# Deloitte.

## Trust in Generative Al

A Belgian Perspective

October 2024

## **Table of Contents**

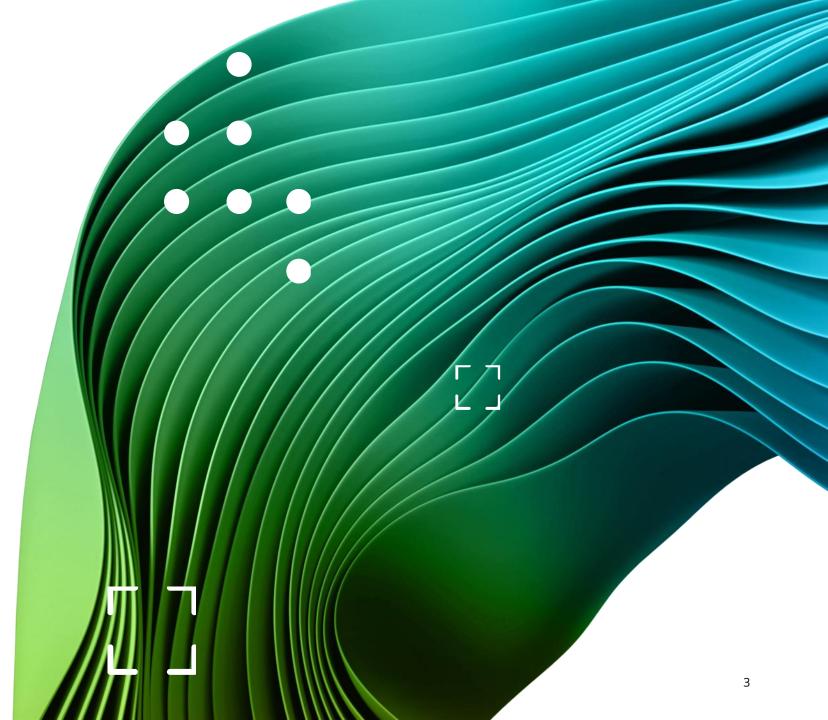
#### Research

- <u>Research Overview</u>
- <u>Key Contacts</u>

#### **Key Findings: Belgian Perspective**

- <u>Respondent Profile</u>
- <u>Consumer Perspective</u>
- Employee Perspective

## Research



© 2024 Deloitte Belgium | Trust in Gen Al – A Belgian Perspective

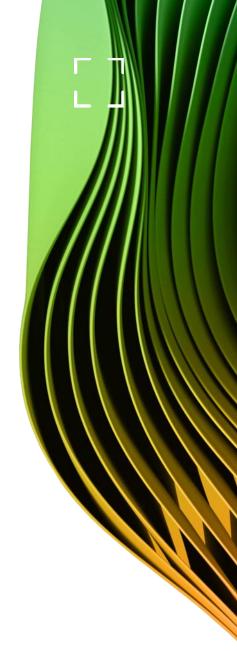
#### Trust in Generative AI

The European generative AI market is growing rapidly, offering immense opportunities, but companies must overcome significant challenges to ensure people feel comfortable with the technology.

**Trust**, a cornerstone of widespread acceptance, is particularly crucial. As innovation surges, the future of generative AI will depend on closing the trust gap between organisations, consumers, and the employees who rely on these tools. Deloitte defines **generative AI** as a branch of artificial intelligence that can

- 🔤 generate text
- senerate images
- 🔐 generate video
- 🥠 generate audio

These systems, often built using large language models, can interact with humans.



### Trust in Generative AI | Research overview

Deloitte's recent **survey** involving over 30,000 participants across Europe, including Belgium, highlights the growing importance of trust in Al systems. The findings underscore the need for responsible use of Gen Al to ensure consumers and employees feel confident in using Al tools.

The **goal** of the survey was to assess the levels of trust in Gen Al **and** readiness to use Gen Al tools and applications, from the perspective of consumers, employees and executives.

The study shows **gaps in awareness and adoption of Gen Al in Belgium**. Despite high awareness of Gen Al, one in three has yet to use it. Furthermore, Al-adoption is highest in Brussels and among men. The survey was conveyed by Ipsos in July 2024.

The primary survey focused on **employees and consumers** between ages 16 and 75.

Each market\* sample includes at least ~1,800 consumers and 1,000 employees, using approved and non-approved Gen AI tools <u>per market</u>

The samples are nationally representative within each of the 11 countries and reported data weighted by age, working status and region.

There were **2714** Belgian respondents.

\*Markets: Belgium, UK, Ireland, Italy, Netherlands, Sweden, Switzerland, France, Germany, Poland, Spain

#### Contacts

#### **Primary research sponsors**





Geert Hallemeesch Partner, Artificial Intelligence & Data Lead ⊠ ghallemeesch@deloitte.com



Tom Van Boxstael Partner, Artificial Intelligence & Data Al Market Activation ⊠ tvanboxstael@deloitte.com

