



## 2021 Transparency Report

Deloitte Bedrijfsrevisoren/  
Réviseurs d'Entreprises BV/SRL

**Published on 30 September 2021**



# Contents

Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises leadership message	3
Deloitte Network	4
What Deloitte Audit & Assurance brings to capital markets	7
External and internal audit quality monitoring	18
Independence, ethics, and additional disclosures	21
Appendix A   EU EEA audit firms	26
Appendix B   Financial information	28
Appendix C   Public interest entities	29

# Deloitte Bedrijfsrevisoren/ Réviseurs d'Entreprises leadership message<sup>1</sup>



**Joël Brehmen**

Managing Partner  
Audit & Assurance  
Deloitte Bedrijfsrevisoren/  
Réviseurs d'Entreprises  
BV/SRL

Our commitment to continue our thrive to undisputed quality leadership is at the heart of our role in protecting the public interest, within business and investors communities, but especially also in the wider society.

The past year - since the outbreak of the global pandemic - has been remarkable: all of our people continued to work remotely, all audits were conducted using technology and work methods allowing to maintain and even improve quality of audit delivery against our professional standards. This last audit season has been marked by relentless efforts in innovating our audit methods, technology used, systems of quality controls, in how we train and develop our talent, in the ways our teams operate while continuously coaching our people. One example is the use of our virtual audit rooms where team members are connecting visually with each other in a digital room to work together allowing for effective on-the-job learning.

Our people's aspiration to continuously drive quality, in combination with a strong skillset and high resilience, has contributed significantly to how we were able to effectively respond to the pandemic crisis. Attracting the best people in the market, training and retaining them, remains at the core of our organization's priorities. I am incredibly proud of how our people engaged over the last year to ensure we continued to deliver audits at the highest standards in sometimes difficult circumstances. Significant time was spent by our teams on understanding the deemed impact of COVID-19 measures on the businesses and entities, and addressing this appropriately in our audits.

As part of our identity, and thus our strategy, we become a more and more Purpose-led organization. As such we also continue to carefully consider our portfolio of audit mandates to ensure our cost to audit, as it continues to increase, is fairly covered by the right fee structure to allow us to invest in quality, technology and our highly talented people. Accordingly we start to consistently factor in the elevating cost of technology. Where management and those charged with governance do not engage constructively with these challenges, or do not seek to address the deficiencies we bring forward, we will keep questioning whether we can continue to serve as the entity's auditor. Of course we also consider the fit for quality as we laid out above in onboarding new mandates.

Audit rotation requirements continue to create shifts in the Belgian audit landscape. Considering our market position, this allows us to accelerate the deployment of our talent into broader Assurance services. We keep investing in the development of our Assurance offerings, leveraging our multidisciplinary model. This is also important to further develop an extensive range of high-quality expertise that serves our audit mandates. We expect that this year one-fourth of our total hours will be delivered in Assurance and Advisory services.

We come out of this crisis stronger. I look forward to a more normalized environment to work and connect together, while further elevating the digitalization in Auditing and Assurance. This lays a strong foundation towards higher audit quality and serve the public trust.

**DocuSigned by:**

**Joël Brehmen**

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Joël Brehmen

1. Throughout this report, the terms "Deloitte, we, us, and our" refer to one or more of one or more of Deloitte Touche Tohmatsu Limited, its network of member firms, and their related entities. For more information about the Deloitte network, please see page 3 or <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/about-the-network.html>.

# Deloitte Network

## Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises BV/SRL: legal structure and ownership

Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises BV/SRL, a private company with limited liability (besloten vennootschap/société à responsabilité limitée), is connected to the Deloitte network through Deloitte North and South Europe LLP, a member firm of Deloitte Touche Tohmatsu Limited. Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises BV/SRL is referred to throughout this report as "Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises" or the "Audit Firm", and Deloitte North and South Europe LLP is referred to throughout this report as "Deloitte NSE". Deloitte NSE holds practice rights to provide professional services using the "Deloitte" name which it extends to Deloitte entities within its territory (comprised of Belgium, the Netherlands, the United Kingdom, Ireland, Switzerland, Denmark, Norway, Finland, Sweden, Iceland, Italy, Greece and Malta), including the Audit Firm. As from 1 June 2020,

Deloitte NSE firms combined with Deloitte Middle East – covering Cyprus, Libya, Egypt, Saudi Arabia, Yemen, Oman, United Arab Emirates, Qatar, Bahrain, Kuwait, Iraq, Jordan, Lebanon and Palestinian ruled territories. The Audit Firm is authorized to serve as an auditor for clients in Belgium.

The majority of the shares and voting rights of Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises are held by individuals who are members of the Institute of Auditors ("Instituut van de Bedrijfsrevisoren" / "Institut des Réviseurs d'Entreprises"), and the remaining shares and voting rights are held by individuals and by Deloitte Belgium BV. The unavailable equity of the audit firm is 2,557,012.50 EUR.

All information provided in this report relates to the situation of Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises on 31 May 2021, except if indicated otherwise.

## Network description

### The Deloitte network

The Deloitte network (also known as the Deloitte organization) is a globally connected network of member firms and their respective related entities operating in more than 150 countries and territories across the world. These separate and independent member firms operate under a common brand.



### Deloitte Touche Tohmatsu Limited ("DTTL" or "Deloitte Global")

Deloitte Touche Tohmatsu Limited is a UK private company limited by guarantee incorporated in England and Wales. DTTL serves a coordinating role for its member firms and their related entities by requiring adherence to policies and protocols with the objective of promoting a consistently high level of quality, professional conduct, and service across the Deloitte network. DTTL does not provide professional services to clients, or direct, manage, control, or own any interest in any member firm or any member firm's related entities.

"Deloitte" is the brand under which approximately 345,000 dedicated professionals in independent firms throughout the world collaborate to provide audit and assurance, consulting, financial advisory, risk advisory, tax, and related services to select clients. These firms are members of DTTL. DTTL, these member firms and each of their respective related entities form the Deloitte organization. Each DTTL member firm and/or its

related entities provides services in particular geographic areas and is subject to the laws and professional regulations of the particular country or countries in which it operates. Each DTTL member firm is structured in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in its respective territories through related entities. Not every DTTL member firm or its related entities provides all services, and certain services may not be available to attest clients under the rules and regulations of public accounting. DTTL, and each DTTL member firm and each of its related entities, are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm, and their respective related entities, are liable only for their own acts and omissions, and not those of each other. The Deloitte organization is a global network of independent firms and not a partnership or a single firm. DTTL does not provide services to clients.

