS Client Event

On the second day, we shifted the focus to our G&PS Client Event, which explored how technology is reshaping public organisations. Featuring speakers like Hans D'Hondt, David Wattecamps (Director of Service Public Wallonie Digital), and Professor Stijn Baert (Labour Economics, Ghent University), the event examined how technological advancements are accelerating public sector transformation. Attendees also had hands-on opportunities to explore innovative solutions through booths from our Tech Alliance partners, demonstrating how cutting-edge tech can drive real change.

### Spotlighting excellence: G&PS Community Event and Impact Awards

Thursday's G&PS Community Event at Plein Publiek in Brussels put our practitioners in the spotlight. The event was a celebration of our most meaningful work, culminating in the G&PS Impact Awards. They recognised projects that made a real difference in Belgium's public sector or globally through our G&PS practice. Whether big or small, each project reflected our commitment to a better society.

The event fostered stronger connections across our G&PS network while also giving us the chance to celebrate the real-world impact our work has had on clients and communities.



### Looking ahead: evolving industry week

As we look ahead to the next G&PS Industry Week, we're committed to making it even bigger and better. Plans are in motion to involve clients more directly in recognising impactful projects and practitioners. We're also working to enhance engagement by embracing a more inclusive approach, with sessions and communications in diverse languages.

# Life Sciences & Healthcare Industry Week

## CATALYSING CHANGE IN THE LSHC SECTOR

Deloitte's recent Life Sciences & Healthcare (LSHC) Industry Week zoomed in on the sector's most significant transformations. Focusing on sustainability, health equity, data, and digital transformation, the event brought together practitioners, leaders, and experts to explore emerging topics, tackle key industry challenges, and identify future opportunities.

### Key highlights:

- **Radically digital in healthcare:** VOKA discussed how digital technologies are reshaping healthcare delivery and patient care.
- **Health literacy:** Danielle Derijcke from MSD emphasised the crucial role of health literacy in improving patient outcomes, as these new digital innovations empower patients to take greater control of their health.
- **Blood drive:** A yearly tradition organised by Deloitte in partnership with the Red Cross, providing a convenient way for our practitioners to donate and reinforcing our commitment to social responsibility.
- **Marketplace:** Key topics such as health equity and future regulation were explored, reflecting the sector's move towards inclusivity and sustainability.
- **Final-year students event:** This event introduced future professionals to the LSHC sector's challenges, aiming to attract new talent to a highly impactful sector that urgently needs fresh talent to drive innovation and improve people's lives, health, and well-being.
- **Key account meetings and training:** Specialised onboarding and training sessions offered comprehensive insights into the LSHC landscape.

### Deloitte's role in Belgium's LSHC ecosystem

The LSHC sector is a cornerstone of Belgium's economy, blending local biotech innovation with global pharmaceutical leadership. Deloitte is not just a service provider but a key player in driving transformation and fostering collaboration within this ecosystem. Our mission is to shape the sector's future, focusing on areas where we can make the most meaningful impact:

- **Next-generation therapies:** Accelerating the development and delivery of life-saving treatments such as cell and gene therapies.
- **Health data innovation:** Leveraging health data to drive innovation and improve patient care.
- **Digital health:** Pioneering a more preventive, technology-driven healthcare system.
- **Financial sustainability:** Addressing the financial pressures on hospitals and ensuring a sustainable future for healthcare providers.
- **Health equity:** Championing equal access to personalised, affordable care for all.
- **Sustainability:** Supporting clients in adopting greener practices, from regulatory compliance with CSRD to circularity and sustainable product development.

### Partnering for progress

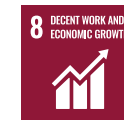
With a team of over 650 professionals, including 300 certified LSHC specialists, Deloitte is strategically positioned to shape the future of Belgium's Life Sciences & Healthcare sector. We actively collaborate with government bodies, industry clusters, and other stakeholders to position Belgium as Europe's health hub. Our multidisciplinary teams enable us to tackle complex topics such as R&D incentives, infrastructure investments, and talent development, strengthening Belgium's competitive edge in life sciences and healthcare.

### Building future talent and driving risk management expertise

Our student event served as a platform to engage the next generation of life sciences and healthcare professionals, offering insights into the sector's evolving challenges and how they can contribute to its progress. Deloitte's strong presence in audit and risk management, particularly in the biotech sector, also underscores our commitment to helping clients meet regulatory, financial, and sustainability standards.

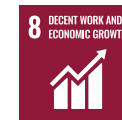
### Looking ahead

Deloitte's dedication to the LSHC sector extends beyond the event, with a continued focus on advancing innovation, sustainability, and collaboration. Through initiatives like our LSHC Industry Week and our ongoing efforts, we aim to lead the transformation of healthcare in Belgium, contributing to a healthier, more equitable society.



# Technology, Media & Telecommunications Industry Week

## A TRANSFORMATIVE WEEK



Technology, Media & Telecommunications (TMT) Industry Week kicked off on 12 February 2024, with Duncan Stewart, co-author of the TMT Predictions, taking centre stage. Duncan captivated audiences through in-person sessions and webinars with key clients, delivering insightful keynotes at prominent organisations within the Belgian market. He also delivered a special presentation at an exclusive Deloitte community event.

The week's discussions revolved around the central role of generative AI in 2024, its integration across various industries, and the growing emphasis on sustainability in technology. The report was divided into four categories: generative AI, sustainability, media and entertainment, and telecom and technology, setting the stage for a transformative year in these sectors.

An innovative highlight of the week was the team's in-depth analysis of Belgium-specific trends, enriching Duncan's roadshow with cutting-edge insights tailored to the Belgian market.

### Sustainability success stories from Belgium

Belgium is at the forefront of sustainability, excelling in e-waste collection and recycling, sustainable semiconductor manufacturing, and proactive measures by telecom operators to enhance their sustainability contributions. The country is poised to leverage these strengths to bolster its position in the battery manufacturing market, with a strong focus on ESG performance reporting and a vibrant ecosystem of ESG reporting scale-ups.

### Promoting gender equality, empowering communities

Belgium is placing a growing emphasis on broadcasting and consuming women's elite sports, particularly in professional women's football. There is a recognised need to develop a robust business model to support this growth. Additionally, Belgian institutions are actively assisting with local regulation, education, and the adoption of generative AI, ensuring consumer protection against potential pitfalls.

### Evolution of governance practices in the TMT industry

The TMT industry has seen an evolution in governance practices, emphasising transparency, ethics, and compliance. This includes standardised reporting tools for ESG metrics, balanced regulation of generative AI, sustainable supply chains, and a steadfast commitment to transparency and ethical standards in ESG compliance.

For more insights, be sure to check out our [TMT Predictions 2024 webinar and report](#)





## Best Managed Companies

### CELEBRATING BELGIAN BUSINESS SUCCESS

The Belgium Best Managed Companies programme, now in its seventh year, continues to honour privately owned companies that consistently demonstrate exceptional leadership in their market. These companies stand out for their clear and aligned strategy, robust and innovative capabilities, and deliberate employee engagement, all of which translate into excellent financial results.

“Over the years, the Best Managed Companies framework and coaching have encouraged our laureates to make bold decisions they might not have otherwise considered. These companies have demonstrated a remarkable capacity for self-reflection, as our coaches have consistently challenged them to identify opportunities for improvement in critical areas such as diversity and inclusion, process and product innovation, digital and technology transformation, and ESG practices.

**Nikolaas TAHON**

Chairman of Deloitte Belgium

#### Celebrating newcomers and consistent achievers

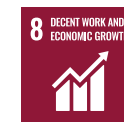
This year, 29 companies received the Best Managed Companies label, including many familiar names and five newcomers: Aqualex, Eloy, Leonidas, Verhelst Group, and Woodstoxx. This year's edition is particularly special as it recognises the first-ever 'Platinum laureates', featuring companies that have been honoured for their excellence for seven consecutive years since the programme's start.

As we celebrate the achievements of these companies, we look forward to continuing to support and recognise business excellence in the years to come.

“This year, those receiving the Best Managed label for seven consecutive years were designated Platinum Laureates. This represents the highest level of business excellence in our programme, and the platinum laureates remain part of our Best Managed Companies community.

**Bruno PEELAERS**

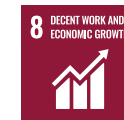
Best Managed Companies Programme Leader





# Best Managed Companies

## MEET THE LAUREATES



### 2024 Belgium Best Managed Companies

These 29 private Belgian companies are being recognised for operating at the highest standards of business performance.

#### New laureates

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

- AQUALEX
- ELOY
- LEONIDAS
- VERHELST GROUP
- WOODSTOXX

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

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

- ALIDES
- BEDDELEEM
- N-SIDE
- SPRIMOGLASS
- TECHNORD

#### Gold laureates (year 4)

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

- AERTSSEN GROUP
- BELGIAN PORK GROUP
- ELNEO
- LOCINOX

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

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

- EASYFAIRS
- GOLAZO
- PROVAN
- QBD GROUP
- SOUDAL
- STADSBADER
- VANDENBUSSCHE
- VANHEEDE ENVIRONMENT GROUP
- ZUIDNATIE

#### Platinum laureates (year 7)

Companies that have successfully retained the Best Managed Companies label for seven consecutive years.

- CE+T GROUP
- E.D.&A.
- EASI
- LVD 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 2023 Technology Fast 50

## BULLSWAP WINS FAST 50 AWARD, OTIV NAMED RISING STAR

The Deloitte Technology Fast 50 competition is designed to spotlight rapidly expanding technology companies that are both founded and based in Belgium. These companies are vital players in shaping our economic future, and it's only fitting that they receive special recognition and support. This competition goes beyond mere recognition, offering a platform to celebrate and elevate these dynamic businesses.

The Fast 50 Awards Ceremony serves as a gathering point for Belgium's tech industry's influential figures. Deloitte plays a central role in broadening the networks of tech entrepreneurs, fostering connections between start-ups, scale-ups, corporate entities, family-owned businesses, and investors. Our goal is to spark collaborative innovation and further energise the dynamic Belgian scale-up ecosystem.

This year marked the 10th anniversary of the Deloitte Technology Fast 50, celebrated with a special awards ceremony at Deloitte's Zaventem office on 26 October. The event brought together the tech ecosystem, spotlighting Belgium's fastest-growing technology companies and the most promising rising stars in the start-up and scale-up community.

### Technology Fast 50

Bullswap took the top spot in Deloitte's 2023 Technology Fast 50, earning the title of the fastest-growing tech company among 50 nominees. Founded in 2018, the Genk-based company operates a B2B equipment marketplace for the construction sector and other industries. Over the past four years, Bullswap has achieved an impressive 7176% growth in turnover.

### Rising Star

The anniversary edition of the Fast 50 competition also saw the announcement of the 10th Rising Star in Belgium. OTIV, a company at the forefront of the autonomous rail revolution, took home the award. With a focus on enhancing the safety, cost-efficiency, and reliability of trains and trams, OTIV is dedicated to advancing sustainable mobility.

“

The fact that all the companies in the ranking, including those that did not win an award, generate such strong turnover, says a lot about the maturity of the ecosystem in Belgium.

**Sam SLUISMANS**

Deloitte's Technology Fast 50 Programme Leader

# 50

Technology **Fast 50**  
2023 BELGIUM

Deloitte.



Fast 50 winner **Bullswap**



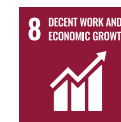
Rising Star **OTIV**

# Deloitte's 2023 Technology Fast 50

## DISCOVER OUR WINNERS

50

Technology **Fast 50**  
2023 BELGIUM  
Deloitte.



### Celebrating Excellence Across Diverse Tech Categories

In addition to the overall Technology Fast 50, Deloitte also recognises the fastest-growing companies in eight distinct categories. This year's winners, each leading the way in their respective sectors, include:

#### Communications & Networking

DSTNY – Zaventem, with a growth rate of 295%

#### Digital Commerce

DELIVERECT – Ghent, boasting a remarkable 4464% growth

#### Enterprise Software

BULLSWAP – Genk (Overall Technology Fast 50 winner)

#### FinTech

KEYPOINT – Gistel, impressively growing by 6365%

#### Life Sciences & Healthcare

LOOP EARPLUGS – Antwerp, with a 4447% growth rate

#### Media & Entertainment

VENLY – Antwerp, achieving a 2709% growth rate

#### Mobility

OPTIMILE – Ghent, speeding ahead with a 2082% growth rate

#### Sustainability

JUUNOO – Zwevegem, standing out with an 847% growth rate

Each of these winners demonstrate the innovative spirit and rapid growth that the Technology Fast 50 celebrates.

For more information about Deloitte's Technology Fast 50 programme visit [www.fast50.be](https://www.fast50.be)



# Shaping the future with innovation and sustainability

## REGIONAL EXECUTIVE EVENTS

This year, Deloitte Private empowered and inspired regional leaders by exchanging industry practices through two major events. These gatherings provided invaluable opportunities for collaboration, addressing key challenges, and exploring new frontiers in sustainability and technology.

### Navigating sustainable transitions with Walloon business leaders

On 18 June 2024, Deloitte Private held its annual gathering of Walloon business leaders and innovators at PMSweet's new premises in Dison. This event was one of the first that PMSweet hosted at their brand-new state-of-the-art production site in Dison. With sustainability at the forefront of global discussions, the event aimed to illuminate how businesses can effectively navigate and leverage regulatory changes for long-term success.

Michaël Labro, CEO of PMSweet and "Trends Manager of the Year 2023," shared his expertise on driving innovation while adapting to new sustainability regulations.

A panel discussion moderated by Deloitte Partner Pierre Poncelet, featured industry leaders such as Arnaud Woitrin, General Manager of PMSweet, and Sabine Colson from Wallonie Entreprendre. The discussion explored how businesses can transform regulatory challenges into opportunities, offering practical guidance for thriving in a regulated environment.

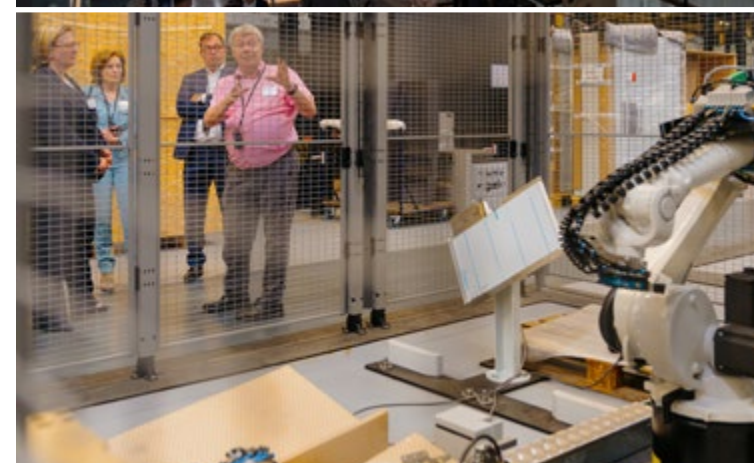
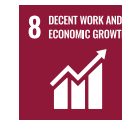
### Exploring technological vision in Flanders

On 14 May 2024, Deloitte Private hosted its regional CEO event at LVD Group, providing a unique opportunity to delve into technological innovation and its impact on the industry. Carl Dewulf, CEO of LVD Group, welcomed attendees to explore LVD's cutting-edge technological advancements and offered insights into their pioneering vision.

The evening featured a keynote presentation by Louis Jonckheere, co-founder of Showpad and CEO of Wintercircus. Jonckheere addressed the challenges and opportunities presented by technological innovation, highlighting the role of the Flemish manufacturing sector and the tech scale-up community in driving economic success.

### A commitment to inspiring and collaborating

By bringing together key stakeholders and thought leaders, we remain dedicated to supporting our clients and partners in navigating complex challenges and unlocking new growth opportunities.



# Deloitte's ESG Week

## UNITING FOR A SUSTAINABLE FUTURE

Amidst the pressing global challenges of sustainability, our first ESG week served as a vital platform for knowledge sharing and collaboration. The event brought together Deloitte professionals and C-level clients, including CEOs, CFOs, CHROs, CSOs, and COOs, all of whom are increasingly impacted by sustainability challenges.

Held at our Zaventem office, the ESG Week spanned three days of diverse activities, including plenary sessions, workshops, and learning opportunities, along with our ESG Leadership Summit, an all-day client event which featured nine focused breakout sessions. In these breakout sessions, a wide array of topics was tackled by clients and Deloitte sustainability leaders, ranging from regulatory outlook to the circular economy, decarbonisation, and beyond.

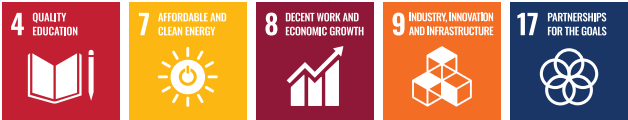


A highlight of the ESG Leadership Summit was a keynote speech by Koenraad Debackere, Professor at KUL and Chairman of KBC Group, who delivered an insightful address on “Sustainability as a Fair Process: Synchronising Opportunities and Challenges”. This was followed by a panel debate on diverse sustainability-related topics with leaders of four different companies.

The programme highlighted Deloitte’s leadership in sustainability, featuring demonstrations by three tier-one alliance partners, and provided a comprehensive view of how we can help organisations navigate sustainability challenges.

ESG Week aimed to inform, unite, and empower our people and clients around the most pressing sustainability topics, while also showcasing Deloitte’s capabilities and creating opportunities for meaningful networking. With 122 clients attending the ESG Leadership Summit, the event fostered valuable connections and educated nearly 100 Deloitte professionals on a wide range of sustainability issues.

More than just an educational event, ESG Week laid the foundation for future collaboration and action in the sustainability space. Thanks to its success, ESG Week will return from 17–21 March 2025, including a new **ESG Leadership Summit on March 18**, promising another round of impactful and engaging activities.



**Promoting sustainable practices**  
During our ESG Week, we focused on waste management and offering vegetarian food options in our restaurants. This initiative aimed to educate our practitioners about sustainability and reduce our environmental footprint.

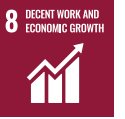
During ESG week, we avoided consuming meat, chicken, and fish equal to 6,109 tonnes of CO<sub>2</sub>. Fish and meat substitutes were offered and have a lower carbon footprint.

110 kg of beef	100 kg of chicken	80 kg of pork	100 kg of fish



# Pioneering AI innovation at the Deloitte AI Institute

## HARNESSING AI'S POTENTIAL WITH INNOVATIVE AND ETHICAL SOLUTIONS



In June 2024, we launched the Belgian chapter of the Deloitte AI Institute, becoming a key player in an extensive international network that offers unparalleled access to the latest AI expertise, insights, and capabilities. This global reach allows Deloitte, its clients, and partners to swiftly leverage international innovations and apply them to local opportunities, empowering enterprises to thrive within the AI ecosystem.

Artificial intelligence is not just a concept of the future; it is a powerful force reshaping the present. Recognising this, the Deloitte AI Institute Belgium has established a dedicated hub focused on AI research, expertise, and practical innovation across all industries and functions. From revolutionising decision-making and optimising processes to fostering new business capabilities and driving sustainable value, AI is at the heart of transformative change.

The Institute is committed to guiding both private and public sector organisations in harnessing AI's potential and ensuring its trustworthy application. Through education and thought leadership, Deloitte aims to elevate industry understanding of AI's possibilities while navigating the complexities of its responsible use.

### Nexus – building applied AI-driven innovation

We facilitate immersive, collaborative sessions for our clients designed to connect the business and technology innovation worlds, enabling competitive advantage and operational efficiency. At Nexus, our clients can experience AI's untapped potential, applied to their specific business functions and industries.

Our Deloitte Trustworthy AI™ framework stands at the forefront at Nexus, helping organisations develop ethical safeguards across six key dimensions to ensure the responsible creation and deployment of generative AI solutions. Additionally, Deloitte's AI and Data assets, solutions, and services empower businesses to unlock the full potential of analytics, automation, and AI, uncovering hidden insights and monetising AI value within their business value chain and functions.

“With the Deloitte AI Institute and the launch of our brand-new NEXUS client experience centre, we fully embrace AI's transformative power, offering an immersive environment where our clients can explore, co-create, and activate the full potential of applied AI innovation for their business. Together, we elevate customer experiences, create cross-functional operational excellence, and increase overall company performance through technology-enabled business transformation.

**Patrick DE VYLDER**

Managing Partner Delivery Transformation and Innovation





# Environmental



# Our journey towards a more sustainable future

## EMBRACING IMPACTFUL SUSTAINABILITY

At Deloitte Belgium, 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.

Deloitte Global's 2024 CxO Sustainability survey of more than 2,100 CxOs across 27 countries shows that the climate crisis is a top priority for CxOs and their organisations, with many rating climate change a "top three issue".

- 92% of CxOs believe their company can grow while reducing greenhouse gas emissions, and 90% believe the world can achieve economic growth while reaching climate change goals.
- What's more, close to half (45%) of these leaders report that they are transforming their business models to address climate change in a way that is central to their organisation's strategy.

The climate crisis is also a major concern for Gen Zs and Millennials who, according to our 2024 Gen Z and Millennial Survey, continue to demand greater climate action from their employers. More than half of Gen Z professionals expect their employers to act on climate change, and over two-fifths seek to align their career strategies with their climate concerns.

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.

*WorldClimate* is our transformation to become a sustainable firm, with science-led targets for reducing our carbon footprint. We're tackling climate change across four pillars: net-zero emissions, embed sustainability, empower individuals, and engage ecosystems. 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.

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.



*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.



# Deloitte North & South Europe

## 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 by 2040.
- 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**, CEO Deloitte North & South Europe



# Deloitte North & South Europe Green Goals

## NSE WORLDCLIMATE: NET-ZERO BY 2040

Deloitte has set a worldwide science-based target to reach net-zero greenhouse gas emissions (GHGs) by 2040. In September 2024, Deloitte’s target received third party validation from the Science Based Targets initiative (SBTi). This means that our net-zero target is consistent with the Paris Agreement goal to limit global warming to 1.5°C.

### NSE near-term goals

- 1. **Reduce** absolute Scope 1 (fuel in buildings & fleet) and 2 (electricity in buildings & fleet) **GHG emissions 70%** by 2030 from a 2019 base year.
- 2. **Reduce** Scope 3 GHG emissions from **business travel 55%** per FTE by 2030 from a 2019 base year.
- 3. Engage with our suppliers to have 67% by emissions covering purchased goods and services, and business travel, set science-based targets by 2025.

### Long-term targets for 2040

- 1. **Achieve net-zero GHG** emissions across our value chain **by 2040**.
- 2. **Reduce** absolute scope 1, 2, and 3 **GHG emissions 90%** by 2040 from a 2019 base year and **remove the remaining 10%** through investments in carbon removal.

These near-term goals and long-term targets are also in place for Deloitte Belgium, as part of NSE.



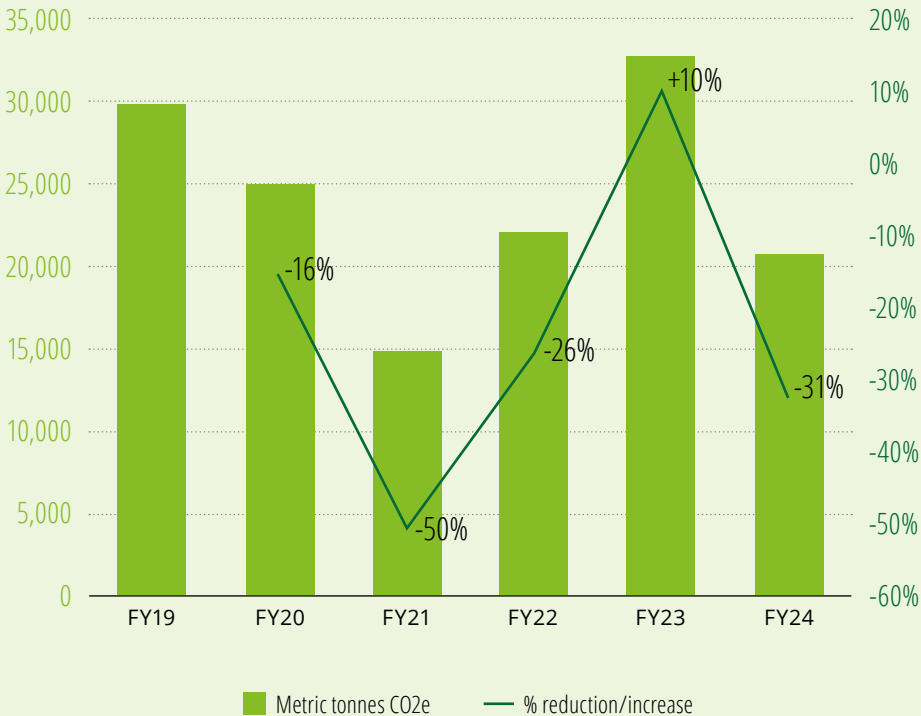
### Deloitte Belgium CO2 reduction journey

Over the last years, Deloitte Belgium has made good progress in cutting CO2 emissions with an actual 31% reduction compared to FY19 metric tonnes CO2e emissions. This achievement was the result of diverse initiatives in our impact areas, largely mobility and a reduction in international business travel after Covid. We are on track towards achieving our commitment to science-based net-zero by 2040.

In recent years, our reduction in metric tonnes of CO2e compared to FY17 was composed of the emissions from our fleet, buildings, and international business travel. Moving forward, we take the full Scope 1, 2 and 3 into account as explained on the following page as this data has been limited assured by BDO LLP on NSE consolidated level.