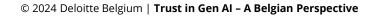
#### Subject matter experts



Jan Van Looy Al Institute Lead ⊠ jvanlooy@deloitte.com

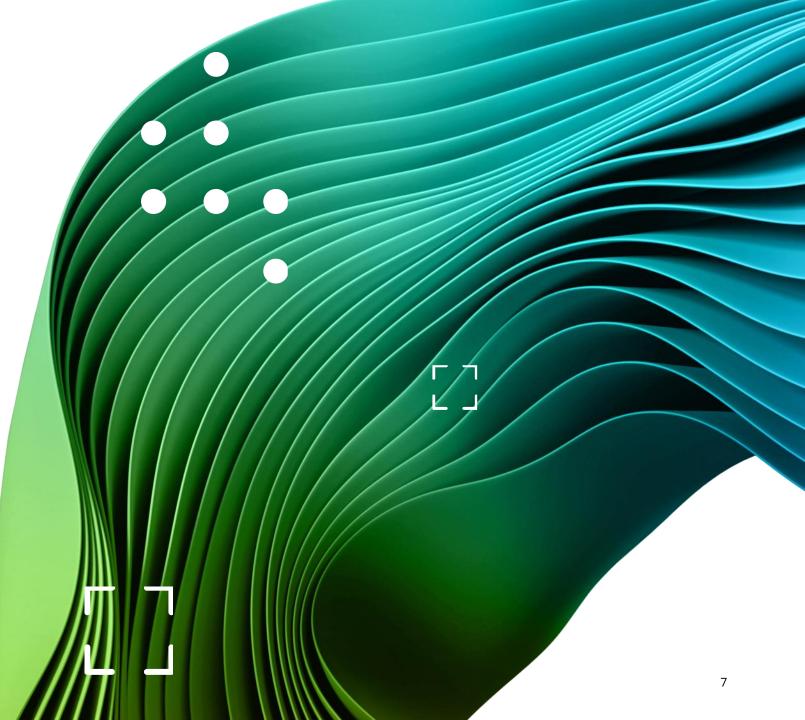


Lotte van den Berg Trustworthy AI expert ⊠ lovandenberg@deloitte.com

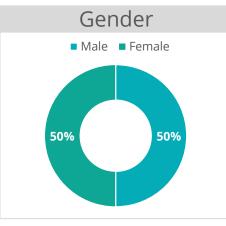


## **Key findings**

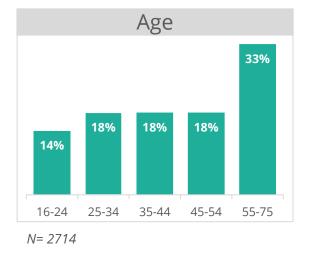
On the Belgian Market

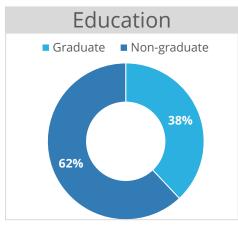


### Demographics | Belgium (N=2714)

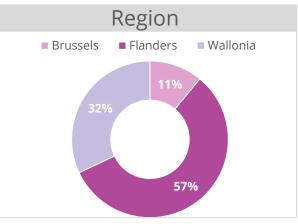


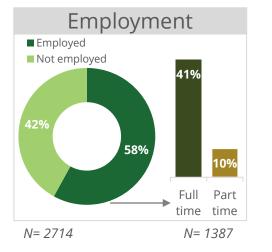
N= 2706

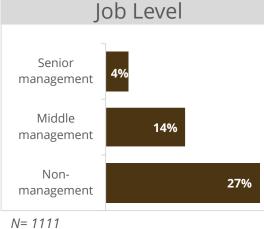


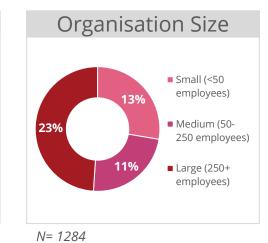


N= 2714

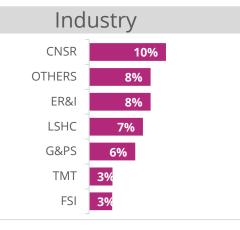








N= 2714



N= 1190

© 2024 Deloitte Belgium | Trust in Gen Al – A Belgian Perspective

## Consumer Perspective

#### Main findings for the Belgian consumer perspective

While Belgium consumers show excitement and proactive engagement with generative AI, there are **concerns about trust and transparency** and the impact it will have on activities.

Nearly **two in three** Belgian consumers are **aware of generative AI**, but **one in three still hasn't used it**. Geographically, the research shows higher awareness, higher adoption and higher frequency of use of generative AI with respondents in Brussels compared to Flanders & Wallonia. Moreover, men use generative AI more than women do and AI users are mainly between 16 and 44 years old.

**Uncertainty around trust** in Generative AI tools is still very present for many respondents, notably in more complex or sensitive scenarios. Hardly 40% of the population trusts results produced by a Gen AI tool when used by public and private companies to assist in the daily tasks.

#### Setting the scene Key takeaways on Gen Al awareness, use, frequency and confidence.

#### Awareness and usage:

- 61% of Belgians are aware of generative AI tools, but Over 1/3 (36%) has never actually used them.
- Brussels leads in Al adoption with higher awareness (79%) and usage rates (73%) compared to Flanders (62%, 62%) and Wallonia (69%, 63%). Flanders and Wallonia lag behind in general Al use, with almost four in ten aware but not using Al.
- Gender plays a notable role in AI usage as nearly half of men (46%) who are aware of AI have used it for personal activities, compared to only one in three women (36%).
- **ChatGPT** is the most widely recognized tool.

#### Type of use:

- **42%** have used Gen AI for personal activities
- 22% have used Gen AI for work activities
- **15%** have used Gen AI for educational activities

#### **Confidence:**

 72% of respondents say they are confident in using Gen AI (with men rating 78% confident compared to 63% for women)

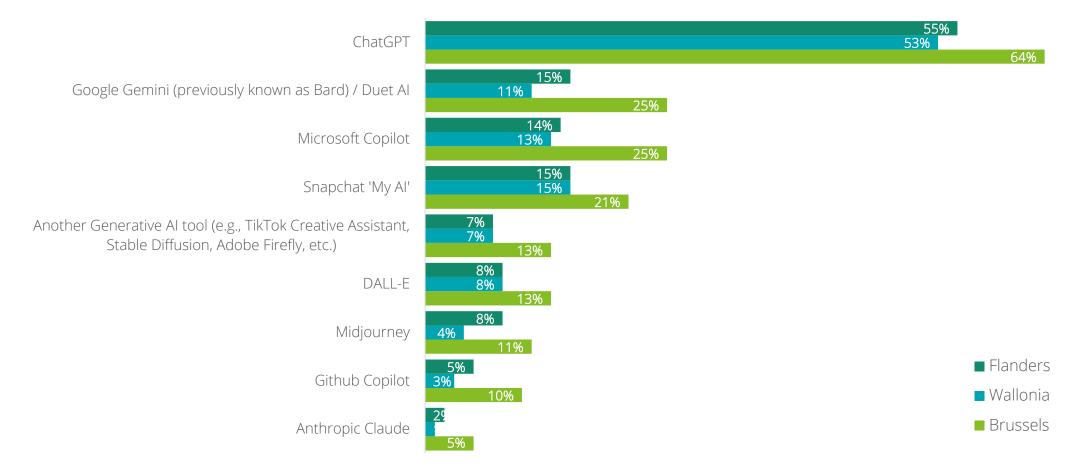
#### Trust:

- Half of Belgians aware of Gen AI tools, claim Gen AI would be used more in Belgium if it was properly regulated by the government of my country.
- 64% of respondents trust Gen Al in generating summaries of news articles whereas only 38% trust in medical advice scenarios (52% of skepticism).
- Substantial percentage do not (very much) trust Gen Al in areas involving financial recommendations (49%), legal advice (36%), and medical advice (52%).
- 46% of those aware of Generative AI tools, trust businesses and organisations to use Gen AI tools responsibly, whereas 26% do not agree on that.

#### Awareness of Generative AI tools per region in Belgium

Among respondents aware of Gen AI tools, more than 5 out of 10 report being familiar with Chat GPT

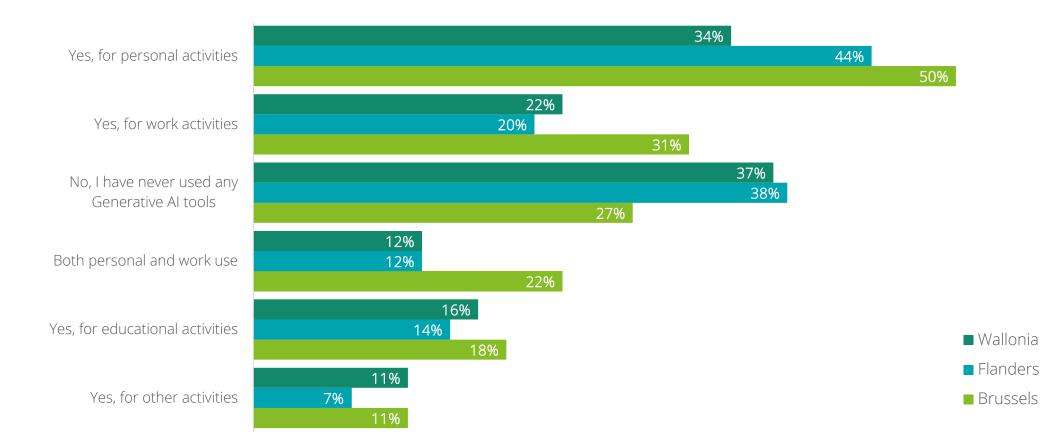
Base: All adults aged 16-75 in Belgium (N = 2714) Q1. Which, if any, of the following generative Al tools are you aware of?



