

AlumniMatters

The magazine made for Deloitte #colleaguesforlife

Issue 2 • April 2022



"The Deloitte energy stays with us even when we leave, and people recognise that."

ELLEN GLAZEMAKERS
Director in Tax & Legal at Deloitte

Deloitte.

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“Nurturing connections has always played an important role in everything we do.”

PIET VANDENDRIESSCHE
CEO DELOITTE BELGIUM

STORIES THAT CONNECT

PIET VANDENDRIESSCHE
CEO DELOITTE BELGIUM

One of the reasons we started AlumniMatters was to offer a way to connect with you, our #colleaguesforlife, through stories that shine a light on the present and that speak to how we are collectively shaping our future. A chance for us all to be inspired and to inspire.

Sharing our stories is a crucial part of what makes us human; they can unite us. We're delighted to be sharing such a rich tapestry of interviews, articles and insights with you in this second edition and we invite you to sit back, and join us on a journey of discovery.

Read the inspiring stories of three of our alumni and one boomerang who each in their own way are making an impact that matters – from sustainable baking, and helping shape the future of waste management to raising the bar for how Belgian companies operate.

Discover how initiatives like our holiday-season Digital Shoebox Donation Drive allow us to collectively support

communities near and far. And how Deloitte's WorldClimate programme unites colleagues across the world in working towards shared sustainability commitments.

Nurturing connections has always played an important role in everything we do, and our alumni programme is a perfect example.

To you, and all our alumni, thank you for being part of our story and for letting us be part of yours!

DELOITTE INSPIRES

NEW PERSPECTIVES

There's a powerful connection between how and what we think and the people we surround ourselves with. Aimed to inspire all Deloitte's, our Deloitte Inspires programme invites speakers from diverse backgrounds, areas of expertise, and life experiences to share their stories of impact and spark inspiration.

"We're given two hands – one to help yourself and one to lift up someone else."

MARC HERREMANS

We all know that being able to adapt to changing situations is key to success, and former triathlete Marc Herremans' journey is the perfect case in point.

Four years after suffering a training accident that left him paralysed from the chest down, Marc achieved his dream of winning the 2006 World Champion Ironman title. He went on to found the charity To Walk Again, become a sports coach, travel the world, and – achieving one of his life goals – start a family.

In September 2021, Marc joined us for a hybrid Deloitte Inspires session where he spoke about the lessons he's learned following his life-altering accident, how setbacks stimulate creativity, and how we can expand our boundaries by focusing on the positive.

This unforgettable session saw Marc compare moments of his life to a deck of cards as a powerful illustration of perseverance, hope and strength in the face of adversity.

Deloitte Inspires for alumni – stay tuned!

As an alumnus, you will soon be able to register for the Deloitte Inspires sessions.



BREAKING BREAD WITH...

OLIVIER DE CARTIER

Olivier de Cartier, CEO of Belgian bakery company Copains.Group explains why focusing on sustainability is a no-brainer for him, why purpose and profit need to co-exist, how his Deloitte background opens doors, and the secret to helping people make more sustainable choices.

“Doing good in the world, both on an environmental and societal level, and being profitable are becoming more and more intertwined. In ten years from now, companies will have no choice but to place sustainability firmly at the heart of what they do.”

Olivier de Cartier
CEO of Belgian bakery company Copains.Group

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

Towards the end of my law studies, I applied to a few different companies. While I was on Erasmus in Ljubljana in Slovenia, a friend working at Deloitte convinced me to apply there. At that stage you have no idea what really sets one company apart from another, but he was so enthusiastic about his own experience that I decided to go for it. And it was a decision I never regretted.

What did you most value about your time at Deloitte?

At the time, my colleagues. We were like a ‘gang’, in the best possible sense. We had the stimulation of our work with Deloitte, and all kinds of extra events that bonded us even more. Now, looking back, what I value most is the huge amount of learning. Not in a technical sense, but learning to work in a team, to manage a project, and learning from the partners. I had the chance to work closely with a few partners and they became absolute role models to me.

“Even now, I regularly think of the role models I had at Deloitte. They showed me what it is to be good at work and good for people at the same time.”

You left Deloitte in 2015 for an exciting new project that would set the tone for your career to date. Tell us more.

My departure from Deloitte was very abrupt, and a real leap into the unknown. I had the opportunity to take over a small bakery near Mons that was close to bankruptcy. I knew the demand for quality bread was there, and I wanted to take on this entrepreneurial challenge, but things had to go very fast. So I explained the situation to my Deloitte partner, and he told me to go for it. I left Deloitte on a Tuesday, and started in my new role the next day! My Deloitte background gave me huge credibility, and the trust that was placed in me paid off – after just a few months, we broke even, and the business went from strength to strength.

