

AlumniMatters

The magazine made for Deloitte #colleaguesforlife

Issue 1 • May 2021



"I realised I had a solution to help people make more sustainable travel choices, save money and solve traffic jams."

Mathieu de Lophem, CEO Skiplr

Deloitte.



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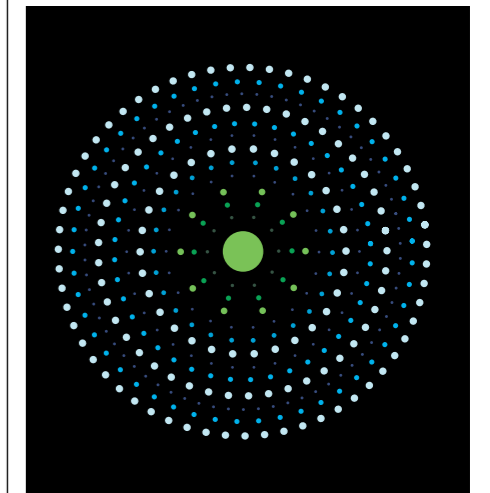


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MAKING AN IMPACT THAT MATTERS

Discover how we made a difference for our clients, our people and society.

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“Be part of a network of experts inspiring each other on the most challenging societal issues facing our planet.”

YOU ARE PART OF OUR JOURNEY

PIET VANDENDRIESSCHE
CEO DELOITTE BELGIUM

“When I look back on the past year, I will primarily remember the importance of staying connected. The absence of physical contact during the lockdowns has brought to the surface that we all need interaction to feel accomplished, to thrive and to grow into game changers.”

These days we are all well aware of the importance of staying connected. And I believe there is no better time to reconnect with people from the past, be it physically or virtually, which is what our #colleaguesforlife programme advocates.

Whether it has been a few months or several years since we parted ways, at one time we all shared a common purpose: making an impact that matters on our clients, our people, and our society. As a valued member of our Deloitte Belgium alumni, I hope that impact reaches you.

As you may remember from your time with us, Deloitte fosters a culture of opportunity and growth, and as a colleague for life we want to continue supporting you during all stages of your professional journey. With more than 10,000 talented professionals in our corporate alumni network, you have access to a pool of invaluable connections that can possibly turn into clients, suppliers, partners, mentors or friends. If you're facing a professional challenge,

deciding on a career change in a new sector, exploring potential opportunities, needing a job reference, searching for a mentor or simply wanting advice, our alumni network can steer you in the right direction.

I encourage you to tap into our storehouse of resources to stay one step ahead, allowing you to amplify your impact, wherever you may be. You can leverage the latest business reports, trends and predictions, and in-depth industry news, and reach out to 'colleagues for life' to dig deeper into our insights.

This magazine is a new initiative of our #colleaguesforlife programme and will be issued two times a year. Watch out for additional alumni initiatives such as topical digital webinars and sessions, and live events such as sports initiatives. We want to create more opportunities for you to connect, network and support each other's career and life goals.



I remember when I returned from home after my first day at Deloitte with my new computer, new car and new phone; I thought I would change the world from that day forward.

A CONVERSATION ON MOBILITY WITH...

MATHIEU DE LOPHEM

Mathieu de Lophem, CEO of Skipr, recalls the strong sense of solidarity in Deloitte during the 2010 downturn; why he's convinced that we, as a society, need to change the way we consume and behave, and that mobility is the key; and how he personally and professionally benefits from Deloitte's strong alumni network.

You started your career as a consultant at Deloitte. What initially attracted you to join the firm?

I joined Deloitte in 2007 after studying commercial engineering. Two things attracted me from the start. Firstly, the people I met and friends I knew who already worked there. Secondly, I chose to work in consultancy because I knew I would discover many different industries and sectors quickly. I was particularly keen on the learning curve, the network and the atmosphere.

Tell us about your role and your time with Deloitte.

During my three years at Deloitte which began in 2007, I moved from business analyst to consultant in the CFO consulting department. I worked on a variety of things including the European

Commission and Euroclear. It was interesting as I experienced various industries.

What made you proud to work at the firm?

Out of all former employers, Deloitte is where I kept most in touch with ex-colleagues and previous bosses. This is due to the strong alumni network Deloitte has. I like the fact that Deloitte 'walks its talk'.

"With Skipr, I realised I had a solution to help people make more sustainable travel choices, save money and solve traffic jams. In short, bring smart mobility to employees."

During the tough economic times of 2010, no one was laid off. There was always a very strong sense of solidarity and security towards younger team members from partners reassuring us that they got our back. This fact alone created a bond that will never break.

Tell us about your career path since you left Deloitte and how your focus shifted to sustainability.

After leaving Deloitte in 2010, I worked in investment banking and private equity. Then Deliveroo asked me to set up its business in Belgium as General Manager and eventually manage Benelux. When Lab Box approached me to be CEO of Skipr in 2019, I jumped at the opportunity because I'm convinced that we have to change how we move and behave, and that mobility is key.

You are now the co-founder and CEO of Skipr. What inspired you to bring smarter mobility to employees?

I realised I can offer a solution to assist people in transitioning to a more sustainable way of living, while saving money and solving traffic jams. Owning a car isn't financially viable, as it's the second largest family expense while only being used 5% of the time. Not to mention the traffic jams costing the state €4 billion to €8 billion a year. And in addition, traffic jams are time consuming and no fun.

What are some of the biggest professional challenges you're facing, especially in terms of changing mobility behaviour?

Change seems complex to everyone. For people to embrace new ways, they need to receive reassurance and/or incentives. This is where we offer a service providing kick-off sessions and classes in order to trigger the required change. People can fall back on these sessions and implement the knowledge as they see the benefits.

"Deloitte is one of the most progressive companies in terms of mobility we've spoken to, with regards to the various pillars it has put in place, including its standardisation of cars and the electrification of its MINIs."



PLAN, BOOK, PAY AND MANAGE MOBILITY

Skipr is an all-in-one service helping companies to create a plan to help employees change mobility behaviour. It includes a multimodal travel app indicating the fastest, cheapest and most sustainable way to go from A to B, a payment card and management system.



UP CLOSE AND PERSONAL WITH **MATHIEU**



Age
37



Living in
Ottenburg



Favourite book
The Hard Thing About Hard Things and the Harry Potter sequel (yeah I know...).



Favourite quote
I can even share the top 10 rules I try to follow

1. Focus on progress, not perfection.
2. Help those you can, whenever you can.
3. In challenging times become better, not bitter.
4. If everything is important, nothing is important.
5. See the wonder of the simplest things.
6. Don't F-Up the BIG things: family, health and relationships.
7. Take ownership, everything is your responsibility.
8. Never stop learning.
9. Stop comparing yourself to others, be you.
10. Stop worrying about who's right, focus on what's right.



Favourite dish
My mum's bolognese.



Nr 1 on your bucket list
Play bagpipe.



Best advice someone ever gave you
You can overcome any situation with humour and tenacity (my dad).

WHAT ARE WE DOING ABOUT SUSTAINABILITY?

DOING WHAT MATTERS FOR OUR PEOPLE AND THE PLANET

We all know the crisis-level impact of climate change and the worldwide need to implement green recovery. That is why we are tackling the climate crisis head on. In 2017, we embarked on our sustainability journey setting ambitious goals around three key impact areas: mobility, travel and infrastructure. We are also working on eco-friendly initiatives to green our firm: waste reduction, sustainable procurement and green certifications.

A global commitment to zero emissions

WorldClimate is our commitment, globally, to achieving net zero emissions by 2030. We are doing our part to help the world achieve the goals of the Paris Agreement through a global climate strategy centred on changing behaviours within our organisation and among those we influence. Acting in a regenerative way, we prioritise the environment by encouraging our people to make eco-friendly choices at work and at home, and transition to a low-carbon economy.