### Type of Generative AI use per region in Belgium

Among those aware of Gen AI, 42% have used it for personal activities, while 22% for work-related tasks. The research also indicates a geographical gap in awareness / adoption of Gen AI in Belgium.

#### Base: Aware and use Gen Al (N = 1970) Q3. Have you ever used any Generative Al tools, or not?

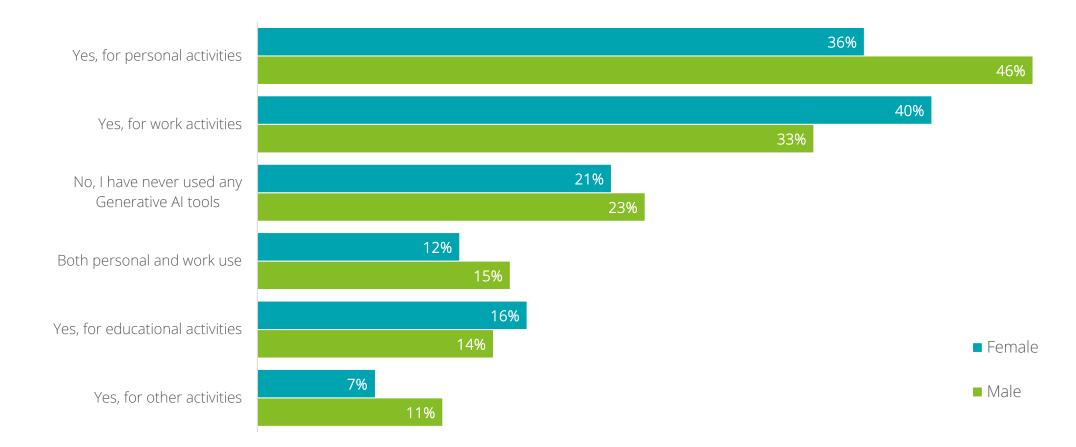


© 2024 Deloitte Belgium | Trust in Gen AI - A Belgian Perspective

### Type of Generative AI use per gender in Belgium

Among men and women aware of Gen AI, more men use Gen AI for personal purposes (46%) than women (36%). Research shows, women prefer to use it more (40%) for professional activities, compared to men (33%).

#### Base: Aware and use Gen Al (N = 1970) Q3. Have you ever used any Generative Al tools, or not?

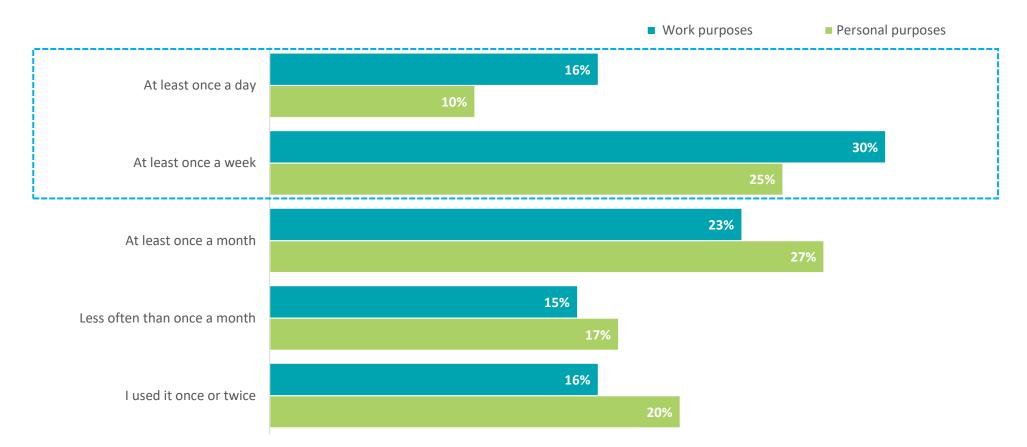


© 2024 Deloitte Belgium | Trust in Gen AI - A Belgian Perspective

### Frequency of Generative AI use in Belgium

### Of those who use Gen AI, more than one-third of Belgians use Gen AI at least once a week for both personal (36%) and work purposes (46%)

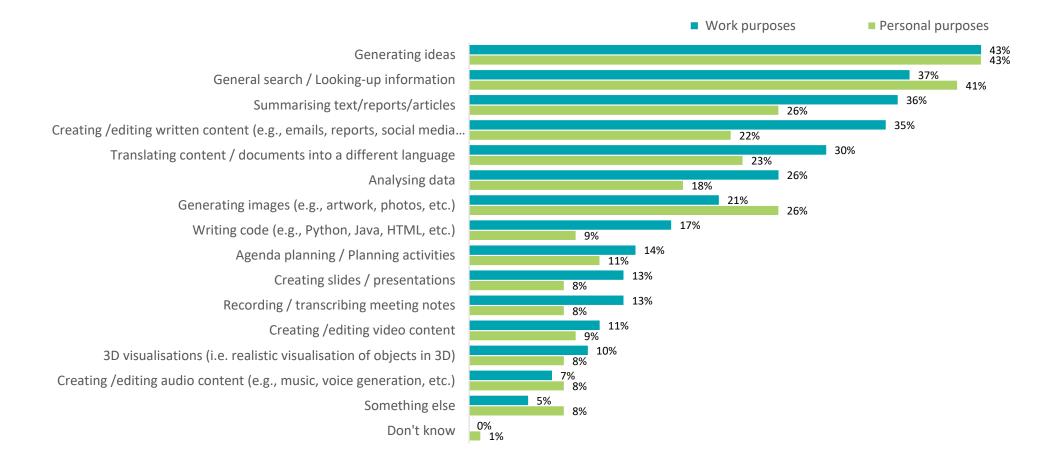
Base: Aware and use Gen AI (N=912 - Personal purposes | N=884 - Work purposes) Q4. You mentioned that you have used Generative AI tools. Which of the following describes how often you typically use it for...?