We started out with just 12 people, and now we’re over 100 full-time equivalents, with 15 times the turnover.

What inspired you to shift your focus to creating a sustainable bakery?

From the start of the Copains adventure, craftsmanship and local production were key elements of our DNA. And not just because of market demand. To me, and much of my generation, it’s just common sense. We built partnerships with local farmers and put a strong focus on the way wheat is produced. It’s not rocket science, but when you see that only 10% of bread in Belgium is made with Belgian wheat, you realise that there’s something wrong with the system. At Copains, 90% of our wheat is Belgian, and all our flour comes from a family mill less than 50km from our atelier. There are so many ways we can use our business as a force for good, and that’s part of the reason we’re in the process of becoming ‘B Corp’ certified, which is all about balancing purpose and profits.

Changing people's behaviour isn't easy. What's your approach?

As consumers, we're paying more attention to the origin and quality of the products we buy, but we're lazy. We don't want to change our shopping habits. So our mission was to bring these local, quality products to the big supermarkets. And that's what we've done. As a company, you need to adapt yourself to your customers. Many companies forget to focus on the consumer. They make it all about themselves and their values, and how 'green' they are. If you do that, maybe you'll convince people to buy your product once, but unless the product stands out, they won't keep buying it. Make great products that people want to buy, or offer an outstanding service that brings real value. That's the foundation of a profitable company.

What are the biggest professional challenges you're facing?

Today, the biggest challenge is handling the huge growth we're experiencing – and the forecasts are staggering! Another is keeping our independence, while at the same time being able to support our societal values. But I'm confident that we'll be able to find the right financial partners that will allow us to stay true to what we believe in.

The name Copains is great word play, but what else does it signify?

We've put people at the heart of our bread-baking business from the very beginning, so the play on 'pain' (bread) and 'copains' (friends) is really apt. At Copains, we have a flat hierarchy, where we encourage people to be as autonomous as possible. Why? Because people who are trusted and empowered are happier and do better work. That doesn't mean we don't have leaders, but for many decisions, we have

internal processes to make sure it's the right people who are deciding. For example, teams are actively involved in hiring new members, because the attitude and fit of a newcomer is even more important than their competencies. We've managed to create a really special culture, and people appreciate that. In fact, we've never had anyone leave the company, which I think says a lot.

Where do you see yourself in 5 years?

Hopefully still involved in multiple entrepreneurial projects, because it's what I love to do. And as always, combining that with a positive societal impact – I want to go to sleep at night knowing that I'm doing work that is meaningful, that has purpose.

"At Copains.group, we're not perfect. And we're not afraid to say that. But for every decision we make we ask ourselves how we can do better for the planet and for people."



COPAINS.GROUP

Copains.Group is a 100% Belgian bakery company that co-creates innovative breads with local partners, and supplies retail chains like Delhaize, Carrefour, Délicat, Mestdagh, Cora, Intermarché, and others partners. They also provide quality bread to community services like hospitals and retirement homes.

<https://copains.group/>

B CORP CERTIFICATION

B Corp Certification is a designation that a business is meeting high standards of social and environmental performance, accountability, and transparency on factors from employee benefits and charitable giving to supply chain practices and input materials.

<https://bcorporation.eu/>



UP CLOSE AND PERSONAL WITH **OLIVIER**



Age
39



Home town
Charleroi



Favorite series
Peaky Blinders



Favourite dish
A smashed burger from Rambo (Ixelles). Explosive.



Nr 1 on your bucket list
Write a novel



Favourite quote:
"If you can't have fun, there's no sense in doing it".



Best advice someone ever gave you (and who):
You don't make wrong career choices before 30.
University professor from Zurich.



The song that always makes you get up and dance:
Fistful Of Love – Anthony and the Johnsons

REWRITING THE FUTURE TOGETHER

HOW WORLDCLIMATE IS INSPIRING ACTION EVERY DAY

Launched globally in September 2020, WorldClimate outlines Deloitte's commitments in four key areas: achieving net-zero greenhouse gas emissions by 2030, ensuring 'green' operations across our organisation, empowering Deloitteers to become climate action ambassadors, and contributing to a broader ecosystem that facilitates the transition to a low-carbon economy.

Reaching net-zero emissions by 2030

Deloitte Belgium embarked on its own sustainability journey in 2017, and since then, we've achieved an overall reduction of CO2 emissions by 65%.



Greening our operations

We're working on eco-friendly initiatives focused around three main areas: waste reduction, sustainable procurement and green certification. We're cutting down on waste by reducing paper consumption, replacing plastic bottles with reusable ones, and introducing EcoSmart waste separation and collection. Our gold EcoVadis' rating recognises our sustainable procurement practices since 2017.