### Metric tonnes CO2e compared to FY19 baseline

Baseline FY19



# Deloitte Belgium 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.

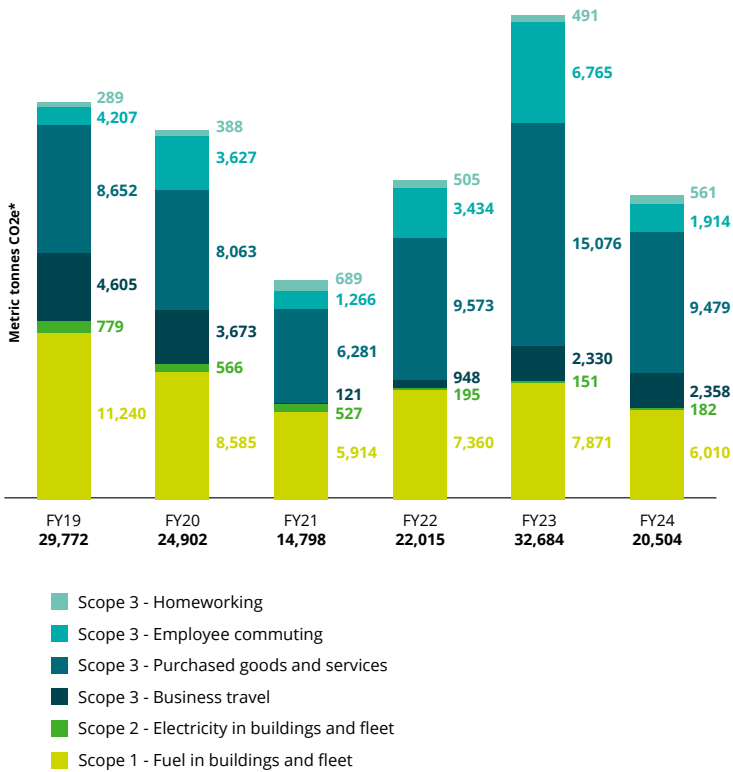
**Scope 1 emissions** — Scope 1 refers to direct emissions from gas usage and our owned vehicles powered by internal combustion engines.

**Scope 2 emissions** — Scope 2 refers to indirect emissions from the generation of our purchased electricity, district heating and 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 (CO2 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.

Greenhouse gas emission by Scope



\*Metric tonnes of CO2e (tCO2e) is a unit of measurement that represents an amount of a greenhouse gas (GHG) whose atmospheric impact has been standardised to that of one unit mass of carbon dioxide (CO2). A metric tonne (or ton) is equal to 1,000 kilograms (kg).

### 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.

In line with SBTi guidance, on NSE level in FY24 we are purchasing Certified Emissions Reductions (CERs or carbon offsets) equivalent to 50% of our total gross emissions from the certified provider Climate Impact Partners. We selected the following offsetting projects: Reforestation of degraded Forest Reserves in Ghana, Aqua Clara Water Filters in Kenya and Solar Water Heating in India (Micro renewables).

We are additionally providing direct investment and skills-based support to projects that will drive the net zero transition outside of our value chain (Beyond Value Chain Mitigation—BVCM). We are committed to identifying and investing in meaningful solutions that can deliver a more sustainable future. That's why, across Deloitte NSE, we provide skills-based support, access to our network and targeted funding to a range of projects that deliver environmental and social impact across the key areas of the energy transition, circularity, sustainable food systems, and nature restoration (see At a glance for overview of BVCM projects). We are therefore no longer reporting 'net emissions' that solely factor in carbon credit purchases.

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.

As part of our ongoing effort to improve the transparency and accuracy of our calculations, the methodology has been updated compared to previous years.

**Belgian level**

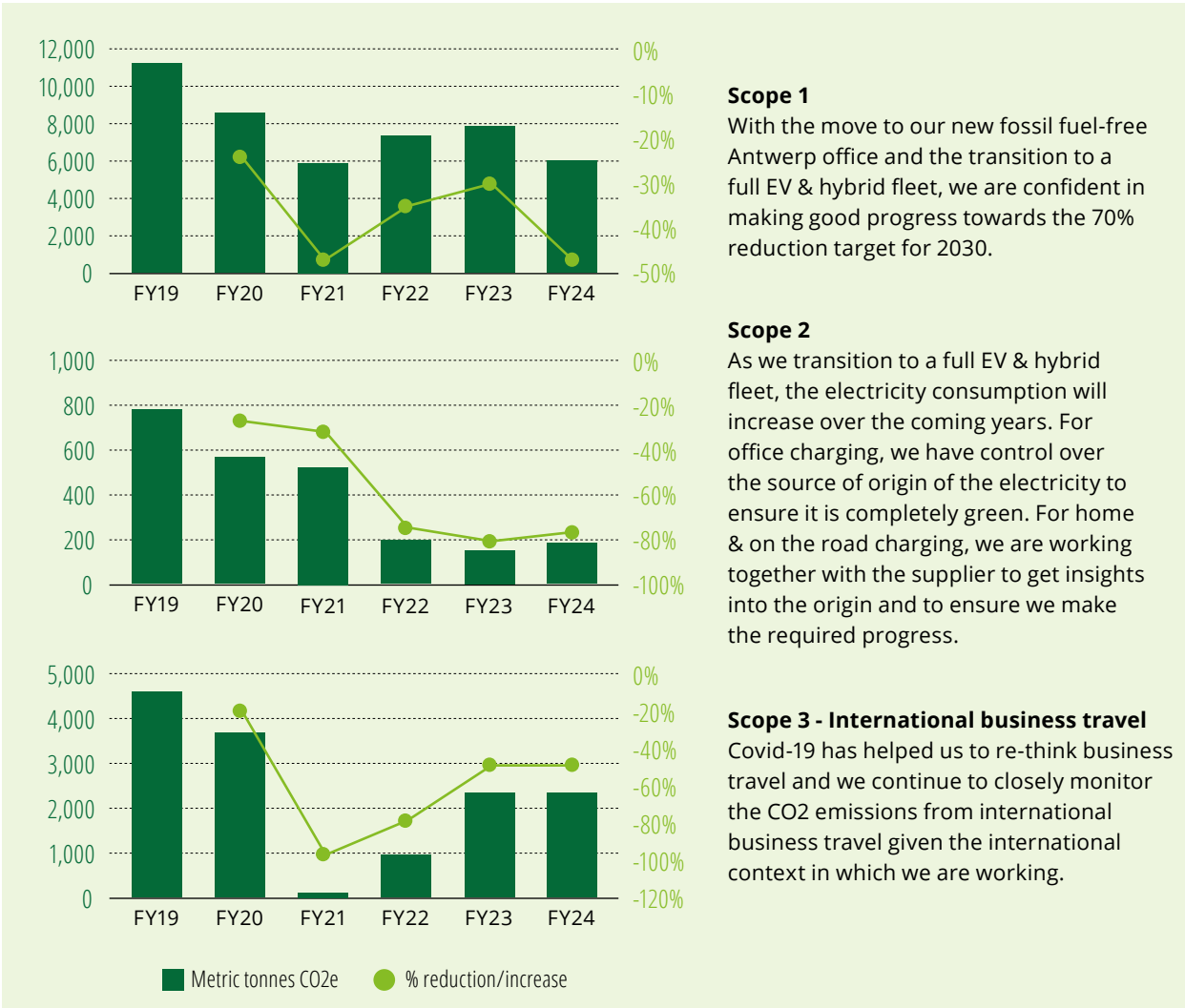
- Transitioning from using headcount to full-time equivalent (FTE) as the baseline metric for measuring our workforce contribution to be fully in line with the NSE methodology when calculating CO2 emissions.
- Taking FY19 as a baseline instead of FY17 to be fully in line with the baseline of the NSE near-term goals.

**NSE level**

Because activity data is not readily available, Scope 3 PG&S emissions are calculated using data collected from select suppliers, combined with broad estimations of emissions per amount spent by purchasing category. As such, the uncertainty around these reported emissions is high. In FY24, Deloitte revised the methodology for calculating contingent labour emissions that were previously included in purchased goods and services (PG&S) emissions to increase the precision of these calculations. The revised results in emissions that were previously accounted for in PG&S being included in business travel and commuting & homeworking; other relevant emissions sources for contingent labour (use of office space and technology) are already included in Deloitte’s existing GHG inventory in Scopes 1 and 2, and Scope 3 PG&S respectively and thus are not separately calculated.

As this methodology change is possible due to improvements in data granularity, it cannot be applied retrospectively and thus emissions amounts in the main GHG emissions inventory have not been restated for FY23 and prior years. This limitation impacts the year-over-year comparability of reporting emissions.

Deloitte will continue to review its approach to Scope 3 reporting in the future, aiming to continually improve the accuracy of its disclosures. When these enhancements lead to a material change in a reported figure, Deloitte is committed to explaining the nature of the change, its reasoning for its appropriateness, and the variance compared to previous methodologies.





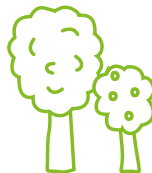


#### Scope 1

29%

6,010 tonnes

Fuel in buildings  
and fleet



-31%

reduced overall CO2  
emissions compared  
to 2019 benchmark



-49%

reduced overall travel  
CO2 emission compared  
to 2019 benchmark



#### Scope 2

1%

182 tonnes

Electricity in  
buildings and fleet



-46%

reduced overall fleet  
CO2 emission compared  
to 2019 benchmark



-68%

reduced building  
CO2 emissions compared  
to 2019 benchmark

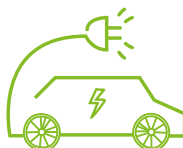


#### Scope 3

70%

14,312 tonnes

Business travel, purchased  
goods & services, employee  
commuting & homeworking



80.2%

of the fleet is electric  
or hybrid based

## Eco-Drive in action

### OUR ELECTRIC MOBILITY STRATEGY SPARKS A GREENER COMMUTE

We are dedicated to reducing our carbon footprint and promoting sustainable practices across our business. As part of this pledge, one of our most significant steps has been the complete shift towards a fully electric vehicle (EV) fleet. By embracing electric mobility, we not only reduce our carbon emissions but also lead the charge towards a greener future.

Last year, we announced that petrol cars would no longer be offered in our new car list for employees, and we have since ceased ordering hybrid vehicles. This commitment ensures that by 2026, the majority of petrol cars will be entirely eliminated from our company fleet.

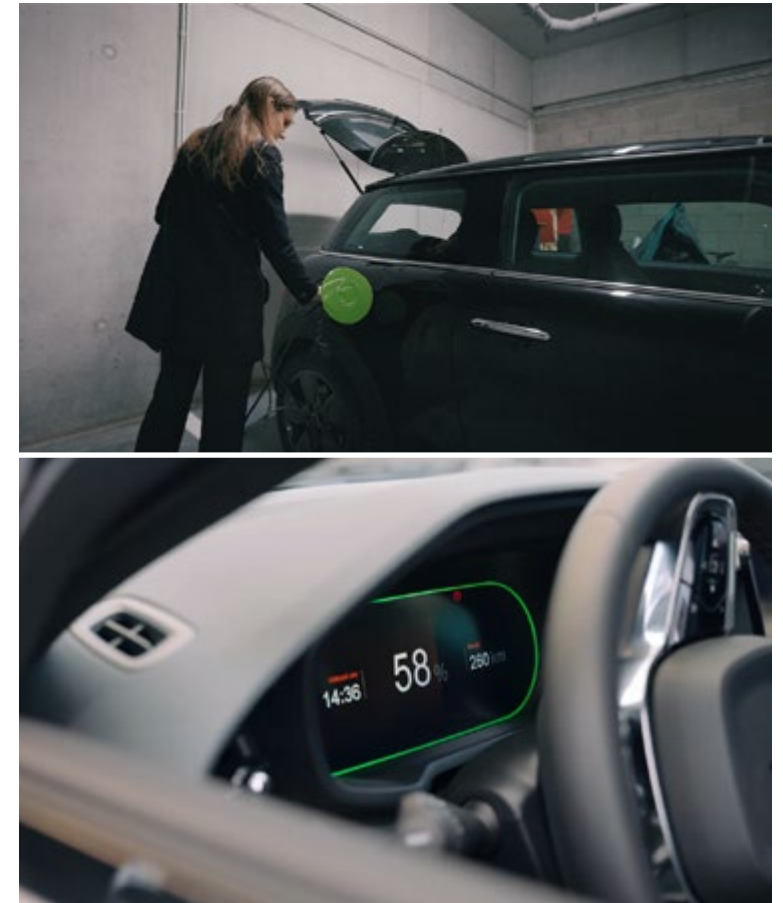
Our dedication to sustainability extends to our partnerships with manufacturers who share our vision. As part of our sourcing model, we consider EcoVadis scores when issuing proposals, ensuring that we collaborate with sustainability-minded manufacturers.

Promoting sustainable practices among our new joiners is another aspect of our commitment. During the Welcome Days last year, we provided full EVs for all new joiners. Although we fell short of our goal of having 80% EVs and 20% petrol cars last year, we are making significant progress. This year's new joiners will add more than 450 electric vehicles to our fleet.

In addition to our focus on sustainable transportation, we actively promote alternative methods of mobility. On World Bicycle Day, we launched a campaign emphasising bicycle safety, including wearing helmets, fluo vests, and cycling on bicycle paths. We also encourage our colleagues to choose cycling as a means to reduce emissions and enhance their physical and mental well-being.

Finally, we actively promote alternative mobility services facilitated by Skipr and Flexabbo. Skipr offers a variety of alternative mobility options and convenient last-mile solutions, while Flexabbo provides flexible season tickets for fixed routes, such as Antwerp to Zaventem. As a special perk, all new hires in September can enjoy a free one-month trial of NMBS train services to explore the benefits of Flexabbo. After a successful pilot, the Flexabbo product is now available throughout Belgium.

Our unwavering commitment to green mobility and sustainable practices is propelling us towards a future where electric vehicles, sustainable transportation, and a greener world are at the forefront of our business operations. Together, we are driving positive change and shaping a more sustainable tomorrow.



# Mobility Week 2024

## EMBRACING SUSTAINABLE MOBILITY

In September 2024, Deloitte took to the streets to celebrate European Mobility Week with vibrant energy. The event inspired our colleagues to reconsider their commuting habits and embrace more sustainable travel options, featuring a week of exciting activities and rewarding incentives.

The week began with a visit from Luminus to our Zaventem office, where their team answered questions about electric driving. As part of the “Bike to Breakfast” initiative, employees who cycled to our Zaventem, Ghent, Liège, and Hasselt offices on designated days enjoyed a complimentary takeaway breakfast. Those who commuted using a company-package bike purchased through Bike Republic could also benefit from free bike repair services at select offices.

On September 18, our Belgian Automotive lead, Aled Walker, hosted a thought-provoking webinar titled *Empowering the Future of Mobility*, providing insights into the advancement of sustainable transport solutions. The following day, Brussels Airport Company delivered a keynote presentation, discussing their “Green vs. Growth” approach and sharing their sustainability strategies.

Participants were further encouraged to join the Giki Zero Challenge, tracking their steps via the Giki Zero app, with the top three achievers winning Deloitte-branded helmets. At the Zaventem office, the Mobility Village was a standout feature,

where experts from Deloitte Mobility, Skipr, and Bike Republic offered valuable advice on green transport options. Additionally, the bike juicer event provided a refreshing twist—participants pedalled to blend fresh juice.

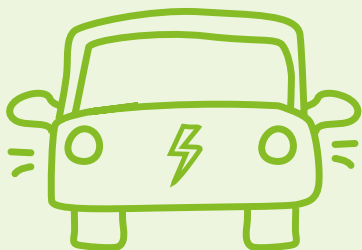
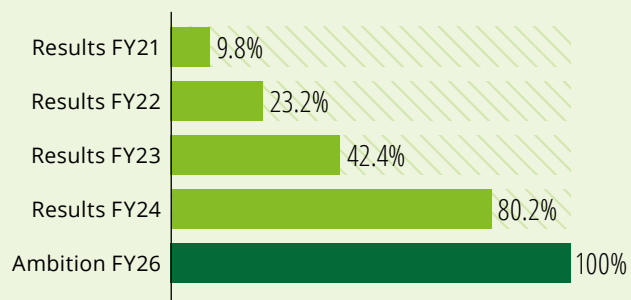
Mobility Week 2024 was a great success, reinforcing our commitment to sustainable transport and fostering a culture of environmental awareness within Deloitte.



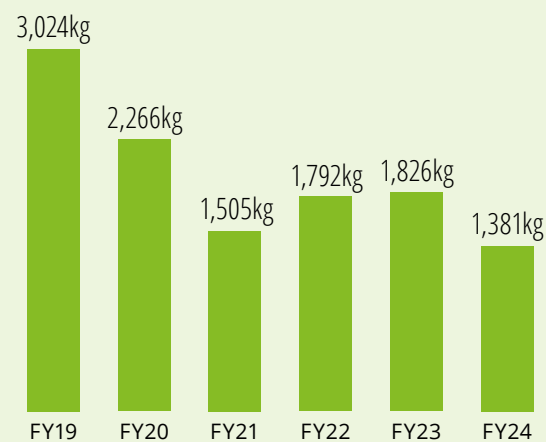


## Company cars

### Electric or hybrid vehicles

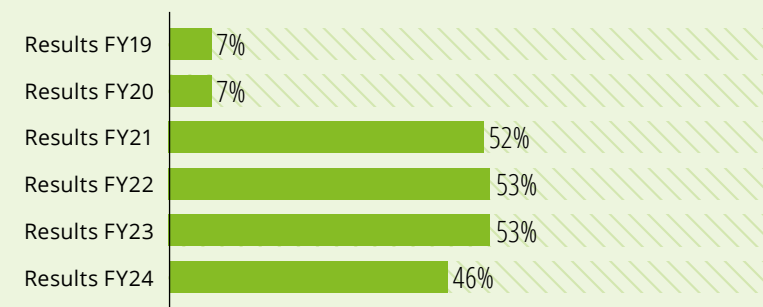


### Company car CO2 emissions (kg/employee)\*



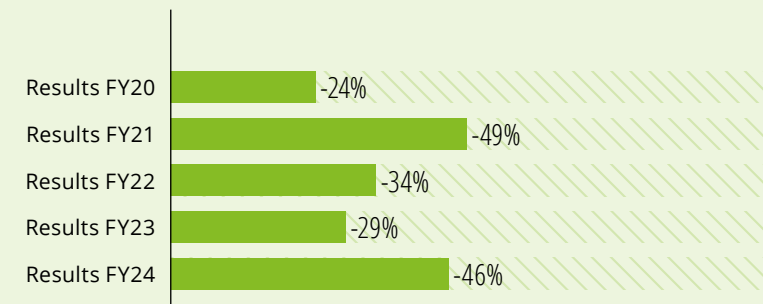
\* Sum of overall CO2 emission / average of our headcount / CO2 is calculated by multiplying the employees' company car fuel consumption by a factor per fuel type coming from the official DEFRA document (Department for Environment, Food and Rural Affairs).

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



### Absolute reduction of metric tonnes CO2e produced by company cars

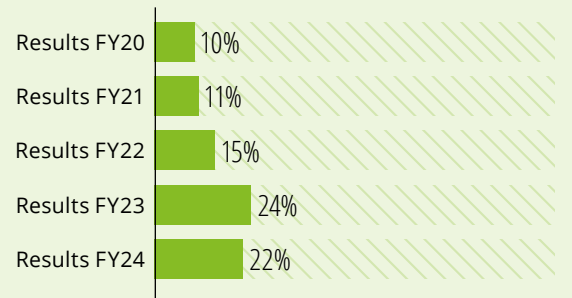
Baseline FY19



## Mobility

### Active bicycles

FTEs with a package or MyChoice bicycle compared to total headcount



### Sustainable mobility

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

Results FY24

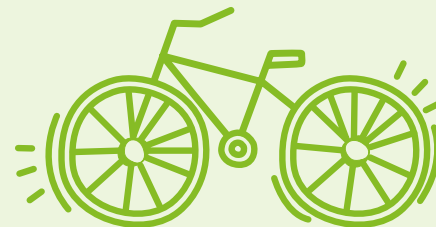
59%

### Bicycle uptake

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

Results FY24

1,199



# Collaborating for sustainable facilities

## LIGHTING THE WAY FORWARD

We're not just dreaming of a greener future—we're actively building it. But this isn't a journey we're taking alone. We're teaming up with our suppliers, landlords, and partners, all of whom play a starring role in our sustainability story.

Our suppliers aren't just providers; they're partners in our green mission. We choose them carefully, ensuring they share our commitment to the environment. Together, we're turning our climate pledges into actions.

Even though we don't own our office buildings, we're still making them greener. We're working side by side with our landlords, turning sustainability from a buzzword into a reality. These days, being green is a top priority for most organisations, and we're finding our landlords more open to our eco-friendly ideas than ever before. They're not just giving our plans the green light—they're also investing in them.

Our goal is simple: to find the best, most sustainable solution for every project in every office. Whether it's recyclable flooring or reusable walls, we're committed to creating workspaces that are as kind to the planet as they are conducive to great work.

**BREEAM Certification: a commitment to sustainability**  
 We're proud to announce that our offices in Gent (Construction - Very good) and Luik (Construction - Excellent) have been BREEAM certified for a while now. Our Zaventem office currently went from BREEAM Construction - Very Good to BREEAM In use - Excellent. This globally recognised certification underscores our commitment to creating sustainable and efficient workspaces.

**Brightening our spaces, reducing our footprint**  
 This summer, we launched a relighting project at our Zaventem office. By switching to LED lights, we aim to reduce lighting energy consumption by 40%. This initiative is part of our ongoing efforts to minimise our environmental impact.

**Tork: a new approach to waste management**  
 In collaboration with Tork, we are introducing new hand towel dispensers in our Luik, Zaventem, and Gent offices. The used hand towels will be collected and recycled, significantly reducing our waste. This initiative is expected to reduce our residual waste by 5.7% (expected reduction of 7.5 tonnes/year).

As we continue to implement these initiatives, we are confident that we are making strides towards a greener and more sustainable future.





# Welcome to our new Antwerp Office

## DRIVING SUSTAINABILITY AND EFFICIENCY FOR THE FUTURE



We are delighted to announce our move to a newly renovated building in Antwerp. This move involves a fit-out of the new office space, designed to optimise our work dynamics and be fit for purpose, enhancing productivity and collaboration.

Sustainability is a core aspect of our new office space. Spanning over 6,200 square metres across multiple floors, the building is BREEAM certified, meeting stringent sustainability standards, and is fossil fuel-free. Additionally, the two adjacent floors will also be BREEAM in use certified, further reinforcing our dedication to sustainability.

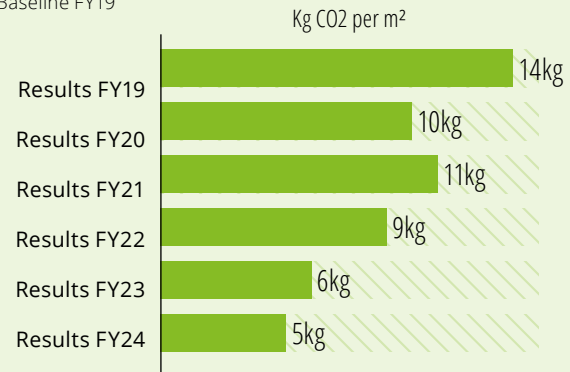
Convenience is another key feature of our new location. Situated just a 5-minute walk from the Antwerp Central Station, our office offers easy accessibility. We embrace hybrid ways of working, providing flexibility to accommodate different work preferences.



## Infrastructure

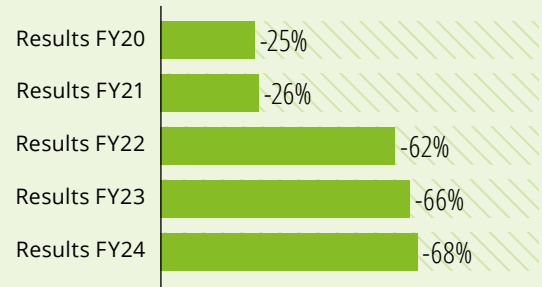
### CO2 emissions per m2 produced by our buildings

Baseline FY19



### Absolute reduction of metric tonnes CO2e from our buildings

Baseline FY19



### Renewable electricity consumption

Compared to total consumption



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).





## Promoting responsible international business travel

As a professional services firm, business travel constitutes a significant portion of our carbon footprint. To set a credible path to net zero, Deloitte has committed to reducing business travel emissions per full-time equivalent (FTE) by 55% by 2030.

Recognising that behavioural change is fundamental to sustainable travel, we are committed to fostering a shift in mindset and habits. By raising awareness and providing resources, we enable our people to make conscious choices that align with our sustainability goals. The Travel Emissions Reduction Guidance supports our people in the travel decision-making process.

Embracing sustainable alternatives, we actively promote virtual options, empowering individuals to become catalysts for change. By adopting these practices, we contribute to a greener future and inspire others to join the movement.

One of the key aspects of our sustainable approach is the inclusion of the Sustainable Delivery Clause in all our client engagement letters. This clause underscores our commitment to sustainability, placing it at the core of our commercial activities and demonstrating to our clients that we are a purpose-driven firm taking active steps to deliver engagements more sustainably, particularly as more clients are setting sustainability expectations for their major suppliers.

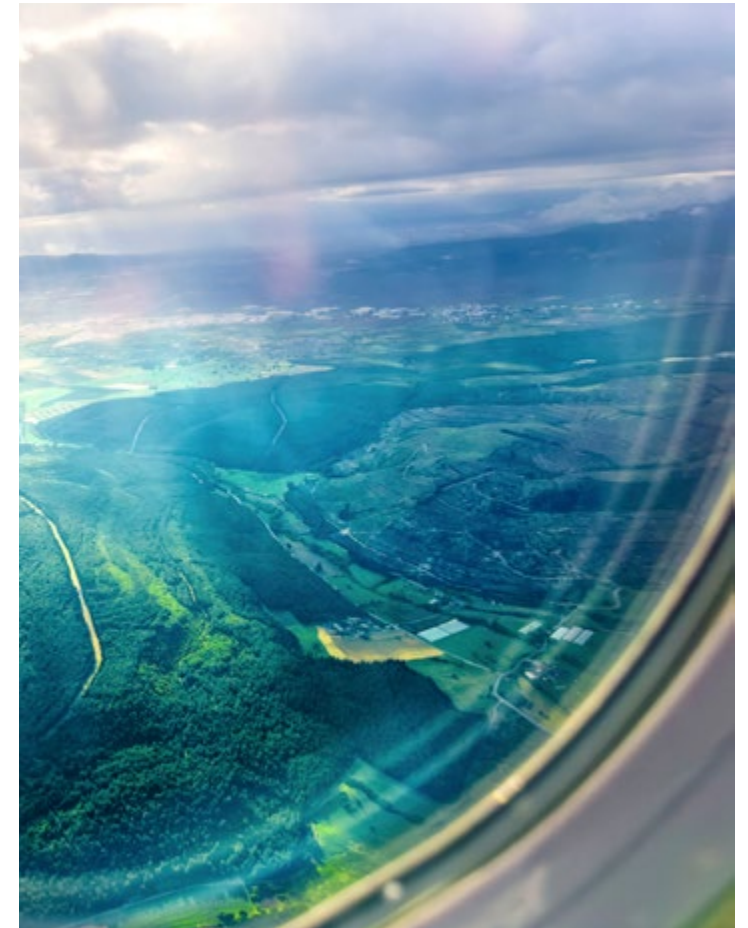
The clause encourages and supports our people in engaging clients on sustainability and facilitates discussions on how to collaboratively deliver engagements more sustainably.