### The Audit Firm: governance – leadership in action

The Audit Firm operates as a private company with limited liability, established under Belgian law, with seat at Gateway building, Luchthaven Brussel Nationaal 1 J, 1930 Zaventem and registration number 0429.053.863.

The Board of Directors of the Audit Firm retains competence for establishing the annual accounts of the Audit Firm.

As from 1 April 2021, a Management Committee has been incorporated by the Board of Directors. The Members of the Management Committee are entrusted with the overall management of the Audit Firm, including the governance and oversight of the audit practice. The Members of the Management Committee are assisted by specialized teams, like for example the Audit & Quality Risk Office that advises on specific matters and/or implement policies including periodical updates on technical matters such as accounting and auditing standards. Other examples are the Practice Protection Group, which assists with client and engagement acceptance and continuance matters, among others, and the Learning Group in charge of all learning programs within the Audit Firm.

The Board of Directors appointed by the General Meeting of the shareholders is composed of at least a majority of members of the Institute of Auditors. The Members of the Management Committee are appointed by the Board of Directors or by the General Meeting of the shareholders of the Audit Firm.

The management bodies and the General Meeting of the shareholders exercise their responsibilities within the Audit Firm as defined and attributed according to the Articles of Association of the Audit Firm.

The Chairman of the Board of Directors is Michel Denayer.

The following are the Members of the Management Committee of Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises who were appointed by the Board of Directors for a definite term (renewable) that will end on 31 May 2023, unless the position is ended before that date:

#### Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises – Members of the Management Committee

Joël Brehmen, Chairman of the Management Committee, also Managing Director

Rik Neckebroeck, also Managing Director

Kathleen De Brabander, also Managing Director

Yves Dehogne, also Managing Director

Kurt Dehoorne, also Managing Director

Piet Vandendriessche

Joël Brehmen is the Chairman of the Management Committee. The Members of the Management Committee of the Audit Firm develops and implements the strategy for the Audit & Assurance practice, including related policies and procedures. In all of their activities, the engagement partners<sup>2</sup> of the Audit Firm are responsible for the overarching objective of audit quality, including compliance with applicable professional standards and regulatory requirements. The Audit Firm strategy is developed in alignment with the overall strategic direction established for the Deloitte network.

The Members of the Management Committee and the engagement partners of the Audit Firm participate in Deloitte network groups that set and monitor quality standards, and from which a number of audit quality initiatives emanate.

2. An engagement partner is a partner or other person in the firm who is responsible for the audit or assurance engagement and its performance, and for the report that is issued on behalf of the firm where applicable, and who, for audit mandates, is the representative of the Audit Firm as statutory auditor (commissaris/commissaire).



# **Our purpose and commitment: instilling trust and confidence**

Our purpose is to make an impact that matters. For Audit & Assurance, this means a focus on delivering independent high quality audits and instilling confidence and trust in the capital markets through the services we deliver. This requires us to continuously build capabilities to support the delivery of high quality audits and make leading contributions to shaping the future of the audit profession.



# What Deloitte Audit & Assurance brings to capital markets

## Deloitte Global leadership

The Deloitte Global Audit & Assurance Leadership Team is led by Jean-Marc Mickeler, Deloitte Global Audit & Assurance Business Leader whose responsibilities include:

- Developing and driving Deloitte Global Audit & Assurance strategy.
- Setting audit methodology standards and approving audit policy and methodology changes with the objective of enhancing audit quality across the Deloitte network.
- Driving key audit quality initiatives and policies across the Deloitte network.

## Entities Deloitte audits

As part of Deloitte Global Audit & Assurance's commitment to supporting the capital markets, Deloitte is focused on auditing entities where it serves the public interest and where Deloitte has the capabilities to perform a quality audit with objectivity and in compliance with applicable ethical and professional standards.

## Audit engagement acceptance and continuance

As a part of Transformation efforts, global initiatives are underway to foster a standard approach to audit engagement acceptance across the Deloitte network, resulting in consistent decisions and consideration of risks.

The Audit Firm has detailed policies and procedures in place for accepting prospective clients and engagements and assessing engagement risk. These policies and procedures are designed with the objective that the Audit Firm only accepts engagements where it:

- Is able to perform the engagement and has the capabilities, including time and resources, to do so.
- Can comply with all relevant ethical requirements and professional standards, including independence and conflicts of interest assessments and considerations.
- Considered the integrity of the potential client's management team.

## Audit & Assurance Transformation

Being a relevant profession of the future and a sustainable practice that evolves with the pace of change in technology and society is critical. Driving this goal is the Deloitte Audit & Assurance Transformation initiative, which is currently being developed and deployed across the Deloitte network, including our Audit Firm.

Audit & Assurance Transformation is an important shift across the network in the way Deloitte professionals work and includes:

**The Deloitte Way:  
standardization  
of audit processes  
supported by our global  
technology suite**

**Real-time audit  
quality monitoring**

**Enhanced talent model  
which includes learning,  
rewards and recognition,  
centers of excellence,  
and delivery centers**

**Agile deployment of  
tools and technologies  
to respond to changing  
environments**

### Audit innovation<sup>3</sup>

With The Deloitte Way, Deloitte is bringing innovation into the core of how our audits are executed: with automation that improves routine tasks, analytics that yield a deeper and more insightful view into the data, and artificial intelligence that enhances human discovery and problem-solving. As a result, clients get an experience that is less burdensome, with more transparency and deeper insight.

Innovation and technology enablement are an expectation in today's fast-changing business environment, and this expectation holds true for the audit profession as well. Today's complex business environment requires that the audit be dynamic, multidimensional, and insightful. There is a demand for real-time, relevant information, and clients expect audits to evolve as they innovate their businesses and processes. The auditors of Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises are enhancing procedures by making more use of data-driven analytics, as well as cloud-based technologies. This is due in part to the increased automation and effectiveness these provide, but also the need for the Audit Firm to stay ahead of technological advances used by the entities that we audit.

Deloitte is committed to the continued investment in emerging technologies and diversity of thought that enables the delivery of enhanced quality, insights, and value to our clients and the markets. Deloitte has released Deloitte Omnia, our next-generation cloud-based audit delivery platform, as well as Deloitte Levvia, a tailored solution to support our very small audits. Further development, enhancement, and broad deployment of both solutions will continue over the next several years. Deloitte also has a global analytics platform, as well as an integrated suite of enabling innovation tools all connected in the cloud.