Reaching a milestone in Belgium

Since 2017, in Belgium we have succeeded in cutting CO2 emissions by one third. This milestone achievement was the result of diverse initiatives in our impact areas, largely mobility. The drop in CO2 emissions even exceeds the targets we had set for ourselves of a 25% reduction in CO2 and 10% reduction in car use by 2021 (despite the fact that employee and company car numbers continue to rise). This strong start puts us on a clear roadmap toward carbon neutrality in 2030. Programmes to achieve this goal include a 100% electric car fleet by 2030 and a 65% reduction in CO2 emissions per square metre in Deloitte's buildings by 2030.

A NIGHT TO REMEMBER

On 25 September, we hosted the first-ever Deloitte Drive-In event where 180 sustainability-minded colleagues and university students attended a Corona-proof screening of *Bad Boys for Life*. It was great to safely bring everyone together for a night at the movies and the perfect way to cap off our firm's Mobility Week celebrations.



Deloitte Drive-In

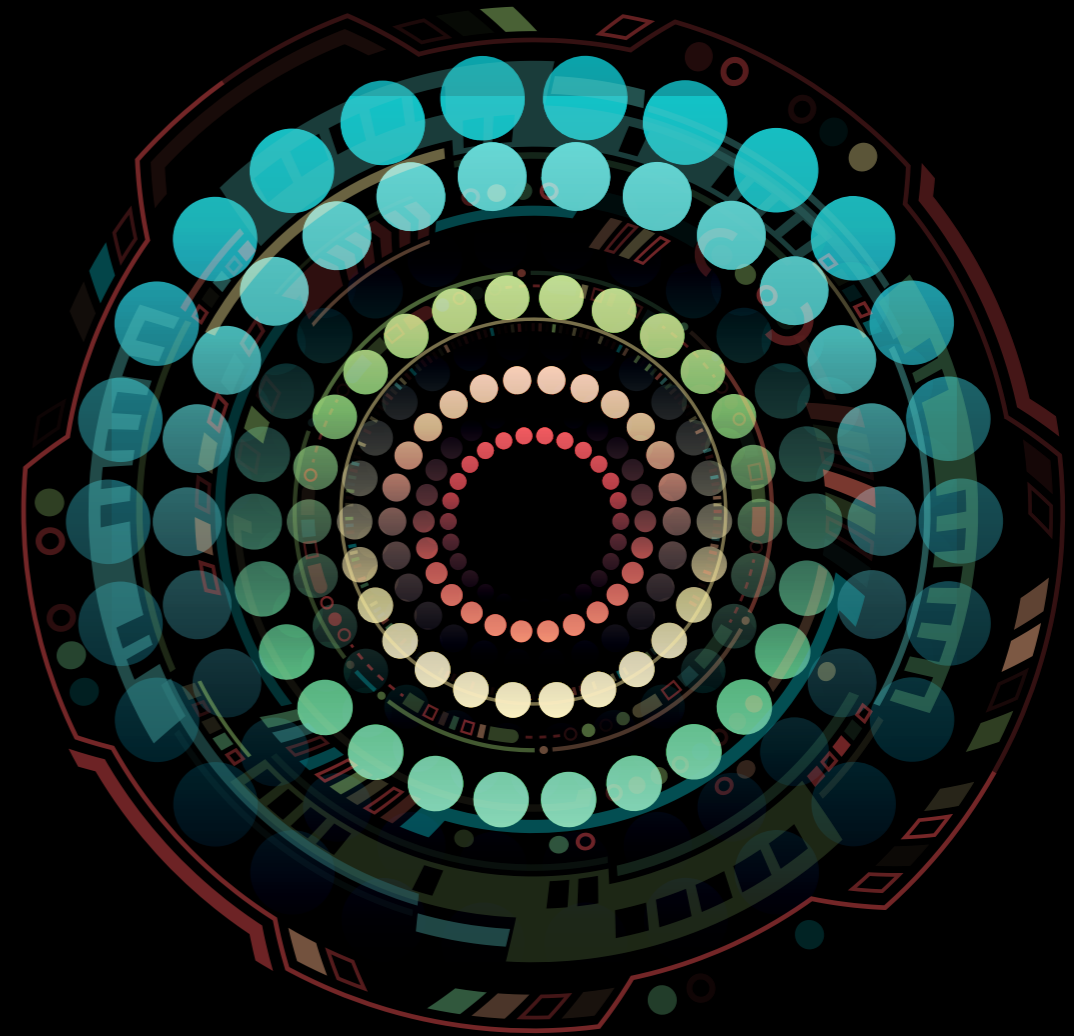




Sustainability Report

Discover how we are pioneering a path towards a more sustainable future!

Read our Sustainability Report at
www.deloitte.com/be/sustainability-report



How we built it

The art of the possible

Visit our webpage and discover our digital offerings.
www.deloitte.com/be/innovation



LET'S TALK DIVERSITY WITH...

MOHAMED RIDOUANI

Mohamed Ridouani, mayor of Leuven, reveals why our ability to collaborate is what makes us human, how Deloitte is an advocate for diversity and why it's important the city of Leuven feels like home to all its citizens.

What is your view on diversity?

Diversity is something to be cherished. Each one of us encompasses a rich mosaic of different identities. Depending on the place, time and people one is surrounded with, people show different aspects of their identity. And that's beautiful. Human nature is one of collaboration. Bringing people together to share ideas and find solutions is the best way forward.

According to you, how important is diversity within companies, communities as well as your city?

Leuven has 171 nationalities. Diversity is part of our DNA. Pre-COVID, we witnessed half the world passing by the city's main square. As a city of knowledge and innovation and due to the presence of the university, people from all corners of the world come here to study, do research, start

companies, invest and build a life. It's important that we create an environment where people feel at home. I recently met someone from Kenya doing a PhD here and he said 'Leuven is a place where you feel at home far away from home'. For me, this reflects the kind of city we are: a city of welcome. No matter your background, everybody has a future here.

In terms of identity, I want Leuven to be a place where people have the freedom to express themselves and share their true selves with others. For example, we have quite a large Chinese community and two years ago, I invited them to celebrate their New Year's festival in the city centre instead of within their own community. And the same goes for other ethnic celebrations such as the Indian Holy festival and Ramadan. They should be shared.

"Human nature is one of collaboration. Bringing people together to share ideas and find solutions is the best way forward."

Diversity is of course also about gender equality. While developing structural initiatives to empowering women, we also give attention to gender equality by systematically attributing female names to new streets. It's symbolic but it matters because it makes diversity visible.

Having a philosophy where everyone feels welcome, can contribute and have a meaningful life is key. We won't achieve anything by excluding people. It's about identity and sense of belonging. The way forward is to have a cross-over of different views and backgrounds, which brings about something far more interesting.

What additional actions do you feel are needed to put diversity higher on the agenda (on the individual, corporate and government level)?

Leadership must prioritise diversity, invest in it, share the story to make it part of its core values... and finally take action. As mayor, I can't speak of diversity without including my own story as a child of migrant labourers coming to Belgium in the early 70s. Society gave me enough opportunities to go to university, pursue a career at Deloitte and eventually a political career, and to become mayor of Leuven. I worked hard but I had a lot of help along the way in a society that is open to diversity.

Is it easier for you as a visibly ethnic person to open a debate on diversity?

Yes, I believe so. Often, I tell my own story of my family's immigration to Belgium—what was difficult and what helped me. I speak in schools and it's always interesting to see how young kids react to me. They often ask me questions like 'Can you speak Moroccan?' and 'Do you live in a house or an apartment?' I feel they can relate to me because we have a similar background. I hope my story inspires them.