The Sustainable Delivery Framework (SDF) equips our people with tools to help teams deliver projects in a more sustainable way and engage clients in discussions on sustainability.

While travel will always be necessary for some of our professionals to ensure quality service for our clients, this doesn't mean we cannot minimise emissions. Several options are available to optimise greener travel choices. To help our teams forecast and reduce their travel emissions at the engagement level, Deloitte NSE has created a web tool called the Travel Emission Calculator (TEC).

This tool assists employees in evaluating the best travel options with environmental impact in mind. By entering journey details such as destination, transport type, number of travellers, and duration of stay, the tool provides a clear estimate of the trip's carbon footprint.

Using this tool, Deloitte employees can understand the carbon impact of the number of people travelling, the mode of transportation (e.g. choosing trains over planes), and compare the carbon impact of flying in different travel classes. By visualising the emissions, it becomes clear how making relatively small changes can significantly reduce our footprint.





# Promoting responsible international business travel



## Travel Emission Calculator (TEC)

### Solo Traveller Journey

**Long Distance Travel**

Enter the details of your long distance travel

Journey Start Point

Brussels, Belgium

Journey Destination

New York City, United States of America

Transport Mode

Air - Economy

☒ Include return journey

**Economy and premium economy classes produce significantly less carbon** than business class. Metro and rail are usually the most carbon efficient methods of travel.

**Hotel Stay**

Enter the details of hotel nights at this destination

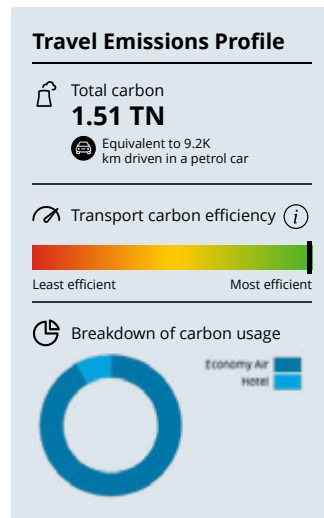
Hotel nights at destination

+

3

-

On shorter journeys with low carbon transport, commuting is often the most carbon efficient option. For longer journeys, particularly by air, planning fewer trips, but staying longer is the best way to keep carbon low, even though hotel stays do also generate carbon.



## Pioneering Sustainable Aviation

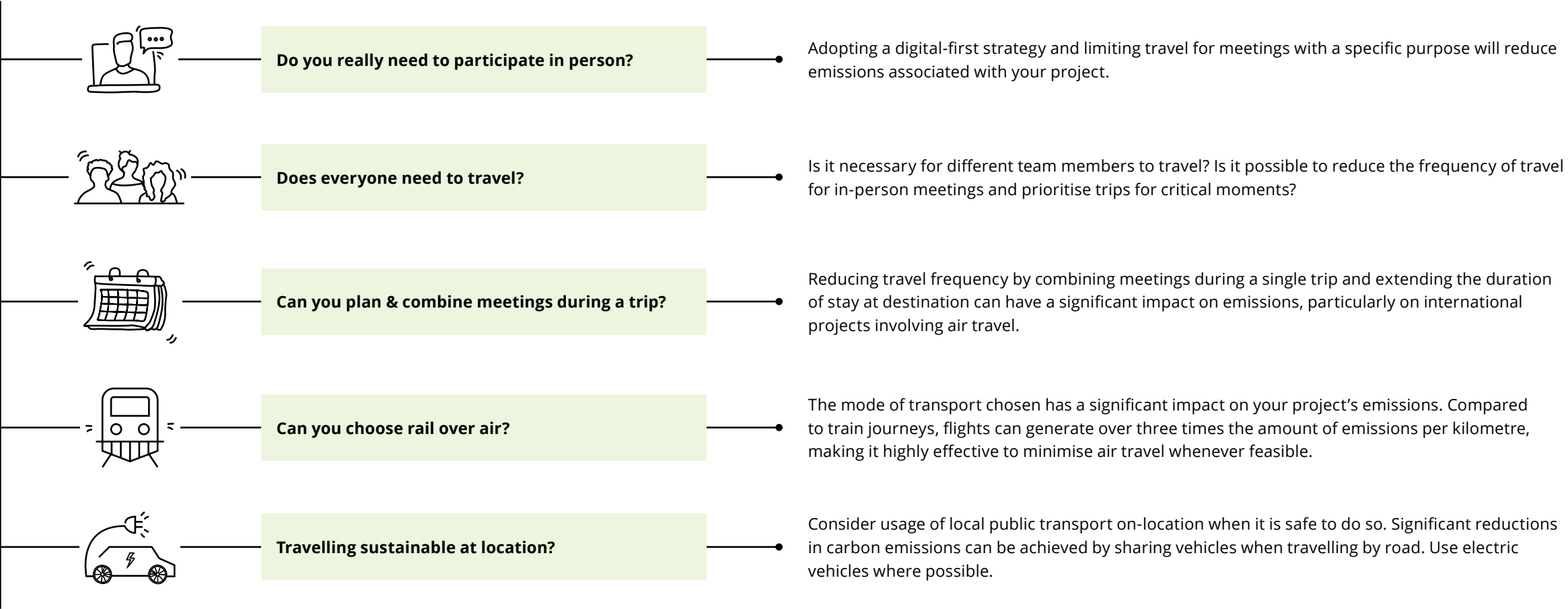
Deloitte Belgium takes pride in being a pioneer in sustainable aviation by investing in **Sustainable Aviation Fuel (SAF)**. We have been actively involved in cash investments for sustainable aviation, a unique approach within the local Belgian industry. By paying in cash and offsetting our emissions, we demonstrate our commitment to reducing the environmental impact of our air travel.

In the first year, we made a solid start by investing through **PartnerPlusBenefit**, laying the groundwork for the more innovative strategy we have adopted over the past three years, reflecting our long-standing dedication to sustainable practices.

Our approach to international business travel centres on sustainability, responsible decision-making, and client collaboration. By incorporating the Sustainable Delivery Clause, investing in Sustainable Aviation Fuel, and utilising tools like the Travel Emission Calculator, we strive to minimise our environmental footprint while continuing to meet our clients' needs.

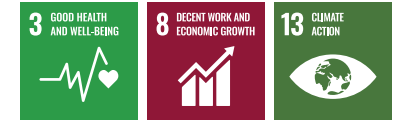
# International Business Travel

## HELPING PEOPLE ASSESS TRAVEL OPTIONS



## Revolutionising business travel

### A GREEN JOURNEY WITH A GLOBAL TECH INNOVATOR



For the past 20 years, we have been working closely with a global technology innovator renowned for its AI, automation, and hybrid cloud solutions. Our engagement has centred around conducting software licence compliance audits for the company's clients across various regions.

#### From cost control to carbon reduction

Initially, the primary driver for the company to change travel behaviour was cost control. However, as the urgency of climate change has become increasingly apparent, both parties have recognised the need to reduce CO2 emissions.

The transition has not been without its challenges. A significant shift in mindset was required to accept that high-quality service delivery is possible without constant physical presence.

#### Reaping the benefits: sustainability, efficiency, and cost savings

The benefits of this change have been substantial. Carbon emissions have been reduced, contributing to our business travel targets. Cost savings have also been achieved, with money previously spent on flights and hotels now being redirected towards providing additional services under our fixed price agreement.

As we continue our journey, we remain committed to further reducing our environmental impact, improving efficiency, and delivering exceptional service.

“By reducing flights and adopting more sustainable work practices, we not only lowered our CO2 emissions and operational costs, but also inspired a shift in our employees' personal lives towards more eco-conscious choices.

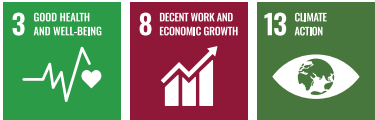
**Diederik VAN DER SIJPE**  
Deloitte Partner, IT Asset Management





# Embracing sustainable practices

## OUR JOURNEY TOWARDS NET ZERO WITH A GLOBAL BIOPHARMACEUTICAL COMPANY



In 2022, we embarked on a new partnership with a global biopharmaceutical company dedicated to building innovative and effective health solutions. Our engagement spans transformational services in regulatory, product development, manufacturing, and distribution of medicines.

Our collaboration is guided by both our climate strategy and the company's sustainability ambitions, which aim to achieve net zero emissions no later than 2050.

### Overcoming challenges: Remote collaboration in a transformational context

The shift towards remote working has presented challenges, including maintaining the same quality of services by a remote Deloitte team for the world-wide client operations.

The benefits of our collaborative approach have been significant. We have achieved a reduction in carbon emissions, contributing to our business travel targets. Cost savings have also been realised, and there has been a positive impact on work-life balance and health.

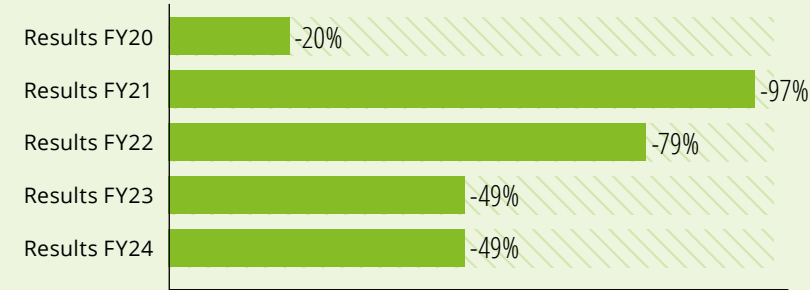
This partnership shows how shared green goals can change the way we work in the biopharmaceutical industry. We're not just creating new health solutions, but also leading the way in greener business practices.



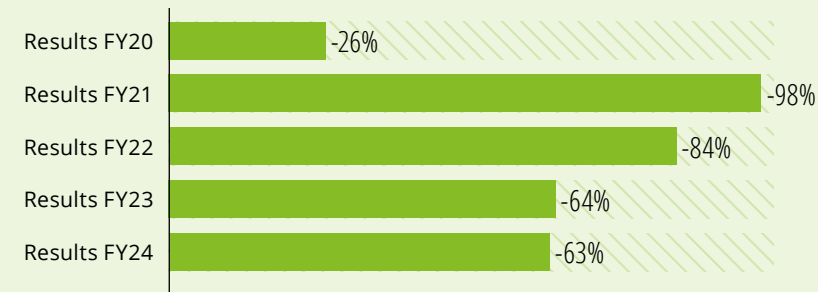
# International Travel



**International business travel**  
 Absolute reduction of metric tonnes CO2e  
 Baseline FY19



**Reduction of metric tonnes COe per FTE**  
 Baseline FY19

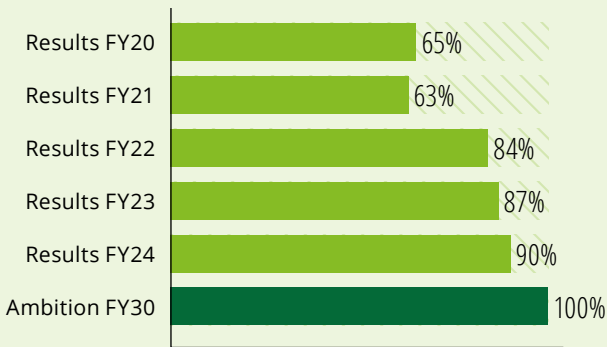


**Air mileage**  
 Reduction of kms flown per headcount



\* Travel heavily impacted by the COVID-19 pandemic

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








# 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.

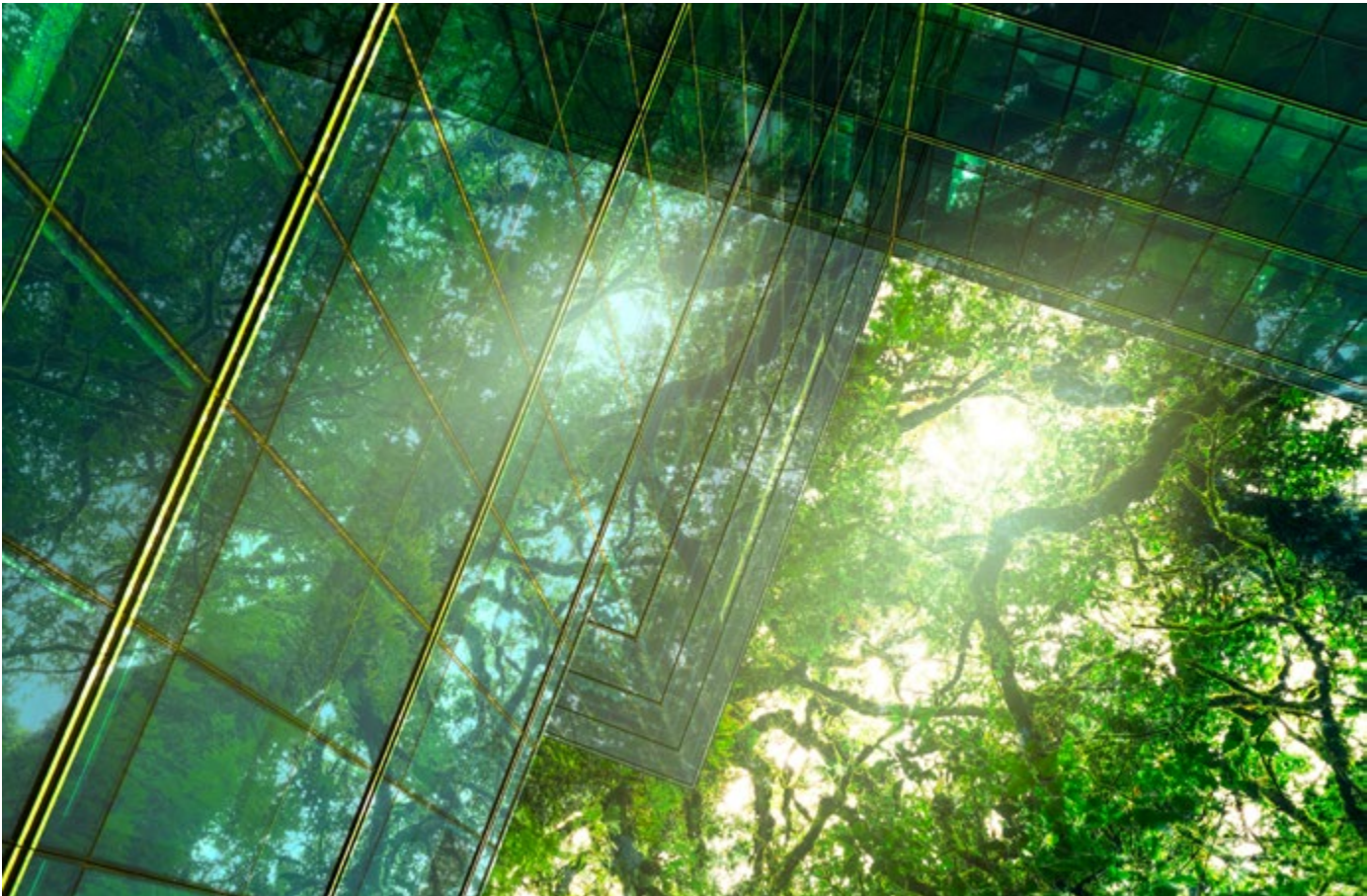
### Our three focus areas

waste reduction	sustainable procurement	green certifications
		

This requires the full commitment of all Deloitters 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 Zero 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.

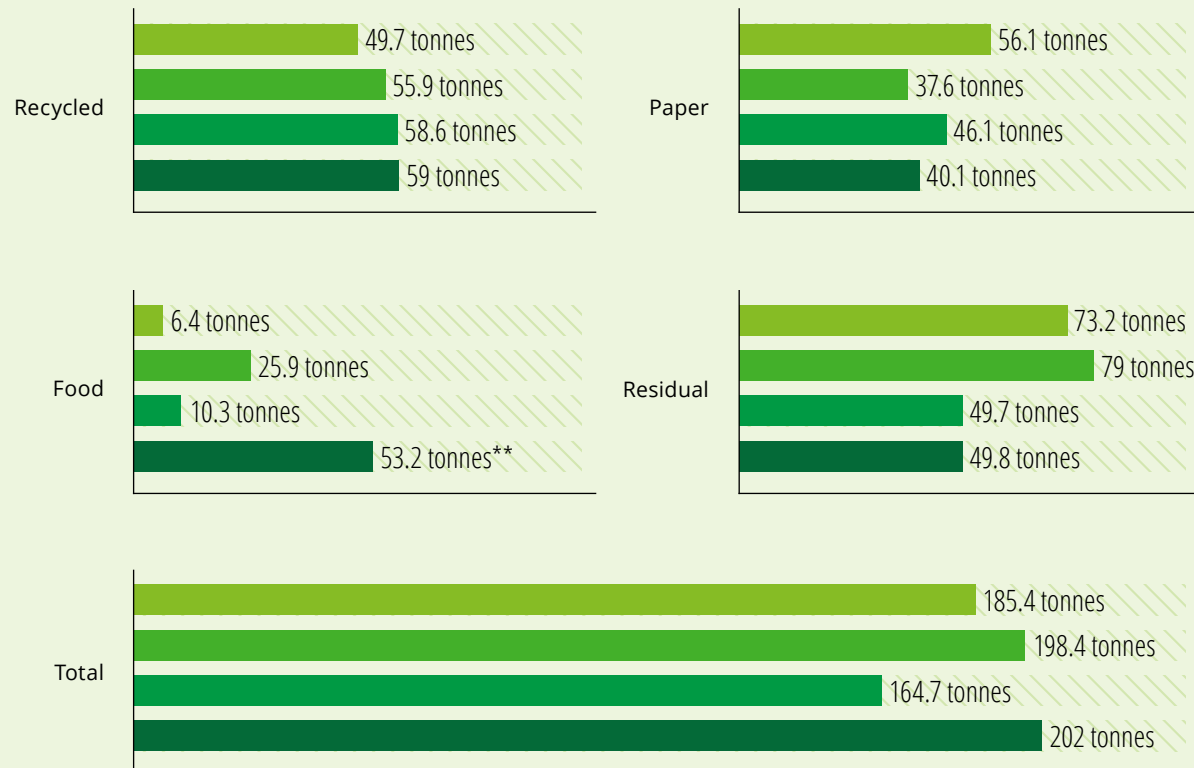




## Waste collection & sorting process

### RESIDUAL WASTE REDUCTION

#### Waste composition for the total of our offices (in tonnes)



FY21\*  
FY22\*  
FY23\*  
FY24

\* Assured data via the yearly NSE Carbon Audit

\*\*As of FY24, food waste from the catering is also included in the results



At our offices in Zaventem, Ghent, Leuven, and Liège, the Ecosmart waste collection is in place. Ecosmart/Renewi actually provides a second life for more than 93% of all waste categories (residual waste included).

Collection stations are installed at various central locations in the office where our people can separate waste into four different bins (paper, PMD, organic and residuals) with the focus to sort to a maximum extend. Ecosmart regularly collects all sorted waste from the offices and turns it into raw materials which can be used to create energy, biomass, or new products.



## GREENING OUR FIRM - Waste Reduction



Before we begin sorting different types of waste, we focus on raising awareness among all office users about minimising their waste production. Our goal is to reduce waste as much as possible, starting at the source. For example, Deloitters are encouraged to use coffee mugs or glasses for their morning drinks, as disposable cups are no longer provided.

Throughout the year, various initiatives promoted waste sorting, such as the ESG Week with its sorting game and the introduction of new banners and bin islands on all floors. The banners explain the different ways to sort rubbish. It also gives concrete examples of waste we can find at the office (coffee pods, soup packaging, etc.) and in which bin it has to go.



We also have the “Click to Collect” option which invites Deloitters at Zaventem to order their sandwich or salad online and pick it up at the PitStop in the atrium, so cafeteria staff only prepare what is ordered, limiting food waste.

The overarching goal of these initiatives is to achieve a 70% absolute reduction in residual waste by 2030 from the 2018 baseline. To meet this objective, new actions are planned on different levels of waste prevention and management. Reducing our paper consumption will be a preventive action whereas the smart waste system is a direct recycling one. Additional education has to take place given around 40% of the total of residual waste can go in another bin (result of waste scan performed bi-yearly by Renewi).

Through our partnership with Renewi, we ensure that all our waste is processed efficiently. Renewi’s sustainable practices allow us to divert at least 93% of the waste we produce away from landfills, significantly reducing our environmental impact. In addition, our operations do not generate any hazardous waste, which reflects our dedication to maintaining the highest environmental standards and contributing to a cleaner, safer future for all.

The below waste hierarchy is in place for waste prevention and management:

- a) Prevention
- b) Preparing for re-use
- c) Recycling
- d) Other recovery, like energy recovery
- e) Disposal

Through consistent efforts and targeted actions, we are committed to significantly minimising our waste generation, especially those that cannot be recycled.

Throughout the sourcing phase, we also look into the sustainability component of the products we use. To mention a few:

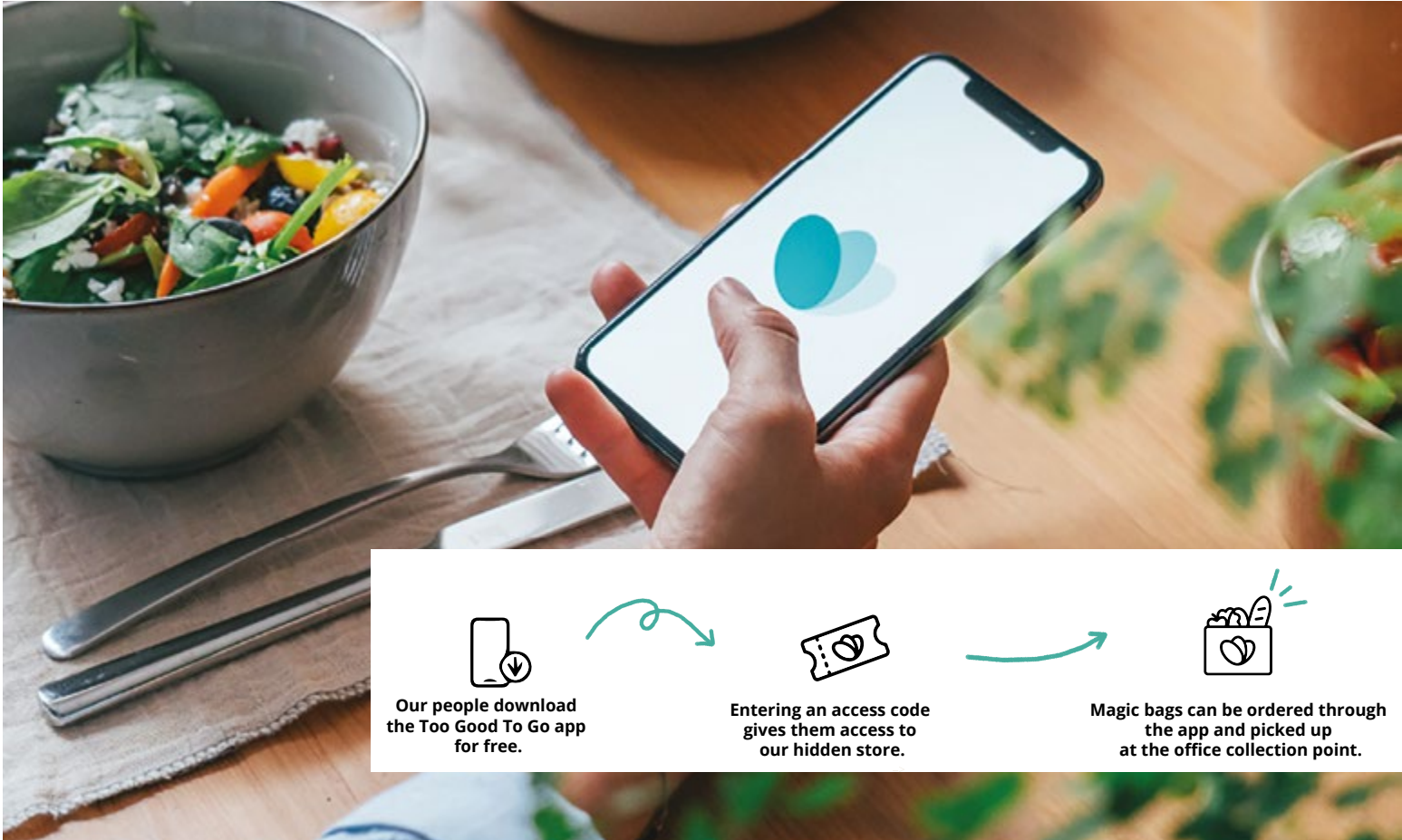
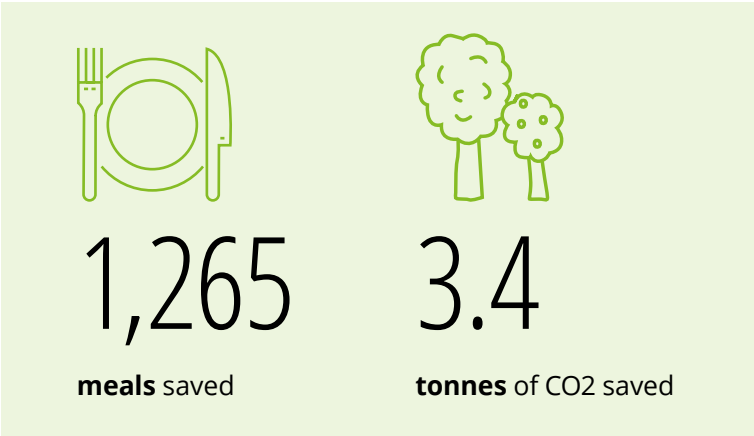
- The laptop bag can be used as a backpack or shoulder bag, and is made from recycled materials. Using fabric woven from 24 recycled plastic water bottles.
- In the Nzyme, the floor is covered with naturally-based linoleum in combination with Cradle to Cradle Certified carpet.
- Our custom-made furniture and the chairs in the Nzyme lunch area are constructed out of recycled materials.

# Too Good To Go

REDUCING FOOD WASTE, ONE MAGIC BAG AT A TIME

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 Zaventem and Ghent offices, our people have the opportunity to change this. Along with our catering partners, Belgocatering, Compass and ISS, 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 it 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.





# Deloitte's green transition

## PIONEERING SUSTAINABILITY IN TECH

### A greener approach to laptops

We are rethinking how we source and use our laptops. Instead of air freighting them from China, we now ship them by boat, significantly reducing our carbon footprint. Additionally, we lease our laptops for three years, after which they are repurposed, giving them a second life and reducing electronic waste.