Existing global enabling tools include:

- Deloitte Connect – Online communication, information sharing, and progress tracking
- Icount – Mobile-enabled inventory counts
- Iconfirm – Automated management of the audit confirmation process
- Reveal – Sophisticated regression analysis
- Signal – Comprehensive risk analytics
- Audit Online – Interface with delivery centers and support of guided risk assessments

### Environmental, social, and governance (ESG) reporting<sup>4</sup>

#### Financial reporting today

To better assess the resiliency of corporate strategies to climate-related and other ESG matters, investors and stakeholders are seeking reliable and comparable information on the potential impacts of these matters. These matters could have implications on a company's financial accounting and reporting, in the context of the existing accounting standards and the financial statement audit. Companies follow financial reporting standards such as the International Financial Reporting Standards (IFRS) and US Generally Accepted Accounting Principles (GAAP). Auditors follow auditing standards such as those established by the International Auditing and Assurance Standards Board (IAASB), International Standards on Auditing (ISA), and "Public Company Accounting Oversight Board" (PCAOB) related to the audit of the financial statements. These standards require auditors to identify and assess the risks of material misstatement in the financial statements of the companies they audit, and design and perform audit procedures responsive to those risks. Deloitte is increasing awareness of the potential impacts of climate-related and other ESG matters on financial reporting through guidance, tools, templates, learning, and leading practices.

#### Corporate reporting of the future

In addition, market participants and broader stakeholders are calling for greater insight into corporate performance, specifically demanding enhanced transparency around ESG impacts and dependencies of a company's business model and strategy. Over time, many standard setters and other organizations have developed frameworks or standards for reporting metrics and ESG information for use by companies. However, currently there is no global enforcement mechanism nor any assurance requirements for consistent adherence or adoption. Deloitte supports the International Financial Reporting Standards Foundation's (IFRSF) proposal to establish an International Sustainability Standards Board (ISSB) that, alongside the International Accounting Standards Board and under the governance and oversight of the IFRSF, would provide a set of global standards.

3. For more information about Deloitte audit innovation, please refer to Deloitte [Global Impact Report](#).

4. For more information about Deloitte's alignment with ESG, please refer to Deloitte [Global Impact Report](#).



There is a growing interest for companies to integrate climate-related and other ESG considerations into systems of internal control, enhancing the maturity of systems, processes, and governance over climate-related and other ESG information. Those charged with governance (e.g., Audit Committees, Boards) are moving toward incorporating ESG considerations in their oversight responsibilities of companies' management—companies' readiness, companies' management skillsets, and implementation of processes and controls to collect data.

Deloitte supports efforts to make publicly disclosed ESG information consistent, comparable, and reliable. Assurance provides a greater confidence in ESG information. Deloitte believes that there is a benefit of ESG assurance being provided by an audit firm. Objectivity, credibility, and integrity are qualities valued most in assurance providers. These are in

addition to independence, professional skepticism, commitment to quality, and appropriate training that are equally critical. All of these are covered under the typical infrastructure of audit firms and will be further reinforced with the adoption of ISQM 1, which becomes effective in December 2022.

Deloitte supports the continued collaboration of all participants in the financial reporting ecosystem, working together to develop and implement common standards upon which to measure, disclose, and ultimately assure ESG information.

Further, to help the world achieve the goals of the Paris Agreement, Deloitte has launched WorldClimate, a strategy to drive responsible climate choices within the Deloitte network and beyond.



### Coronavirus disease 2019 (COVID-19)

Deloitte's highest priority is the safety and well-being of its professionals. In this changing global environment as the impacts of COVID-19 continue to unfold, investors and stakeholders are looking to auditors more than ever to provide an independent opinion on companies' financial statements. Deloitte remains committed to this critical role and to delivering the highest quality audits.

The Audit Firm and its professionals may be affected by restrictions on travel and requirements to stay at home. The Audit Firm has therefore put in place new ways of working remotely and obtaining information required to conduct the audit.

In addition, entity management is faced with significant uncertainty in making judgments to project future operating results and cash flows, going concern, and developing valuation analysis, etc. The financial reporting process likely requires careful analysis and further considerations of impact from management and auditors given the current environment.

All stakeholders of the financial reporting ecosystem must exercise significant judgment in this unprecedented and uncertain environment—governments, when projecting the length of closures; bankers, when deciding if a loan can be repaid in full; management, when evaluating if a company can continue operating as a going concern and audit committees providing oversight of management; auditors, when assessing these judgments; and investors, when analyzing the available financial information in light of these unprecedented uncertainties.

Although the existing accounting frameworks have provisions for uncertainties, it is important for financial statement users and regulators to expect a higher degree of market and economic volatility in the near future.

Deloitte welcomes the public statements and guidance issued by regulators that recognize the current uncertainties and emphasize the importance of high-quality, forward-looking corporate disclosures. Importantly, some regulators have conveyed that good faith attempts to provide investors and other market participants with appropriately framed forward-looking information will not be second-guessed. There is benefit to the public for greater transparency from various financial reporting ecosystem stakeholders raising awareness about these issues. This includes providing more clarity on the responsibilities of management, audit committees, companies, auditors, regulators, and other stakeholders.

Deloitte's overarching strategic objectives are principles-based and remain unchanged (e.g., investments in quality, people, and technology), however, some related processes have been modified or prioritized to factor in unanticipated changes due to the pandemic. Deloitte firms were required to implement monitoring and consultation processes to maintain high standards of quality and reinforce key areas of focus impacted by the implications of COVID-19.

Deloitte has been focused on setting the necessary tone for the historically challenging period that followed. From an audit risk perspective, the fluid economic and health environments globally continue to put pressure on the risk of fraud, asset impairments, and going concern in certain industries. Operational challenges in some industries can manifest into financial reporting challenges, while other industries may be benefiting from the current environment.

The professional standards, Deloitte policies and guidance, strong consultation and specialist networks, and steadfast diligence continue to be the basis for Deloitte's execution of high-quality audits. Deloitte's global technology and infrastructure allowed for an agile and rapid response to the various impacts of the COVID-19 pandemic.

Deloitte prepared for various contingencies in order to support changing needs and to support professionals during periods when they have been required to work remotely. Deloitte Global has launched and continues to maintain the Deloitte Global Audit & Assurance Technical Delivery Resource Center – a central location for all Deloitte professionals to access globally relevant and locally adaptable COVID-19-related audit resources and guidance. These responses have allowed us to continue to reinforce execution of the Deloitte audit approach throughout the pandemic.