Empowering our employees

We've introduced several programmes and incentives to make it easier for our employees to transition to sustainable transport alternatives that suit their lifestyle and our planet. We've also teamed up with food waste warriors Too Good To Go so our people can buy delicious leftovers from our restaurant.



Contributing to engaging ecosystems

We worked with VOKA and Agoria to map out how the Flemish economy can transition away from our energy-intensive economy in an ecologically and economically sound way, while collaborations with non-profit associations like Brussels-based CAPITAL help us engage with the next generation of talent and inspire them to help build our future together.

WHAT'S YOUR PERSONAL CLIMATE IMPACT?

In every aspect of our lives, the choices we make have an impact – from the food we eat, to what we buy and how we travel. Take our climate impact quiz to learn more and discover actions you can take to live more sustainably.



FOLLOWING THE GREEN THREAD WITH...

STANY VAES

Stany Vaes, Managing Director at industry association Denuo shares why he applied for a job at Deloitte Legal even though he wasn't sure he wanted it, how sustainability has been a common thread throughout his career, and how the business world holds the key to unlocking today's sustainability challenges.

"Ambitious regulations are important, but alone they cannot resolve all the sustainability challenges we have today. I've always strongly believed that the key to finding solutions lies within the business world."

STANY VAES
Managing Director at industry association Denuo

What initially attracted you to join Deloitte Legal?

By the time I did my first interview with Deloitte Legal (which was known as Laga until January 2020), I was convinced I wanted to give up law completely. I'd worked in classic law firms for a few years, was fed up with litigation and wanted to do something more constructive. A good friend who was working for Deloitte told me they needed someone with my profile, so I did the interview more as a favour to him. The recruiter knew I was hesitant, but in the end, understanding my passion for sustainability, managed to convince me that I'd be able to make the impact I was seeking. Deloitte had started its 'Greening the Green Dot' project the previous year, and sustainability-related client services were getting off the ground, so it felt like the right move after all.

What did you value most about your time at Deloitte?

For me, it all came down to people, attitude and culture. Being surrounded by so many driven, highly skilled

people, all fully engaged in this multidisciplinary approach. It was the perfect environment for exchanging ideas, gaining new insights. There was always a real 'can do' mentality, and a huge amount of trust. I felt empowered to push myself, to create something. Linked to that, I found the coaching culture invaluable. There were so many opportunities to learn from others, and help others learn. It's something I've never experienced in the same way outside Deloitte. And I've made sure to incorporate elements of that coaching culture at Denuo, even though we're a small organisation with a headcount of 12.

What has your career path been since you left Deloitte?

When I left Deloitte, I wanted to take this multidisciplinary approach one step further, so I joined an engineering consultancy firm where I advised on environmental law issues. But after a year or so, I felt it was time to completely redirect. And that's when the public affairs chapter of my career began, at Comeos, the

Belgian industry association for the retail sector. After a few years there, I realised that if I really wanted to excel as a public affairs professional, I needed more communications experience, so I joined a strategic communication consultancy firm, Whyte Corporate Affairs. That gave me the opportunity to do client work on public affairs, lobbying, and also get familiar with various kinds of communication, from crisis communication around product recalls, communication around restructuring, to multi-stakeholder dialogues related to building permit applications.

You are now general manager of Denuo. What does Denuo do? And how did that move come about?

Denuo is the Belgian industry association for private-sector companies that are active in waste management solutions or recycling. We have about 300 member companies, from small niche players and family-owned businesses, right the way up to big companies that are active across the

whole value chain, like Suez. I saw Denuo's job ad for a new general manager on LinkedIn by chance. I hesitated to apply at first, but then I realised that the role brought together the three different parts of my career: understanding the legal framework and the challenges the business community faces around sustainability; knowing how an industry association works and how to best manage those relationships between stakeholders; and understanding the public affairs side, where I knew I could help Denuo communicate better and increase their visibility.

"As an industry association, we unite the entire chain of materials and its players so we can shape ideas around the use and reuse of those materials."

How important is the role of the business community in tackling the sustainability challenges we face today?

Throughout my career, sustainability has been a common thread. And I've seen first-hand the need for, and benefits of ambitious regulations. But regulations alone cannot resolve everything. Since day one, I've strongly believed that the key to finding solutions to sustainability challenges lies within the business world. I've seen a lot of innovation, with companies going faster and further than what regulations imposed, or even calling for stricter regulations. So I really believe that the business world can drive change.

Would you say Deloitte has the right focus on sustainability?