With the sale and leaseback programme from our laptop provider, we benefit from their end-of-lifecycle services, which include the secure collection and transportation of assets, as well as certified data erasure through their eraSURE® process, ensuring sensitive company data remains protected. Old assets are refurbished to increase overall resale value, while obsolete equipment is recycled in compliance with Waste Electrical and Electronic Equipment (WEEE) directives.

### Business cards go digital

In our quest to be more sustainable, we have stopped printing business cards. Instead, we use QR codes that can be downloaded to phones or printed on steel cards, reducing paper waste and making networking more eco-friendly.



### Powering up with green energy

We have moved to a new data centre powered by solar panels, significantly reducing our energy consumption. Many of our computers are hosted in a co-located data centre that is CO2 neutral, thanks to CO2 compensation initiatives such as tree planting and the use of green energy. The data centre owner's sustainability goals include achieving 100% renewable energy by 2025, becoming water positive by 2030 by replenishing more water than is consumed, obtaining zero-waste certification by 2030, and ensuring net zero deforestation from new construction projects.

We are also offsetting emissions from our iPhones and opting for newer models with lower environmental footprints. The calculation of CO2 emissions covers all greenhouse gases generated throughout the lifecycle of the iPhones, from manufacturing and transport to the use phase and end-of-life phase. Through carbonZERO, we support internationally recognised and certified climate change mitigation projects aligned with the UN's 17 Sustainable Development Goals.

Like our laptops, our iPhones are leased, refurbished, and reused, reducing electronic waste. As we continue to innovate and transform our tech practices, we focus on efficiency and actively work to reduce our environmental impact.

### Energy-saving innovations

As an example of energy savings, our meeting rooms are equipped with sensors that detect movement, ensuring that screens are turned off when there is no activity for a specific period. Similarly, the screens and LED walls in our offices automatically turn off in the evening and come back on in the morning.



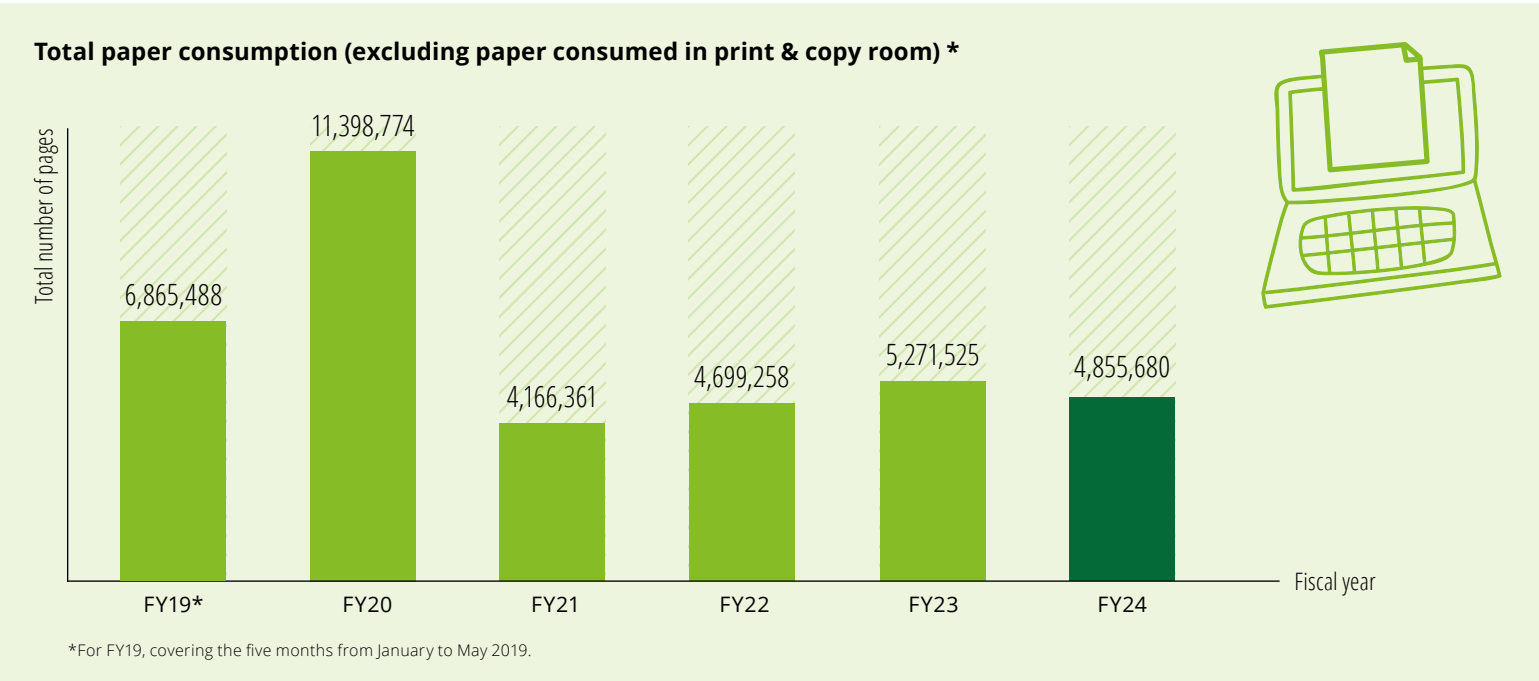
# Deloitte's green transition

## PRINTING LESS, CONSERVING MORE



We are committed to reducing our reliance on paper. This year, we have cut the number of printers in our business by 50%, a figure we plan to reduce even further in the next two to three years. We are also encouraging digital collaboration through tools like Microsoft Teams and DocuSign, moving towards a lower digital footprint.

With the printer reduction project taking place in July 2024, we aim to significantly reduce paper consumption as well. We purchase 80gsm A4 printer/copier paper that is FSC certified and carries the EU Ecolabel.



## Navigating our way to a greener world

### COMBATTING CLIMATE CHANGE, ONE SEARCH AT A TIME



As the largest search engine based in Europe, Ecosia has the potential to be a powerful tool for driving change. The organisation invests most of its expendable funds in long-term projects and tree-planting initiatives.

With the unique proposition, 'Every search on Ecosia helps reforestation efforts around the world', users can actively contribute to tackling climate change, proving that small actions add up. On average, it takes 50 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 215 million trees in the 35+ countries where its environmental projects are active. As Ecosia trees are not meant for carbon offsetting but for a holistic regeneration of our planet, we do not focus on CO2 sequestration. Our projects helped to restore 180,000 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. For example, Ecosia donates nearly all its profits to tree planting. To minimise its carbon footprint, it also builds solar farms to supply the energy it uses. Combined with trust and transparency, these initiatives make 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.





## Procurement

### GOING GREEN TOGETHER

#### Sustainable procurement: driving responsible climate choices together

Deloitte is committed to driving responsible climate choices and contributing to the goals of the Paris Agreement through its enhanced strategy, *WorldClimate*. A key element of this strategy is the concept of “going green together”, which extends to our suppliers. We expect our suppliers not only to prioritise business interests but also to collaborate with us in achieving our sustainability objectives.

#### Collaborating for sustainable supply chains

To ensure a positive impact on environmental, social, and economic supply chains, Deloitte leverages its global network to coordinate actions, such as the Science-Based Targets initiative (SBTi), which scientifically assesses whether companies’ objectives align with the Paris Agreement goals. We have integrated objective sustainability criteria into our sourcing and awarding processes, using these criteria to select suppliers. As of FY24, we have implemented a minimum scoring rating of 10% as a fixed selection criterion for new suppliers, aiming to work only with suppliers who actively contribute to our sustainability objectives.

Our procurement community is composed of 60 dedicated practitioners, structured as follows: 7 practitioners in the Central Procurement Team, 24 practitioners across five

Procurement Categories (Mobility & Travel, Facility & Office Services, Technology, Talent, and Professional Services), and 29 practitioners embedded within four Business Units. By identifying our procurement community, we are strongly committed to enhancing our procurement policy and process, with a specific focus on sustainable procurement practices. Over the next year, each member will have a comprehensive training to gain in-depth expertise in procurement, with a strong emphasis on sustainability. This initiative ensures that our procurement activities are fully aligned with our WorldClimate ambitions and sustainability objectives, enabling us to drive broader contributions and unlock the full potential of sustainable practices.

#### Strengthening supplier expectations

Deloitte has enhanced its Supplier Code of Conduct, making it a contractual obligation for suppliers. This code outlines our expectations regarding environmental practices, human rights, labour, and ethics. These expectations include resource efficiency, emission reduction, responsible material use and disposal, waste reduction, and environmental mitigation. We also prioritise decent working conditions, anti-discrimination policies, and health and safety, as well as confidentiality and privacy. As a result, our Supplier Code of Conduct now covers Environmental, Social, and Governance (ESG) topics, with both quantitative and qualitative objectives defined for our suppliers.



#### Introducing the NSE Responsible Procurement Policy

From January 2025, the NSE Responsible Procurement Policy will replace the Belgian Supplier Code of Conduct. This new policy aims to transparently communicate Deloitte NSE's minimum ESG requirements for current and prospective suppliers. The policy ensures that all of Deloitte NSE's procurement activities meet business needs while contributing to our *WorldClimate* objectives and addressing broader environmental and social challenges. Supplier performance in relation to these criteria will influence decision-making throughout the procurement process.





### Supplier commitment to science-based targets

Deloitte NSE will require all strategic suppliers to set science-based net-zero goals, including near-term and long-term greenhouse gas emission reduction targets, consistent with limiting global warming to 1.5°C above pre-industrial levels. This commitment should be made through the Science-Based Targets initiative (SBTi) or an equivalent, within one year of contracting with Deloitte. Deloitte Global and NSE also organise webinars to guide suppliers through the SBT process.

### Aligning suppliers with our climate goals

Recognising the critical role suppliers play in our sustainability efforts, we require their full engagement and alignment with our climate strategy. Suppliers are expected to source 100% of their electricity from renewable sources by January 2030 and commit to impactful corporate climate actions, both short- and long-term. At the end of FY24, 43% of our strategic suppliers had set science-based targets, demonstrating their commitment to emissions reduction and sustainable business practices.

### A shared commitment to a sustainable future

Through our sustainable procurement practices, Deloitte aims to drive positive environmental change, foster collaboration with suppliers, and contribute to a sustainable future in line with the goals of the Paris Agreement. Together, we can make a meaningful difference in addressing climate change and building a more sustainable world.

### Collaborating with strategic suppliers to achieve ESG goals

As part of our sourcing process, we closely collaborate with strategic suppliers to establish shared sustainability goals. These goals encompass various areas, including reducing greenhouse gas emissions from facilities, fleet, and travel, minimising printed paper consumption, managing residual waste, contributing to societal benefits, promoting economic growth, and obtaining the EcoVadis label. The EcoVadis label is an internationally recognised sustainability assessment that evaluates suppliers across environmental, social, and ethical criteria. We expect each supplier to strive for a minimum Silver EcoVadis label within 12 months of commencing their contract with Deloitte. Currently, 13% of our suppliers with an average procurement spend of €150k or higher have achieved the Silver EcoVadis label or higher, demonstrating their commitment to sustainable practices.

We strongly believe that today's focus on shared sustainability goals will inevitably result in an enhancement of overall supplier performance, fostering durable long-term success. Therefore, our aim is to work together with all key suppliers to define and agree on Environmental, Social, and Governance (ESG) Key Performance Indicators (KPIs), which will form an integrated part of our supplier performance monitoring process. This collaborative approach will enable us to develop a structured improvement plan that aligns with our sustainability objectives, as well as more traditional procurement objectives such as quality assurance, resilience, compliance, and efficiency.

To evaluate the impact of suppliers' activities on ESG aspects and mitigate ESG risks, we are committed to incorporating an ESG risk assessment into our sourcing process to identify, prevent, and reduce negative impacts of suppliers' activities on Environmental, Social, and Governance aspects. This process will be effectively implemented by conducting an annual review with suppliers to track progress and closely follow up on the mitigation plan. Additionally, we expect suppliers to provide a continuous improvement report annually, highlighting both realised and future sustainable initiatives.

Through this collaborative approach, we aim to foster a culture of continuous improvement and innovation in sustainability.

Together, we will strive to make a meaningful impact and inspire others to embrace sustainability as a core value throughout their operations.

## Procurement

### DELOITTE'S VISION FOR SUSTAINABLE AND INNOVATIVE CATERING

We have set ambitious goals for our 2023 Company & Event Catering tender, aiming to enhance catering services across various locations. The primary objectives include establishing a stronger, more strategic relationship with a single supplier, implementing an innovative and future-proof catering strategy, and focusing on high quality, sustainability, and operational efficiency. Additionally, our organisation aims to adopt an open and transparent cost model.

The broad tender process involved open dialogues with leading suppliers in the market to discuss quality, sustainability, and fit-for-purpose offerings and operations.

The catering concept focuses on fresh, locally produced, and organic products, with key requirements including sourcing at least 50% of the total offering locally, ensuring at least 25% of the total offering is certified organic and within season, and certifying 100% of the hot beverages offering as Fairtrade or Rainforest Alliance certified.

The awarded supplier, ISS White Signature Catering, has committed to a dedicated Sustainable Catering action plan aligned with Deloitte's NSE Catering Goals for 2030. This plan includes the elimination of single-use plastic and other avoidable waste throughout catering operations, the use of compostable packaging for all food and beverages produced and sold on site, and the implementation of paper and plastic reduction plans. This sustainable procurement approach aligns with our commitment to environmental responsibility and sets a benchmark for future catering initiatives.





# EcoVadis

## ADVANCING SUSTAINABILITY ASSESSMENTS AND PERFORMANCE

EcoVadis is a collaborative platform that assesses environmental and social performance for companies and their suppliers.

The cloud-based questionnaire evaluates the sustainability maturity and corporate social responsibility (CSR) performance of an organisation, covering 21 criteria across four themes: Environment, Labour & Human Rights, Ethics, and Sustainable Procurement. The assessment results in an overall rating and provides guidance for improvement.

The EcoVadis scorecards highlight strengths and areas for improvement, enabling rated companies to focus their sustainability efforts and develop corrective action plans. By leveraging EcoVadis, organisations promote positive change and contribute to a more sustainable future.



In addition to being EcoVadis certified, Deloitte Global (and its member firms, including Deloitte Belgium) has been signatory of the Global Compact since 2000. This voluntary initiative encourages businesses worldwide to adopt sustainable and socially responsible policies. It is based on ten principles in the areas of human rights, labour, environment, and anti-corruption. Companies that join the Compact commit to aligning their operations and strategies with these principles and to report on their progress annually. The aim is to foster a global corporate culture that promotes ethical business practices and contributes to sustainable development.

# Welcome to the Deloitte Forest

## A GREEN OASIS FOR ALL

Forest Fwd helps companies create nature locally, preferably in urban areas close to the company’s offices. As experts in nature and forest projects, they ensure that the often-vague term “sustainability” becomes something concrete and tangible. They serve as the link between businesses and innovative nature and forest projects.

When Deloitte sought to contribute to afforestation and reforestation initiatives in Belgium, we reached out to Forest Fwd. In 2022, Forest Fwd selected the existing ‘Het Zeen’ forest in Zaventem (three hectares) and the Keyenberg forest (eight hectares of new forest), both located just a few kilometres from Deloitte’s Zaventem office.



The acquisition and design of Het Zeen, together with the adjacent Zeenpark, have transformed approximately two and a half hectares of fields and six hectares of unmanaged forest into a mature woodland. This transformation aligns with the community’s goal of creating more accessible green spaces, benefiting both people and the environment.

This beautiful natural space was made possible with the support of various organisations, including Regionaal Landschap Brabantse Kouters, the municipality of Zaventem, and the Flemish Environment Agency. The forest offers a range of experiences, including walking and cycling paths, flower meadows, additional wooded areas, and a pick-your-own orchard.

Together with the new Keyenberg forest in Sint-Stevens-Woluwe, these areas cover 11 hectares of newly created natural spaces.

In recent years, we have raised awareness of sustainability among our employees and their families by organising several planting activities during the planting season and nature management activities during our Impact Days initiative in the summer of 2022.

We encourage our employees to make use of this green area for lunchtime workouts, walking meetings, and coaching sessions. Being in a non-office setting, this space helps connect our people and strengthen our focus on employee well-being.



## Fostering commitment to a sustainable future

### ENGAGING OUR PEOPLE TO ADVANCE CLIMATE ACTION

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 a new network in 2020 to give employees a voice in our sustainability journey. Initially named the Green Sounding Board, we reactivated it and leverage its network. The Sustainability Champion Network (SCN) creates a network of sustainability champions in every area of the business and service line to 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. 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. For the period June 2023 - October 2024, 86,6% of our new hires completed the mandatory WorldClimate e-learning "Rewrite our future", helping to drive positive change on a global scale.

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 SCN: 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.





# Our move with Sustainable Linked Loans

## ALIGNING LOANS TO SUSTAINABILITY TARGETS

In the dynamic world of corporate finance, Sustainable Linked Loans (SLLs) are proving to be a game-changer for promoting sustainable practices. These loans are designed to align with specific sustainability performance targets, covering environmental, social, and governance (ESG) criteria. By achieving these targets, borrowers can enjoy benefits like reduced interest rates, creating a win-win scenario that bridges financing with sustainability goals.

Sustainable Linked Loans follow the voluntary “Sustainability Linked Loan Principles” set by the Loan Market Association (LMA), focusing on company-specific ESG targets. These loans offer financial incentives—such as sustainability-linked discounts or premiums—based on the attainment of predefined ESG objectives.

### Our milestone with KBC

In 2024, we proudly entered a landmark Sustainability Linked Loan agreement with KBC. This pioneering loan is closely aligned with our *WorldClimate* and ALL IN goals, featuring annual key performance indicators (KPIs) through FY27. These KPIs address our targets for emissions reduction, transition to renewable energy, encouraging our strategic suppliers to set Science Based Targets (SBT) and gender diversity, underscoring our commitment to meaningful progress.

### Fostering accountability and progress

Setting annual targets and rigorously tracking our progress through regular reporting will enhance accountability within our organisation. This approach will integrate clear sustainability goals into our decision-making and strategic planning. Our dedication to securing independent, external verification of our performance against these targets highlights our commitment to transparency and continuous improvement. As pioneers in sustainable finance, we are committed to the transformative potential of SLLs.



# Social





## People and Purpose

### Human performance in a boundaryless world

The shifting work realities of a boundaryless world—a concept we introduced last year—continue to accelerate. It's time to let go of old rules and ways of working. Putting human performance first can help organisations move into this limitless future and ensure they can thrive today and tomorrow.

The 2024 Human Capital Trends report, “Thriving beyond boundaries: Human performance in a boundaryless world”, reveals that focusing on people is the key to turning future work trends into action, aiming to bring positive results for both business and individuals.

### Attracting and retaining top talent

At our core, we are not just a business; we are a people-centric organisation. Unlike companies that sell products, our primary asset is our talented individuals. Their skills, dedication, and passion drive our success. It is therefore our responsibility to prioritise their well-being and growth. By taking care of our people, we ensure the strength and longevity of our business. Our commitment to nurturing and empowering our team sets us apart as a truly people-focused organisation.

Today, our clients acknowledge the high-quality work of our teams, the services they offer, and their seamless delivery approach. Attracting and retaining top talent is essential for our success. We understand that in a competitive talent market like Belgium, it's essential to operate as a business that focuses on people and is guided by purpose in order to support and develop the best talent.





**It all starts with an engaged, diverse, and inclusive workforce**

To maintain our status as a top-tier employer, we rely on our Simply Irresistible Organisation model. This robust framework, built on seven pillars (meaningful work, supportive management, positive work environment, growth opportunities, trust in leadership, health & well-being, and recognition & reward), guarantees an engaged, diverse, and inclusive workforce.

Looking ahead, our commitment to becoming Belgium’s most influential professional services firm is driven by a focus on integrating industry and private sector expertise, alongside reimagining our delivery approach to create meaningful change. Our strategy emphasises strengthening core business skills, fostering proactive career development, and cultivating today’s leaders while nurturing future talent. At the heart of our success is an engaged, diverse, and inclusive workforce, which forms the foundation of everything we achieve.

“ Our commitment to developing the core business skills of future professionals, promoting active career management, and supporting current and future leaders, starts with an engaged, diverse, and inclusive workforce. This is the foundation of our success.

**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

## Empowering tomorrow's leaders

### NURTURING LEADERSHIP EXCELLENCE

Our commitment to learning and development is most evident in our leadership programmes. We are dedicated to nurturing the leaders of tomorrow, ensuring that our leadership reflects the diversity of our society. These programmes focus on equipping managers and partners with the skills and connections they need to excel at every stage of their careers.

#### Tailored developmental programmes

New managers have access to our Discover programme, providing them with the coaching, connections, and support needed to excel in their new leadership role. As they progress, newly-promoted senior managers are enrolled in our Explore programme. Giving clear insights into their leadership capabilities, it helps them understand their strengths and goals, to further drive their career.

#### Supporting leadership transitions

Our directors step into our Lead programme, which assists them in their pivotal role at this level. Newly-promoted and hired partners participate in our Lead Beyond programme, designed to support them during their early years in the partnership.

In total, we welcomed 30 new partners in Lead Beyond, 63 new directors in Lead, 130 senior managers for their Explore programme, and 300 new managers in the Discover programme. These initiatives are part of our Deloitte Future Leader Framework: inspiring our leaders, helping them establish a solid internal network, and providing them with the knowledge to guide their leadership decisions.



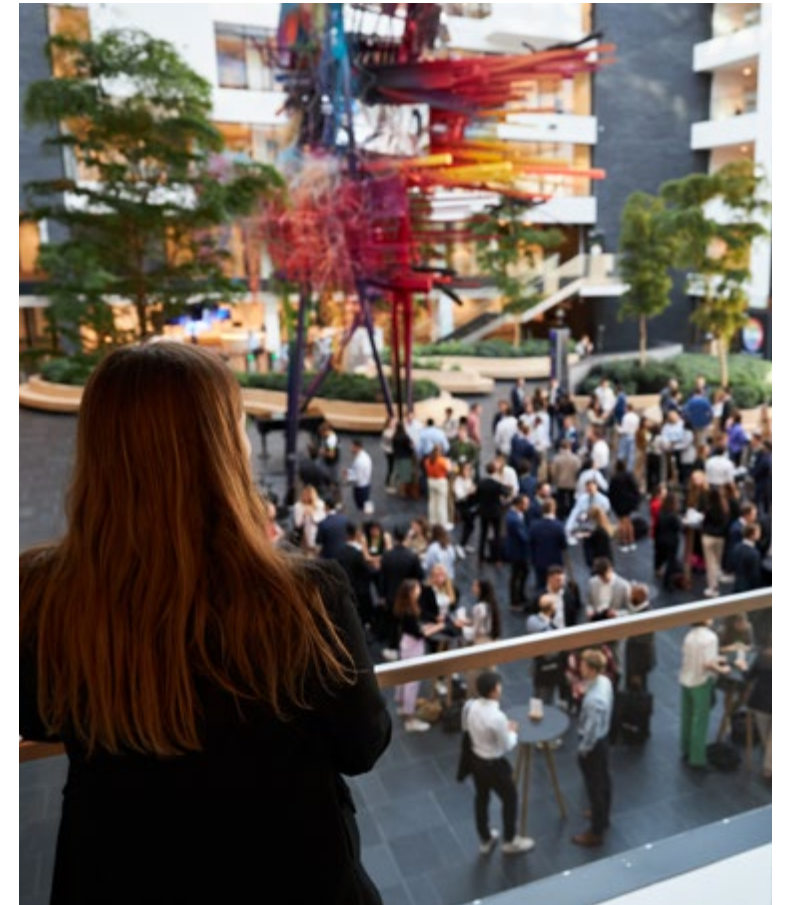
## Nurturing a Bright Future

### CULTIVATING CORE BUSINESS SKILLS FOR A THRIVING TOMORROW

At the heart of Deloitte's Bright Future Strategy lies a solid commitment to nurturing our people's Core Business Skills. These essential competencies empower our workforce to not only flourish within our organisation, but also to thrive in an ever-evolving landscape. Aligned with the Global Talent Standards, pivotal skills have been identified as the cornerstone of our business strategy, enabling us to navigate the dynamic business and market environment with agility and foresight.

#### **A call to action: embracing continuous learning**

We believe that every Deloitte, in every role and level, should embrace these skills to future-proof themselves and our organisation. To facilitate this, we are focusing on four key areas over the coming years. At the same time, we encourage all individuals to explore and expand their knowledge outside these areas, within a culture of curiosity, adaptability, resilience, and continuous learning.





## Embracing a learning mindset

### UNLEASHING GROWTH AND INNOVATION

At Deloitte, learning is not just a process, it's a way of life. Because the success of our people is integral to the success of our firm, a commitment to growth, improvement, and innovation is deeply ingrained in our culture. To help foster a true learning mindset, we empower people to create their own learning path.

#### Shaping personal growth

We believe learning experiences should be shaped by our learners. They take charge of their own careers and growth, accessing relevant and engaging learning opportunities at the right time for them. Every challenge is an opportunity to learn and grow, and we encourage our people to embrace this outlook when navigating their professional journeys. Depending on your level and function, mandatory trainings are in place as well as learnings tailored to the individual needs.

#### Learning beyond the classroom

We understand that true learning extends into the real world. Gaining knowledge from experience and connecting with colleagues and clients are essential components of our culture. That's why we are committed to creating an environment where learning is a social process thriving on collaboration and connection.



# Unveiling the impact

## LEARNING INSIGHTS DASHBOARD

Offering valuable insights, our Learning Insights Dashboard provides useful data for understanding the impact of our learning initiatives. Within a comprehensive view, it reveals how we organise and consume formal learning, and shows the capabilities and skills our people are developing. It also facilitates the follow-up of mandatory programmes to ensure compliance.

In FY24, our employees dedicated a total of 260,400 hours to learning, engaging in 2,120 unique training opportunities. This provided 6,524 learners, including interns, job students, and offshore colleagues, with the opportunity to expand their knowledge and skills.

Two sessions—delivery transformation training and the International Women’s Day webinar—were shown to be the most popular.



FY24 learning hours	FY24 learning opportunities	FY24 learners
260,400	2,120	6,524





# Deloitte University Europe

## GRAND OPENING



Deloitte University Europe (DUE) is more than just a learning facility, it's the cornerstone of our culture and a beacon for our shared values and purpose. Our vision is to create an exceptional and memorable development experience that prepares our people for undisputed leadership in the marketplace.