Deloitte has also led global initiatives to understand the implications of working virtually for professionals, to provide them with support to enhance team collaboration and to consider new ways of working in a remote environment. Despite the virtual working environment, learning was successfully delivered to Deloitte professionals through virtual programs and we are using this experience to drive continuous improvement.

The transformation of audit execution in an increasingly dynamic work environment has led Deloitte to respond to the rapidly changing needs and requirements of the talent landscape. As Deloitte is organizing the return to the workplace in several countries, it is challenging its historical working methods and considering a hybrid working environment.

Going forward, Deloitte will continue to focus its efforts and provide a consistent audit experience in a way that embraces the evolving expectations of clients and professionals.

### **Multidisciplinary model (MDM)**

MDM is an important contributor to high-quality audits. Auditors increasingly use the work of specialists in a number of areas, including to assist in their evaluation of accounting estimates and fair value measurements. This has been more important than ever as companies' financial statements were required to reflect the uncertainties presented by COVID-19. Financial statements may continue to grow in complexity due to new ESG considerations and other focus areas. Further, as big data utilization becomes more pervasive in line with other digital advances, the demand for data analysts and IT specialists will grow accordingly. Among the benefits of the MDM are:

- Possibility to develop industry insights through multiple lenses, which enhances auditors' understanding of business risks relevant to conducting audits.
- Immediate access for the audit practice to specialized resources in other business lines. This promotes audit quality because auditors can leverage the knowledge and experience of advisory professionals who are skilled in subjects beyond audit and assurance.
- A diverse organization helps attract and retain premier talent.
- Availability of intellectual capital within the network to innovate audit processes, technologies, etc.
- Parts of the business grow at different rates during various time periods across markets. Deloitte's MDM provides a safeguard against market volatility that is important to long-term viability of the network and makes significant investments in audit quality and innovation possible, even in times of financial pressures on the audit business.

Deloitte's response to COVID-19 demonstrates both resiliency in putting audit quality and the public interest first which is further supported by the significant benefits of the MDM. Each non-audit Deloitte business has a shared and vested interest in supporting audit quality initiatives and Deloitte's strategy to deliver high-quality, globally consistent service to clients.



# Professional development and performance management

Deloitte culture and the design of learning programs place people at the forefront. Deloitte professionals are technically proficient with high levels of ethics, integrity, professional skepticism, and objectivity, and are continuously enhancing their skillset and experience.

Deloitte is committed to delivering an unrivalled talent experience, developing professionals, and furthering their careers by creating a life-long learning environment—advancing audit education, skillsets, and flexible career options that appeal to future auditors.

Deloitte professionals bring diverse backgrounds, knowledge, and skillsets that enhance capabilities as an organization in delivering the highest quality audits.

In addition, operational discipline, effective management of the business, and the development of a singular approach to doing audits known as The Deloitte Way, provide the foundation for Deloitte's commitment to bring consistency to our audits.

Deloitte is driving a sustainable audit and assurance business that recognizes and rewards its people and ongoing investments in their future.



## Learning and development initiatives

Deloitte's transformed approach to audit delivery is changing the audit experience for professionals. Audit teams are empowered by advanced tools and technologies and more extensive use of data analytics within a guided workflow to execute the end-to-end audit cycle. For Deloitte professionals, this means focusing on how the engagement is planned, executed, and managed consistently across the globe using forward looking techniques and capabilities. It also offers opportunities to enhance their technical and professional skillsets and competencies. For example, the following skills become more important—enhanced data analytics, project management, critical thinking, communication, enhanced professional judgment, and the application of accounting and auditing principles to work more effectively and deliver higher quality engagements.

Not only does Deloitte deliver value in more areas, but as capabilities and skillsets are enhanced, we build greater confidence and become ever-better evaluators of risk.

Deloitte has made substantial investments in talent and learning strategies and transformed the technical audit curriculum to build the refreshed skillsets and proficiency required by level:

- At the core, we have a single, global mandatory audit technical learning curriculum for auditors, targeting learners by level, using a dynamic blend of live instructor-led, digital on-demand courses, and on-the-job activities. Due to the COVID-19 pandemic, live instructor-led learnings are no longer primarily rolled-out in a classroom delivery model, but rather virtual. Over the last year, we delivered high quality virtual learnings to all levels and obtained very positive feedback.
- The Audit Firm establishes minimum levels of continuing professional development to be undertaken by partners and other professionals within a specific period of time. All client service professionals are required to complete at least 20 hours of continuing professional education (CPE) each year and at least 120 hours every three years, through structured, formal learning programs, such as internal or external courses, seminars, or e-learning covering all areas of the competency model (e.g., shared competencies, function-specific technical competencies, and competencies in areas of specialization).
- All client service professionals have clearly defined role expectations and global Talent Standards outline the capabilities that are required of practitioners at each level.

Deloitte has also established specific learning opportunities for specialists working on audit engagements to support their knowledge and understanding of the audit process. Enhanced project management, a key capability for executing audit engagements, has been included in annual development programs which provide a blend of technical and soft skill learning development. The objective of the Audit Firm professional development program is to help partners and practitioners maintain and enhance their professional competence and ensure consistency of audit execution. To supplement on-the-job development, the Audit Firm provides formal continuing professional development programs in relevant subject areas consistent with the Deloitte Global Audit & Assurance Curriculum.

The learning plan offers a variety of topics, including technical matters (GAAP, GAAS, professional rules, taxation, company law, labor law, IT systems, internal controls), management and interpersonal skills, business economics and industry specific courses. The continuing education program is comprised of both Deloitte organized learning sessions as well as external learning, organized by the Institute of Auditors and the ICCI ("Informatiecentrum voor het bedrijfsrevisoraat - Centre d'information du révisorats d'entreprises") among others. Next to this, a variety of e-learning sessions are available to deepen certain skills.

Certain courses are mandatory and others are optional, such that each auditor or trainee auditor can personalize his or her learning program to the specific needs.

During the first years with the Audit Firm, training is predominantly comprised of mandatory courses on technical topics, including Deloitte methodologies and processes. For more experienced people, the optional part of the learning plan increases given that individual needs become more diverse. More experienced auditors must update and deepen their technical and industry knowledge. Developing management and interpersonal skills also gain importance for this group. According to their capacities, some individuals are also given the opportunity to follow long term courses, such as management courses organized by reputable schools.

In addition, auditors working on audits of SEC registrants or subsidiaries of SEC registrants (Securities and Exchange Commission) are required to be US accredited under firm policies. Specific trainings on the standards of the PCAOB need to be followed every year to be accredited.