#### Use cases of Generative Al

Generating ideas is the primary use of GenAI for both work & personal activities (43%), while general searches or looking up information dominate personal use (41%)

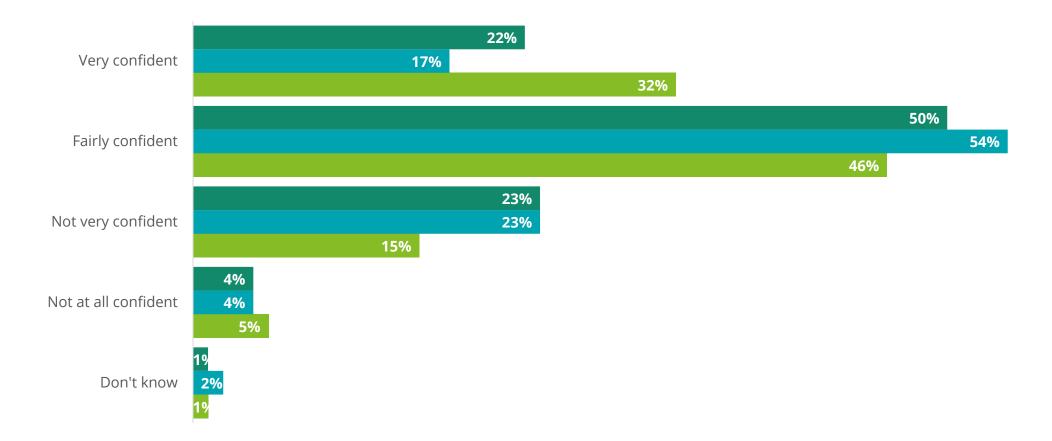
Base: Aware and use Gen AI (N=912 - Personal purposes | N=884 - Work purposes) Q5. For which of the following tasks do you typically use Generative AI tool(s)?



### Confidence in using Generative AI

3 out of 4 Belgian respondents report being very or fairly confident in using Gen AI tools. Research highlighted though a significant confidence from men (78%), compared to women (63%)

Base: All who have used a Generative AI tool (N = 1406) Q6. On balance, how confident, or not, are you in using Generative AI tool(s)?

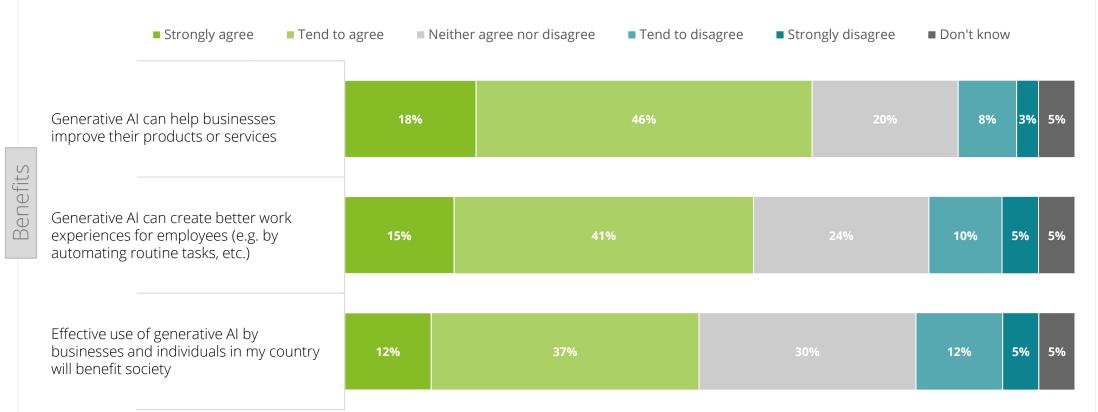


#### Potential & Trust in Generative AI

64% of Belgians aware of generative AI tools, say that generative AI can help businesses improve their products or services, while 56% say it can create better working experiences for employees. Population from both Brussels, Flanders & Wallonia equally agree with the above statements.

Base: Aware and use Gen AI (N = 1970)

Q7. To what extent do you agree, or disagree, with each of the following statements?



#### Potential & Trust in Generative AI

Half of Belgian Generative AI users believe its usage would rise with proper government regulation and they trust both businesses and government to handle it responsibly. This statements finds agreement across regions in Belgium (Brussels - 55%, Wallonia - 49%, Flanders - 47%).

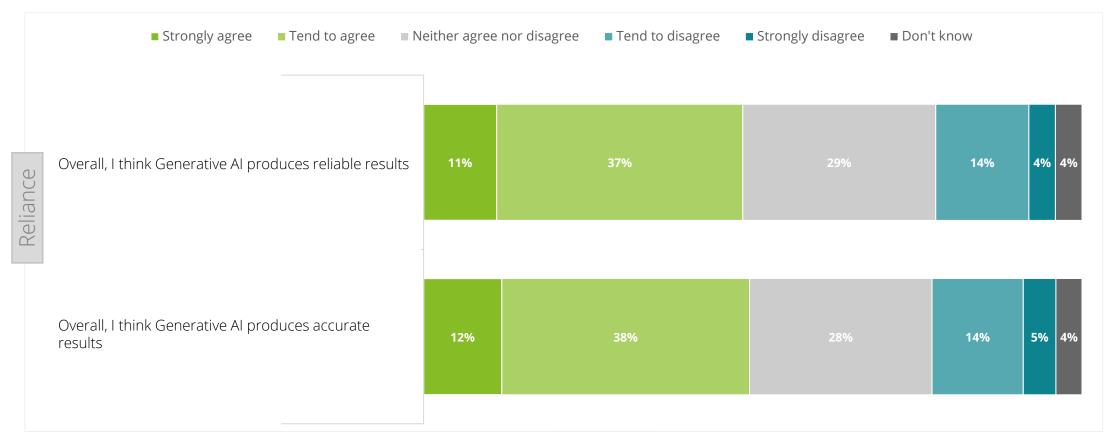
Base: Aware and use Gen AI (N = 1970) Q7. To what extent do you agree, or disagree, with each of the following statements?

	Strongly agree	Neither agree no	or disagree Tend to disagree	Strongly disagree	■ Don't know		
Trust	Generative AI would be used more in Belgium if it was properly regulated by the government of Belgium	13%	36%	29%	9%	4%	9%
	l trust businesses and organisations to use Generative Al tools responsibly	14%	32%	24%	17%	9%	4%
	l trust the government in Belgium to effectively regulate the use of Generative AI for businesses or organisations	14%	32%	26%	16%	8%	5%

#### Trust in Generative AI

Half of Belgian Generative AI users agree that it produces reliable and accurate results. Results from regions in Belgium are aligned with the above statement (Flanders - 51%, Wallonia - 49%, Brussels - 44%) as well as gender results (men – 52%, women – 46%).

Base: Aware and use Gen AI (N = 1970) Q7. To what extent do you agree, or disagree, with each of the following statements?



© 2024 Deloitte Belgium | Trust in Gen Al – A Belgian Perspective

### Trust in Generative AI for specific **personal use** scenarios

### More than half of Belgians who use Generative AI, trust its results for personal (*lower-risk*) use cases

Base: Aware and use Gen AI (N = 1970)

Q10a. Now thinking about how you could personally use Generative AI for different purposes. To what extent would you personally trust the results produced by Generative AI in each of the following scenarios?

A great deal A f	air amount	Not very	much Not a	tall ∎ î	Not applicable	■ Don't know	
Generating summaries of news articles for you to re	ead	18%		46%		18% 8%	4% 5%
Providing you with information about relevant laws and regulation to help you understand your legal options in a legal situation		12%	44%		26%	10%	3% 6%
Providing you with personalised assistance regarding questions about public services		12%	42%		27%	11%	2% 6%
Recommending insurance companies based on your household or personal claims history		9%	40%		29%	12%	3% 7%
Recommending financial products (e.g., bank or building society accounts, investments, etc.) tailored to your needs		11%	30%		33%		<mark>3%</mark> 6%
Providing you with medical advice that directs you to the right medical care		10%	28%		32%	20%	4% 5%

### Trust in Generative AI for specific **business use** scenarios

#### Generative AI Belgian users trust its results for business (*higher-risk*) use cases to a lower extent than personal use cases

Base: Aware and use Gen AI (N = 1970)

Q10b. Now thinking about how businesses and organisations could potentially use Generative AI. To what extent, if at all, would you personally trust the results produced by Generative AI in each of the following scenarios?