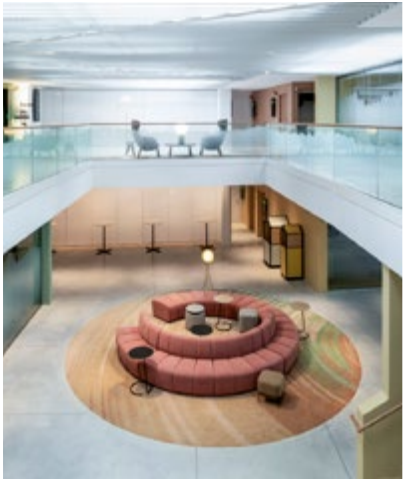
DUE serves as the glue that binds our professionals across Europe, the Middle East, and Africa. Through exceptional and memorable development experiences, we foster a sense of unity and shared purpose, all grounded in our Deloitte strategy, Shared Values, and our commitment to making an impact that matters.

Our programmes cater to the development needs of professionals and future leaders from over 100 countries. The design and content of our programmes are globally applicable and relatable, promoting respect, diversity, and inclusion through clear and appropriate language.

In 2016, Deloitte selected the Paris region out of 88 sites to host the new DUE campus. The location was selected against a range of sustainability, transportation, and accessibility criteria, as well as its proximity to the French capital. In 2024, DUE moved from Brussels to its own state-of-the-art facility

just outside Paris, France. This new, bespoke building is dedicated to learning and networking, with an architecture that reflects a village environment. Developed through close collaboration between Deloitte, the architect, and the developers, the facility puts sustainability and biodiversity at the forefront.

Our new facility represents a long-term investment in our people and our ability to deliver outstanding services to our clients. As we look forward to the future, we remain committed to fostering an environment that promotes learning, connection, and leadership, shaping the leaders of tomorrow and making an impact that matters.





# Elevating recruitment

## ENHANCING OUR HIRING CAPABILITIES AND CANDIDATE EXPERIENCE

We are proud to continue investing in optimising our hiring processes, delivering a first-class recruitment experience. Building on the success of last year's "This is Why" campaign, we've seen significant improvements in how we attract and engage top talent.

### Streamlining candidate experience

A key achievement is the reduction in time taken to complete candidate feedback forms—from 10 days in 2022 to just two days in FY24. This shift highlights our dedication to making the recruitment process more efficient. Additionally, our candidate Net Promoter Score (cNPS) has surged by 38 points, reflecting a substantial rise in satisfaction and advocacy among candidates.

### Strengthening our hiring community

In September, we launched new, optimised training modules, tailored to individual hiring efforts. We've successfully trained 178 new hiring managers, bolstering our recruitment capabilities and ensuring a consistent, high-quality hiring process.

The recruitment phase is key for a more diverse workforce and we have trainings in place to tackle unconscious bias to make sure the best candidate is hired for the job.

### Investing in talent of the future

Despite increased hiring targets and a more stringent selection process, we remain committed to investing in referrals and internship programmes as vital sources of high-quality candidates. These initiatives continue to play a crucial role in attracting talent that aligns with our Shared Values and company culture.

### Moving our organisation forward

This year, we've made a tangible impact with a +45 cNPS score, trained new hiring managers, and successfully hired over 1,000 candidates. With hiring targets set around 900 for next year, we are well-positioned to continue attracting top talent to drive our organisation forward.



## First day at Deloitte WELCOMING NEW COLLEAGUES

Starting a new chapter as a Deloitte is an exciting step, and we are committed to ensuring that our new colleagues feel part of our community from day one. Last year, we welcomed hundreds of experienced professionals and over 400 graduate recruits. Each new employee was personally welcomed by one of our executive members, providing them with the opportunity to connect, embrace our Purpose, and become acquainted with our ever-evolving organisation. This ensured that every new joiner felt seamlessly integrated into our community, creating an exhilarating onboarding journey, one Deloitte at a time.

We are proud to have extended this inclusive experience to all new hires, harmonising the onboarding process across business units to deliver a cohesive end-to-end experience. Additionally, we strengthened collaboration between the onboarding team and all stakeholders by establishing a single source of truth, providing a central overview of business-specific activities. This collaborative effort has further fortified the onboarding process, fostering a cohesive and inclusive environment for all new joiners.



### Introducing Connect & Learn sessions

We are excited to introduce our new Connect & Learn sessions, a key component of the onboarding experience. They offer additional content on crucial topics such as sustainability, ethics, independence, and Purpose, designed to facilitate the smooth integration of new joiners into our organisation. This initiative is fully aligned with our multidisciplinary model, creating connections across the business, further enriching the onboarding experience, and helping new employees seamlessly adapt to our dynamic environment.

We are dedicated to fostering a vibrant and inclusive community at Deloitte, where every individual has the opportunity to thrive and contribute.



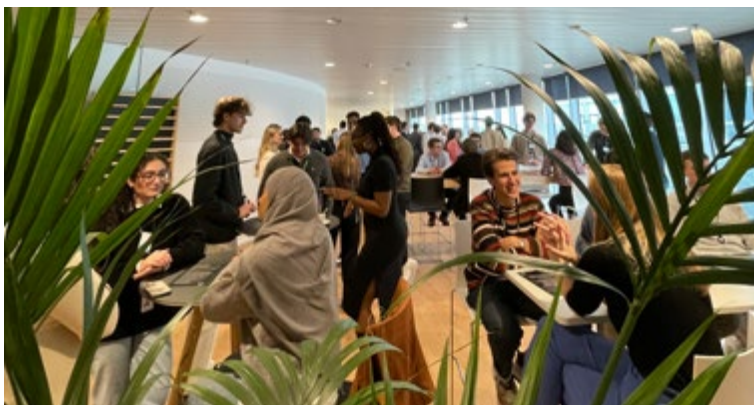
## Interns Ignite

### EMPOWERING FUTURE TALENT

On March 14, we hosted our very first Interns Ignite event at our Zaventem office, shining a spotlight on our 2023-2024 campus interns. The goal was simple: to make our interns feel valued, connected, and inspired, while recognising the impact they have on our organisation.

#### Creating connections and inspiring careers

The event brought together 140 interns for a day of engaging workshops and speed networking with Deloitte employees. There were also inspiring keynotes from Inge Diels, Managing Partner for People & Purpose, and Bram Doolaege, Founder & Partner of Streetwize. Interns expanded their networks and gained valuable insights into future career opportunities at Deloitte.



#### Driving impact

Interns Ignite not only fostered a sense of community but also played a crucial role in boosting our intern-to-hire conversion. For the 2023-2024 campus year, 92 out of 196 final-year interns signed full-time contracts, underscoring the success of this initiative in driving long-term engagement at Deloitte.

Internships remain one of our top hiring sources. The internship programme ensures that we continue to nurture and attract the next generation of talent.





## Fostering a culture of internal mobility

### BUILDING CAREERS FROM WITHIN

In FY24, we continued to build on the successes of FY23, ensuring that internal mobility remains a core focus for our people. Through consistent campaigning, we fostered a culture of trust, where people feel empowered to openly discuss their career aspirations.

#### Creating transparency and career conversations

Our efforts have paid off, with 80% of employees expressing confidence in speaking openly with their coach about internal mobility, according to Engage for Change results (see Social figures at end of this section). Participation in career counselling sessions has remained strong, and we've seen a notable increase in internal applications—clear indicators of a growing openness around career development.

To further support this, we launched a new internal career site, enhancing transparency and providing colleagues with a smooth and consistent internal candidate experience.

#### High satisfaction and continuous support

The satisfaction among practitioners attending our career counselling sessions is reflected in a candidate Net Promoter Score (cNPS) of 54, showcasing the quality and value of these conversations. Employees can explore opportunities with their coaches and recruiters, as well as indicate their interest in new roles, ensuring Talent Acquisition can proactively connect them with relevant opportunities.

This approach continues to strengthen Deloitte's commitment to nurturing internal talent and supporting career growth from within.



# International Hires Network

## BUILDING A DIVERSE AND INCLUSIVE COMMUNITY

At Deloitte, we don't just talk about diversity and inclusion—we live it. With over 80 nationalities represented within our workforce, our commitment to creating an environment where every individual feels a strong sense of belonging and can thrive authentically is at the heart of the International Hires Network.

From the moment our international hires join us, we are dedicated to supporting them every step of the way. Our tailored pre-onboarding sessions, extended meet-and-greet events, and the International Buddy Programme ensure that every international colleague feels welcomed and supported from the outset.

“My name is Delfina, and I recently moved to Belgium from Spain. I wanted to share my experience with my international buddy. She contacted me during my first week at Deloitte to grab a coffee. She explained a little bit about how the company works, why she moved to Belgium, and general facts about Belgium. This helped me a lot to better understand what I could expect from my experience.”



**Delfina RUSSO ARCOS**  
Global Mobility Advisor

### Connecting through community

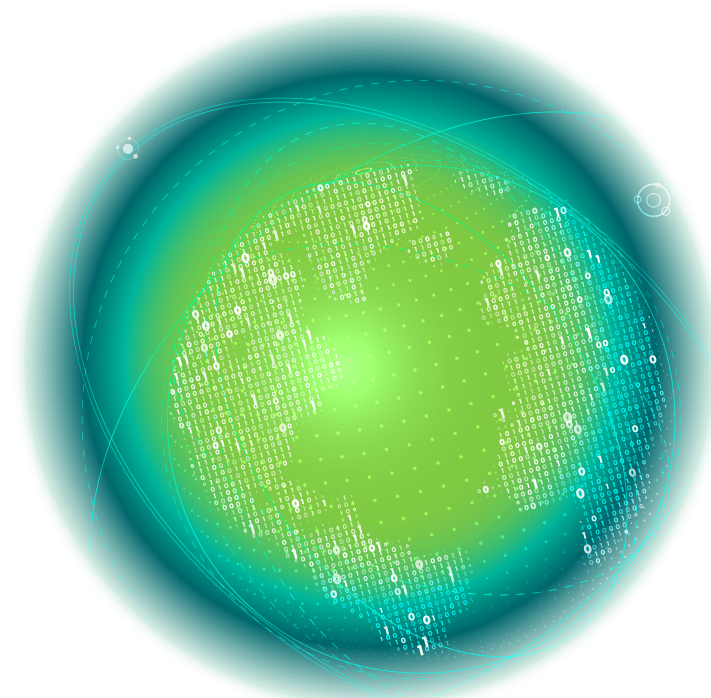
The International Deloitte Network provides a platform for international hires to exchange experiences and form lasting connections. Through a range of events and a dedicated online group, our international colleagues can build a sense of community within Deloitte.

Investing in language skills and cultural awareness is key to ensuring seamless integration for our international hires. Our language courses and cultural awareness training equip our colleagues with the tools to communicate effectively and collaborate within our diverse teams.

### Measuring impact and success

Our efforts have not gone unnoticed. A survey conducted in December 2023 revealed a significant improvement in the overall onboarding experience, with participants rating the journey 8/10, up from 7/10 in the previous year. The pre-onboarding session, allocation of international buddies, and participation in network events were highlighted as top initiatives that greatly supported new hires relocating to Belgium.

The International Hires Network at Deloitte is not just about numbers and statistics—it's about creating a vibrant, inclusive, and supportive community where every individual can thrive.



# Our Diversity, Equity, and Inclusion strategy

## AN EQUAL PLAYING FIELD FOR ALL



At Deloitte, we strive to create a workplace where everyone can be themselves and thrive, built on respect and appreciation for diversity. Our commitment to inclusion supports equal opportunities for growth and success, aligned with our global Diversity & Inclusion Strategy. A diverse and inclusive organisation helps us improve decision-making, foster innovation, engage employees, and better serve our clients and communities.



### Working towards gender balance

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



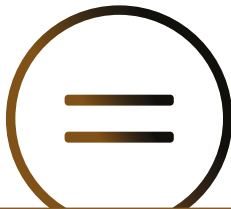
### Fostering LGBT+ inclusion

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 & well-being

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 workability

Our objective is to provide an environment that embraces **neurodivergent conditions and disabilities**. Workability is about offering the right conditions that help employees, focusing on improving their chances of sustainable development and progression.



## Celebrating Pride Month

### CHAMPIONING DIVERSITY, INCLUSION, AND EQUALITY

Pride Month, celebrated in June, is a vibrant and crucial time for the LGBT+ community. It's when we come together to celebrate diversity, inclusion, and equality. This year, we transformed our atrium at Zaventem with a colourful rainbow on the window, serving as a powerful reminder of our commitment to equality and acceptance for all.

#### Partnering with Forbidden Colours for LGBT+ rights

We're proud to highlight our partnership with Forbidden Colours, a non-profit organisation dedicated to advancing LGBT+ rights and providing support to those in need. Forbidden Colours works tirelessly to create a world where everyone can live freely and authentically, regardless of their sexual orientation or gender identity.

#### From IDAHOBIT to Antwerp Pride: a summer of celebration

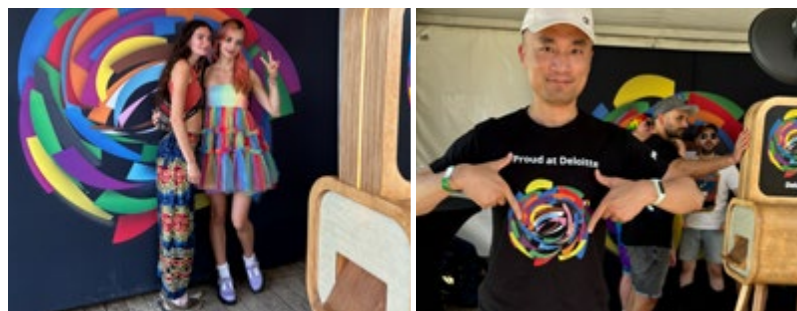
Our Pride celebrations kicked off with IDAHOBIT on May 17, the International Day Against Homophobia, Biphobia and Transphobia. This day enhanced awareness about the violence and discrimination faced by the LGBT+ community, fostering solidarity and advocating for LGBT+ rights. In August, we proudly participated in Antwerp Pride, a powerful platform for visibility and celebration, promoting equality and acceptance for the LGBT+ community.

#### Celebrating our partnership with Vlerick Fierce & Proud alumni

As we concluded our Summer of Pride, we were thrilled to celebrate our continued partnership with Vlerick Fierce & Proud alumni. This special evening highlighted the importance of inclusivity in the workplace and explored the relevance of LGBT+ policies.

Hosted by professor Smaranda Boros, the panel discussion brought together leaders from Lunchgarden, NMBS, Microsoft and Deloitte to reflect on the (non-)sense of queer diversity policies and their real-world impact. It was an insightful conversation that challenged us to think critically about how we shape more inclusive work environments.

Beyond the discussions, the event offered a wonderful opportunity for our community of allies to connect, share ideas, and enjoy a vibrant evening together.



“ It was a true pleasure to participate in the Antwerp Pride together with colleagues of the companies representing the Open@work LGBT+ inclusion Network.

**Caroline MORNIE,**  
Senior Manager, Indirect Tax




# Promoting mental health

## ENCOURAGING OPEN CONVERSATIONS AND REDUCING STIGMA

Fostering open conversations about mental health is a deep commitment. We aim to break down the barriers of stigma, creating a space where everyone feels safe to speak and, more importantly, feels heard and understood. It is a crucial part of our mission to build a supportive and inclusive environment.

Taking care of each other is a fundamental, shared value within our organisation. We emphasise mutual care, ensuring that mental health is seen as a prime concern. We want everyone to know that they are not alone in facing challenges and that it's okay not to be okay sometimes. We encourage individuals to prioritise self-care and look after their mental well-being.



### Championing mental health initiatives

Our mental health initiatives are championed by Tom Windelen and Koen Neijens, key mental health advocates within our organisation. On Mental Health Awareness Day, we invited our practitioners to share their personal stories. Emmy Vanacker, Nathalie Dom, and Kevin Van der Plas played crucial roles in breaking down barriers and fostering understanding.

We emphasise the value of sharing personal stories to foster understanding and support within our community. To support our employees, we offer resources like Securex and Pobos. Additionally, our in-house support team includes our Prevention

Advisor, who provides strategies for a safe work environment and manages well-being risks, and our Ethics Leader and Person of Trust, who provide confidential advice and guidance on issues like burnout and harassment.

As we continue on our journey, our dedication to championing mental health and cultivating a supportive environment remains steadfast. Through our ongoing initiatives and the power of open dialogue, we strive to dismantle stigma, nurture understanding, and create a space where everyone feels not just heard, but truly supported.



“It's the little things that matter, not the big gestures. Genuinely asking, out of interest, 'How are you doing?' and being allowed to answer 'Actually, I'm not OK' and sharing your story. Taking care of each other is part of our Shared Values and I've felt that really is who we are at Deloitte.



**Kevin VAN DER PLAS,**  
Partner, Customer Strategy & Design

“The link between the mind and body is important. We all know we have to go to the gym and play sports, etc., but we often don't know how to do 'gym' on our mindset. It's important to also invest in that like you invest in your body.



**Emmy VANACKER,**  
Director, Talent

## Prioritising well-being

### HEALTH AND SAFETY INITIATIVES

At Deloitte, we recognise that well-being in the workplace significantly impacts an individual's overall well-being. We want to empower our practitioners to shine both in their professional and personal life and strive to make an impact that matters by offering a wide range of health and safety-related courses and initiatives. As part of our commitment to health and safety, Deloitte calls on the expertise of Securex as our external provider of prevention and protection at work.

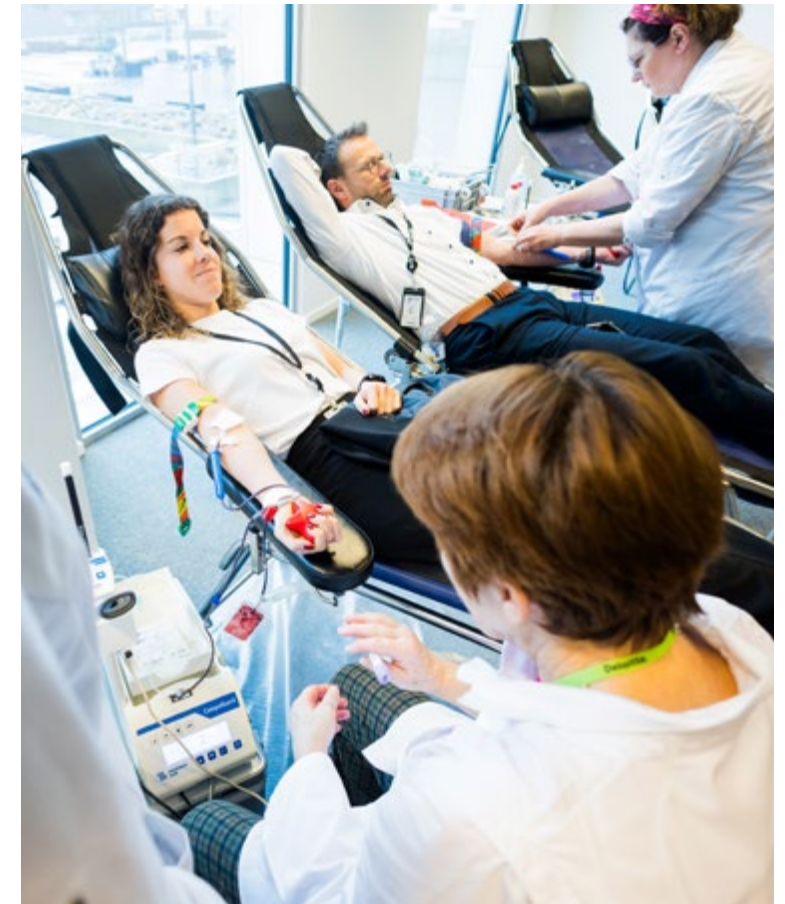
In FY24, a large number of practitioners participated in the programme. Courses and initiatives covered the following:

- health and safety information during the mandatory onboarding for practitioners and contractors
- safety briefings: 252 participants (for internal intervention teams and external service providers)
- ergonomics training: 74 participants
- mental health training: 194 participants (including mental resilience, selfcare & power of positivity)
- health and well-being initiatives: 232 participants (including vision test and FibriCheck)
- first aid training: 249 participants (including basic training first aid responder, refresh sessions for first aid responder, AED-workshops, and first aid initiation training)

In addition, Deloitte offers a free flu vaccination, as well as medical health checkups for employees aged over 45.

To ensure everyone's safety and to optimise working conditions, 100% of our offices receive site visits, safety audits, and risk assessments related to the different health and safety domains. These are executed with internal support from the prevention advisor and the facilities department, and in collaboration with external stakeholders, such as Securex. The topics relate to ergonomics, first aid, maternity protection, building maintenance, food safety, and a yearly fire safety risk assessment.

Measures and training programmes are presented to the Committee for Prevention and Protection at Work (CPPW). They are then set up to prevent hazards and prevent and limit damage. The CPPW also reviews the prevention plan and annual action plan, including changes, implementation, and results.





## Well-being domains

**Safety**

- Fire safety: intervention teams, evacuation exercises, evacuation plans, intervention plans, emergency procedures, etc.
- Risk analysis
- Technical checks, requirements, and certification
- Building safety and requirements
- Building maintenance
- Working with third parties
- Site visits

**Ergonomics**

- Risk analysis
- E-learning ergonomics
- Ergonomic work environment
- Ergonomic tools
- Ergonomic coaching

**Psychosocial aspects**

- Risk analysis
- Register facts from third parties: monitor inappropriate behaviour by third parties (contractors/clients) with impact on own staff
- Preventative actions, "Burn-out Plan"
  - Person of trust/Prevention Advisor Psychosocial Aspects/Internal Prevention Advisor
  - SPARK initiatives
  - Energise@Deloitte
  - Training (boost your resilience, self-care, time and priority boost sessions)
  - Securex mental well-being coach, psychosocial well-being consultant present
  - Therapist network 'Pobos' (Employee Assistance Programme)
  - Support line Securex

**Health**

- Vitality programme (Energise@Deloitte)
- First Aid Organisation
- Absenteeism: reintegration and medical examinations
- Occupational health and safety doctor Securex
- Vision tests for 50+
- Health check-up for 45+
- FibriCheck 45+
- Flu vaccination
- Red Cross blood drive
- Covid-19 vaccination

**Environment**

- Risk analysis
- Building refurbishments and new office projects
- Environmental issues (e.g. specific emission of substances)
- Hygienic issues (e.g. legionella)
- Catering (e.g. FAVV)
- Electromagnetic radiation

**Workplace Development****Hygiene**

# Inclusion in action

## EXPLORING DIVERSITY, EQUITY, AND INCLUSION

At Deloitte Belgium, we believe that fostering a diverse and inclusive environment is essential to our mission of making an impact that matters. It's not just about having a range of abilities and perspectives. It's about commitments that shape our actions every day.

89,3% of our new hires in FY24 completed the training on Respect & Inclusion. In addition, 100% of our new Partners followed the leadership training on bias during the Partner Lead Beyond training.

Understanding that the concept of family extends beyond traditional boundaries, we have broadened our support to encompass all forms of family. Over the past year, our Parents@Deloitte programme has evolved into Parents & Caregivers@Deloitte, recognising the diverse caregiving roles within our team. Whether it's caring for children, supporting elderly parents, or assisting a loved one with a disability, we are dedicated to creating a supportive environment for all these essential roles.

Diversity and inclusion also encompass neurodiversity. At our Autimatic event in October, we launched a series of neurodiversity initiatives aimed at encouraging innovation and openness (see initiatives on next page).

### Language Café

A unique platform for individuals from diverse backgrounds, our Language Cafés invite people to come together, practice different languages, and share their experiences in a supportive and inclusive environment. Through conversations and activities, attendees not only improve their language skills but also gain a deeper understanding of the importance of solidarity and acceptance.



“Our Language Cafés at Deloitte are a great way to practice new languages and connect with colleagues from diverse cultures.



**Natasha RAZI**  
Employer Branding Specialist

### Colours of Inclusion Podcast

This is a powerful platform that explores themes of diversity, equity, and inclusion in the workplace and beyond. The podcast delves into important topics such as gender equality, World Autism Awareness Day, and Pride.

Through initiatives like Parents & Caregivers@Deloitte, Language Café, and the Colours of Inclusion Podcast, we strive to make sure everyone feels valued and supported.



# Celebrating diversity and fostering inclusion

## CREATING A SPACE WHERE EVERYONE THRIVES

We cultivate an environment where diversity is not just acknowledged but celebrated. We believe in paving the way for everyone to succeed, fostering a culture of inclusion and understanding.

In October 2023, ADHD Awareness Month, we proudly launched our neurodiversity initiatives with the Autimatic event. This informative session highlighted the unique strengths of individuals with autism and ADHD, and emphasised the importance of clear agreements. Deloitte Belgium's partnership with Autimatic, an organisation that helps people with autism find suitable employment, began in August 2021.

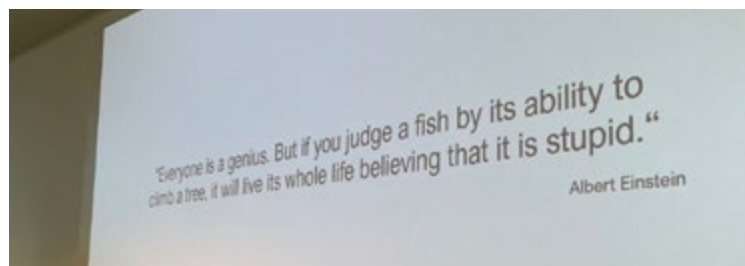
### Providing a forum for listening and support

On World Autism Day, April 2, we communicated our support through special messages and hosted our Lean In Circle. This event created a safe and supportive environment for open discussions about neurodiversity, facilitating honest conversations and featuring testimonials from neurodiverse individuals.

### Expanding our focus: from neurodiversity to workability

We recently widened our view to encompass workability, covering both visible and non-visible disabilities. Workability means providing the right environment for sustainable development and progression. While many neurodiverse individuals do not identify as people with a disability, we recognise that barriers, not individual differences, pose the real challenges. Our mission is to enhance accessibility and support, making work "workable" for all.

Our commitment to championing diversity and inclusion remains a guiding principle. Through our innovative initiatives and candid conversations, we're dedicated to dismantling obstacles, promoting understanding, and ensuring that everyone feels acknowledged and supported. We're on a mission to create a workplace where diversity is more than just recognised—it's celebrated.