Deloitte's service offering around sustainability has deepened over the years, and it's become embedded throughout the whole organisation. I see a strong

focus on circularity, which I'm particularly happy about as I'm working with waste streams and material flows. I also see a lot of policy work around sustainability, like the work for VOKA and Agoria (respectively the Flemish business association and the federation for the technology industry) where Deloitte mapped out how the Flemish economy can transition away from our energy-intensive economy in an ecologically and economically sound way.

What are the biggest challenges your industry is facing?

There are three big, inter-related challenges. The first is whether or not we, as a society, are ready to pay the right price for waste management. It's a tough one, because by its very nature, 'waste' is no longer valuable to us. But if we don't change our logic, we'll continue exporting our waste, and not treating it locally ourselves in Europe. Secondly, is the business

world ready to embrace eco-design or designing with recycling in mind? Or use more recycled materials to make new products? There are huge advantages to be gained, including building a stronger local economy that's less dependent on resources from other countries. Within our own industry, one of our biggest challenges is to ensure more transparency around waste streams. With more traceability in what we do with waste, where it ends up, there can be more accountability.

Where do you see yourself in five years?

I work with an amazing team of people, in an industry that makes sense and that brings real value to society, and in a role that is policy focused. So in all likelihood, I'll still be at Denuo in five years. There are still many exciting challenges ahead and Denuo can evolve into an even stronger association, with an even bigger impact.



DENUO

Denuo is the Belgian industry association for private waste management and recycling companies. In a world where raw materials are becoming scarcer and companies want to produce sustainably, its 300 members are the essential link between used materials and reuse, recycling and final processing. Between them, they employ around 15,000 people, accounting for an annual turnover of EUR 5 billion.

<https://denuo.be>

denuo



UP CLOSE AND PERSONAL WITH **STANY**



Age
44



Home town
Overijse



Favorite series
Cheyenne & Lola, The Mandalorian, Absolutely Fabulous, Les Revenants, La Trêve, Unité 42, Endeavour, ...



Favourite dish
Any dish from the Lebanese cuisine



Nr 1 on your bucket list
Tour of Congo



Favourite quote:
"Do or do not. There is no try."
Yoda



Best advice someone ever gave you (and who):
An industry association must be progressive. Raise its members to a higher level. As an industry association, you must always be one step ahead of your members. But being two steps ahead is also impossible. Your members must still be able to follow you.



The song that always makes you get up and dance:
I have a very eclectic music taste, from classical music to techno, from Dalida to Rammstein. For the moment I crank up the volume each time "Love Tonight" from Shouse plays.

Dominique Michel, CEO Comeos

A SUSTAINABLE FUTURE FOR CYCLING EVENTS

THE UCI ROAD WORLD CHAMPIONSHIPS 2021 SUSTAINABILITY REPORT

2021 was a special year for the UCI Road World Championships. Not only did the event celebrate its 100th anniversary here in Belgium, but the UCI partnered with Flanders and Deloitte to carry out the first-ever in-depth analysis of the environmental and social impact of such a large-scale event.

Thanks to the creation and implementation of an ambitious sustainability plan, the centenary edition of the UCI Road World Championships was the greenest and most inclusive edition ever. By capturing the achievements of the 2021 races, and identifying key learnings and recommendations, the resulting UCI Road World Championships 2021 Sustainability Report provides a framework that can benefit future events worldwide.



Reason for celebration

Dealing responsibly with the planet is central to our strategy at Deloitte, and this translates into what we do, how we behave and how we treat people and the environment with respect. Supporting our clients in making strategically greener choices, as in the case of our partnership with the UCI, amplifies the impact we can have.

Being part of this ground-breaking initiative not only gave us the privilege of helping shape the future of major cycling events, but it also offered us the perfect occasion to proudly fly the Deloitte flag during the event itself – from VIP areas, fan booths, and a Cyclo Tour of the Leuven race circuit, to complementary bike servicing and a virtual race, we were able to share our passion and purpose with clients and Deloiters (past, present, and future) alike!

“This report will act as a catalyst for change, providing future event organisers with valuable feedback, data and benchmarks to reduce the environmental impact – and at the same time enhance the social impact – of their events.”