A great deal	A fair amount	1	Not very much	Not at all	Don't know	•	Not applicable		
Insurance companies using Generative AI to determine the cost of your insurance policy by taking your financial risk profile into account		11% 33			30%		18%		% 2%
Banks using Generative AI to assess your eligibility to obtain financial credit when applying for loans or mortgages		10%	29%		32%		20%		3%
Doctors using Generative AI to assist with your medical diagnosis		9%	29%		28%		23%		5%
A government department using Generative AI to determine your eligibility for social welfare programs		9%	33%		31%	31% 18%		7%	3%
Journalists using Generative AI to write news articles that you may read		9%	30%	6 31%			19%		4%
Lawyers using Generative AI to write ne government of your country	w laws for the	8%	23%		32%		25%	7%	6%

### Concerns about Generative AI use personally

### Data privacy and security are crucial for building trust in Gen AI, with 68% of users emphasizing data confidentiality, and 62% being concerned by the human control

Base: Aware and use Gen AI (N = 1970)

Q11. How important, or not, would each of the following factors be to you personally, when deciding whether to trust Generative AI?

		/ important 💻 /	2 3	4 - Neutra	di S		iot at an imp		DOILEKIIOW
Knowing that my data would be kept private and secure	40%		18		8% 10%		13%	6%	4% 5% 4%
The degree of human control in the final outcome	27%		21%		14%			9%	4% 3% 5%
Proven track record of accurate outcomes	19%	21%				21%	21	%	8% 5% 2%
Understanding how the Generative AI tool arrived at its outcome	19%	20%			6		%	10%	4% 3% 6%

■ 1 - Extremely important ■ 2 ■ 3 ■ 4 - Neutral ■ 5 ■ 6 ■ 7 - Not at all important ■ Don't know

#### Concerns about Generative AI use

66% of Belgians are concerned about Gen AI risks like deepfakes, 65% about spread of misinformation, 65% about data privacy, 63% about security and 62% about making decisions based on inaccurate results

#### Base: Aware and use Gen AI (N = 1970)

Q14. When thinking about the potential impact of Generative AI on our society, how concerned, or not, are you about each of the following?

The use of deepfakes (i.e., AI-generated media that realistically and falsely depicts events and/or people)	32%		19%		15%	7%	5% <mark>2</mark> % 5%
Spread of misinformation or dissemination of fake news	29%		21%	15%	16%	8%	5% 2% 4%
Misuse of personal data / data privacy concerns	26%		21%	19%	16%	8	% 5% 1%4%
Increase in security risks (e.g. cyber-attacks, etc.)	22%	23	3%	18%	16%	9%	6% 2% 4%
Making decisions based on inaccurate results	21%	20%		20%	17%	9%	6% <mark>2</mark> % 5%
Reliance on Generative AI tools, reducing human control	19%	19%	219	6	20%	9%	5% <mark>2</mark> % 5%
Making decisions based on biased results	18%	22%	2	1%	19%	9%	4% 2% 6%
Less control over intellectual property rights	16%	19%	20%		23%	10%	5% 2% 6%
Increased use of Generative AI reducing the number of jobs available	19%	18%	17%		22%	11%	7% 3% 4%
Increase in inequality and societal divisions	15%	17%	18%		25%	11%	6% 2% 6%

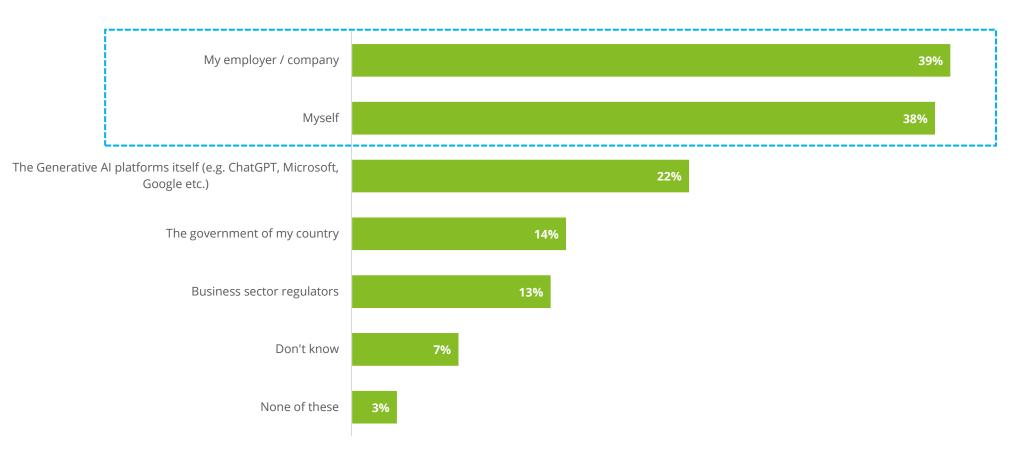
■ 1 - Extremely concerned ■ 2 ■ 3 ■ 4 - Neutral ■ 5 ■ 6 ■ 7 - Not at all concerned ■ Don't know

### Responsibility for developing Generative AI skills

Above one-third of Gen AI users in Belgium view upskilling as a shared duty, with 39% seeing it as a personal responsibility and 38% as the employer's responsibility. Significant amount of Belgians also shares the view that it is up to the Gen AI platforms itself.

Base: Aware and use Gen AI (N = 791)

Q22. Who, if anyone, do you think should be responsible for developing your skills to use Generative AI tools for work purposes in the following scenarios?



## Employee Perspective

### Main findings for the Belgian employee perspective

While Belgian employees show excitement and proactive engagement with generative AI, there are **concerns about trust and transparency** and the impact it will have on activities.

Of Belgians who use Gen Al for work purposes, it appears that those in **Senior Management use Gen Al considerably more often**. Among employees using Gen Al tools, nearly three-fifths actively leverage them for skill development, career sustainability, and new job opportunities. **Job security concerns** also persist, with employees across various sectors fearing that Al will replace their jobs. Despite this, over three-quarters of Al users believe it will make their **work easier and more enjoyable**, highlighting a paradox of both optimism and concern.

#### Setting the scene

Key takeaways on organisational policy on Generative AI, job displacement fears and confidence.

#### **Organisational policy on Generative AI:**

- 40% of respondents say their company promotes generative AI use at work. Here, Flanders lags behind Brussels and Wallonia.
- **18%** state their company allows but doesn't promote generative Al use.
- **29%** report their company has no formal policy on workplace generative AI use.
- **2%** state their company prohibits the use of generative AI tools.
- **4%** say their company discourages generative AI use.

#### Job displacement fears:

- Two in five men (41%) are concerned that AI will replace their jobs. Among women, one in three (32%) share this concern.
- Only 49% believe their company is transparent about Generative AI's impact on their roles.