### Deloitte University

Deloitte actively cultivates the collective knowledge and skills of Deloitte professionals globally through continued investment in Deloitte Universities (DU). These are state-of-the-art learning and development centers focused on Deloitte culture, and rooted in the principles of connectedness and leadership in a highly inclusive learning environment<sup>5</sup>.

# Deloitte.

## University

### Audit & Assurance (A&A) Leadership appointments

Critical A&A Leadership roles are clearly defined. A role profile and key performance indicator framework provide a basis for consistent leadership appointment and evaluation across the Deloitte A&A network and align member firm and Deloitte Global A&A strategic objectives. Deloitte has introduced globally consistent standards for member firm A&A leaders, including A&A Business Leaders, A&A Quality Leaders, and A&A Risk Leaders through clearly-defined roles, responsibilities, and expected success outcomes. These inform objective setting and evaluation processes and reinforce Deloitte's culture of quality and excellence. Robust monitoring of succession planning is in progress to ensure Deloitte is developing and appointing the appropriate individuals with the capabilities to achieve these consistent standards.

### Partner remuneration

Execution of high quality audits is expected from all professionals and is embedded across the Deloitte network. Audit quality is recognized through reward and recognition programs and is built into performance standards at every level, against which professionals' overall evaluations are measured.

In accordance with global policies, the Audit Firm's partners are evaluated on a yearly basis, and depending on the outcome of the evaluation, the remuneration of partners may increase or decrease. Specifically, partner evaluations take the following factors into account: quality, expertise, integrity, professionalism, entrepreneurship, independence and compliance.

### Leadership commitment and tone at the top

Deloitte's culture of quality and excellence begins with strong tone from the top, starting with senior leadership through to the leaders in all our offices and audit engagements. Deloitte's focus on audit quality is evident through the direct involvement of leaders across activity levels and consistent messaging that reinforces the importance placed on audit quality. Deloitte's relentless pursuit of quality defines not just what we do, but who we are.

### Independence, objectivity, and professional skepticism

The execution of high quality audits requires independence, objectivity, and professional skepticism. This means a continuous and tangible focus on Deloitte's critical role in protecting the public interest, including creating a culture of quality where doing the right thing is of paramount importance. As evaluators, Deloitte consistently reinforces the important role of who must maintain a mindset of professional skepticism throughout the conduct of our work. This approach to the audit is reflected in many aspects of Deloitte policies, methods, procedures, and learning, and is reinforced through quality control and accountability measures.

### Audit approach

Deloitte's approach to a high-quality audit involves an audit methodology, common across the Deloitte network, supplemented by audit tools for use by our professionals to plan, perform, supervise, review, document, conclude, and communicate the results of each audit. Deloitte's audit approach is underpinned by professional standards.

This audit methodology is dynamic—it evolves continuously to keep pace with the changing demands of investors, companies, and other stakeholders. It recognizes that advances in the availability and management of large data sets and in statistical science are relevant to continuing to enhance the quality of Deloitte audits.

Deloitte audit methodology is risk-based, focusing on the financial statement account balances, disclosures, and underlying assertions that have a reasonable possibility of being materially misstated.

5. For more information about Deloitte Universities, please refer to Deloitte [Global Impact Report](#).

# Deloitte's priority focus on audit quality

Deloitte's commitment to audit quality is central to everything we do, from instilling a culture of quality and excellence across the network, to business and financial priorities, and the processes, tools and technologies applied in the execution of audits. Making sure audit quality keeps pace with emerging economic, business, and regulatory conditions, as well as technological advances is critical to the continual enhancement of Deloitte's role in protecting the public interest and supporting the effective functioning of the financial ecosystem.

Deloitte's brand is defined by the high-quality audits delivered and by the unwavering commitment to continuous improvement.



### Processes to support Deloitte professionals in the execution of high-quality audits

The resources applied by Deloitte professionals in the performance of their audits include the proprietary tools, guidance, materials, and practice aids used in conducting audits, which are available to all our professionals in the Deloitte Global Technical Library, an extensive online library. Deloitte regularly issues accounting and auditing guidance to our professionals and communicates developments that may affect audit quality.

### Consultation

Quality and risk management considerations are integral to Deloitte's audit business. That is why Deloitte views consultation as an essential, collaborative process—one that helps determine the most appropriate answers to complex questions. Deloitte consultation policies require that conclusions are documented, understood, and implemented. In addition to formal consultations, whenever engagement partners and teams need additional information or perspectives, they are encouraged to seek assistance from the Audit Quality team, or others in the organization with specialized knowledge.

### System of quality control

Deloitte believes an effective system of quality control is crucial for the consistent performance of high-quality audit engagements and we continue to make significant investments in the people, processes, and technologies that underlie Deloitte's quality control processes.

Regulators and standard setters in Belgium and globally are also focused on driving further improvements in firms' systems of quality control. In December 2020, the IAASB released its new, revised suite of quality management standards, including International Standard on Quality Management 1 ("ISQM 1"). Effective 15 December 2022, ISQM 1 focuses on quality management at the firm level.

Deloitte's ISQM 1 implementation activities are well underway, working with leaders across the Audit Firm, as well as the broader network, to further enhance our proactive approach to managing the quality of engagements performed—identifying and addressing risks to audit quality and driving continued advancements in quality control processes.

Consistent with Deloitte's culture of continuous improvement and innovation, these standard setting activities provide the opportunity to challenge ourselves—examining those areas where we can further support and transform the system of quality control. Audit quality is always front and center, and robust audit quality monitoring and measurement processes play an integral role in our ability to continually improve.

Deloitte is proud of its role supporting the capital markets, protecting investors and the public trust.







# External and internal audit quality monitoring

## Audit Quality Monitoring & Measurement

A continued focus on audit quality is of paramount importance to the Deloitte brand. It is critical that a Deloitte audit is consistently executed and of high quality, wherever in the world it is performed.

The objectives of the Deloitte Global Audit Quality Monitoring & Measurement (AQMM) program are to:

- Transform the way audit quality is monitored and measured and audit deficiencies are resolved; and
- Enhance the internal system of quality control which all Deloitte network firms follow

The AQMM program is focused on driving:

- Continuous, consistent, and robust monitoring of completed and in-flight engagements
- Fundamental understanding of deficiencies and timely execution of corrective actions by all member firms consistently
- Greater transparency and consistency in reporting key measures of audit quality



## In-flight monitoring

Continuous audit quality monitoring by the Audit Firm drives a faster response to audit issues on “in-flight” engagements, driving identification, timely solutions, and real time corrective actions achieved by:

- Deployment and monitoring of a series of core diagnostics, enabling engagement partners and teams, as well as the Audit Firm audit quality leader(s) to continuously monitor audit quality and take immediate action.
- A program of subject matter specific “health checks” to assist the Audit Firm audit quality leader(s) in assessing progress and identifying potential issues on in-flight engagements.
- Performance reviews of live engagements which allows the Audit Firm to proactively identify and remediate any quality issues throughout the audit.