DAVID LAPPARTIENT
UCI President

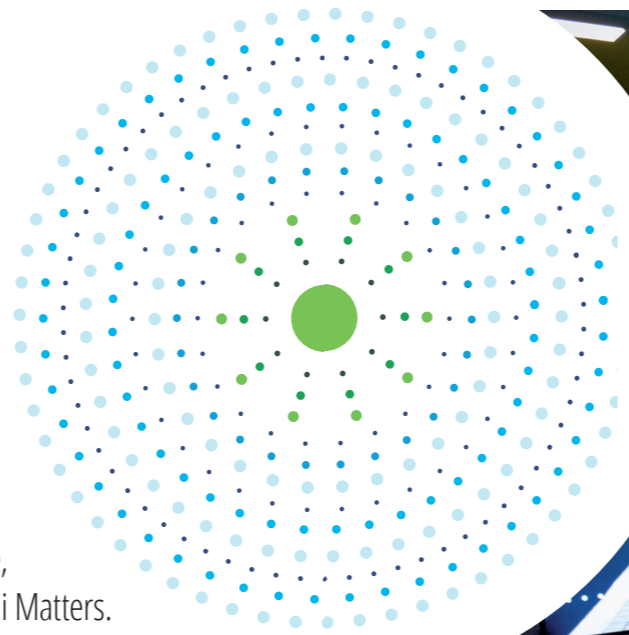
UCI SUSTAINABILITY
REPORT



BRINGING OUR PURPOSE TO LIFE

MAKING AN IMPACT IN COMMUNITIES NEAR AND FAR

Contributing to society is a core element of our Purpose. Through various projects and activities, and via the Deloitte Foundation, we put our energy and efforts to good use as we strive to make a positive, enduring impact. Here are some initiatives we've been involved in since the previous edition of Alumni Matters.



Unlocking opportunity with CAPITAL

We're proud to collaborate with non-profit association CAPITAL, a 'one-stop source' for young people in Brussels who want to explore or strengthen their opportunities on the labour market. Sharing CAPITAL's belief in the power of a fair, inclusive society, we are committed to empowering young people to build their own futures.



Internet Safe & Fun

As part of our focus on Digital Inclusion, the Deloitte Foundation recently teamed up with the charity Child Focus to help teach 10-12 year-olds about how to use the internet safely. Colleagues from business units across the firm volunteered their time and held Internet Safe & Fun workshops at various schools throughout Belgium.



Community clean-up

In the summer of 2021, catastrophic flooding devastated communities, households and nature in Belgium's Walloon region, leaving behind a trail of waste. To bring solidarity and helping hands to impacted areas, our Consulting, Financial Advisory and Tax & Legal teams organised a series of community clean-up events.

Thank you for your contribution!

1,011

Digital Shoeboxes

Representing a total value of

€36,110

Because everybody deserves a holiday gift!

Digital Shoebox Drive

Because everybody deserves a holiday gift, we teamed up with Colruyt in December 2021 to provide boxes of food, drinks, healthcare items and festive surprises to the underprivileged and homeless across Belgium. Thanks to the generosity of our network, we were able to offer over 1,000 shoeboxes – representing over €36,000 – for those in need!

Virtual Walk & Run

Our virtual Walk & Run was a real win-win! Not only did our Deloitteers benefit from the exercise and fresh air, we also raised funds for five great local causes, and planted one tree in our new Deloitte Forest for every participant. A great example of how working together – even virtually – brings our purpose to life!





“In an organisation like Deloitte, there are always opportunities for new roles.”

ELLEN GLAZEMAKERS
Director in Tax & Legal at Deloitte

COMING FULL CIRCLE WITH ...

ELLEN GLAZEMAKERS, BOOMERANG IN THE SPOTLIGHT

Director in Tax & Legal at Deloitte, Ellen Glazemakers tells us what brought her back to the firm after an absence of seven years. She also gives us insights on her role in the Best Managed Companies programme.

After spending the first 15 years of your career at Deloitte, you decided to pursue other challenges. What brought you back?

There's something unique about working in a consultancy environment, as I'm sure every Deloitte alumni will agree. It's challenging and rewarding in equal measure, and many are 'bitten by the bug'. Deloitte's innovative environment, the breadth of projects, and being surrounded by diverse and passionate colleagues and clients were definitely among the aspects that drew me back. Also, my time outside Deloitte had broadened my skillset and deepened my understanding of servicing clients, and I had the opportunity to integrate that newfound expertise in a new role at Deloitte: within Deloitte Private I am focusing on bringing the wealth of our expertise to strong private companies.

Seven years is quite a long time to be gone. How did Deloitte evolve in your absence?

By the time I re-joined Deloitte in 2018, the firm had changed

“Our wealth of expertise, and our ability to deliver outstanding service is something that continues to make me proud.”

in many ways. Which is to be expected, as it's always been a dynamic environment. I discovered a much more diverse workforce, not only in terms of competencies, but also in terms of personality. And that's something I find very positive as ultimately it helps us better serve our clients. The firm had also evolved hugely in terms of technology, both in the way we had transformed ourselves digitally, and also in our offering to clients. Lastly, the increased focus on sustainability stood out, and of course that focus has continued to grow in recent years.

What are some of the things that make you most proud to be a Deloitte?