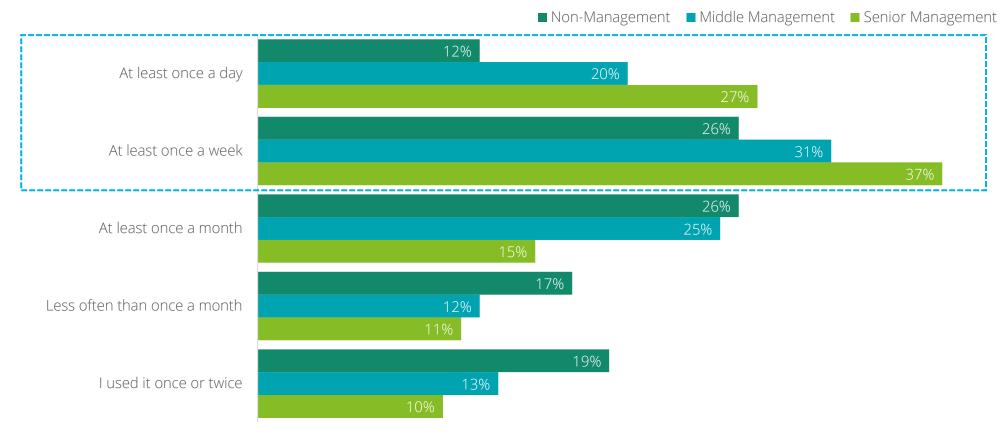
#### **Confidence:**

- More than 3 in 4 employees (77%) who use AI for work believe it will make their jobs easier in the next two years.
- Nearly 3 in 4 (72%) believe AI will make their jobs more enjoyable.
- Nearly 8 in 10 men (78%) who have used AI feel confident in its use, compared to just over 6 in 10 women (63%). Those confident in AI usage are more likely to believe it will make their jobs enjoyable.

### Frequency of Generative AI use per job level

Of Belgians who use Gen AI for work purposes, it appears that those in Senior Management use Gen AI considerably more often (64% at least weekly) compared to Middle Management (51% at least weekly) and Non-Management levels (39% at least weekly)

Base: All who have used a Generative AI tool for work purposes (N=884) Q4. You mentioned that you have used Generative AI tools. Which of the following describes how often you typically use it for...work purposes?

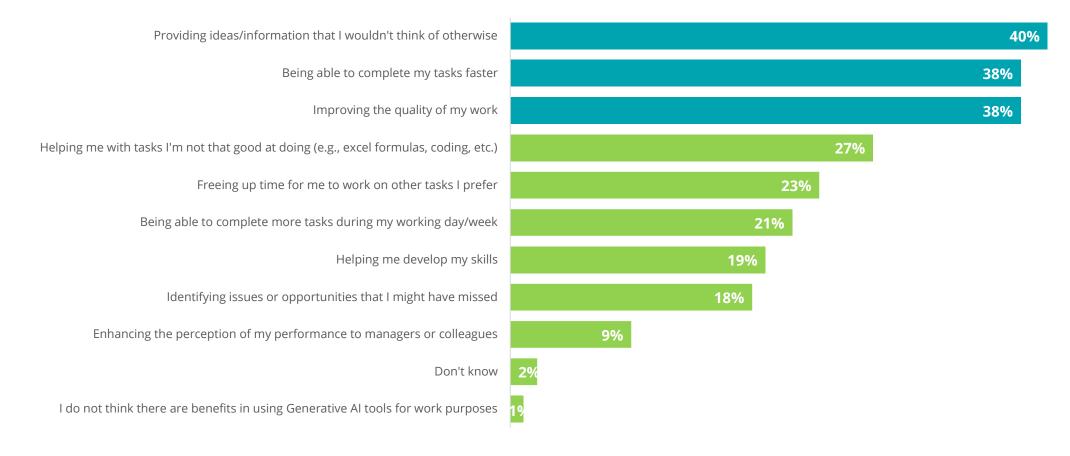


### Top benefits of using Generative AI for work purposes

### Significant improvements in efficiency, quality, and innovation are the top three benefits as perceived by Belgian employees using Generative AI at work

Base: Aware and use Gen AI (N = 791)

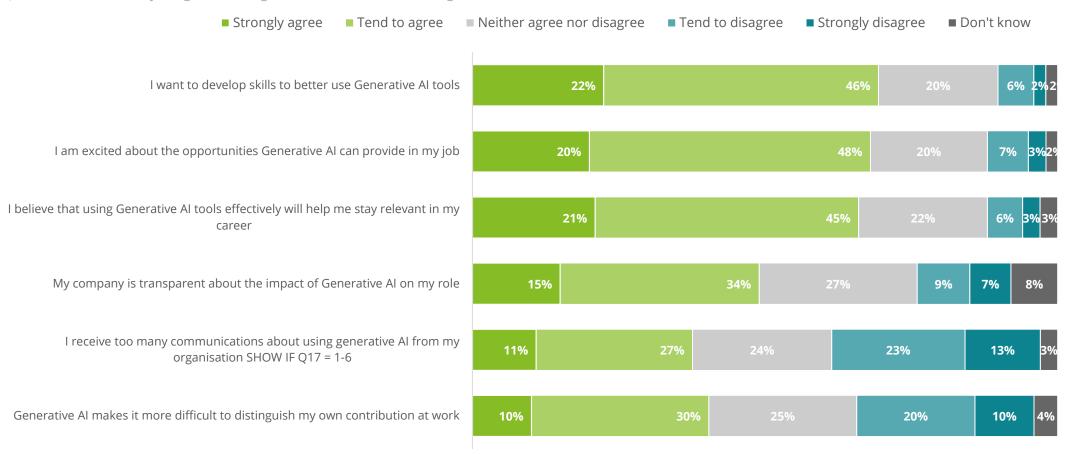
Q19. Which two or three of the following, if any, do you personally think are benefits of using Generative AI tools for work purposes?



#### Agreement with Generative AI statements

### Among employees using Gen AI tools, nearly three-fifths actively leverage them for skill development, career sustainability, and new job opportunities, reflecting a Belgian workforce that is generally receptive and adaptive to Gen AI

Base: Aware and use Gen AI (N = 791) Q20. To what extent do you agree, or disagree, with each of the following statements?

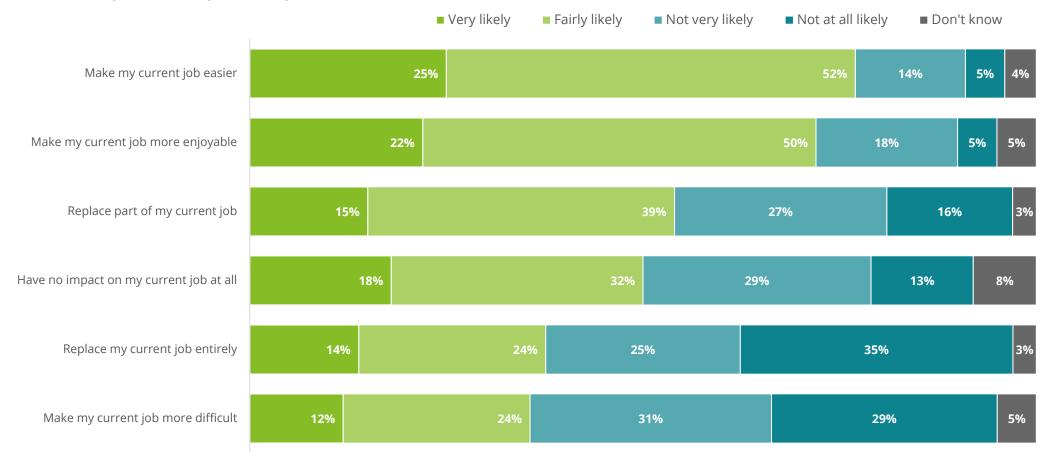


### Impact of Generative AI in next 2 years

### Most Gen Al users believe that in the next two years, Gen Al will make their jobs easier (77%) and more enjoyable (72%), and may automate some tasks (53%), but a majority do not believe it will replace their jobs entirely (60%) or increase job difficulty (60%)

Base: Aware and use Gen AI (N = 791)

Q21. In the next 2 years, how likely, or not, do you think it is that Generative AI will...?