## Accelerating gender equality

### OUR COMMITMENT TO FAIRNESS AND EMPOWERMENT



We firmly believe that prioritising gender equality is both the right and smart thing to do. It's right because it fosters fairness, respect, and empowerment. It's smart because diversity fuels greater collaboration and leads to better business decisions.

Equality is a core value at Deloitte, and this commitment is reflected in our operations and local initiatives. Since 2022, we have established an annual reporting and assurance process to monitor gender pay equity, demonstrating our proactive approach to eliminating pay discrimination.

Our efforts to promote gender pay equality are not only ahead of the curve but are also being echoed at the governmental level. In April 2023, the EU Parliament adopted a new Gender Pay Equality (GPE) directive. By 2026, companies will be required to disclose pay information for men and women performing work of equal value and to take action if their gender pay gap exceeds 5%.

Through our initiatives and practices, we aim to continue promoting fairness and empowerment, contributing to a more equitable and inclusive workplace.



## Celebrating International Women's Day

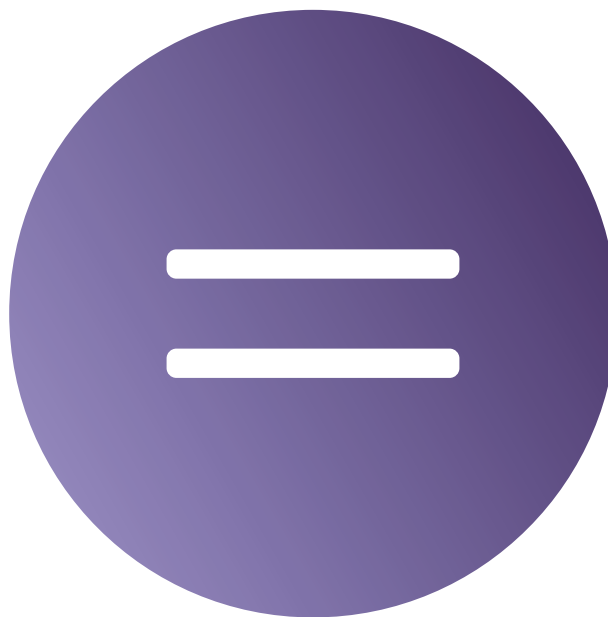
### CHAMPIONING EMPOWERMENT AND EQUALITY

International Women's Day, celebrated on March 8, is a globally recognised day to honour the achievements and contributions of women in all aspects of life. At Deloitte, this day is an opportunity to inspire inclusion and emphasise the importance of women's empowerment and equality.

We strive to provide women with the resources, opportunities, and support they need to reach their full potential. Our commitment to diversity and inclusion involves recognising and valuing the unique contributions of women from all backgrounds and actively involving them in decision-making processes.

On International Women's Day, we hosted an interview with Valérie Urbain, CEO of Euroclear, and Annelies Dieusaert, Managing Partner of Tax & Legal at Deloitte. The discussion focused on female leadership and inclusion, underscoring the importance of diverse perspectives, especially in traditionally male-dominated fields.

Challenges still exist when it comes to making gender balance a reality. Solutions include sponsorship, flexibility programmes, bias gatekeepers in recruitment and performance management, and gender-balanced succession planning. It is important that these programmes and tactics cover the entire career path.



“Let's tackle the need to avoid taboos.

**Valérie URBAIN**  
CEO Euroclear



#### Balancing career and personal life

We acknowledge the challenges of balancing career and personal life. We support our people and encourage them to prioritise, recognising that happiness and well-being should be the ultimate goal.

As we celebrate International Women's Day, we reaffirm our commitment to championing women's empowerment and equality, fostering a more inclusive and diverse workplace.



# Engage for Change

## AMPLIFYING EMPLOYEE VOICES AT DELOITTE

Our people are the foundation of our success. They shape who we are and what we stand for. To ensure we continue to enhance their experience, we've launched Engage for Change, a survey designed to capture their feedback and foster a culture of open dialogue and understanding.

We believe in the power of our employees' voices. Through Engage for Change, we invite them to share their experiences and feelings openly and honestly. We assure them that their feedback will be heard, valued, and acted upon. Every voice, regardless of role or level, is crucial in driving genuine improvements and creating a better workplace for all.

“ Our Engage for Change survey is essential to our listening strategy. It's a testament to our commitment to our people. We want them to feel empowered and heard, and we strive to understand their needs better. Everyone's voice matters; it contributes to our collective success!

Inge DIELS,  
Managing Partner People & Purpose

**Capturing experiences throughout the employee lifecycle**  
Since FY24, we've been capturing our employees' experiences at various stages of their journey with us. The 'I start' survey captures their onboarding experience, the 'I contribute' survey pulses their ongoing Deloitte experience every six months, and the 'I leave' survey captures their offboarding experience.

Also, since FY24, we've been measuring self-declared demographics such as neurodivergence, sexual orientation, and ethnicity, in addition to gender identity and age. This allows us to understand the experiences of underrepresented groups better and drive positive change.

Engage for Change is more than just a survey. It's a testament to our commitment to our people. We want them to feel empowered and heard, and we strive to understand their needs better. Through this initiative, we aim to create a workplace where everyone's voice matters and contributes to our collective success.





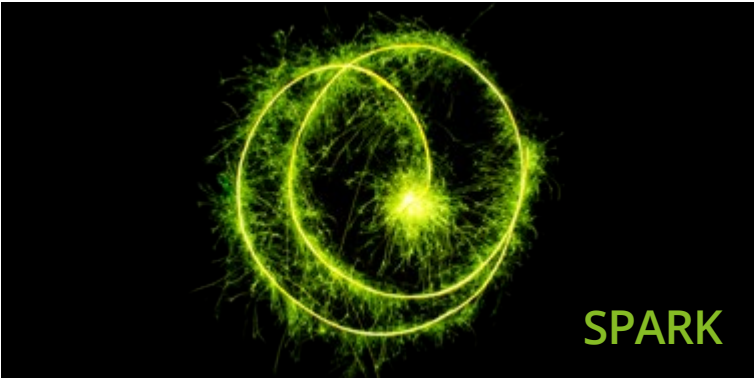
# SPARK

## IGNITING PERSONAL GROWTH AND CAREER SUCCESS

SPARK is more than just a performance experience at Deloitte. A catalyst for personal and professional growth, it's about fostering the right conversations, providing insightful coaching, and giving constructive feedback to help our people hone their focus, achieve their goals, and excel in their role.

We encourage all our people to initiate conversations with their Coach, Business Leader, Talent Lead, Team Lead, and others. Even when it feels uncomfortable at first, these discussions can create new perspectives, help colleagues reflect on their ideal career evolution, and explore options.

See [At a glance - Social section](#) for a full description of the Spark roles & key elements.



**Valuing experience and fostering intergenerational collaboration**

We acknowledge that personal needs, private situations, and professional expectations can evolve over time. We value the experience and networks of our senior employees and have made efforts in the fields of career guidance, intergenerational collaboration, and knowledge sharing. We also provide practical tips and tricks to prepare for pension and succession.

We're dedicated to making every stage of the career journey exciting and meaningful, balancing personal needs with professional expectations. With SPARK, we're not just helping our people make an impact within the organisation. We're empowering them to leave a lasting legacy, no matter where they are in their career journey.

“ Focus on finding a job that is fun and meaningful for you.

**Ingrid BAELE**  
Director, Risk Advisory

A circular portrait of Ingrid Baele, a woman with short blonde hair, wearing a grey top.



# Boosting well-being through fitness

## ENERGISE@DELOITTE



Our Energise@Deloitte initiative offers a range of fun yet challenging activities designed to enhance well-being, promote a balanced lifestyle, and push personal boundaries.

Last year, hundreds of Deloitteers embraced this opportunity for transformation, participating in eight events, including golf, hockey, running, and a cycling challenge with clients at the Brabantse Pijl Cyclo. We also introduced an online challenge to keep participants active, helping them maintain both physical and mental wellness.

A highlight of the programme was the journey of our 14 Energise Ambassadors, who committed to six months of rigorous training with EnergyLab coaches, fostering lasting lifestyle changes. Together with 96 colleagues, they completed the Olympic distance at the Bruges Triathlon, showcasing incredible perseverance and the power of teamwork.

In addition to promoting physical fitness, we prioritise mental health through our Mental Health & Well-being Hub, offering resources and confidential support via Pobos and Securex. This holistic approach to well-being ensures that our people are equipped to thrive both personally and professionally.





# Rocking the summer

## DELOITTE AT ROCK WERCHTER

Deloitte proudly teamed up once again with Rock Werchter to create an unforgettable festival experience, sharing our values of making an impact, spreading good vibes, and embracing diversity and innovation.

### Engaging students for a summer to remember

Rock Werchter, with its 100 artists and bands, is the perfect destination for students to kick off their summer. Through our partnership, we invited students to stand out from the crowd for a chance to win an exclusive festival experience. More than 170 students were selected to attend the festival with a friend, creating memories that will last a lifetime.

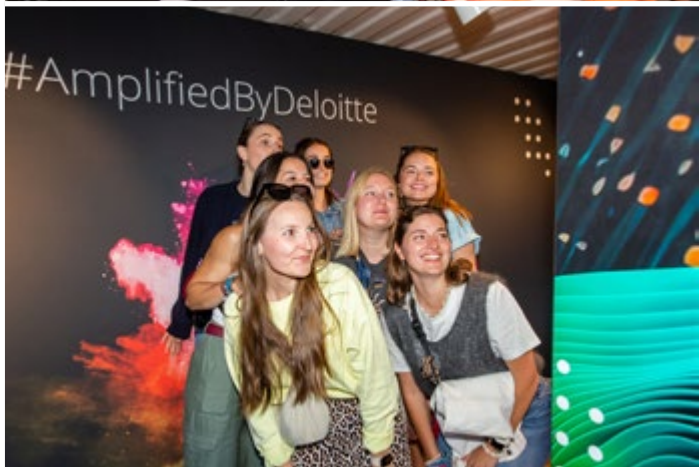
### A special experience for colleagues

Deloitteers who attended Rock Werchter also enjoyed exclusive perks. Those with tickets were invited to our booth, where they could bring along friends, family, and clients to enjoy a drink while taking in the incredible music scene.

### Rocking results, lasting impact

This year's approach proved highly successful, with more than 2,400 students registered through our campaign. To drive engagement, we promoted the partnership through a comprehensive social media campaign and on-campus activations in Ghent, Leuven, Antwerp, and Brussels, offering cookies to students who registered on-site.

Our unique collaboration with Rock Werchter sets us apart and allows us to connect with students in a creative and exciting way. Through this partnership, Deloitte continues to do things differently, offering a fresh perspective to the next generation of colleagues.





# Uniting through festival vibes

## A CELEBRATION OF MUSIC, MEMORIES, AND SUSTAINABILITY

On Thursday, 27th June 2024, the enchanting Paradise City Festival in Perk became the setting for an extraordinary day celebrating our team’s dedication and collective achievements. The event blended electrifying music, an unforgettable atmosphere, and a strong commitment to sustainability, making it a day to remember.



**A day of music and connection**  
Festival-goers were treated to outstanding performances on two distinct stages. The Castle Stage, with its stunning views, set the tone for the day, featuring electrifying sets from Average Rob & Omdat het Kan Soundsystem, Flo Windey ft Skyve, and Henri PFR. Over at the Live Stage, the energy soared with unforgettable performances by Sylver and The Dirty Daddies, ensuring that the rhythm never stopped.

**Sustainability at the heart of the celebration**  
Our commitment to sustainability was a key theme of the festival. At the entrance, we implemented a token system that significantly cut down on both general and food waste, helping to keep the festival grounds clean and green. Many attendees embraced our commitment to eco-friendly practices by choosing sustainable transport options, such as shuttle buses from Deloitte offices, carpooling, cycling, or public transport—further reducing our environmental footprint. Powered by renewable energy and featuring a delicious vegetarian menu, the festival was not only memorable but also made a positive impact.

**Building bonds and creating memories**  
More than just a music festival, this event was a celebration of connection and community. It provided a vibrant space for colleagues to come together, strengthen relationships, and make lasting memories. The shared experience of live music, laughter, and celebrating our achievements fostered a stronger sense of camaraderie—one that we will carry forward into our everyday work.



# Share your heart

## AMPLIFYING SUPPORT FOR THE HOMELESS IN BELGIUM

As the year drew to a close, Deloitte was on a mission to make a meaningful difference in the lives of the homeless and underprivileged community in Belgium.

In the spirit of giving, we launched a heartwarming initiative called Share Your Heart, where we encouraged people to give back to those in need. Through a combination of digital and physical donations, we exceeded our target by collecting a total of 3,977 shoeboxes, filled with non-perishable goods, equivalent to €39,770.

This included 950 physical shoeboxes and 3,027 digital shoeboxes donated through our platform. Our dedicated teams, along with the support of Parents@Deloitte and our valued partnership with Salesforce, made this initiative a resounding success. Additionally, the generous contributions from 1,526 Deloitteers through their year-end gift further bolstered our impact, raising €44,254.

Through this initiative, Deloitte not only met but surpassed its goal, leading to a firm donation of €20,000. This heartwarming display of generosity and compassion truly amplified our impact on society, showcasing the power of collective giving and the spirit of community support.

“ With our shoebox initiative, we are giving back to those who need it most. During year-end, we aim to amplify our impact on society.

**Tanya DE LAET,**  
Senior Purpose Manager, Project Lead



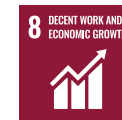


# Deloitte Inspires

## UNVEILING IMPACTFUL BUSINESS STORIES

With our refreshed Deloitte Inspires concept, we've successfully highlighted inspiring client stories while showcasing the positive impact we've made on our clients, our people, and society as a whole.

With a hybrid set-up and a fireside chat format, this initiative puts three perspectives on stage: our clients, society, and our talent.



### Janssen Projects



In our first session, over 400 colleagues joined us to welcome Kris Sterkens, Company Group Chairman Janssen EMEA. He participated in an insightful interview with Tom Van Wesemael (Industry Leader, Life Sciences & Healthcare) and Inge Diels (Managing Partner People & Purpose), along with several colleagues who have worked on Janssen projects.

### Future of Plastics

The subsequent session delved into the future of plastics. It featured Virginia Janssens, Managing Director of Plastics Europe, and Arno Doggen, COO River Cleanup, who shared their perspectives on the "plastics transition" and the sustainability impact our clients make.



### Financial Health



Our financial health session shed light on the collective action taken to improve the financial resilience of Belgians, with valuable insights from Véronique Goossens, Chief Economist at Belfius, and Els Lagrou, co-founder of Dagelijks Geld.

### Scale-up ecosystems

From there, we took a deep dive into our scale-up ecosystem, featuring inspiring stories from Alexandre Van Deun, co-founder of Vertiberry, and Gauthier Tijtgat, co-founder of Homate, one of the winners of Start Academy Vlajo.





# Empowering futures through partnership and expertise

## DELOITTE FOUNDATION

At Deloitte, our global ambition is to make a positive impact on society. Our global ambition is to positively impact 100 million futures by 2030, including 750,000 in Belgium. We aim to achieve this by leveraging our skills and expertise to benefit society, working closely with structural partners and non-profit organisations. These initiatives also offer learning and growth opportunities for our colleagues, creating a win-win situation.



### Partnering with Be.Face for workplace inclusion

One of our key partnerships is with Be.Face, an NGO advocating for workplace inclusion and creating opportunities for students and job-seekers. We've collaborated in various ways, including a mentorship programme, a pro-bono mission to enhance operational efficiency, and a connection moment and workshop for students and job seekers.

“As a strong advocate for workplace inclusion and diversity, volunteering at Be.Face is an incredible way for me to further this cause and give back to the community. I feel inspired by the opportunity to empower mentees from diverse backgrounds with career guidance and encourage them to pursue their career goals.



**Seilendria HADIWARDYO,**  
Senior Consultant Cloud & Engineering



*Be.Face workshop at our Zaventem office.*



# Empowering futures through partnership and expertise

## DELOITTE FOUNDATION



### Supporting young entrepreneurs with Vlaajo and LJE

We've been working closely with Vlaamse Jonge Ondernemingen (Vlaajo) and Les Jeunes Entreprises (LJE) to support young entrepreneurs. Deloitte volunteers provide feedback on business plans, serve on competition juries, advise the initiative's management, and offer the Deloitte Innovation Award.



### Empowering future coders with Campus 19

Our partnership with Campus 19, a free coding school for 18-30 year olds, aims to support the programmers of tomorrow. We've conducted deep-dive workshops related to programming technical skills, provided immersion in real business cases, and connected students with Deloitte experts in the field.

We are dedicated to using our skills and expertise to positively impact society. Through our partnerships and initiatives, we strive to empower individuals and communities, fostering growth and development for a brighter future.

“As a volunteer jury member for Vlaajo, I had the privilege of witnessing the entrepreneurial spirit of international students. From evaluating feasibility to assessing marketing strategies and financial planning, I was impressed by the creativity and determination of these young minds.



**Evelien LACANTE,**

Experienced Senior Indirect Tax

“Along with the LJE sessions and presentations, we shared the ambitions of many enthusiastic students, pitching us their innovative start-up ideas. We were happy to challenge their entrepreneurial thinking and follow their journey that would lead to their aspirations. Definitely an energising initiative!



**Mathilde QUIÉVY,**

Business Analyst HR Transformation

“Being part of the purpose initiatives is very rewarding! As a stream lead for the partnership with Campus 19, I'm involved with one of Deloitte's foundation partners. My favourite part is that we get to collaborate with new colleagues, learn from each other and work together to make an impact on things that fall outside of our day-to-day role!



**Arthur HAYN,**

Campus Recruiter

# Driving change through pro bono collaboration

## HELPING CENTRUM VOOR GEESTELIJKE GEZONDHEIDSZORG BRUSSELS EXPAND CARE AND REDUCE WAITING TIMES

We're committed to using our skills and expertise to make a positive impact on society. As part of this commitment, our colleagues from Strategy and Business Design provided pro bono services to the non-profit mental health organisation Centrum voor Geestelijke Gezondheidszorg (CGG) Brussels. Our aim was to support the professionalisation and transformation of the organisation, ensuring it maintains quality of care while increasing the number of direct patient hours for vulnerable people with secondary mental health and socioeconomic needs.

We were able to make a significant impact on both the organisation and our own talent. This should enable CGG Brussels to increase its reach from 1,350 to 2,500 patients a year, while also eliminating the current three-month waiting list that patients face.

**Collaborative transformation**  
Our Deloitte professionals worked closely with the entire organisation, directly involving all 62 employees at multiple stages during the project. This collaborative approach ensured that the transformative initiatives were tailored to the organisation's needs and had the full support of its team.

As we anticipate other, future pro bono collaborations, our dedication to utilising our skills and expertise to create meaningful change remains unwavering. Our pro bono support for CGG Brussels is just one example of the many ways we're making a difference, shaping a brighter, more inclusive future for all.



“ I had the privilege of working with the CGG, helping improve the quality and time that patients spent with the second-line, mental health care professionals, and secure future performance-based funding. I was able to enhance my client-facing skills and inspire the CGG leadership by utilising our Deloitte frameworks. This project challenged the idea in the organisation that consultants are stiff and only focus on optimising numbers without considering the impact on people. It also demonstrated Deloitte's commitment to making a positive impact on society.

**Daan BAETEN,**  
Consultant, SAMA





# Shaping the digital citizens of the future

## DELOITTE GUIDES 2,500 KIDS IN ONLINE SAFETY

Through the Ella initiative, we educate children about online safety, helping them become confident and responsible digital citizens. This year, colleagues who volunteered took on the role of Ella facilitators.

In a four-hour classroom session, our colleagues taught over 100 classes of children from 10 to 12 years old about the potential risks they may encounter online, such as hackers and suspicious links, and how to avoid them, for instance, by creating strong passwords.

So far, we have reached more than 2,500 children across Flanders and Wallonia. The sessions were not limited to schools; we also hosted a workshop at our Zaventem premises for Deloitte parents and their children.

### Making a lasting impact

The impact of these sessions has been significant. Nearly 2,000 comic books were sent to 75 different schools, and our Ella game for home play has been downloaded 152 times.

We aim to continue the Elia programme, contributing to the digital education of the next generation.



“Being part of the Ella initiative while teaching an interactive session is very satisfying. Making 5th and 6th graders more internet-savvy, explaining and helping them to navigate the internet more safely and improve their reading skills at the same time—that is how I really feel I’m making an impact that matters. I’m happy to contribute to this project and help shape our next generation.



**Lien BAELDE,**  
Quality & Reward Analytics Officer

# One Young World Summit

## INSPIRING YOUNG LEADERS TO MAKE AN IMPACT THAT MATTERS

Every year, Deloitte sends a group of delegates to the One Young World Summit, a non-profit event that brings together the world's brightest young professionals and empowers them to create a positive impact. Described as "Davos for Millennials", the summit is a unique opportunity for young leaders to build a global network and make an impact on society in line with their own interests.

In October 2023, Julie Van Hoorick (Growth Officer), Isabelle Nadjoua (Senior Consultant, Global Investment and Innovation Incentives), and 11 other delegates from Deloitte North and South Europe (NSE) attended this year's summit in Belfast, Northern Ireland. With over 750 applications submitted from all across NSE, being selected to attend was a fantastic achievement.

The summit provided our delegates with the inspiration and support to make an impact that matters in their work at Deloitte. The experience acts as a catalyst for change, encouraging young professionals to use their skills and passion to create a positive impact on society.



“ I believe that society, individuals, and organisations such as Deloitte have the obligation to give people the chances they need, the environment but also the tools to develop themselves to the fullest.

**Julie VAN HOORICK,**  
Growth Officer



“ My main motivation to join was to get inspired by the many delegates that would be present from all over the world and to bring these ideas to Deloitte Belgium and create a positive impact here.

**Isabelle NADJOUA,**  
Senior Consultant, Global Investment and Innovation Incentives





### Headcount

5,705

At the end of September 2024

5,470

At the end of Fiscal Year 2024  
(31 May 2024)

### Gender



48%  
Female



52%  
Male



### Meaningful work

75%

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



28%

New promotions



### Employee vitality

36.5%

Of staff use flexible leave solutions



86%

"My choices around flexibility are respected"



6

Employee Net Promotor Score



### Learning and growth

260,929

Total number of training hours for FY24



Almost

1,000

new colleagues during FY24

### Diversity and inclusion

Workforce composition  
by gender  
(31 May 2024)



Partner	25%	75%
Sr. Director	18%	82%
Director	33%	67%
Sr. Manager	47%	53%
Manager	46%	54%
Junior/Senior/Exp. Senior	53%	47%

Workforce inflow  
by gender  
(FY24)



Experienced Hires (Until May 24)	46%	54%
Campus Hires (CY23-24)	45%	55%



87

#Nationalities working at Deloitte



85%

"My work environment is respectful, supportive and inclusive"





### Employee engagement

7,766

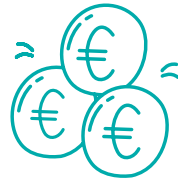
hours volunteered



Almost

700

colleagues participated



### Monetary donations

504,388 euros

total donations



### Lives impacted

106,881

people reached

# Governance



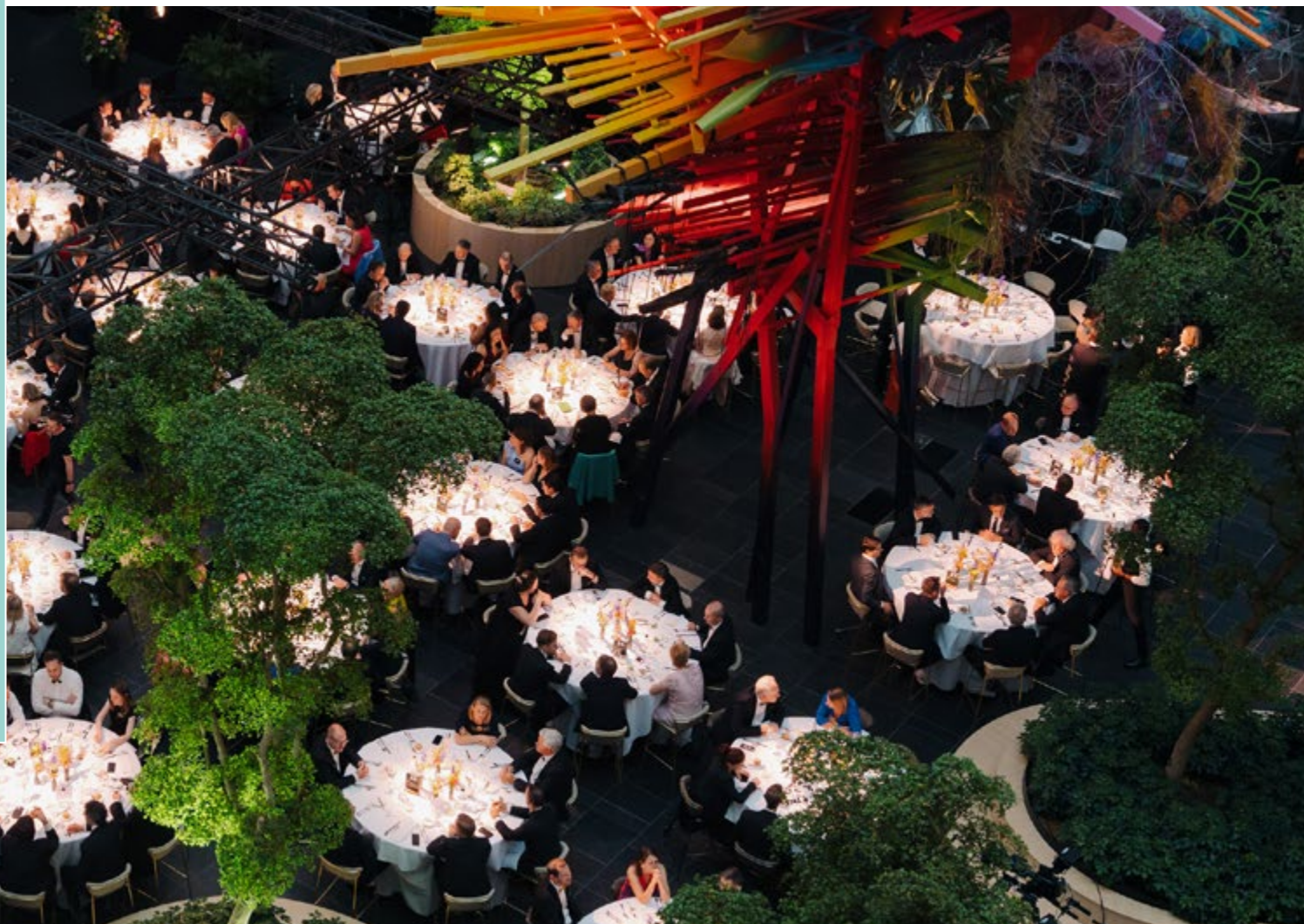


## Governance and leadership

Deloitte Member Firms, and in some cases their 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 the following:

- A formal management structure, including an elected Chief Executive Officer or Managing Partner who is responsible for managing the Member Firm and working with its 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. Their main focus is on client service responsibilities and on people leadership. The Executive Committee is responsible for the daily management of the firm, while a Partnership Council exercises oversight. 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

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

### Deloitte NSE

Deloitte NSE brings together more than 76,000 people and over 4,000 partners across 30 countries and 8 geographies. 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 460,000 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.