Our wealth of expertise, and our ability to deliver outstanding service is

something that continues to make me proud. Not to mention the 'can do' attitude that you find throughout the whole company. When I get a tough question from a client, I never say "no, we can't." I say "we can, just give me a day." Which is why clients have such trust in us; they know we'll find a way. That Deloitte mentality and energy stays with us even when we leave, and people recognise that.

“Sometimes it's good to leave and discover new horizons. At the same time, in a big organisation like Deloitte, there are always opportunities for new roles.”

Alongside your role as Director in Tax & Legal, you're also a Best Managed Companies coach. What's the programme all about?

The Best Managed Companies programme was established to recognise private companies operating at the highest levels of business performance. It started about 30 years ago in Canada and was launched in Belgium in 2017. Companies that want to obtain the Best Managed Companies label are evaluated by an independent jury on the four key domains we believe set high-performing companies apart: strategy, capabilities, commitment and financials. It's a rigorous process based on a global framework, so being a Best Managed Companies laureate really says a lot about a company. But it's more than just a label; the programme also has a community aspect that fosters ties and encourages cross-fertilisation between these high-performing companies.

What role does sustainability play in the programme?

Sustainability is high on every company's agenda, and rightly so. Beyond being 'the right thing to do', customer preferences are shifting towards more sustainable products, employee expectations around sustainability are increasing, governments are imposing stricter environmental regulations, etc. To be a Best Managed Companies laureate, sustainability needs to be an integral part of the overall corporate strategy, meaning there should be a focus on sustainability to unlock new opportunities for growth

"We share our insights, reflections and constructive criticisms. And I'm always impressed at how receptive companies generally are to our feedback."

and long-term durability. Companies can of course be at different maturities in their ESG journeys, so we're looking for commitment and effort rather than a fixed measurement.

What does being a Best Managed Companies coach involve? And why is the coaching aspect of the programme so valued?

The coach plays a key role in guiding and supporting companies through the application process. We make sure they fully understand the framework and together with their management team, we go through their practices to see how they align with that framework. We share our insights, reflections and constructive criticisms. And I'm always impressed at how receptive companies generally are to our feedback. For some companies, coaching helps them see that they're not there yet. And that can be really positive too. By leveraging the Best Managed Companies

framework, and striving to achieve – and retain – the label, companies are pushing themselves to do better, and be better.

Where do you see yourself five years from now?

In some ways, that's an easy question. Based on my track record, and on what's important to me, I'm pretty sure that I'll be in a challenging environment where technical expertise is valued, where chances are given, where the ESG focus is fully embraced, and where I'm surrounded by amazing people – because I truly believe that teamwork makes the dream work.



UP CLOSE AND PERSONAL WITH **ELLEN**



Age
That's for me to know and for you to find out ;-)



Home town
Gent



Favorite series
Borgen, Suits



Favourite dish
Shrimp tomato



Nr 1 on your bucket list
Cycling tour in Scotland



Favourite quote:
"If you can dream it, you can do it!"



Best advice someone ever gave you (and who):
Do what you love, love what you do.
(family & friends)



The song that always makes you get up and dance:
Sing Hallelujah!

RECOGNISING BELGIAN BUSINESS SUCCESS

AN INTRODUCTION TO THE BEST MANAGED COMPANIES PROGRAMME

Every year since 2017, Deloitte has awarded the 'Best Managed Companies' label to private Belgian-owned companies that are operating at the highest levels of business performance. Discover what makes this programme unique, why sustainability is becoming an increasingly important element, and how the benefits of obtaining and maintaining the label go far beyond the award ceremony.

Established in Canada in 1993, the Best Managed Companies programme is now active in 38 countries. It applies a global framework to challenge and recognise the overall strength of successful private companies, while coaching and recognising their leadership teams.

Companies undergo a rigorous application process, and are judged on core business criteria across four pillars – strategy, capabilities, commitment, and financials – by an independent jury of academics and entrepreneurs.

Connecting the best, attracting the best

In a competitive market, obtaining an independent and credible quality label sends a clear signal to clients and employees alike – both current and future – that a company is committed to its performance and growth. As well as strengthening their standing and position, laureates also become part of the Best Managed community, a local and global network of companies that have achieved this mark of business success.

Members have access to year-round events such as CEO roundtables, webinars, summits and networking events, as well as the exclusive Best Managed Companies Convention and Gala, which is the premier business awards event honouring and celebrating the achievements of the entire company.

www.bestmanaged.be

NEWLY AWARDED BEST MANAGED COMPANIES 2021

These five new laureates have achieved the Best managed companies mark of excellence for the first time.

- Aertssen Group
- Belgian Pork Group
- Elneo
- Locinox
- VK Architects & Engineers

GOLD BEST MANAGED COMPANIES 2021

The Gold label has been awarded to the six Best Managed Companies that have successfully retained their title for four consecutive years.