How do you feel Deloitte acts on diversity?

Deloitte has really taken a stand on diversity. Today, diversity is ingrained in its

shared values. The firm actively communicates and creates programmes around diversity and gender equality. There's a lot of work to do in corporations but Deloitte is one of today's champions when it comes to promoting diversity.

Are you still in contact personally and professionally with former colleagues at Deloitte?

Yes, I still have good friendships with former Deloitte colleagues and the benefits to my life personally and professionally have lasted to this day.



LEUVEN 2030

Our city actively fosters cross-overs, encounters and collaboration. For example, through Leuven 2030 our joint platform where citizens from all backgrounds collaborate with the city, university, companies and grassroots organisations to make Leuven a climate-neutral city.

Together, they come up with solutions for mobility, building innovation, greening of the city, water supply, etc. The results are outstanding: CO2 is decreasing even though the city is growing. Bringing people together and allowing them to collaborate while respecting their identities contributes to innovation and progress. Our baseline is 'Innovate for the better and for all' which sums it up well: we bring significant innovation and make it accessible for all.



UP CLOSE AND PERSONAL WITH **MOHAMED**



Age
41



Living in
Leuven



Favourite book
The Little Prince by Antoine de Saint-Exupéry.



Favourite quote
"I have never tried that before, so I think I should definitely be able to do that." (Pipi Longstocking)



Favourite dish
Pasta scampi.



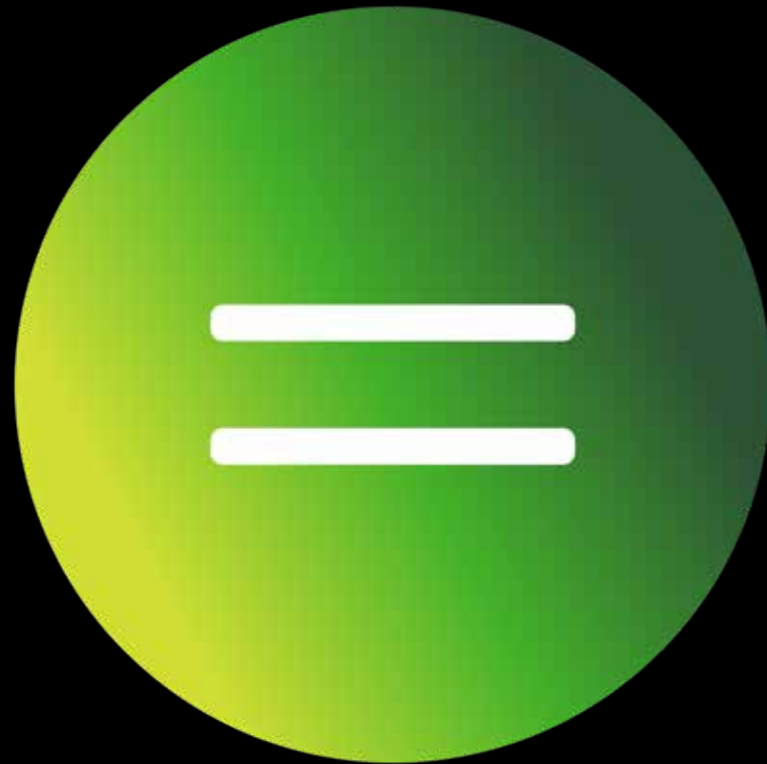
Best advice someone ever gave you
"Going into politics is like going into a monastery, you give it 100%." (Louis Tobback)



Nr 1 on your bucket list
Sahara trip with my two sons.

DIVERSITY & INCLUSION

INCLUSION IS ABOUT SEEING OUR DIFFERENCES
AND EMBRACING THEM AS STRENGTHS



Respect & Inclusion at Deloitte

Deloitte has a strong commitment to diversity. Our objective is to create a positive work environment where everyone is treated with respect and encouraged to be themselves, so they can thrive and balance successful careers, alongside life outside work.

In order to begin to see true change, we have to do the everyday work of inclusion, focusing on daily behaviours to create a healthy internal culture where all people feel included and respected, and where diversity is embraced in all its forms.

HERE'S HOW WE'RE TAKING ACTION

1. Working toward gender balance
2. Fostering LGBT+ inclusion
3. Supporting mental health
4. Fostering racial and ethnic inclusion
5. Promoting allyship
6. Helping our people to have confident conversations

CAN YOU SEE ME?

To really understand how our people feel, we created a series of educational films entitled 'Can you see me?', which tell the stories of six people from underrepresented groups, recounting their experiences related to disability, gender, gender identity, sexual orientation, and race.

Watch the videos below



TEASER
CAN YOU SEE ME



KATARINA'S STORY
CAN YOU SEE ME



ALEJANDRO'S STORY
CAN YOU SEE ME



THIAGO'S STORY
CAN YOU SEE ME



JACKIE'S STORY
CAN YOU SEE ME



PETER'S STORY
CAN YOU SEE ME

DISCOVERING EXPONENTIAL TECHNOLOGIES WITH...

FREDERIK DE WITTE

Frederik De Witte, Co-Founder of FleetMaster, reveals how a chance encounter landed him a job at Deloitte, how a thesis project transformed into a top-ten Technology Fast 50 contender and why his cloud-based company stands out from its competitors.

You started your career as a consultant at Deloitte. What initially attracted you to join the firm?

While I was doing research on foreign investment at Vlerick, one of my interviews was with a director at Deloitte. We had a good personal connection and while I was working at Johnson & Johnson, I contacted him to see if there were any openings at Deloitte, and subsequently joined the Corporate Finance team in 2011. I was instantly attracted by its global span and found myself immediately working with full corporate boards. Advising such important people on high-profile projects worldwide was a fantastic opportunity for me at that age.

Tell us about your role and your time with Deloitte.

It was an exciting time and I always felt like we were a small company within Deloitte. Our initial team of three had a lot of responsibility working with C-suites on location strategies, advising them where to build

shared service centres, IT locations, headquarters and plant locations. I travelled all over the world: 60% of my time was spent in Eastern Europe, but also in Asia. Every evening, my wife would ask where I had been because two to three times a week, I was abroad. On top of this, it was nice to have grown the team to eight when I left five years later.

You are now the co-founder of FleetMaster. How did the idea of this company begin?

Founding my own company was always in my DNA. When I was young, I was the kid who mowed all the neighbours' lawns during weekends and

summer holidays. When I was in my thirties, I was a member of the Flanders' Chamber of Commerce and Industry (VOKA), and participated in their Bright & Young programme which helped individuals bring entrepreneurial ideas to fruition. This is where I met FleetMaster's other co-founders who were working on a thesis project on telematics at the University of Ghent to receive data from vehicles. We approached rental companies with the same concept to automate business processes, but they were interested in a management software. And the rest is history...

For me, consultancy was more exciting than corporate work. Deloitte has a different spirit. I always wanted to go the extra mile and Deloitte offered me the opportunity to push beyond my limits and grow.

"What I like about our collaboration with Deloitte is the atmosphere and the people we work with—from tax to accounting—on to specific questions we have about the US or other strategic projects we run. They have definitely supported us in our growth and it's always nice to work with former colleagues."

Tell us about your career path since you left Deloitte and how you built this start-up to a scale-up?

Step-by-step in our spare time. All four founders continued working at our respective companies and spent evenings and weekends turning our hobby into a business. My co-founders started the company in 2011 and I joined in 2012, our first customers came aboard in 2013. In 2014-15, we began building products and it was only when the company needed my full attention that I left my day job in 2017, while the other technical co-founders already came on board in 2014.

How has your focus shifted to innovation and what inspired you to bring a cloud-based platform to the fleet market?