## Management EXECUTIVE FY24-27

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 also has 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.



**Koen Beckers**  
Managing Partner  
Growth



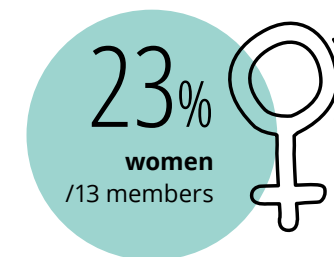
**Emmanuel Brehmen**  
Managing Partner  
Deloitte Private



**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

# Deloitte Storefront

As a global leader in professional services, Deloitte is on a constant lookout to improve. The way clients operate and the challenges they face have changed significantly over recent years, as have market trends.


As part of the network’s Global strategy, Deloitte reviewed the current structure of our businesses and developed a globally consistent modernised storefront. The adjustment of our service delivery model around core businesses and offerings will allow Deloitte to organise the full breadth of our capabilities more efficiently around clients’ key challenges, whilst enhancing

delivery excellence. It will also reinforce our delivery of integrated solutions and make it easier for clients to navigate our firm.

The comprehensive review was first announced in March 2024, followed by updates to partners and practitioners in June on the new Storefront and their “new home” within it. The Storefront

launch is planned to take place as from 1 October 2024, with various integration steps to be completed between October and June 1, 2025.

The evolution in our storefront does not change our continued commitment to our full breadth of offerings, serving clients across all industries and market segments.



**AUDIT & ASSURANCE**  
 Joël Brehmen

**Audit**  
 Joël Brehmen

**Assurance**  
 Charlotte Vanrobaeys



**TAX & LEGAL**  
 Annelies Dieusart

**Tax**  
 Annelies Dieusaert

**Global Employer Services**  
 Koen Beckers

**Business Process Solutions**  
 Sam Sluismans


**Legal**  
 Kathleen De hornois



**STRATEGY, RISK & TRANSACTIONS**  
 Laurent Vandendooren

**Strategy & Transactions**  
 Marc Abels

**Risk, Regulatory & Forensic**  
 Philippe Delcourt



**TECHNOLOGY & TRANSFORMATION**  
 Eric Callewaert

**Enterprise Technology & Performance**  
 Thomas Cardoen

**Engineering, AI & Data**  
 Yves Rombauts

**Customer**  
 Vincent Debusschere

**Human Capital**  
 Nathalie Vandaele

**Cyber**  
 Diederik Van Der Sijpe



# Board

## PARTNERSHIP COUNCIL FY24-27

The main governance and oversight body of the Belgian firm is the Partnership Council. It is led by the Chair. The Partnership Council consists of 12 members, including the Chair and our Belgian representatives on the NSE Board. The Council consciously aims to represent the diverse constituencies of the partnership, such as different business areas, partner tenure, regions, languages, and genders. Additionally, deliberate action is taken to ensure that at least one-third of the members are of a different gender than the others. A combination of elected members, guests, and the NSE Board Members ensures representation of the partnership's various constituencies.

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) a good flow of communication between the management and governance bodies.

The CEO, Chair, and Partnership Council members are all elected positions.



**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



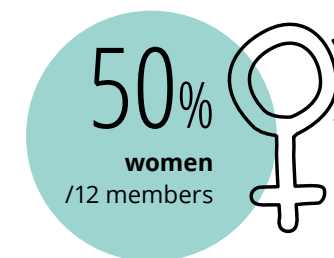
**Nathalie Vandaele**  
Member of the  
NSE Board



**Frederic Verheyen**  
Consulting



**Annick Visschers**  
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.

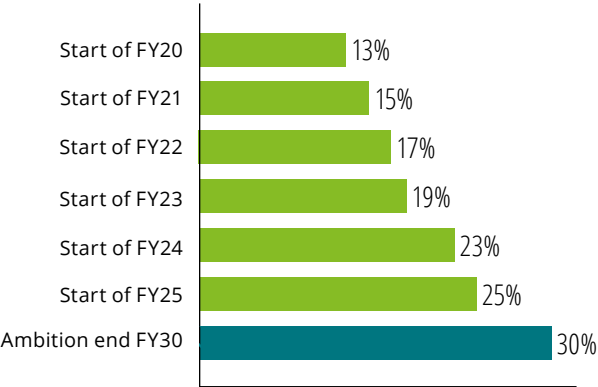
The Belgian partner community is a byword for a strong, positive sense of partnership. Those bonds of commitment to each other and to the success of the firm remain constant, and even go beyond the active career, with a thriving alumni partner community that enjoys regular social events.



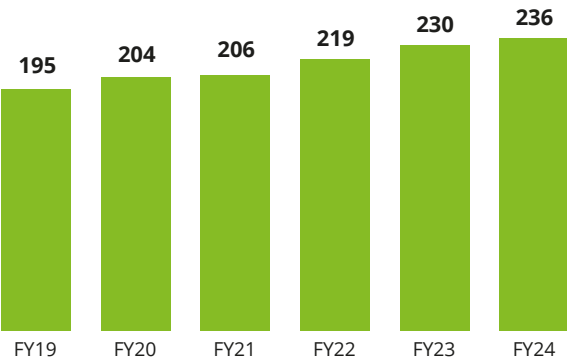
Deloitte Belgium partners gather during the annual June partner meeting.

### Female partners Deloitte Belgium

Baseline FY20



### Partners in Deloitte Belgium at end FY



# Partners of Deloitte Belgium

SEPTEMBER 2024

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
Brehmen	Emmanuel
Brehmen	Joël
Brugman	Eline
Bruneel	Timothy

Last name	First name
Bulens	Joris
Busigny	Yoann
Callewaert	Eric
Camerlynck	Filip
Cardoen	Thomas
Carlier	Thomas
Cauwenbergh	Patrick
Chang	Bianca
Cleymans	Dirk
Clijnsner	Thomas
Clukkers	Koen
Coessens	Jurgen
Combes	Christian
Comeyne	Lieven
Corstens	Jan
Cox	Kristof
Crauwels	Gerhard
De Boever	Gertjan
De Boule	Anaïs

Last name	First name
De Brabander	Kathleen
De Clercq	Fabio
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
Decaestecker	Joke
Declercq	Tom
Dedobbeleer	Philippe
Dehogne	Yves
Degadt	Charlotte
Dehoorne	Kurt
Delcourt	Philippe

Last name	First name
Delesalle	Paul
Deleuze	Cedric
Delforge	Julie
Delhez	Philippe
Demilecamps	Pascal
Denuit	Nicolas
Derhaeg	David
Deschamps	Guillaume
Desmet	Ben
Dewilde	Patrick
D'hauwer	Els
D'heer	Frederik
Diels	Inge
Dieusaert	Annelies
Dingenen	Stijn
Docquier	Sophie
Domanova	Milena
Doms	Steven
Dorekens	Kelly



## GOVERNANCE AND LEADERSHIP

Last name	First name
Driesen	Rolf
Eynatten	Wim
Falepin	Frederik
Fierens	Frederik
Fosty	Vincent
Fouache	Bram
Gabriel	Michele
Georlette	Nicolas
Godeau	Marie-Noëlle
Goemaere	Jan
Gos	Lode
Govaert	Hans
Hallard	Christophe
Hallemeesch	Geert
Hameeuw	Gregory
Hannosset	Catherine
Hendrice	Renaud
Hermans	Dirk
Hermans	Wim
Herreman	Samuel
Hillaert	Dieter
Hillen	Franky
Hody	Olivier

Last name	First name
Hoste	Sophie
Houthaeve	Nico
Jacques	Yannick
Janssen	Ralph
Jordens	Marc
Joucken	Patrick
Kessler	Thomas
Khurana	Hemlata
Laschet	Carl
Lebersorg	Joël
Lemmens	Jeroen
Letellier	Valérie
Lommers	Matthias
Magnin	Corine
Magnus	Koen
Mantels	Kristof
Martens	Karolien
Massaut	Wivine
Massij	Anne
Maurau	Bob
Mertens	Marc
Milad	Sofian
Mintjens	Maren

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

Last name	First name
Preckler	Sebastiaan
Radu	Andrea
Rassaerts	Olivier
Ravelingien	Fran
Renders	Tom
Rombauts	Yves
Rottiers	Philippe
Scheiff	Luc
Schuddinck	Nancy
Servaes	Anne-Line
Shah	Nadia
Shkolnik	Renat
Sibille	Thomas
Sluismans	Sam
Smekens	Laurent
Sohet	Frédéric
Sohier	Brecht
Stienen	Geert
Stragier	Annelies
Tahon	Nikolaas
Tack	Kathleen
Tilleux	Anne
Truyman	Bert

## GOVERNANCE AND LEADERSHIP

Last name	First name
Van Baelen	Jo
Van Boxstael	Tom
Van Breedam	Sofie
Van Cauwenberge	Tom
Van Damme	Mathias
Van den Broeck	Joris
Van den Nieuwenhuijzen	Michiel
Van Der Paal	Johan
Van der Planken	Julie
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
Van Huffel	Cécile
Van Krunkelsven	Philippe

Last name	First name
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
Verhellen	Marino
Verheyen	Frederic
Verhoye	Christel
Veris	Caroline
Verschueren	Cliff
Verschueren	Petra

Last name	First name
Versmissen	Peter
Verstraelen	Glenn
Verstraeten	Geert
Verswijver	Piet
Vlaminckx	Dirk
Vlaminckx	Johan
Vonken	Dieter
Walker	Aled
Wevers	Franky
Windelen	Tom
Wittemans	Hilde
Wittock	Nathalie

\*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.

## Partners of Deloitte Legal\* September 2024

Last name	First name
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
Vierstraete	Matthias
Visschers	Annick
von Frencckell	Eric
Wustenberghs	Tim

# 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 e-learning, in-person workshops, and communication campaigns

### Learnings

All Deloitte's are obliged to engage in learnings on a regular basis throughout their careers. Please see the ethics learning journey on the next page for an entire overview of our role-based curriculum.

This year, the whole practice had to complete a biennial refresher course: a reminder of what behaviours are expected at Deloitte, how to handle ethical dilemmas, and how to seek help.

Additionally, we launched an in-person training for all newly promoted directors. The training helps to support them in their new leadership role and how to lead by example.

In June 2024, we also launched a new e-learning covering "course-taking" behaviour. This e-learning helps teach our people to complete learnings and obtain certifications in an ethically approved way (for example, how to help a colleague without crossing the line to cheating). At the end of October 2024, 78,9% of our employees completed this Ethics refresher course.

### Ethics Survey

In the FY24 Ethics Survey, 96% of our people indicated that Deloitte is an ethical place to work.

## Ethics case management

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

### Inquire

The Ethics Office can be contacted for information or advice on particular matters by raising an inquiry.

### Report or flag

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.

Our people have the option to report or flag a certain situation or behaviour. Flagging a misconduct does not trigger a formal investigation but allows individuals to share their concerns, helping us assess the overall atmosphere in the workplace.

### 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 FY24, the "allegations per 100 employees" for Belgium was 0.89%, which is less than last year (1.27%) and lower than the NSE benchmark of 1%. At the same time, we see an increase in inquiries (requesting information or advice). We believe this is a positive evolution as people reach out before it escalates to an ethical case.

## 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.

### Compliance and Risk Assessment

Each year, the Ethics Office participates in recurring compliance projects such as ISQM (International Standards of Quality Management), CSRD (Corporate Sustainability Reporting Directive), EcoVadis, leadership reviews, etc.

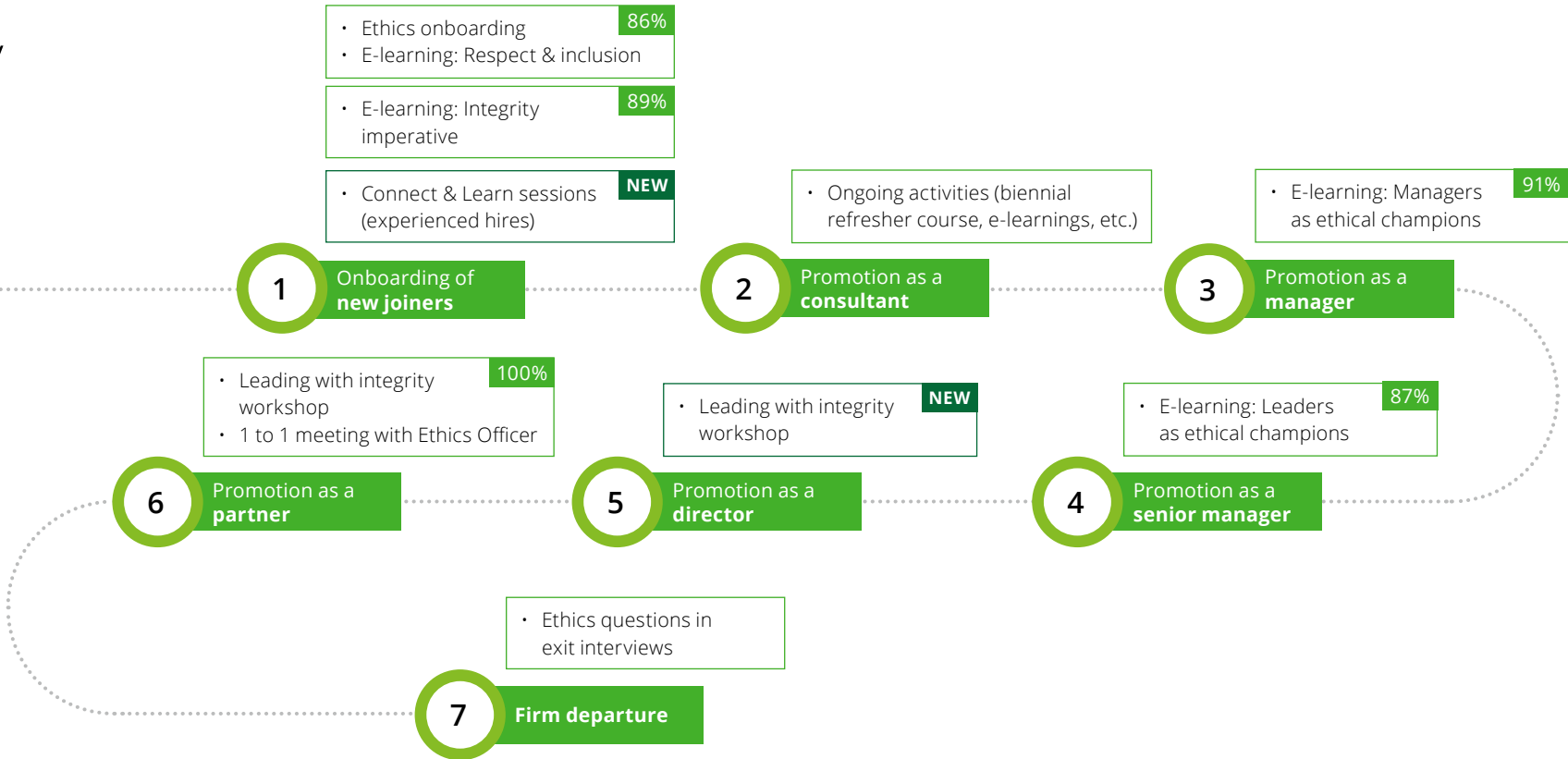
Next to the compliance work, a yearly risk assessment is performed to measure the ethical risks within Deloitte.



# Ethics learning journey

## ROLE BASED CURRICULUM

### TRADITIONAL EMPLOYMENT ROUTE



### (EXTERNAL) CONTRACTOR ROUTE



"% = Completion rates as per 17/06/2024

# Ethics

## VIRTUAL VALUES GAME

Encouraging ongoing conversations about Deloitte’s culture, Shared Values, and ethical dilemmas is a key aspect of our leadership responsibilities. To support our leaders, we’ve introduced a virtual values game—a simple yet effective tool designed to foster awareness and mutual understanding. It serves as a great conversation starter and a meaningful way for teams to connect and to get to know each other better.

Colleagues spin the values wheel and engage in discussions around the statements or dilemmas related to the selected topic.



# Risk management

## Business continuity

At Deloitte we see business continuity management as an important and integrated part of our overall risk management capability. Our focus and dedication to business continuity management resulted in obtaining ISO 22301 certification in 2022.

## Governance

- Risk governance remains embedded in our overall governance structure.
- Relevant risk owners are responsible for implementing robust risk mitigating plans and periodically report on the progress of risk mitigating activities. The Risk & Reputation Leader (RRL), who reports to the Chief People & Quality Officer, has day-to-day responsibility for the overall system of quality control for risk management and reporting. As part of this responsibility, the RRL oversees the Enterprise Risk Framework and corresponding risk and control systems through, among other measures, periodic meetings with the individual risk owners to discuss and review mitigations.

## Anti-Corruption

- Appointment of an Anti-Corruption leader who is responsible for the Deloitte Belgium's anti-corruption programme.
- A consistent process to perform anti-corruption due diligence on non-client third parties, including subcontractors, marketplace alliances, vendors, and suppliers.
- A process to perform or update corruption risk assessments at least annually.
- Channels for Deloitte people to report concerns.
- Supporting activities—including communications—to facilitate the sharing of leading practices.
- An annual confirmation from Deloitte Belgium that its people have read, understood, and agree to comply with the local anti-corruption policy and are not in violation of this policy, and understand their obligation for reporting actions that do not comply with this policy.
- Additionally, Deloitte Belgium has a process in place for Deloitte people to escalate corruption incidents. In FY24, no substantiated incidents of corruption were reported to the Deloitte Belgium Anti-Corruption leader, like in FY23 & FY22.
- All Deloitte people are required to complete anti-corruption training—after being hired and every other year thereafter—that includes applicable policies, corruption red flags, and case scenarios.



# 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/or Exco Member and 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. They are held quarterly in two cohorts (below Manager vs. Manager and above), each consisting of 25-30 practitioners, from across the business, and with a balanced mix of levels and other demographics, in an informal setting.

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

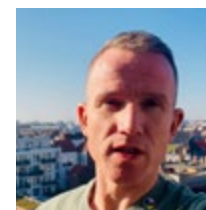
The DEI Advisory Board provides recommendations on the firm's DEI agenda and priorities. The Board is composed of DEI Leads from the Businesses and a Community Champion per DEI pillar, with our Managing Partner People & Purpose as Chair. The Board informs Ethics, Safety & Prevention Partners, People & 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 equity, LGBT+ inclusion, mental health & well-being, workability (including neurodiversity and disability inclusion), and ethnic & cultural inclusion.

## Internal Diversity Network (IDN)

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 Inclusion 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.

## Inclusion Strategy

In 2018, we formalised our diversity and inclusion priorities into a global strategy: Inclusion Strategy. It works 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.



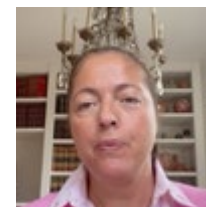
**Peter van Egmond**  
DEI Lead, Accountancy



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



**Sophie Docquier**  
DEI Lead, Consulting



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



**Meet our DEI Advisory Board**



**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

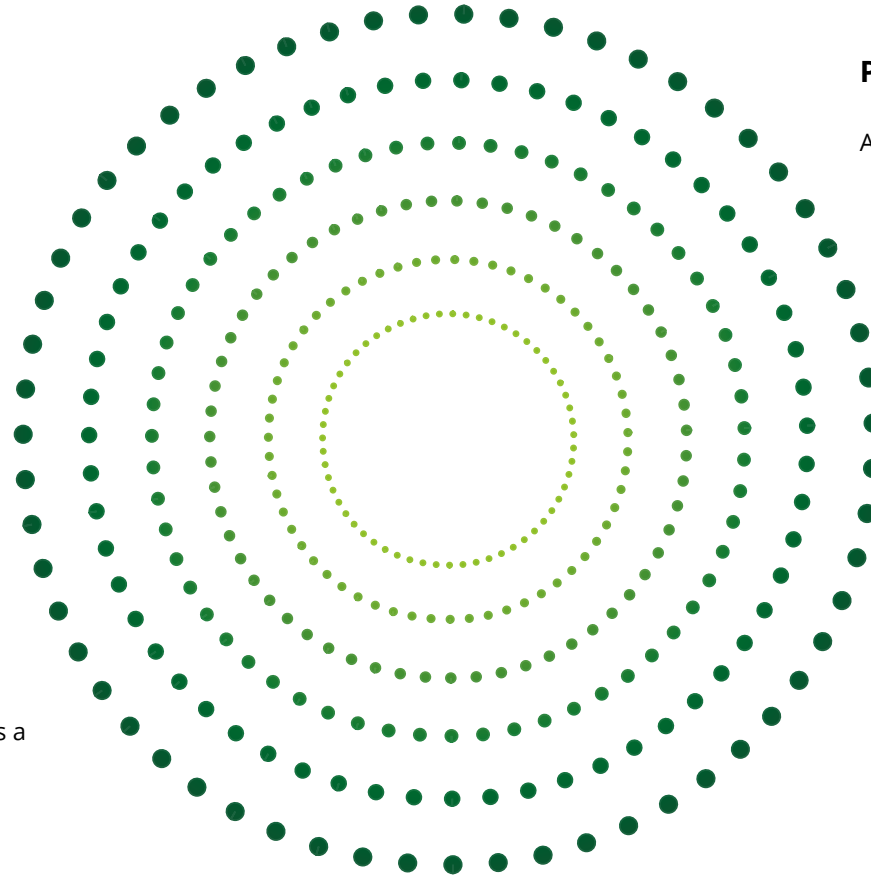
# People & Purpose

## 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, 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.

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 businesses. 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. Deloitte Belgium counts 19 elected employee representatives, representing 100% of the workforce through 3 social concertation bodies: the Works Council, the Prevention Committee and the Union Delegation.

### **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.

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.





# Policies

**Global Principles of Business Conduct**

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.

**NSE Code of Conduct**

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.

**NSE Anti-Discrimination and Anti-Harassment Policy**

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.

**NSE Non-Retaliation Policy**

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.

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:

- reported an ethics, compliance, or other related matter in good faith;
- assisted or participated in an ethics, compliance, or related investigation or proceeding.

**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 80%. Every quarter, an awareness campaign (a.o. on Cyber awareness month, Online safety, GenAI Cyber attacks) is organised to raise awareness and reduce risk among personnel. In addition, Deloitte conducts internal simulated phishing drills (one per quarter) to reinforce security awareness and preparedness.

**NSE Anti-Bribery and Corruption Policy**

Deloitte NSE supports the fight against financial crime in all its forms and is committed to compliance with all applicable laws. This includes a commitment to conduct business in a manner that complies with applicable Anti-Bribery and Anti-Corruption laws, and to refrain from activities that could violate, or cause any person to violate, such laws. We are committed to working in an ethical, lawful, and professional manner, as set forth in the DTTL Policies Manual, the Deloitte Global Principles of Business Conduct, and the Deloitte Responsible Business Practices Framework. This aligns to Deloitte’s values, purpose, and public interest commitment.

**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.

**NSE Entertainment & Gifts Policy**

This Policy sets out the framework that Deloitte NSE follows in assessing the acceptability of entertainment and gifts and provides guidance on its application. It should be read in conjunction with the NSE Anti-Bribery & Corruption policy and any local Independence Policies, which may provide additional considerations and restrictions towards offering or receiving entertainment and gifts.

## POLICIES

<b>Independence Consultation and Discussion Policy</b>	This contains the consultation and discussion requirements related to independence matters required in the complexity of today's business and regulatory environment.
<b>Independence Disciplinary Policy</b>	This policy describes the rules applicable to violations of independence policies and procedures, since Deloitte provides audit and other assurance services.
<b>Employee Privacy Statement</b>	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.
<b>Supplier Code of Conduct</b>	<p>Our expectation is that Deloitte suppliers support Deloitte's commitment to doing not only what is good for business, but also what is good for the environment, Deloitte people, and the communities in which they live and work.</p> <p>This Supplier Code of Conduct outlines our expectations of suppliers in terms of human rights; labour; environment; integrity, ethics and anti-corruption together with an explanation of the channel to report suspected violations.</p>
<b>Personal Relationships Policy (family and other ties)</b>	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.
<b>My Choice Policy</b>	<p>Deloitte Belgium has implemented a MyChoice-plan for the employees with the purpose:</p> <ul style="list-style-type: none"><li>a. to increase attention for sustainability and the environment, by encouraging alternative transportation for commutes and client visits;</li><li>b. to consistently make the employer a simply irresistible organisation and thus to increase the attractiveness as employer;</li><li>c. to support the employees in their individual needs by offering them freedom of choice and thus increase their satisfaction.</li></ul>
<b>Flexible Leave Policy</b>	With flexible leave, Deloitte Belgium offers their employees the chance to take up a number of additional vacation days on top of the legal and extra-legal paid vacation days in exchange for a reduction in salary ('salary sacrifice'). This allows business leadership to pro-actively address and approve a need for flexibility to be able to balance professional and private priorities. Flexible leave can be granted for any personal or family reason.