- In-flight monitoring results are evaluated overall to determine whether additional communication and support is needed for audit engagement teams with respect to adherence to the audit methodology or updates thereto.



## Engagement reviews

Key components of engagement reviews (internal practice reviews) include:

- Risk-based engagement selection and consideration of all major industries served by the Audit Firm.
- Mandatory moderation panel to drive consistency in findings and engagement ratings.
- External partners and deputies who oversee practice reviews to drive global consistency.
- Identifying appropriate resources (from within the Audit Firm as well as from other Deloitte geographies) with the right experience and industry knowledge, including establishing central review teams.



## System of quality control (SQC)

SQC review includes numerous elements such as documenting key areas of the SQC processes and controls and performing procedures for testing the operating effectiveness of the SQC, including execution of a comprehensive SQC review program. Deloitte is also preparing for the future by focusing on readiness activities for monitoring related to implementation of ISQM 1. These preparations are further advancing quality control processes and the approach to monitoring, and continually strengthening our culture of continuous improvement.



Audit Quality Indicators (AQIs), used in conjunction with other metrics, further assist the Audit Firm in developing and monitoring audit quality action plans and reporting on the progress in its audit quality journey. AQIs are integrated with ongoing AQMM activities.

In addition, proper timing and sequencing of audit activities, including timely reviews of work performed and the resolution of matters identified, are closely associated with high quality audits. Audit Quality Milestones are intended to drive consistency of engagement teams in project management, timing of when work is done, and necessary focus on engagement staffing, including sufficiency and the skills, knowledge, or experience of assigned resources.



### Causal factor analysis and remediation

Continuous improvement is essential to Deloitte's culture of quality and excellence. Understanding why audit deficiencies occur is critical to the design of effective actions to remediate findings. Further, actions are taken when audit deficiencies are identified during the performance of an audit engagement. Engagement level remediation is imperative to drive continuous improvement in audit quality and avoid future similar findings. An audit quality plan is prepared by the Audit Firm and provides for effective implementation and monitoring of key audit quality priorities.



### External inspections

In addition to the Audit Firm's own monitoring of audit quality, we are subject to external reviews by the Belgian Audit Oversight Board ("College van Toezicht op de Bedrijfsrevisoren" / "Collège de Supervision des Réviseurs d'entreprises", "CTR-CSR").

An inspection by the CTR-CSR was started-up in September 2020. A number of public interest entities (PIE) and non-PIE engagements have been reviewed with a focus on AML<sup>6</sup> and on reporting to Those Charged With Governance. The CTR-CSR issued its draft inspection report in March 2021 and we provided our preliminary feedback and action report in May 2021.

The CTR-CSR has signed a cooperation agreement with the PCAOB in April 2021. This agreement will enable the PCAOB and CTR-CSR to conduct joint inspections of audit firms in Belgium that issue audit reports for Belgian companies listed on US regulated markets.

### Statement on the effectiveness of the functioning of the internal quality control system

We confirm that we are satisfied that our internal quality controls and systems are robust, operate effectively, and allow us to readily identify any areas of potential enhancement. We continually seek to refine all aspects of our business and we use the findings of the practice review, other internal reviews, and external regulatory reviews to enhance our system of quality control.

6. In compliance with the law of 18 September 2017 on the prevention of money laundering and the financing of terrorism as well as on the restriction of the use of cash

# Audit Quality Monitoring & Measurement



# Independence, ethics, and additional disclosures

## Deloitte Global Independence



Sets **independence policies and procedures** based upon the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and the independence standards of the US Securities and Exchange Commission and the Public Company Accounting Oversight Board. Performs full reviews of independence quality controls on a three-year cycle; provides an annual focused review program to be performed by member firms as part of their Audit Practice Review for the off-cycle years; and performs in-depth follow-up reviews as needed.



Performs **on-going monitoring** activities of firms—enabling continuous enhancements to global policies, quality controls, tools, and practice support activities.



Delivers **global systems** to provide professionals with entity information to support compliance with personal and professional independence requirements, including financial interests and scope of service approvals.



Supports **independence awareness** across the Deloitte network through active engagement with independence and business leadership groups, periodic communications and alerts, and development of guidance, learning and instructions.

## Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises Independence

The Audit Firm has policies and procedures designed to address compliance with applicable professional standards that relate to independence. These policies and procedures are based on the Deloitte Global Independence policy, and are supplemented, as appropriate, to reflect additional national or regional requirements that may be more restrictive than Deloitte Global policies.

The Audit Firm leadership reinforces the importance of compliance with independence and related quality control standards, thereby setting the appropriate tone at the top and instilling its importance into the professional values and culture of the Audit Firm. Strategies and procedures to communicate the importance of independence to partners, other professionals, and support staff have been adopted, emphasizing each individual's responsibility to understand and meet the independence requirements. The Director of Independence is responsible for overseeing independence matters within the member firm,

including the design, implementation, operation, monitoring, and maintenance of the system of quality control related to independence.

The key elements of the system of quality control that the Audit Firm implemented in accordance with global independence policies include the following:

- Engagement acceptance and monitoring
- Monitoring long association of partners and professionals with audited entities
- Business relationship assessments and monitoring
- Use of independence business process tools, including the Deloitte Entity Search and Compliance (DESC) system, the Service Request Monitoring (SRM) application, and the Global Independence Monitoring System (GIMS).
- An Inspection & Testing program, and annual and special purpose independence confirmations, to monitor individuals' compliance with independence requirements

- Consultation processes including the identification of individuals who are to be contacted for independence matters
- Procedures to identify and analyze non-compliance with independence requirements and apply related disciplinary measures and actions
- Independence-related learning and communications
- As part of the testing of the System of quality control (see above) an internal review of independence compliance was conducted in the summer of 2021 by independence specialists from Deloitte Global, and an update review is performed each year.