In fact, it was through innovation that we saw a clear business need. Realising our competitors were on quite outdated platforms, we designed a stable, cloud-native-based platform hosted on Microsoft Azure with an open architecture, and built a good eco-network with partners. What makes us stand out is the ease of integrating and connecting our software to other solutions, software platforms and telematics, and it can be deployed quickly anywhere in the world. All

the big corporations have approached us because our technology is so different. Continuously investing in innovation keeps us ahead of our competitors.

How would you describe your role within the scale-up ecosystem?

We're certainly a scale-up company and growing quite fast. That's why we're looking to scale internationally with software houses, tech companies and implantation houses. Collaborating with large companies like Daimler, which is now a shareholder, and also important partners like Deloitte and Microsoft, helps us to tap into global markets.

What is your experience with the Deloitte Technology Fast 50 competition?

As one of the better-recognised tech events in and outside of Belgium, it's outstanding that FleetMaster was in the Fast 50's top ten for the past two years running and in the EMEA top 500 as well. It's a fantastic network of start-ups and scale-ups and brilliant to see how fast they're growing. Of course, this year's celebration was different; my co-founders gathered at my house and we ordered a takeaway.



STABLE, FAST AND FLEXIBLE

FleetMaster is a cloud-based fleet management solution for businesses that handles short- and long-term vehicle rental (Avis Budget Group, Enterprise Holdings, Scania Global Rental, Athlon International) and lease (Terberg Business Lease Group, Crédito Real), as well as dealerships (Mercedes-Benz, Fiat Chrysler (Stellantis nu), Volvo Trucks, Polestar). Its flexible and easy-to-use software helps companies with vehicle and customer management, invoice creation, work order and maintenance planning, cost tracking and business reporting.

Scan the QR code to visit FleetMaster's website.



UP CLOSE AND PERSONAL WITH **FREDERIK**



Age
36



Living in
Kortrijk



Favourite book
Italian cookbook with a glass of Chianti over the weekend.



Favourite quote
Never waste a good crisis.



Favourite dish
The one prepared with passion and in good company.



Nr 1 on your bucket list
Flying Qatar Airways' QSuite to a faraway destination.

THRIVE THROUGH THE NEXT PHASE OF DISRUPTION

At Deloitte, we aim to be an active contributor to the scale-up ecosystem and leverage the newest exponential technologies and programmes to help them make an impact through the next wave of disruption. By continuously driving innovation, we foster economic growth and build the businesses and employers of the future.

How does Deloitte support the scale-up ecosystem?

First, we connect scale-ups with our corporate clients seeking new sources of growth or ways to transform their business. We also selectively embed emerging technologies in our Digital Offerings and establish go-to-market alliances. Through programmes such as Fast 50 and Rising Star, we ensure that start-ups and scale-ups get the visibility and recognition they need to access clients, talent and capital. Lastly, we provide high-value expertise,

helping with growth strategy, financing, compliance, and more. One of the examples of how we share our know-how is through our Booster programme, allowing scale-ups to build a solid foundation to support growth whilst managing risks.

Recognising Belgian entrepreneurship

Belgian entrepreneurs are at the forefront of innovation and play an important role in the economic development of our country. Every year Deloitte Belgium organises the Technology Fast 50 competition to

celebrate the young tech companies that are making their mark and give them the recognition and support they deserve.

We play a vital role in the scale-up ecosystem and collaborate with other actors such as investors, incubators and academics. Being part of this ecosystem gives young companies opportunities to expand their network and achieve future growth.

CELEBRATING THE TECH COMMUNITY DELOITTE'S 2020 TECHNOLOGY FAST 50

Last year, proUnity topped the Fast 50 ranking with a record growth of 82,677.34%, while Intigriti was named the Rising Star by an independent jury.

Who will take home the awards this year? Registration for the 2021 Technology Fast 50 is open. The winners will be revealed on 25 November.

Get inspired

Check out 'Let's talk about growth', a podcast series where the Fast 50 winners and experts share their growth stories and hands-on advice.



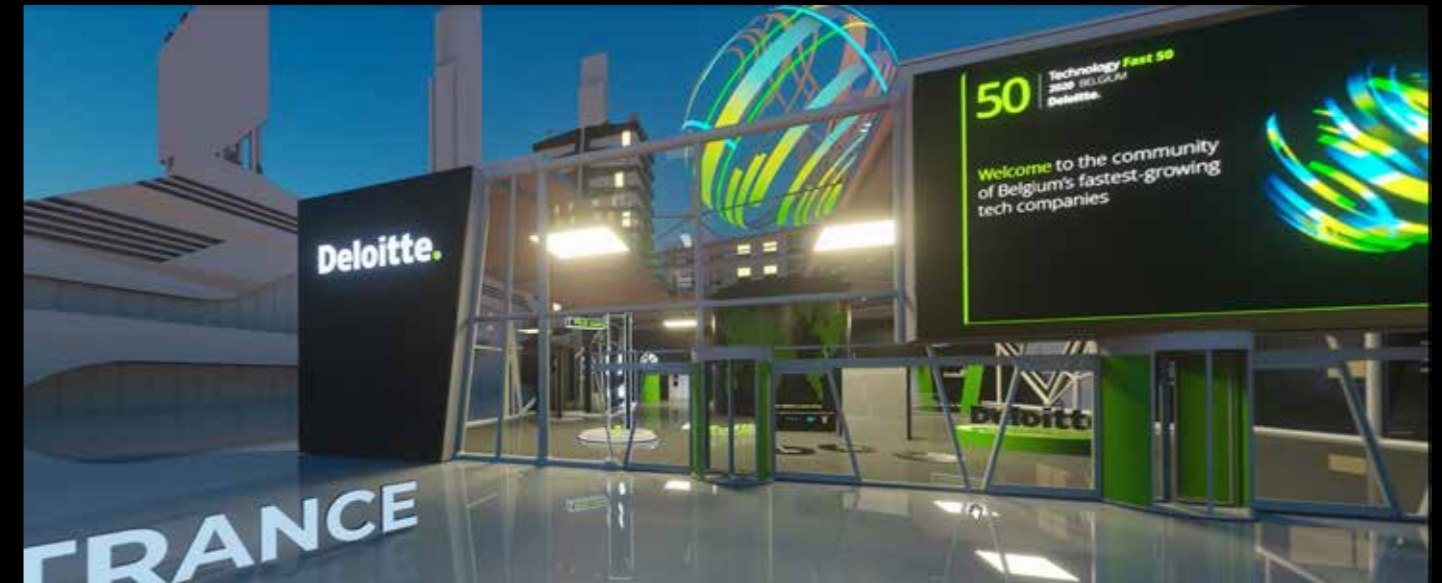
French version



Dutch version



REGISTRATION IS OPEN!



Our 3D platform for this unique, virtual innovation and networking event.



Rising Star finalist pitching his company to the external jury.



SAM SLUISMANS
PROGRAMME LEADER TECHNOLOGY FAST 50



MICHÈLE GABRIËL
SCALE-UP GROWTH LEADER



Virginie Claes, our host, welcoming the event attendees.



PIËT VANDENDRIESSCHE
CEO DELOITTE BELGIUM



Fostering economic growth & tackling complex societal challenges

Gain insights into our ecosystems strategy

We invest in ecosystems, driven by the ambition to foster economic growth and tackle complex societal challenges, whilst also presenting an opportunity to reinvent the way we interact with our environment. Our focus is on the Future of Mobility, Sustainability and Scale-Ups ecosystems, with many initiatives at the crossroads of all three. We strive to be known for connecting the dots, influencing public debate, and bringing high-value expertise, making an impact that matters for our clients, people and society.