At a glance



## 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.

SCORE  
**45.5**  
N = 312

Promotion



**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.

RESULTS  
**8.6/10**  
N = 41

Relationships

RESULTS  
**8.6/10**  
N = 767

Engagement Quality

RESULTS  
**8.3/10**  
N = 24

Proposal Quality

ENVIRONMENTAL

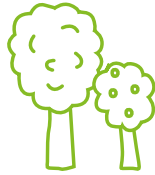


Scope 1

29%

6,010 tonnes

Fuel in buildings and fleet



-31%

reduced overall CO2 emissions compared to 2019 benchmark



-49%

reduced overall travel CO2 emission compared to 2019 benchmark

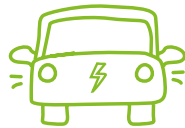


Scope 2

1%

182 tonnes

Electricity in buildings and fleet



-46%

reduced overall fleet CO2 emission compared to 2019 benchmark



-68%

reduced building CO2 emissions compared to 2019 benchmark

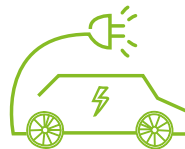


Scope 3

70%

14,312 tonnes

Business travel, purchased goods & services, employee commuting & homeworking



80.2%

of the fleet is electric or hybrid based



# Environmental performance scorecard FY24

## MAIN AMBITIONS

Measurable KPIs		Baseline FY19			Baseline FY19	
		FY21 results	FY22 results	FY23 results	FY24 results	FY27 TARGETS
SCOPE 1 & 2	Reduce absolute Scope 1 and 2 GHG emissions	-46%	-37%	-33%	-48%	Under review
SCOPE 3	Reduce Scope 3 GHG emissions from business travel by 55% per FTE	-98%	-84%	-64%	-63%	Under review
FLEET	1 Overall fleet GHG reduction Absolute reduction of metric tonnes CO2e from our fleet	-49%	-34%	-29%	-46%	Under review
	2 Electrifying our fleet % of electric & hybrid vehicles in the total number of cars	9.8%	23.2%	42.4%	80.2%	Achieve 100% by 2026
TRAVEL	3 Overall travel GHG reduction Absolute reduction of metric tonnes CO2e from international business travel	-97%	-79%	-49%	-49%	Under review
FACILITIES	4 Overall facilities GHG reduction Absolute reduction of metric tonnes CO2e from our buildings	-26%	-62%	-66%	-68%	Under review
OVERALL	5 Greenhouse gas offsetting % of residual emissions offset using meaningful carbon credits and Beyond Value Chain Mitigation (BVCM)	100%	100%	100%	100%	100%

# Greenhouse Gas Emissions (GHG) statement FY24

## DELOITTE BELGIUM

This greenhouse gas (GHG) emissions statement has been prepared following GHG Protocol guidance. The full methodology is outlined in the Basis of Reporting. In summary:

- **Scope 1** refers to direct emissions from gas usage; and our owned vehicles powered by internal combustion engines
- **Scope 2** refers to indirect emissions from the generation of our purchased electricity; district heating & cooling; and owned electric vehicles
- **Scope 3** includes our emissions from business travel; employee commuting and homeworking; and our purchased goods and services

This disclosure relates to Deloitte Belgium. For data on our North & South Europe member firm, see the Deloitte NSE GHG Statement.

Deloitte Touche Tohmatsu Limited obtained a CDP score of A- for 2023. Deloitte Belgium is part of Deloitte North South Europe who is part of Deloitte TTL.

Assessment Parameters	
Baseline year	FY19
Boundary summary	All entities and all facilities part of Deloitte NSE, the member firm covering 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.
Consistency with the financial statements	The only variation to our financial statements is that all properties under operating leases in Deloitte Belgium are included in our Scope 1 and 2 data. Upstream and downstream emissions outside of our operational governance are included in our Scope 3 data.
Emission factor data source	IEA 2023 (for Electricity/Location factors); AIB, European Residual Mixes 2023 (for Electricity/Market factors); Carbon Disclosure Project 2023 (for PG&S factors); and UK Government - BEIS 2023 for all remaining emissions factors
Assessment methodology	Greenhouse Gas Protocol, a Corporate Accounting and Reporting Standard (revised edition, 2004); and Corporate Value Chain (Scope 3) Standard
Materiality threshold	A materiality threshold was set at a consolidated Deloitte NSE level at 5% for Scopes 1, 2, and 3
Independent assurance/ verification	Limited assurance was provided by BDO LLP at a consolidated 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.
Intensity ratio	Emissions per Full Time Equivalent (FTE)
Targets (FY19 to FY30)	70% absolute reduction in Scopes 1 & 2 emissions
	55% per FTE reduction in Scope 3 business travel GHG emissions
	100% of the vehicles in our Scope 1 & 2 owned fleet will be electric or plug-in hybrid
	100% of the electricity used across our operations will be matched with electricity produced from renewable sources <sup>1</sup>
	(By FY25) 67% of our global suppliers of goods, services and business travel by emissions, will have set science-based targets

# ENVIRONMENTAL

Greenhouse Gas Emissions	FY19 (Baseline Year)		FY23		FY24		% change against baseline	
	(tCO2e)	(tCO2e / FTE)	(tCO2e)	(tCO2e / FTE)	(tCO2e)	(tCO2e / FTE)	(tCO2e)	(tCO2e / FTE)
<b>Scope 1</b>	<b>11,240</b>	<b>2.83</b>	<b>7,871</b>	<b>1.42</b>	<b>6,010</b>	<b>1.09</b>	<b>-47%</b>	<b>-62%</b>
Fuel combustion	489		275		217			
Vehicle fleet (ICE)	10,751		7,596		5,793			
<b>Scope 2</b>	<b>779</b>	<b>0.20</b>	<b>151</b>	<b>0.027</b>	<b>182</b>	<b>0.03</b>	<b>-77%</b>	<b>-83%</b>
Electricity (market-based) <sup>2</sup>	200		0		0			
Electricity (location-based)	1,227		988		1,423			
District heating and cooling	573		151		182			
Vehicle fleet (Electric; market-based)	6		0		0			
<b>Total Gross "Operational" Emissions</b>	<b>12,019</b>	<b>3.02</b>	<b>8,022</b>	<b>1.45</b>	<b>6,192</b>	<b>1.12</b>	<b>-48%</b>	<b>-63%</b>
<b>Scope 3</b>	<b>17,753</b>	<b>4.46</b>	<b>24,661</b>	<b>4.46</b>	<b>14,312</b>	<b>2.59</b>	<b>-19%</b>	<b>-42%</b>
<b>Upstream scope 3 emissions</b>								
Purchased goods and services <sup>3</sup>	8,652		15,076		9,479			
Capital goods	Included in PG&S		Included in PG&S		Included in PG&S			
Fuel- and energy- related activities	Not material		Not material		Not material			
Upstream transport and distribution	Included in PG&S		Included in PG&S		Included in PG&S			
Waste generated in operations	Not material		Not material		Not material			
Business travel (excl. radiative forcing)	4,605	1.16	2,330	0.42	2,358	0.43	-49%	-63%
Business travel (incl. radiative forcing)	7,434		3,755		3,185			
Employee commuting and homeworking <sup>4</sup>	4,496		7,256		2,475			
Upstream leased assets	Included in PG&S		Included in PG&S		Included in PG&S			
<b>Downstream scope 3 emissions</b>								
Downstream transport and distribution	Not applicable		Not applicable		Not applicable			
Processing of sold products	Not applicable		Not applicable		Not applicable			
Use of sold products	Not applicable		Not applicable		Not applicable			



## ENVIRONMENTAL

Greenhouse Gas Emissions	FY19 (Baseline Year)		FY23		FY24		% change against baseline	
	(tCO2e)	(tCO2e / FTE)	(tCO2e)	(tCO2e / FTE)	(tCO2e)	(tCO2e / FTE)	(tCO2e)	(tCO2e / FTE)
End-of-life treatment of sold products	Not applicable		Not applicable		Not applicable			
Downstream leased assets	Not material		Not material		Not material			
Franchises	Not applicable		Not applicable		Not applicable			
Investments	Not applicable		Not applicable		Not applicable			
Biogenic emissions	-		-		-			
<b>Total Gross "Operational &amp; Travel" Emissions</b>	<b>16,624</b>	<b>4.18</b>	<b>10,351</b>	<b>1.87</b>	<b>8,550</b>	<b>1.55</b>	<b>-49%</b>	<b>-63%</b>
<b>Total Gross Emissions</b>	<b>29,772</b>	<b>7.49</b>	<b>32,683</b>	<b>5.91</b>	<b>20,504</b>	<b>3.71</b>	<b>-31%</b>	<b>-50%</b>
Exported renewable electricity	-		-		-			
Certified Emission Reductions (CERS) <sup>5</sup>	4,937		17,607		10,252			

<sup>1</sup> Where possible, Deloitte firms procure and claim renewable energy in accordance with the Climate Group's RE100 Technical Criteria and Global Reporting Initiative (GRI) topic standard GRI 302: Energy 2016. In certain markets where procuring renewable electricity is challenging or is not possible, Deloitte firms may procure renewable electricity from a neighbouring country. This allows Deloitte to demonstrate commitment to our renewable electricity target and signal market demand. As this approach meets only one out of three market boundary conditions included in the RE100 Technical Criteria, there may be variances between renewable electricity amounts reported here and within Deloitte's RE100 reports. Deloitte anticipates increasing the alignment with RE100 Technical Criteria over time as market availability of renewable energy increases.

<sup>2</sup> In accordance with the Global Reporting Initiative (GRI) disclosure 305-2, Deloitte publishes purchased electricity emissions using both a location- and market-based methodology. The location-based method involves using an average national, regional or

subnational emission factor that relates to the local grid from which electricity is drawn, whereas the market-based method involves deriving emissions factors from contractual instruments, allowing for a zero emission factor to be applied to portions of electricity consumption that is matched to a renewable energy source, resulting in lower emissions compared to the location-based method. Deloitte's near-term science-based targets use a market-based methodology for purchased electricity, hence this figure is the one used in the emissions inventory, whereas the location-based figure is shown below for comparative purposes.

Within NSE, all electricity has either been purchased on REGO-backed green tariffs, or covered by the purchase of Energy Attribute Certificates (EACs). Under the market-based method this means our electricity consumption is reported as zero-emissions.

<sup>3</sup> The PG&S methodology is based largely on procurement spend data for 6 geographies, accounting for 74% of PG&S emissions. 6% of PG&S emissions are based on actual supplier data (Scopes 1 & 2)

submitted to CDP. The remainder of PG&S emissions are 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.

In FY24, Deloitte revised the methodology for calculating contingent labour emissions that were previously included in purchased goods and services (PG&S) emissions to increase the precision of these calculations. Additionally, Deloitte enhanced spend-based PG&S calculations methodology to more precisely identify and exclude supplier spend items that are deemed non-emission generating (e.g., taxes, intercompany transactions, etc.). Additional details on the methodology used to calculate PG&S emissions and further details on this restatement are provided in the Deloitte NSE FY24 Basis of Reporting.

Deloitte will continue to review its approach to Scope 3 reporting in the future, aiming to continually

improve the accuracy of its disclosures. When these enhancements lead to a material change in a reported figure, Deloitte will explain the nature of the change, the reasoning for its appropriateness, and the variance compared to the previous methodology.

<sup>4</sup> Actual activity data on commuting was sourced from survey for 6 geographies in FY24, however, a proportion of the commuting and working from home calculation still rests on assumptions and extrapolation. We will refine these assumptions and improve the methodology moving forwards as guidelines develop.

<sup>5</sup> In line with SBTi guidance, in FY24 we are purchasing CERs ('carbon offsets') equivalent to 50% of our total gross emissions; we are additionally providing direct investment and skills-based support to projects that will drive the net zero transition outside of our value chain. We are therefore no longer reporting 'net emissions' that solely factor in carbon credit purchases.

## Office information

	Antwerp	Boitsfort (Brussels)	Charleroi	Ghent	Hasselt	Kortrijk	Kessel-Lo (Leuven)	Liège	Oostkamp	Roeselare	Zaventem	Coverage
<b>Breem certificate</b>	Construction - Excellent & In use - Excelent (ongoing)			Construction - Very good				New Construction - Excellent			Construction - Very good & In use - Excellent	
<b>Fossil fuel free building</b>	x			x				x	x	x	x	60% of our offices
<b>100% green electricity</b>	x	x	x	x		x	x	x	x	x	x	91% of our offices For FY24, 97% of our electricity consumption is from green electricity

## Energy consumption

Metric	Unit	FY24	FY23
<b>Electricity consumption</b>			
Electricity (non renewable)	kWh	188,904	144,551
Renewable electricity	kWh	5,353,274	5,509,286
Total electricity consumption	kWh	<b>5,542,178</b>	<b>5,653,837</b>
Renewable electricity	%	<b>96,6%</b>	<b>97%</b>
<b>Natural gas consumption per building</b>			
Antwerp	kWh	570,898	643,845
Boitsfort (Brussels)	kWh	Info not accurate	Info not accurate
Charleroi	kWh	Info not accurate	Info not accurate
Ghent	kWh	Not applicable	Not applicable
Hasselt	kWh	125,703	116,884
Kortrijk	kWh	192,614	290,071
Leuven	kWh	59,046	54,127
Liège	kWh	57,646	50,187
Oostkamp	kWh	Not applicable	Not applicable
Roeselare	kWh	Info not accurate	Info not accurate
Zaventem	kWh	Not applicable	Not applicable
Total gas consumption	kWh	<b>1,005,907</b>	<b>1,155,114</b>
<b>Total energy consumption</b>			
Natural gas	kWh	1,005,907	1,155,114
Electricity (renewable and non renewable)	kWh	5,542,178	5,653,837
District heating	kWh	1,012,869	882,652
<b>Total</b>	kWh	<b>7,560,954</b>	<b>7,691,603</b>



## Waste management

Metric	Unit	FY24	FY23
<b>Waste generation and management</b>			
Total recyclable waste	Tonnes	59	58.6
Total paper waste	Tonnes	40.1	46.1
Total compostable waste	Tonnes	53.2	10.3
Total residual (non-recyclable) waste	Tonnes	49.8	49.7
<b>Total waste</b>	<b>Tonnes</b>	<b>202.1</b>	<b>164.7</b>
Total hazzardous waste	Tonnes	0	0
Total radioactive waste	Tonnes	0	0
Waste recycled	%	49%	64%
Waste composted	%	26%	6%
Residual (non-recyclable waste)	%	25%	30%
<b>Total waste per office</b>			
Antwerp	Tonnes	19.30	36.30
Boitsfort (Brussels)	Tonnes	Info not accurate	Info not accurate
Charleroi	Tonnes	Info not accurate	Info not accurate
Ghent	Tonnes	20.40	22.10
Hasselt	Tonnes	3.50	6.70
Kortrijk	Tonnes	6.70	8.40
Leuven	Tonnes	1.90	2.20
Liège	Tonnes	7.50	8.30
Oostkamp	Tonnes	11.00	6.30
Roeselare	Tonnes	Info not accurate	Info not accurate
Zaventem	Tonnes	131.80	70.70

## ENVIRONMENTAL

Metric	Unit	FY24	FY23
<b>Residual waste per office</b>			
Antwerp	Tonnes	11.90	15.90
Boitsfort (Brussels)	Tonnes	Info not accurate	Info not accurate
Charleroi	Tonnes	Info not accurate	Info not accurate
Ghent	Tonnes	4.40	7.00
Hasselt	Tonnes	Info not accurate	1.20
Kortrijk	Tonnes	1.20	Info not accurate
Leuven	Tonnes	0.50	0.60
Liège	Tonnes	3.20	1.70
Oostkamp	Tonnes	3.20	3.30
Roeselare	Tonnes	Info not accurate	Info not accurate
Zaventem	Tonnes	25.40	18.40
<b>Residual waste per office as % of Total waste</b>			
Antwerp	%	62%	44%
Boitsfort (Brussels)	%		
Charleroi	%		
Ghent	%	22%	32%
Hasselt	%		18%
Kortrijk	%	18%	
Leuven	%	26%	27%
Liège	%	43%	20%
Oostkamp	%	29%	52%
Roeselare	%		
Zaventem	%	19%	26%
<b>Water consumption</b>			
Water consumption - Total usage	m <sup>3</sup>	21,459	21,753

# Beyond value chain mitigation

## INVESTING AND SUPPORTING NET ZERO PROJECTS BEYOND OUR VALUE CHAIN

Deloitte NSE selected 6 projects to invest in as part of its BVCM FY24 portfolio, scoring and assessing the projects based on their ability to deliver scalable and transformational climate solutions to society.



Deloitte helps Low Carbon Materials scale its carbon negative product 'ACLA' – an aggregate to decarbonise roads, bike lanes, playgrounds and more by strategically opening opportunities in new global markets.



Mangrove reforestation and academic research combined with Deloitte developed dMRV tooling powered by blockchain technology to verify carbon claims.



Climate Impact Partners leverages Deloitte's analytics and GIS mapping capabilities to support the development of a Seagrass Carbon Code, helping activate investment into nature-based solutions through carbon credits.



Deloitte enables Sanergy to increase sanitation in Kenya (increased collection of human waste) and engage more small-scale farmers to use regenerative inputs (distributing more organic fertiliser made from waste) by innovating their commercial model.



Deloitte applies customer experience capability to Soil Association's "Cool Food Pro" app, helping caterers make their menus measurably healthier and more sustainable through reducing emissions and improving biodiversity.



Deloitte and Wildfowl & Wetland Trust (WWT) partner with DHI and Jacobs to boost financing for saltmarshes by deploying a carbon model that enhances monitoring, reporting and verification of saltmarshes, thereby building investor confidence in saltmarsh carbon sequestration projects.



## 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 (CO2) emissions** – Carbon dioxide (CO2) 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 CO2 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 (CO2) 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 the Earth due to blanketing by greenhouse gases, especially CO2 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.



### Headcount

5,705

At the end of September 2024

5,470

At the end of Fiscal Year 2024  
(31 May 2024)

### Gender



48%  
Female



52%  
Male



### Meaningful work

75%

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



28%

New promotions



### Employee vitality

36.5%

Of staff use flexible leave solutions



86%

"My choices around flexibility are respected"



6

Employee Net Promotor Score



### Learning and growth

260,929

Total number of training hours for FY24

5,607 employees followed training over the course of FY24, representing 88,5% of the total number of employees active in FY24



Almost

1,000

new colleagues during FY24

### Diversity and inclusion

Workforce composition  
by gender  
(31 May 2024)



Partner	25%	75%
Sr. Director	18%	82%
Director	33%	67%
Sr. Manager	47%	53%
Manager	46%	54%
Junior/Senior/Exp. Senior	53%	47%

Workforce inflow  
by gender  
(FY24)



Experienced Hires (Until May 24)	46%	54%
Campus Hires (CY23-24)	45%	55%



87

#Nationalities working at Deloitte



85%

"My work environment is respectful, supportive and inclusive"

## SPARK PHILOSOPHY

- If we want to remain the high performing organization we are today, we need to engage in the **performance management experience**. If we do this well, the individual will benefit from SPARK and so will our entire organization.
- We believe **quality conversations, future-focused coaching and regular feedback** are at the heart of performance management and fit our ambition to remain the **Simply Irresistible Organisation**.
- Also, the Engagement Survey confirms that regular feedback, coaching and development of leadership skills were defined as key area's to focus on.

### SPARK guides you to

- **Help you grow within our firm**, better understand your development needs, recognize the impact you are making, find your best fit in our organisation and help you be successful in your role.
- **Have the right qualitative conversations** to energise and empower you.
- **Bring out the best in you** and the teams you work in.
- Know where you stand, and **have opportunities to do work that plays to your individual strenghts**.

## SPARK in a nutshell

### SPARK IS NOT ABOUT

Past-looking **evaluation**



Providing / Getting **messages**



Focus on **remediation**



Giving / Receiving **delayed feedback**



### SPARK IS ABOUT

Future-looking **development**

Actively **being coached** / **Active coaching**

Focus on **strenghts**

Asking, giving & receiving **regular feedback**

### SPARK IS NOT ABOUT

Talking **about** people



### SPARK IS ABOUT

Talking **with** people



## SPARK

### ROLES AND KEY ELEMENTS

There are **five different roles** that have different responsibilities.



#1

The **Team Member** is any individual in the firm (other than a Partner) who serves clients externally or works inside the firm. All employees are in scope of the Spark process and are assigned a Coach.



#2

The **Team Leader** is leading the Team (project) work and is best positioned to evaluate the day-to-day performance on that piece of work.



#3

The **Coach** provides development coaching over the course of a career. They are advocates of development rather than evaluators of performance.



#4

The **Business Leader** drives the full performance experience and leverages performance data to make decisions for his/her specific business area.



#5

The **Talent Advisor** advises the business on the process, the changes, links with other talent processes and insights from performance and other talent data.

There are **five main elements** to support a culture of getting transparent goals, future-focused coaching, and regular feedback.



#1

**MyCompass** is where Team Members set goals for the year aligned with the business strategy, determine **development/training needs** and personal **career aspirations and strengths**. They can follow-up on them throughout the year.



#2

Team Members and Team Leaders regularly **Check-In** to have a quality conversation about (project) progress, real time feedback, next steps and overall wellbeing.



#3

**Snapshots** are a quick assessment of a Team Member's performance aligned with feedback given during check-in conversations. This can either be about core work (performance snapshot) or meaningful contributions outside of day-to-day work or core responsibilities (firm snapshot). There is a minimum requirement for 10 snapshots per year.



#4

During **Coaching Conversations**, a Coach and Coachee discuss career goals, aspirations, strengths and development opportunities.

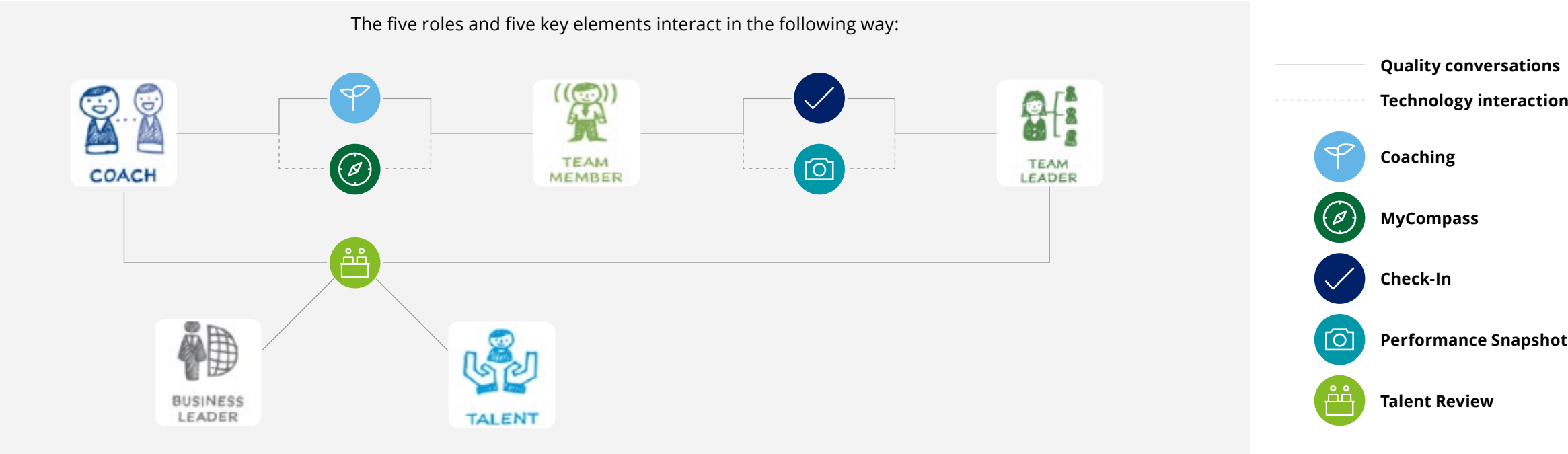


#5

**Talent Reviews** are future-focused development discussions for the business leaders where Business Leader, Talent Advisor and Coach align their views on performance and define actions where required for further growth.

# SPARK

## ROLES AND KEY ELEMENTS INTO PRACTICE








% of headcount with at least 1 Performance Review in FY24

Antwerp	Boitsfort (Brussels)	Charleroi	Ghent	Hasselt	Kortrijk	Kessel-Lo (Leuven)	Liège	Oostkamp	Roeselare	Zaventem	Total
97.20%	92.10%	97.40%	99.10%	98.80%	97.50%	97.70%	98.70%	96.40%	n/a	98%	97.90%

# Social performance scorecard FY24

## MAIN AMBITIONS

Theme	Measurable KPIs	FY22 results	FY23 results	FY24 results	FY27 TARGETS	FY30 TARGETS
Learning & Growth	 Avg. number of training hours (equivalent) per person (headcount)	42h	45h	44.25h	70h	80h
Diversity & Inclusion	Workforce composition by gender (headcount)	Female Male	46% 54%	48% 52%	48% 52%	
	 # Nationalities	82	81	87		
	% respondents who positively evaluates E4C "My work environment is respectful, supporting, and inclusive"	84%	88%	85%	85%	85%
Employee vitality	 % of staff (headcount) using flexible leave solutions	25%	37%	36.5%		
	% respondents who positively evaluates E4C "My choices around flexibility are respected"	67%	86%	86%	80%	80%
Attraction	 E4C (eNPS) "How likely would you be to recommend Deloitte as a great place to work?"	n/a	17	6	30	30
Meaningful work	 % respondents who positively evaluates E4C "My work is meaningful and makes an impact that matters"	74%	78%	75%	80%	80%



## Office risk assessments

Type risk assessment	Frequency	Collaboration with	Antwerp	Boitsfort (Brussels)	Charleroi	Ghent	Hasselt	Kortrijk	Kessel-Lo (Leuven)	Liège	Oostkamp	Roeselare	Zaventem	Office coverage
Fire risk assessment with an assessment of the emergency action plan	Yearly	Third party fire expert	x	x	x	x	x	x	x	x	x	x	x	11/11 100%
Maternity protection risk assessment	Every three years		x	x	x	x	x	x	x	x	x	x	x	11/11 100%
First aid risk assessment	Every three years	Company doctor from EDPB	x	x	x	x	x	x	x	x	x	x	x	11/11 100%
Periodic company visit	Every three years	EDPB	x	x	x	x	x	x	x	x	x	x	x	11/11 100%
Occupational safety risk analysis for our in-house catering zones	Yearly	EDPB				x							x	2/2 for in-house catering 100%
Ergonomic risk assessments for screen work	Every three years	EDPB	x	x	x	x	x	x	x	x	x	x	x	11/11 100%
Lifting equipment (lifts, cranes, aerial work platforms, etc.)	2x per year		8	3	NA	6	3	2	6	6	2	3	24	
Electrical high-voltage installations	1x per year		1	1	NA	2	3	1	1	NA	2	NA	2	
Electrical low-voltage installations	Every 5 years		1	1	1	1	1	1	2	1	NA	NA	1	
Steam appliances			NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	
Others (e.g. harnesses, belts, etc.)			NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	



### Employee engagement

7,766

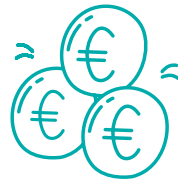
hours volunteered



Almost

700

colleagues participated



### Monetary donations

504,388 euros

total donations



### Lives impacted

106,881

people reached



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