#### DESC

##### **Deloitte Entity Search and Compliance**

Global, searchable database containing specific entity information relevant in determining personal and professional independence restrictions



#### SRM

##### **Service Request Monitoring**

Application integrated with DESC that provides a standard business process workflow for submitting and reviewing preapproval requests to provide services to clients



#### GIMS

##### **Global Independence Monitoring System**

Application that contains financial relationship data with relevant independence compliance indicators

### **Long association requirements of audit partners and professionals**

We have established practices for the assignment of audit partners to engagements, including consideration of partner rotation requirements. The Audit & Assurance Members of the Management Committee are accountable for the assignment of engagement / signing partners to the engagements, whereas the A&A Risk Leader keeps an overview of all partner rotation requirements. An annual workload analysis and monitoring of partners serving in clients and EQCR (engagement quality control review) roles is done by audit leadership, partially based upon input received from the annual portfolio reviews.

For PCAOB audits, in accordance with our policies, partners or persons serving in an equivalent position should not serve for more than five years in the position of lead audit engagement partner or EQCR, or in another partner role for more than seven years.

For Belgian PIEs (including their significant Belgian or foreign subsidiaries), partners should not serve as the audit firm's permanent representative for more than six years, and key audit partners including EQCR should not be involved for more than seven years. In addition, the auditor has to establish an appropriate gradual rotation mechanism for the most senior personnel involved in the statutory audit, including at least the persons who are registered as "bedrijfsrevisor" / "réviseur d'entreprises" (certified auditor registered in Belgium). We have established rotation policies as well as threats and safeguards analysis for most senior personnel involved in audit engagements for PIEs. These procedures encompass both the Belgian legal requirements and the requirements of the international Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (the "IESBA Code"), a standard-setting body of the International Federation of Accountants (IFAC). It also includes cooling-off periods, generally for a period of three years, during which the individual may not serve the PIE audit client in any capacity. For all other engagements, there are no rotation requirements.

### **Ethics**

All Deloitte professionals are expected to act with integrity in accordance with high ethical standards as described in the Deloitte [Global Principles of Business Conduct](#) ("Global Code"). The Global Code is embedded into each member firm's Code of Conduct and defines the commitments that all Deloitte professionals make regarding ethical standards, as well as explaining each individual's responsibilities to their clients, colleagues, and society. As member of Deloitte NSE, the Audit Firm complies with the member firm's Code of Conduct of Deloitte NSE.

In addition to the Global Code, other foundational elements of Deloitte's ethics program include global policies, a program of training and communications, and established reporting channels supported by defined incident management protocols. For continuous improvement, regular program assessments and reviews are conducted and feedback is collected from Deloitte professionals through an annual ethics survey.

Ethics at Deloitte is led by the Deloitte Global Chief Ethics Officer at the global level, and by member firm Ethics Officers at the national level, who is an experienced senior director with direct access to the member firm's CEO and governing body. Deloitte Global and member firm ethics leaders work together to continually monitor risk and to reinforce compliance with the Global Code.

The Audit Firm maintains policies and procedures that build on the global policies and are designed to provide reasonable assurance that its professionals comply with relevant ethical requirements.

The ethical requirements for audit and related assurance services provided by the Audit Firm are in accordance with the legal provisions applicable in Belgium (such as the law of 7 December 2016 organizing the profession and the public oversight of statutory auditors, the Code of companies and associations and the related implementing decrees) and the standards issued in Belgium. The Audit

Firm also complies with Deloitte Global policies and procedures, which align with the requirements and guidance set out in the international Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, a standard-setting body of the International Federation of Accountants (IFAC). When the national professional requirements are more restrictive than the Deloitte Global policies and procedures, the Audit Firm follows the applicable national requirements.

The Audit Firm reinforces its commitment to ethics and integrity through communication tools, learning programs, compliance processes, and measurement systems. In addition, the Audit Firm requires all partners, other professionals, and support staff to confirm annually that they have read and comprehended the Deloitte NSE Code of Conduct and understand that it is their responsibility to comply with it.





# Deloitte Global Ethics

Deloitte is committed to conducting business with honesty, distinctive quality, and high standards of professional behavior.

Deloitte's Global Principles of Business Conduct ("Global Code") outlines Deloitte's ethical commitments as a network and expectations for Deloitte's approximately 345,000 people, giving a strong, principled foundation. The foundations of the network's ethics program is comprised of the following elements:



# Shaping the future of the audit profession

Deloitte is proactively engaging with a range of stakeholders – including policy makers, regulators, investors, company directors, audit committee chairs and industry bodies – to help ensure that the audit, the corporate governance and the reporting regime continues to evolve to meet the needs of society and to serve its purpose in promoting confidence and trust in the capital markets. All of these stakeholders play a critical role in supporting the provision of relevant information in the public interest. The drive to bring innovation to the audit reflects Deloitte's commitment to enhance the audit of today as well as establish a long term vision for the future of audit.



# Appendix A

## EU EEA audit firms

### Disclosure in accordance with Article 13.2 (b)(ii)-(iv) of the EU Audit Regulation

**EU/EEA member state** (Article 13.2 (b)(iii) EU Audit Regulation: the countries in which each audit firm that is a member of the network is qualified as a statutory auditor or has its registered office, central administration, or principal place of business)

**Name of audit firms carrying out statutory audits in each member state** (Article 13.2 (b)(ii) EU Audit Regulation: the name of each audit firm that is a member of the network)

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
Austria	Deloitte Audit Wirtschaftsprüfungs GmbH
	Deloitte Burgenland Wirtschaftsprüfungs GmbH
	Deloitte Niederösterreich Wirtschaftsprüfungs GmbH
	Deloitte Oberösterreich Wirtschaftsprüfungs GmbH
	Deloitte Salzburg Wirtschaftsprüfungs GmbH
	Deloitte Tirol Wirtschaftsprüfungs GmbH
	Deloitte Wirtschaftsprüfung Styria GmbH
Belgium	Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises BV/SRL
Bulgaria	Deloitte Audit OOD
Croatia	Deloitte d.o.o. za usluge revizije
Cyprus	Deloitte Limited
Czech Republic	Deloitte Audit s.r.o.
Denmark	Deloitte Statsautoriseret Revisionspartnerselskab
Estonia	AS Deloitte Audit Eesti
Finland	Deloitte Oy
France	Deloitte & Associés
	Deloitte Marque & Gendrot
	Audalian Commissaire
	BEAS
	Cisane
	Constantin Associés
	DB Consultant
	ECA Audit
	Jacques Serra et Associés
	Laurens Michel Audit
	Opus 3.14 Audit et Conseil
	Pierre-Henri Scacchi et Associés
	Revi Conseil