Visit our website to learn more: www.deloitte.com/be/ecosystems



Tech Trends 2021

Insights and inspiration for the digital journey ahead

Discover more at www.deloitte.be/tech-trends



BOOMERANG IN THE SPOTLIGHT

ELS D'HAUWER

Els D'hauwer, Partner HR Outsourcing, explains her boomerang experience at Deloitte, how pleased she is to see internal mobility high on the agenda and why it's easier to re-join the firm at a higher level as a boomerang.

“After having left Deloitte, I missed the innovation, inspiration and professional setting. The firm has a strong brand and a professional image in the market. As pioneers in sustainability, flexibility, mobility and diversity and inclusion, we set the bar high.”

You started your career as an Experienced Senior Consultant at Deloitte. What initially attracted you to join the firm?

After working in finance roles after graduating, I joined Deloitte in 2011 as a financial consultant. But I always felt HR was my true passion so I took evening classes in this field, and eventually switched careers. At that time there were few HR opportunities at Deloitte so I decided to leave and explore the world of HR.

What makes you proud to work at the firm?

Deloitte has such a dynamic atmosphere and an entrepreneurial culture. I had, and have, the privilege to work alongside highly-specialised colleagues daily. They helped me to grow greatly as a person and as a professional. Plus, Deloitte offers a lot of training to get you up to speed with the latest trends and they support you in every step of your career. Making one feel part of a community is something the firm does very well.

You spent some years away from the firm, then re-joined as a Deloitte boomerang. What was the impetus to return?

In 2017, I got a call from my former boss at Deloitte and was offered the opportunity to return as lead of a new service line, HR Outsourcing (HRO)—which turned out to be a real challenge, and a real opportunity. It's brilliant that Deloitte reaches out to alumni when they feel there's a good fit, and also when people have faith in you.

As new leader of HRO, how did you bring the new service line to the next level?

I was certain I had the necessary experience, know-how and enthusiasm, and had no doubt that Deloitte would support me in turning this into a success story. I was also armed with a six-month plan. It involved a combination of listening to both the consultants and clients to learn what was working and what wasn't, and integrating their

feedback into a solid business plan. And the results speak for themselves: we grew from 12 consultants to a team of 50 in three years.

INTERNAL MOBILITY

Cluster vacancies across BUs mean that recruiters who find a good Deloitte match will do their best to find a place for a candidate in the firm. For Deloitte's exploring potential opportunities, it will serve them well to have an honest discussion with the internal mobility team as they have a broad view of all the openings.

How did your previous career at Deloitte benefit you when you re-joined the firm?

A huge advantage was that my previous boss was also my current boss. We've always been on the same wavelength and share a similar vision—in other words, a perfect match. And I still had a network of former colleagues and connections.

In my opinion, it's easier to join Deloitte at a certain level if you have some understanding of the organisation and already know the culture, the internal workings of the different BUs and understand what it takes to be a Deloitteer.

How has your focus shifted from consultant to HR director to now HR partner?

My career trajectory evolved from executing client projects to managing a team to developing a new service line. In my current role as a partner, I have a responsibility to be a role model. My personal no-nonsense style and my ability to engage others allow me to be respected as a people manager and partner. I have a passion for motivating individuals and letting them shine.

Has Deloitte's focus on talent changed from your first stint at the firm?

Yes, now there's a major focus on internal mobility and this is a huge change from the past. From day one when I re-joined Deloitte, I knew that I made the right decision and felt very welcome. These days, I feel any Deloitteer looking for a new challenge will get a chance to pursue their new focus internally, and the firm will do everything it can to make it possible.

“Purpose is a top priority and you feel it throughout the organisation; it's not only talked about internally but you also see it on social media. This gives me a lot to talk about with my clients. They're curious to know what's happening at Deloitte because we're always one step ahead.”



UP CLOSE AND PERSONAL WITH **ELS**



Age
39



Living in
Ninove



Favourite book
I can spend hours browsing cookbooks looking for the perfect dish :-).



Favourite quote
There is no me without we.



Favourite dish
Firecracker chicken.



Best advice someone ever gave you
Be yourself, chase your dreams and never say never (advice from my mum).



Nr 1 on your bucket list
Road trip across the US.



Onboarding week



Campus Away Day



Health & Safety Package



Cloud Engineering bootcamp



Walk&Talk meetings



Virtual Technology Day



Virtual lunch



Workshop Talent Acquisition team



Audit team meeting



Virtual coffee



Virtual Business Case Night

BUILDING A SIMPLY IRRESISTIBLE ORGANISATION

MAXIMISING THE DELOITTE EXPERIENCE

Companies, like people, want to grow. In fact, we want to become an organisation that's simply irresistible. How? By helping our people be at their best. At its core, we celebrate unique perspectives and strengths as an asset in our diverse network. While we appreciate hard work, we also value private life. That's why we encourage our employees to take opportunities to grow personally and professionally. And we believe passion and an entrepreneurial spirit helps foster a positive winning atmosphere. Simply put, we challenge Deloitteers to be at their best. In exchange, we expect great things from them.

Our five pillars

Ensure meaningful work – Maximise strengths and talents. Foster entrepreneurial spirit. Encourage people to own their role.

Give hands-on support – Whether it's one-on-one coaching, feedback or simply clear expectations, we support our people fully to reach their true potential.

Create a place where people love to work – One that is dynamic, flexible, engaging and inclusive. One where work and life is recognised and valued.

Invest in growth – We support our people with training. And encourage them to embrace career opportunities internally and also across our local and global network.

Cultivate open communication with leaders – We want to give our people a clear and compelling company vision to believe in. Only then will they be inspired to live our Purpose.

MAKING INTERNAL MOBILITY WORK

Organisations now have a clearer picture of the many potential benefits of internal hiring. It just makes sense to look at known and proven talent who are aligned with the firm's mission and vision.

At Deloitte, we offer a world of opportunities to our talent to boost their personal and professional growth. We encourage internal transfers within our firm as we believe in matching the right people to the right jobs taking into account their personal career aspirations and unique strengths.

Moving within our firm gives our talent the opportunity to learn and develop new skills, embark on new challenges, expand their network and discover new aspects of our business.

We want to create a culture of trust where our people are comfortable talking about their career. Our ambition is to ensure our people find their best fit in our organisation.