### The likely impact of Generative AI in the workplace

#### Employees believe Gen AI will make their job easier (77%) and more enjoyable (72%)

The likelihood of AI making the job easier or more enjoyable was further examined.

- Make my **job easier**: 77% of all employed who have used a Generative AI tool for work purposes.
  - Distinction between small organizations (70%) and medium (79%) to large (80%) organizations
- Make my current **job more enjoyable**: 72% of all Employed who have used a Generative AI tool for work purposes.
  - Highlighted importance of the indicator 'confidence in using gen AI tools': Among the respondents who've noted that they are confident using AI tools, about 78% believes that AI will make their current job more enjoyable, as opposed to 49% among those who don't feel confident in using AI.
  - When we look at industries, considerably fewer respondents within the life sciences & healthcare think that AI will
    make their job more enjoyable (55%), compared to respondents within consulting & legal (80%), government & public
    services (79%) and technology, media & communications (79%)
  - Replace part of my current job: 53% of all Employed who have used a Generative AI tool for work purposes.
    - More on the results for 'the likelihood of AI fully replacing my job in the next two years' on the next slide.

### The likely impact of Generative AI in the workplace

The perception on the likelihood of AI fully replacing their job differs per gender, age, region and sector

There is a notable **difference** between how **men and women** perceive the likelihood of AI fully replacing their job in the next two years:

- 41% of men are concerned that AI will take over their job, while 56% are not.
- In contrast, 32% of women share this concern, with 65% not worried about it.

Age also plays a significant role in shaping perceptions:

- Younger workers are almost twice as worried about AI replacing their jobs compared to older age groups:
  - 16-24 years (\*small sample size): 55%
     35-44 years: 38%
  - o 25-34 years: 42% o 45-54 years: 19%

→ Interestingly, 25-34-year-olds are much more concerned than 45-54-year-olds, which seems counterintuitive.

**Regional differences** further highlight varying perceptions of Al's impact.

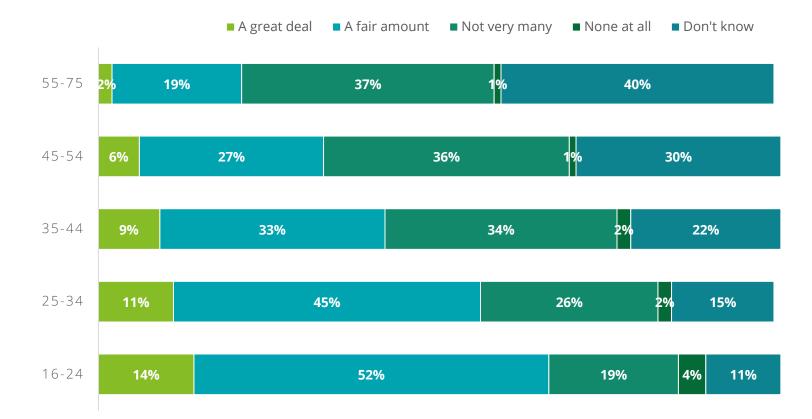
- 50% of workers in Brussels are concerned about AI taking their jobs, compared to 34% in Flanders and 36% in Wallonia. Finally, the **sector of employment** is another key factor.
- Over half (55%) of respondents in the energy, resources, and industrials sector believe it's likely that AI will entirely replace their jobs within two years—a much higher figure than in other industries.

### Approved vs non-approved use of Generative AI

44% of Belgians familiar with Gen AI report that employees in their country often use these tools for work without explicit employer approval, with the majority being between 16 - 44 years old

Base: All Aware of Generative AI tools (N = 1970)

Q23. In your opinion, how many employees in your country use Generative AI for work purposes without their employer explicitly approving its use?

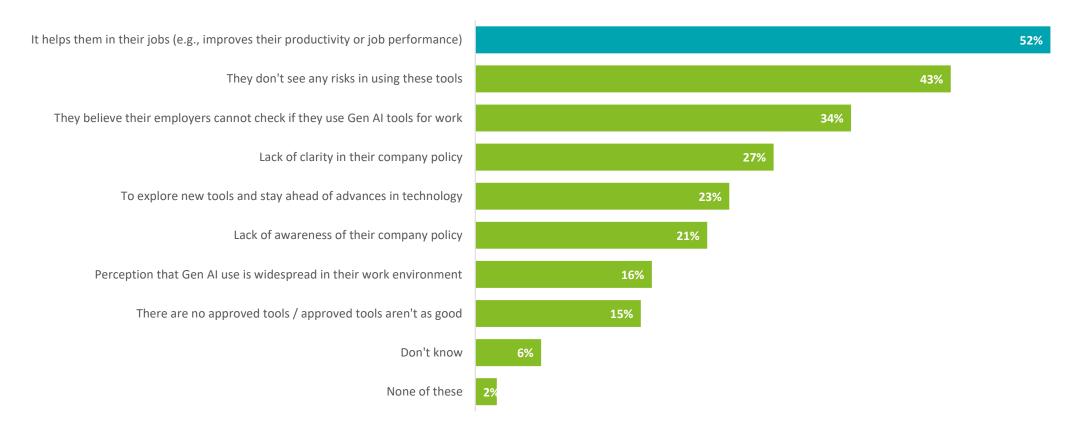


#### Top reasons for non-approved use of Generative AI for work purposes

#### The primary reason half of Belgian employees use non-approved Gen AI tools is to boost productivity

Base: Aware and use Gen AI (N = 1530)

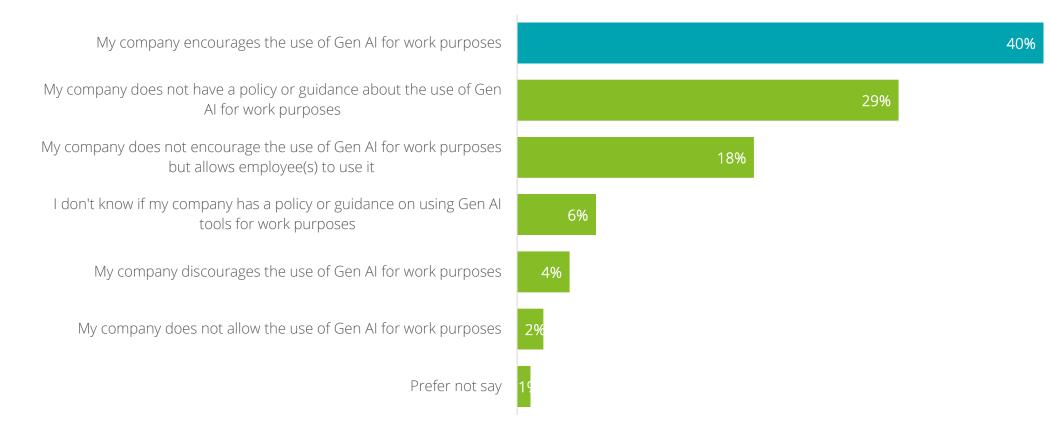
Q24. Thinking about instances where employees use Generative AI for work purposes without their employer explicitly approving its use. Which, if any, of the following reasons best describe why you think they do it?