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
Germany	Deloitte GmbH Wirtschaftsprüfungsgesellschaft
	Deutsche Baurevision GmbH Wirtschaftsprüfungsgesellschaft
	SüdTreu Süddeutsche Treuhand GmbH Wirtschaftsprüfungsgesellschaft
Greece	Deloitte Certified Public Accountants S.A.
Hungary	Deloitte Könyvvizsgáló és Tanácsadó Kft.
Iceland	Deloitte ehf.
Ireland	Deloitte Ireland LLP
Italy	Deloitte & Touche S.p.A.
Latvia	Deloitte Audits Latvia SIA
Liechtenstein	Deloitte (Liechtenstein) AG
Lithuania	Deloitte Lietuva UAB
Luxembourg	Deloitte Audit
Malta	Deloitte Audit Limited
Netherlands	Deloitte Accountants B.V.
Norway	Deloitte AS
Poland	Deloitte Audyt spółka z ograniczoną odpowiedzialnością spółka komandytowa
	Deloitte Audyt spółka z ograniczoną odpowiedzialnością
Portugal	Deloitte & Associados, SROC S.A.
Romania	Deloitte Audit SRL
Slovakia	Deloitte Audit s.r.o.
Slovenia	Deloitte Revizija d.o.o.
Spain	Deloitte, S.L.
Sweden	Deloitte AB
United Kingdom	Deloitte LLP
	Deloitte Limited
	Deloitte N.I. Limited

### Disclosure in accordance with Article 13.2 (b)(iv) of the EU Audit Regulation

The total turnover achieved by the audit firms that are members of the network, resulting from the statutory audit of annual and consolidated financial statements: € 1.9 billion<sup>8</sup>

7. On 31 January 2020, the United Kingdom was no longer part of the European Union. However, pursuant to an agreement between the United Kingdom and EU, the United Kingdom remained part of the EU customs union and single market and continued to apply EU law through the end of the transition period (i.e., 31 December 2020). The disclosure of total turnover from the statutory audit of financial statements includes turnover from the United Kingdom firms for the period from 1 June 2020 to 31 December 2020.

8. Amount represents an estimate determined based upon best efforts to collect this data. Certain Deloitte audit firms registered to perform statutory audits in respective member states provide statutory audit services as well as other audit, assurance, and non-audit services. While Deloitte endeavored to collect specific statutory audit turnover for each EU/EEA Deloitte audit firm, in certain cases turnover from other services has been included. The turnover amounts included herein are as of 31 May 2021, except for a limited number of instances where a Deloitte audit firm has different financial year-end or has not finalized its reporting for such period. In these cases, turnover amounts are for the relevant financial year or preceding financial year. Where currency other than the Euro is used in the member state, the amount in Euros was translated using an average exchange rate in effect for the period 1 June 2020 to 31 May 2021.

# Appendix B

## Financial information

### Disclosure in accordance with Article 13.2 (k)(i)-(iv) of the EU Audit Regulation

The breakdown of the Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises's 2019-2020 turnover:

Turnover	EUR
Statutory audit (PIEs or PIE subsidiaries)	26,736,665
Statutory audit (non-PIEs or non-PIE subsidiaries)	30,367,667
Non-audit services (audited PIEs or PIE subsidiaries)	4,519,174
Non-audit services (audited non-PIEs or non-PIE subsidiaries)	5,222,213
Non-audit services (other entities)	17,891,462
<b>Total billing</b>	<b>84,737,182</b>
WIP and other variances	2,052,815
<b>Total</b>	<b>86,789,997</b>



# Appendix C

## Public interest entities

### Disclosure in accordance with Article 13.2 (f) of the EU Audit Regulation

Public Interest Entities Audited for Statutory Purposes by Deloitte Bedrijfsrevisoren/Réviseurs d'entreprises in the Financial Year ended 31 May 2021:

Name	Financial Year-End
Alliance Développement Capital SIIC	31 December 2020
Argenta Assuranties / Assurances / Versicherungen	31 December 2020
Argenta Spaarbank	31 December 2020
Ascencio	30 September 2020
Association Mutuelle Médicale d'Assurances (AMMA Assurances)	31 December 2020
Bekaert	31 December 2020
Beobank	31 December 2020
Biotalys NV*	31 December 2020
Biocartis Group	31 December 2020
Bone Therapeutics	31 December 2020
Campine	31 December 2020
Cofinimmo	31 December 2020
Compagnie d'Entreprises CFE	31 December 2020
Compagnie du Bois Sauvage	31 December 2020
Curalia	31 December 2020
Euroclear	31 December 2020
Euroclear Bank	31 December 2020
Euroclear Belgium (C.I.K.)	31 December 2020
European Liability Insurance (ELINI)	31 December 2020
European Mutual Association For Nuclear Insurance (EMANI)	31 December 2020
Exmar	31 December 2020
Fagron	31 December 2020
FEDERALE Assurance, Association d'assurances mutuelles sur la vie / FEDERALE Verzekering, Vereniging van Onderlinge Levensverzekeringen	31 December 2020
FEDERALE Assurance, Caisse Commune d'Assurance contre les Accidents du Travail / FEDERALE Verzekering, Gemeenschappelijke Kas voor Verzekering tegen Arbeidsongevallen	31 December 2020
FEDERALE Assurance SC / FEDERALE Verzekering CV	31 December 2020
Galapagos	31 December 2020
Garantiefonds Reizen / Fonds de Garantie Voyages	31 December 2020

\* listed (PIE) in July 2021

Name	Financial Year-End
Greenyard	31 March 2021
Groupe Bruxelles Lambert (GBL)	31 December 2020
Hospitaal Plus VMOB	31 December 2020
Immo Moury	31 March 2021
Immobel	31 December 2020
Inclusio	31 December 2020
Intervest Offices & Warehouses	31 December 2020
Justitia	31 December 2020
MOB Verzekeringen CM-Vlaanderen	31 December 2020
Protect	31 December 2020
Proximus	31 December 2020
Recticel	31 December 2020
Roularta Media Group	31 December 2020
Securex Risques Divers (Securex - Vereniging voor Onderlinge)	31 December 2020
Securex Leven – Securex Vie	31 December 2020
Securex Accidents du Travail	31 December 2020
Shizuoka Bank (Europe)	31 March 2021
Sioen Industries**	31 December 2020
Sipef	31 December 2020
Solvac	31 December 2020
Solvay	31 December 2020
Ter Beke	31 December 2020
TEXAF	31 December 2020
Vandemoortele	31 December 2020
VDK Bank	31 December 2020
VGP	31 December 2020
Warehouses De Pauw	31 December 2020





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