MAKING AN IMPACT THAT MATTERS

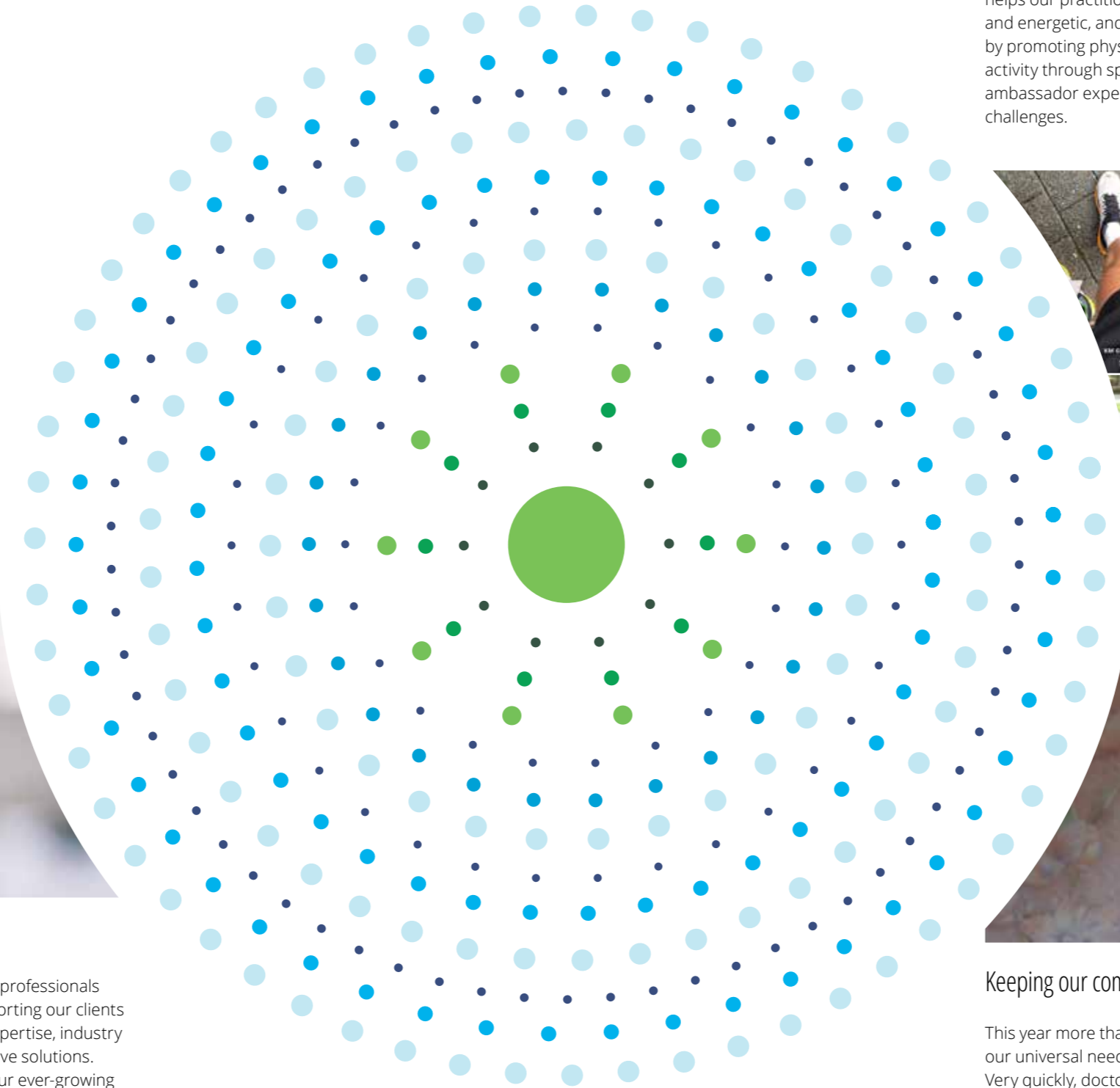
AT DELOITTE, WE STRIVE TO LIVE OUR PURPOSE EVERY DAY, WHICH IS TO MAKE AN IMPACT THAT MATTERS FOR OUR CLIENTS, FOR OUR PEOPLE, AND FOR SOCIETY.



Supporting our clients

With the emergence of the COVID-19 pandemic, our focus has been on helping businesses through these challenging times and enabling them to emerge more resilient on the other side. We have been offering our knowledge and resources through weekly topical client webinars and virtual touchpoints, and taking a look at different areas of our clients' operations, including workforce, supply chain, IT, cyber, business continuity, etc.

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.



Happy & healthy at work

Deloitte is on a mission to help its people improve their health and wellbeing, whatever their role, goals or fitness levels. Our Energise@Deloitte programme helps our practitioners to be healthy and energetic, and to thrive at work by promoting physical and mental activity through sports events, a unique ambassador experience, and office challenges.

With the overnight change to working from home, our Energise@Deloitte programme quickly transformed into Energise@Home, offering our people inventive opportunities to maintain physical and mental resilience while staying connected.

From daily online group classes to weekly wellbeing webinars and virtual coffee chats to step challenges, we're proud of the imaginative initiatives and support systems we put in place to nurture connections while maintaining social distance.



Keeping our community connected

This year more than ever has highlighted our universal need for human connection. Very quickly, doctors sounded the alarm that isolation could significantly deteriorate the mental health of confined populations, especially those who could not be visited.

In the midst of the lockdown, we launched a simple and spontaneous project

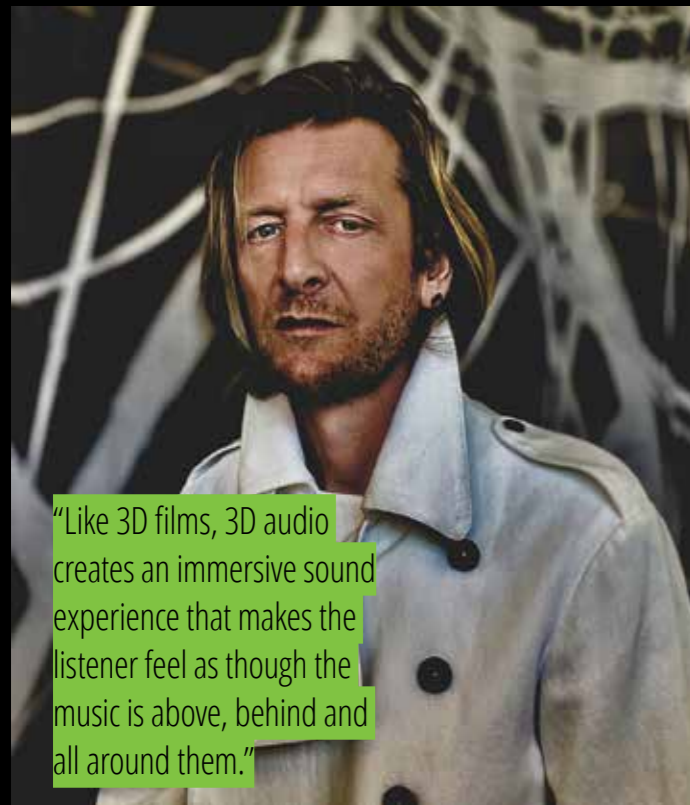
that aimed to bring a little warmth and wellbeing to help the most vulnerable.

In collaboration with the VUB and Close the Gap, our 'Virtual Hugs' initiative provided mobile devices to people with disabilities and people in hospitals and care centres so that they could communicate with their loved ones. We delivered more than 4,000 devices, directly impacting 40,000 and indirectly 80,000 lives.

DELOITTE INSPIRES

PUSHING THE BOUNDARIES

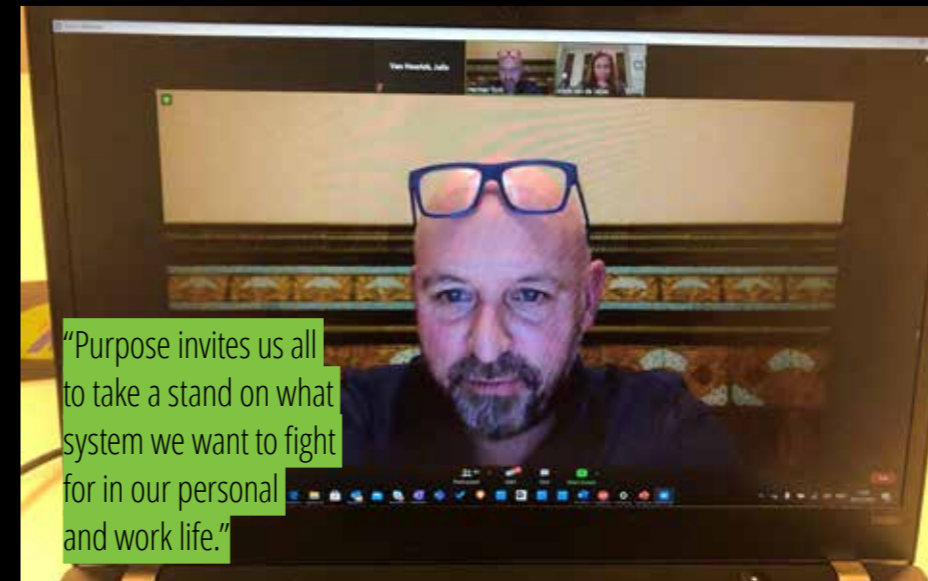
At Deloitte, we invest in our people's personal development, their wellbeing and their professional growth. The Deloitte Inspires talks give our people the opportunity to explore different topics, gain invaluable insights, and be inspired by prominent influencers and leaders.