### Organisational policy around Generative AI

#### 40% of Belgian employees report that their company actively encourages the use of generative AI for work purposes

Base: All employed who have used a Generative AI tool for work purposes (N = 791) Q16. Thinking about the use of Gen AI tools for work purposes, which, if any, of the following statements applies to your company about the use of Generative AI tools for work purposes?



### Organisational policy around Generative Al

#### Some difference perceived in the organisational policy around Gen AI across gender and region

#### 40% report that their company encourages the use of generative AI:

- <u>Gender</u>: 42% of men vs. 36% of women.
- <u>Region</u>: Brussels (47%), Wallonia (42%), and Flanders (36%)— showing that Flanders lags behind significantly

#### 18% say their company does not encourage the use of generative AI:

- <u>Gender</u>: **Similar** for both men (19%) and women (18%).
- <u>Region</u>: Flanders (21%), Brussels (19%), and Wallonia (14%).

#### 29% state their company lacks a policy on generative AI use:

- <u>Gender</u>: Little difference between men (28%) and women (30%).
- <u>Region</u>: Wallonia (33%), Flanders (29%), and Brussels (20%) showing that organisations in Brussels need to start shaping a trustworthy policy environment for the increasing use of Gen AI.

#### 2% report their company prohibits the use of generative AI tools:

- <u>Gender</u>: **Similar** for men (2%) and women (1%).
- <u>Region</u>: Brussels (2%), Flanders (1%), and Wallonia (1%).

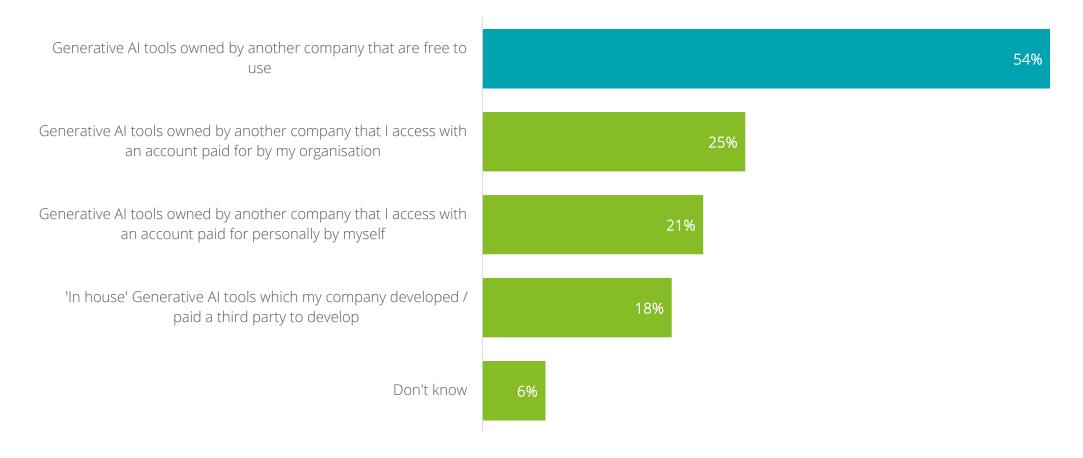
#### 4% say their company discourages generative AI use:

- <u>Gender</u>: No difference between men (4%) and women (4%).
- <u>Region</u>: Brussels (6%), Wallonia (4%), and Flanders (3%).

#### Adoption patterns and investment strategies for Generative AI tools

Among those using Gen AI, half of the Belgians report utilizing free Gen AI tools provided by external companies, while a quarter use Gen AI tools owned by another company, accessed through an account paid for by their organization

Base: All Employed who have used a Generative AI tool for work purposes (N = 791) Q15. Which, if any, of the following statements describe the Generative AI tools you have used for work?



### Training on Generative AI for work purposes

#### Among Belgian employees using in-house or organization-funded Gen AI tools, less than half receive practical integration advice, handson workshops, ethical use training, and technical prompting training

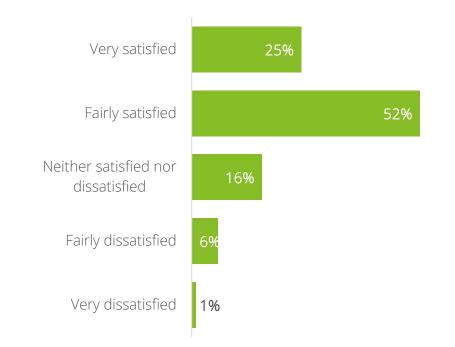
Base: All Employed who have used a company Generative Al tool (N = 304) Q17. Which, if any, of the following types of training does your company provide for employees who use Generative Al tools for work purposes?



85% of those employed and who have used generative AI tools for work had AI training provided by their employer.

- Gender: 88% of women vs 84% of men
- <u>Region</u>: Brussels (91%), Wallonia (84%), Flanders (83%)

Base: All Employed who have received training on company Generative Al tools (N = 255) Q18. Overall, to what extent are you satisfied or dissatisfied with the quality of the training that your company / employer has provided on Generative Al tools for work purposes?



Of those who had training provided by their employer, 76% are satisfied with the quality of the training

- <u>Gender:</u>: 82% of men vs 66% of women
- Region: Wallonia (81%), Brussels (80%), Flanders (72%)

# Deloitte.

A leading audit and consulting practice in Belgium, Deloitte offers value added services in audit, accounting, tax and legal, consulting, financial advisory services, and risk advisory services.

In Belgium, Deloitte has more than 5,700 employees in 11 locations across the country, serving national and international companies, from small and middle-sized enterprises, to public sector and non-profit organisations. The turnover reached 819,4 million euros in the financial year 2024.

Deloitte Belgium BV is the Belgian affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited. Deloitte is focused on client service through a global strategy executed locally in more than 150 countries. With access to the deep intellectual capital of over 460,000 people worldwide, our member firms (including their affiliates) deliver services in various professional areas covering audit, tax, consulting, and financial advisory services. Our member firms serve over half of the world's largest companies, as well as large national enterprises, public institutions, and successful, fast-growing global companies. In 2024, DTTL's turnover reached over \$67,2 billion.

Deloitte refers to a Deloitte member firm, one or more of its related entities, or Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see <u>www.deloitte.com/about</u> for a detailed description of DTTL and its member firms.

© 2024 Deloitte Belgium