- CE+T Group
- EASI
- E.D&A.
- LVD Group
- Vandersanden Group
- Vanbreda Risk & Benefits

BEST MANAGED COMPANIES REQUALIFIERS 2021

Thirteen companies retain their Best Managed Companies title after being recognised two or three consecutive years.

- Easyfairs
- EXKi
- Golazo
- PROVAN
- Quality by Design
- Sack Zelfbouw
- Saey
- Soudal Group
- Stadsbader
- Thomas & Piron
- Vandenbussche
- Vanheede Environment Group
- Zuidnatie



Nikolaas Tahon, Best Managed Companies Lead, Virginie Claes, our host, and Françoise Chombar, Best Managed Companies jury chairwoman.



The six Best Managed Companies that received the Gold label.



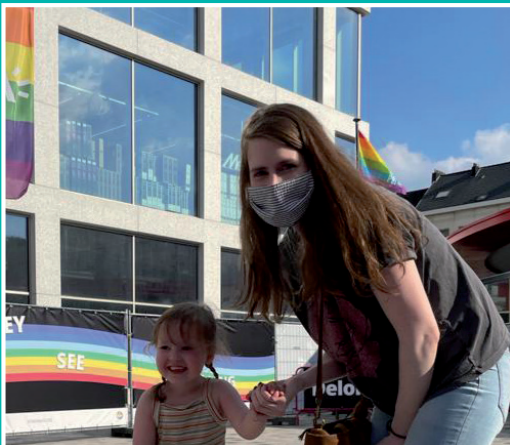
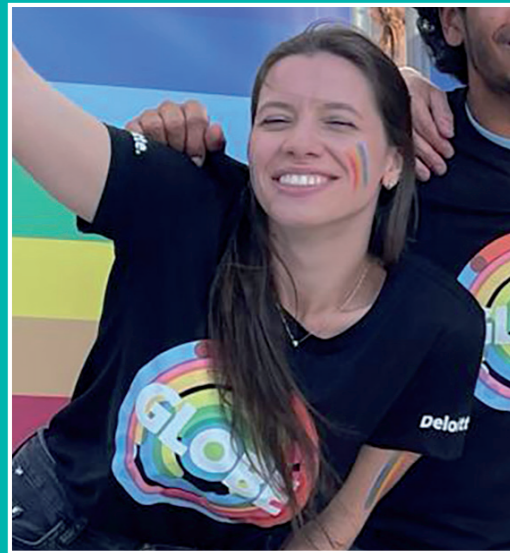
Alexander De Croo, Prime Minister of Belgium



Best Managed Companies 2021 laureates connect during the welcome drink event

GLOBE: 'JUST BE YOURSELF'

INCLUSIVITY IN MORE IMPACTFUL WAYS



GLOBE, Antwerp 2021

"We want everyone to feel able to be their authentic self at work - to have a voice, be respected, and achieve, regardless of ethnicity, gender, sexuality or any other characteristic."

INGE DIELS
Managing Partner Talent



At Deloitte, inclusion is not a stand-alone programme but a shift in culture. Everyone is responsible for nurturing an inclusive culture. We are proud to be moving forward towards a bright, diverse and inclusive future... and that's worth celebrating.

In August 2021, a group of GLOBE members teamed up with our long-time partner Antwerp Pride via its 'Roller skating under the rainbow' initiative for their 2021 event. Whether people were reliving their glory days or it was their first time on skates, it was a great way for family and friends to roll to the beats while soaking in the good vibes.

Deloitte's LGBT+ network GLOBE was first formed in 2007, and officially launched in Deloitte Belgium in 2019. GLOBE supports our overall goal of building an environment in which all our people feel valued and accepted, whether they identify as LGBT+ or as a supporting ally.



2021 Belgian Sustainability Report

We're pioneering a green path forward

Scan the QR code to read more



WHAT ARE WE DOING FOR SUSTAINABILITY?

We're committed to ensuring a greener future for our people and our planet. Since 2017, Deloitte Belgium has been pioneering a path to a more environmentally-friendly future by setting ambitious goals centred on four key impact areas: Mobility, International Travel, Infrastructure and Green Our Firm. With the ultimate goal to be net zero by 2030, we created an action plan to minimise our footprint in each impact area through green initiatives.