OZARK HENRY (Piet Goddaer)

Ozark Henry (Piet Goddaer)

In September, we explored 3D audio with musician Piet Goddaer, who performs under the stage name Ozark Henry. He shared how immersive sound technology can completely revolutionise the way we listen to music today, and how it can be used to create experiences and events for brands.



HERMAN TOCH

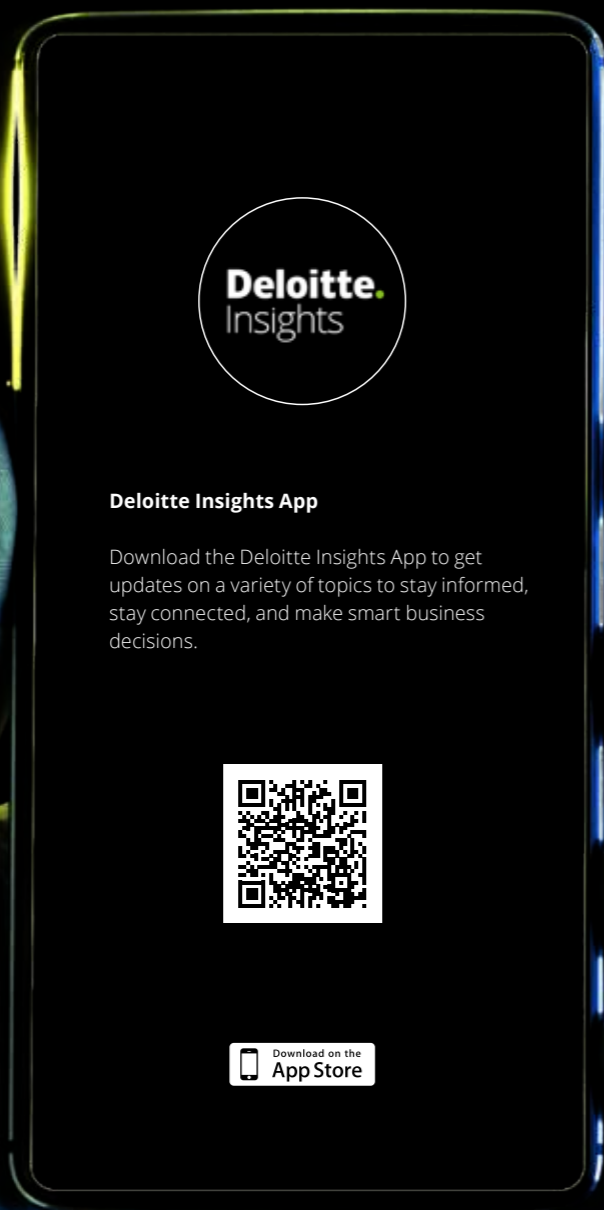


JOCHANAN EYNIKEL



DELOITTE INSIGHTS

Deloitte Insights brings you the best of business insights. Full of the latest news, trends, articles, analyses and research, it's an invaluable database of global reports that address today's business challenges and opportunities. Offering astute perspectives on a broad spectrum of topics through workshops, videos and podcasts, it's sure to be of interest to everyone in your business circle from executives to start-ups to government leaders.



TMT PREDICTIONS 2021

Innovations, including services and products that have been 'just around the corner' for years, are finally turning that corner in 2021.

Everything is connected and interdependent—and their impact and value are increasing as a result. Just five ecosystems are responsible for the bulk of the TMT industry's revenue—smartphones, computers, TVs, enterprise data centres and software, and IoT. In 2021 we will see an entire crop of previously perennially delayed technologies finally becoming ready for prime time.

The TMT Predictions' poster child for such late-blooming technologies is the deployment of low earth orbit (LEO) satellites for low-latency broadband internet. Here are a few highlights to pique your interest: edge AI chips come into their own, robots step up in a big way, e-bikes catching on big time for commuters worldwide, and podcasts reached their first billion-dollar year in 2020. An interconnected ecosystem with a limited number of significant players should allow us (and everyone) to foresee trends with greater accuracy and more confidence. In other words, make predicting more predictable!



Want to know what the future holds for technology, media and telecommunications?
To read the full 2021 TMT Predictions report, scan the QR or download the Deloitte Insights App.

GLOBAL HUMAN CAPITAL TRENDS REPORT 2021

As we enter a new decade, we need to ask how we can leverage the environment that technology creates to humanise the way we work.

Last year's Deloitte Human Capital Trends report called upon organisations to embrace three attributes—purpose, potential, and perspective—that characterise what it means to fuse people and technology to perform as a social enterprise at work. In just a few short years, the concept of the social enterprise has grown from an intriguing new idea into a concrete business reality.

'The Social Enterprise at work: Paradox as a path forward' believes that greater value comes from the integration of technology and environment to embrace one of the greatest paradoxes today: can organisations remain distinctly human in a technology-driven world?



Why will approaching this decade with a mindset of social enterprise make such a difference?
Discover the full report by scanning the QR or downloading the Deloitte Insights App.





FINANCIAL SERVICES REGULATORY OUTLOOK 2021

Ongoing macroeconomic trends and conditions will put even more pressure on financial services firms. They will need to ensure they have the foresight, governance, skills and operational capabilities to adapt and respond effectively.

Deloitte's Financial Services Regulatory Outlook 2021 explores how major regulatory trends will shape the financial services industry across Asia Pacific, EMEA and the US in the coming year and how firms can respond effectively. Although the post-crisis wave of regulatory change is subsiding, there was much to attract regulatory and supervisory attention in 2020. The international consensus on regulatory reform is fraying. Political appetite for globalisation is retreating, and trade tensions are mounting. Technological change and social concerns, including environmental sustainability, are on the rise in regulator's agendas. Financial services institutions need to be prepared to respond to these trends.



A heightened focus on business model resilience is critical this decade.

Learn why by scanning the QR or downloading the Deloitte Insights app where we showcase and share our cutting-edge insights and solutions.

FUTURE OF MEDTECH

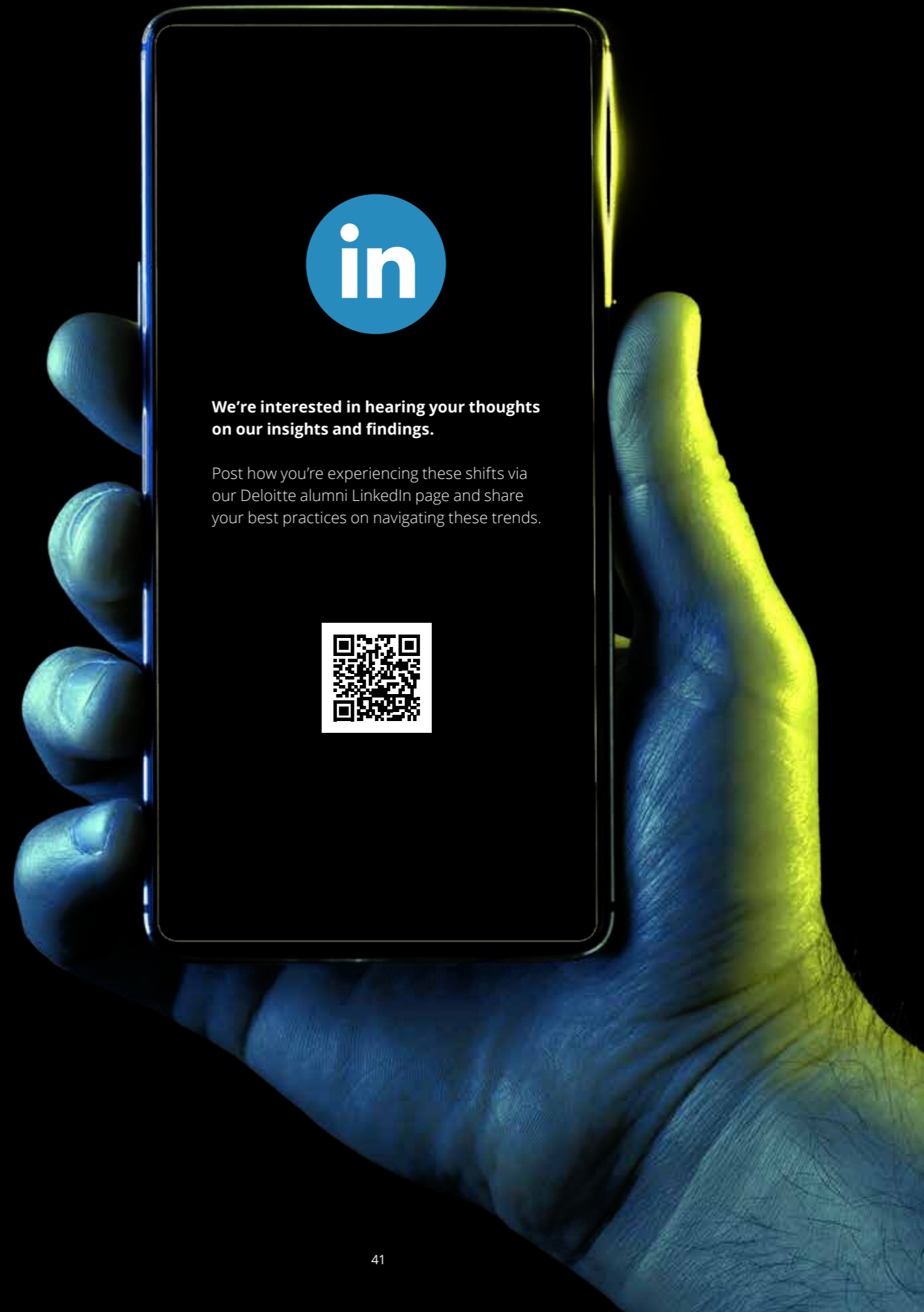
A key stand out has been the huge acceleration in the pace and scale of technology-enabled transformation across the whole health ecosystem.

This year, inevitably, our predictions have been informed by the unparalleled impact of the COVID-19 pandemic on society in general and more specifically on how people perceive health risks. COVID-19 has also increased significantly the use of technology by people monitoring their own health and learning new ways to lead more active and healthy lifestyles. People happily monitor their healthcare data through validated apps, wearables and connected devices. There has also been a shift to preventative measures. What's more, medicine has undergone a paradigm shift as medical professionals base their findings and recommended treatments on predictive, preventative, personalised and hands-on medicine—a change driven by technological and scientific advancements.



Interested to know the major trends in healthcare and life sciences in 2025?

Read how MedTech companies are driving the future of health by scanning the QR or downloading the Deloitte Insights app

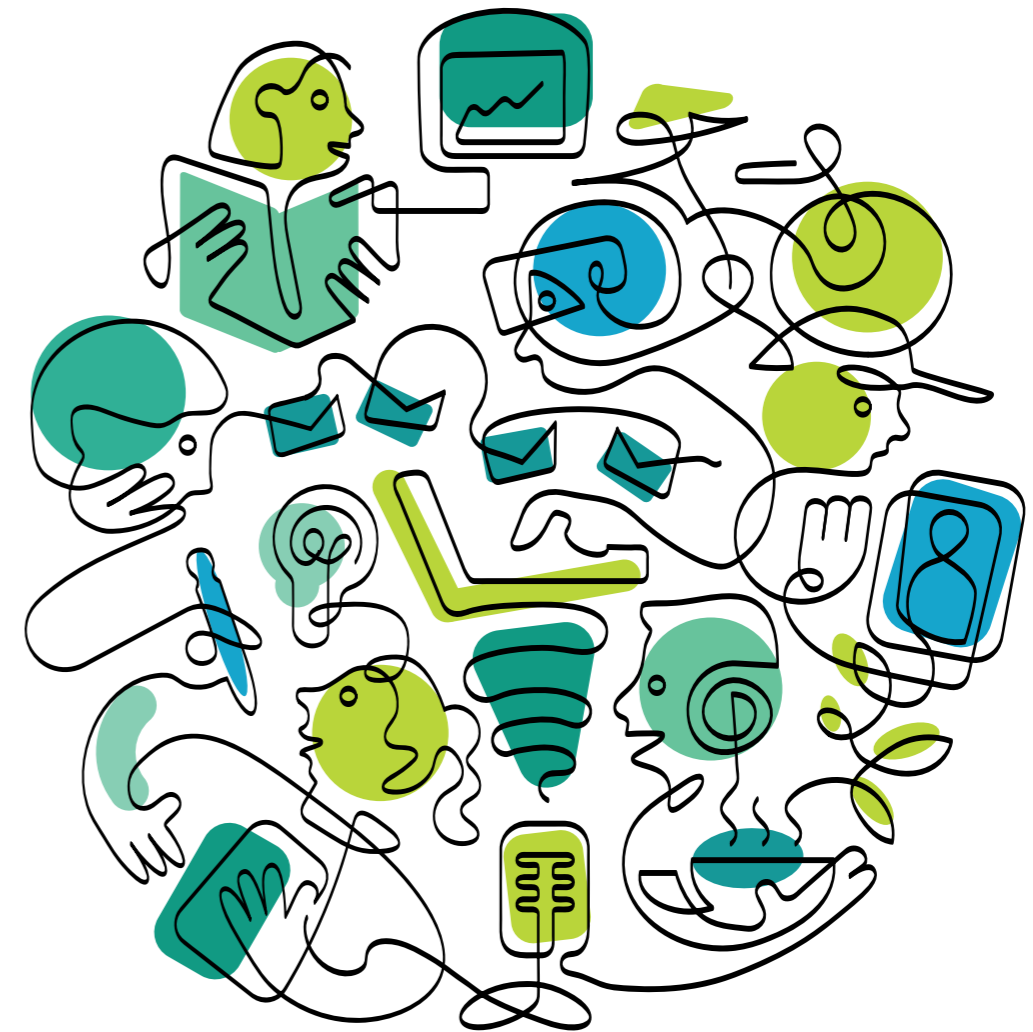




Best Managed Companies Recognising Belgian business success

Every year, the Belgium Best Managed Companies programme recognises private businesses setting the highest standards of business performance. They are shining examples of resilient entrepreneurship and sustainable growth, resulting in a positive, lasting impact on their own company and the future of our economy.

www.bestmanaged.be



2020 Belgian Impact Report Read our stories of impact!

Our Impact Report is a collection of stories that bring to life our work for our clients, our people and our society in 2020!

Read how we are making an impact at www.deloitte.com/be/impact-report

[#ImpactThatMatters](https://twitter.com/ImpactThatMatters)





LinkedIn group

Be sure to join our Deloitte Belgium alumni group on LinkedIn and expect more news on events happening in 2021 and beyond. Become part of our extended community and continue supporting and inspiring each other as game changers.

Access our LinkedIn alumni group



Alumni page

Stay up to date! Keep abreast of what's going on in our firm – innovative projects, customer-centric solutions, in-house developments, encouraging alumni stories and job postings.

Visit our alumni page



Insights App

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