OUR 2021 SUSTAINABILITY RESULTS

CO2 emissions

Reduced by
65%



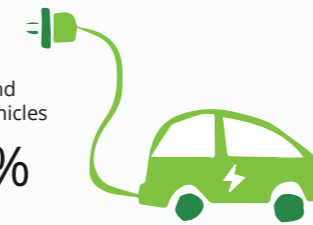
Fleet emissions

CO2 produced
by company cars
-54%



Car fleet

Electric and
hybrid vehicles
9.9%



Mobility packages

Employees that opted
for a non-traditional
mobility package
55%



International travel

Cutting back
on business trips
-99.6%



Rail travel

Business trips within
a 500 km radius
87%



Building emissions

CO2 produced
by buildings
-65%



Paper consumption

Paper reduction
in our offices
-91%



Residual waste

Reduction of
nonrecyclable waste
-40%



Results for FY21 compared to FY17 baseline.

DELOITTE INSIGHTS

STAY INFORMED, STAY AHEAD

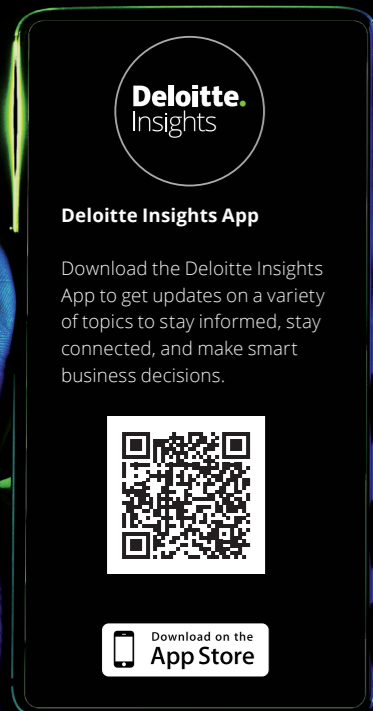
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TECH TRENDS 2022 REPORT

Deloitte's 13th annual Tech Trends report provides insights into the seven key trends that are disrupting and reshaping our business and digital landscape for the better.



Want to explore the trends in detail and engineer your tech-forward future?
To read the full report, scan the QR code or download the Deloitte Insights app.



BEYOND THE JOB: DEVELOPING NEW WORK MODELS

To adapt to a changing world, we need to rethink the concept of the 'job' and find new ways to mobilise and coordinate human effort.



Curious how your business can embrace the future of work?
To read the full article, scan the QR code or download the Deloitte Insights app.



DATA PRIVACY: WHAT CONSUMERS THINK VS WHAT THEY DO

Although most people express concern about how their personal data is used, research suggests that this is not yet driving consumer behaviour. With more data being shared, how can businesses act now to retain trust in the future?



Consumers are opting for convenience over caution and expect businesses to act responsibly.
To read the full article, scan the QR code or check out the Deloitte Insights app.

THE GREAT RETHINK: HOW THE PANDEMIC IS RESHAPING PRIORITIES

Beyond the temporary lifestyle shifts imposed by the pandemic, people's priorities have changed in meaningful ways that are influencing how they spend their time and money.



Want to understand the shifting priorities in more depth, or access global insights across 23 countries?
To read the full article, scan the QR code or download the Deloitte Insights app.



We're interested in hearing your thoughts on our insights and findings.

Post how you're experiencing these shifts via our Deloitte alumni LinkedIn page and share your best practices on navigating these trends.



TWAIN TALKS

BRINGING PEOPLE AND INSIGHTS TOGETHER

Twain Talks are executive breakfast sessions organised and hosted by Deloitte and Econopolis. While they used to be held at Deloitte's Gateway building, more recently they have been organised virtually. But the impact remains.

Each Twain Talk features a distinguished keynote speaker who shares their honest insights into a burning topic, as well as an economic update. A debate and Q&A give CEOs and leaders the opportunity to connect and share their views with the speakers and their peers, and actively participate in the discussion.

In September 2021, we addressed the devastating effects of cyber viruses. Our keynote speaker, Miguel De Bruycker, Head of the Belgian Center for Cyber Security, and former Head of the Belgian Defence Unit against Cyber Threats, shared detailed examples and little-known events and facts from his daily experience as a cybercrime fighter. While at our Twain Talks in December 2021, we put the spotlight on inflation with our eminent guest Geert Langenus, Macroeconomist at the National Bank of Belgium.



Why Twain Talks?

Mark Twain, whose real name was Samuel Langhorne Clemens, was a prolific writer and lecturer who was known to speak his mind.

If you're interested to participate in a future session, please send us a mail at BeAlumni@deloitte.com

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2021 Belgian Impact Report

A year of connection, action and impact

Scan the QR code to read our stories of impact.





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 here.



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 here.



Insights App

Leverage the latest business reports, trends and predictions, and in-depth industry news. Reach out to 'colleagues for life' to dig deeper into insights. Be part of a network of experts inspiring each other about the most challenging issues facing our planet.

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